

THE MILLENNIUM ALLIANCE
for Social Investment

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SECOND YEAR ANNUAL REPORT

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By
INMED Partnerships for Children

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INMED Partnerships for Children
"Inspiring Communities, Creating Opportunities"



Summary for Program, Administrative and Financial Status

At the end of its second year, the Millennium Alliance project has made significant progress toward its goal of increasing private sector resources for international humanitarian and development assistance through innovative alliances. The Millennium Alliance project has leveraged approximately \$6,843,260 in private sector resources, with approximately \$4.8 million committed cash and \$2,043,260 received in-kind. Twelve partnership opportunities have been developed and, of these, six are working partnerships in progress.

These working and developing partnerships meet the first two of the Millennium Alliance's three objectives. The third objective, to document partnership models and lessons learned, is in progress. The activities within this objective now focus especially on documenting models and lessons learned from partnerships that were generated as a result of PVC's original Matching Grant Program.

During the second year, management of the project changed. The new management structure and accompanying resumes were presented to PVC in August of 2003 and are also presented in this report. These changes in leadership are needed because of the retirement of the original project director, and because the focus for the final phase of the project is on assuring the long-term sustainability of the partnerships that are developed, and on nurturing the involvement of new companies that have never before been involved in international humanitarian and development work. Because the current director and deputy director and staff were the personnel who developed all of the current partnerships, it is crucial that these are the people who work on assuring the sustainability of the commitments of these partners. None of the top management personnel are new to the project; positions, however, have been re-defined.

As the financial report indicates, the USAID commitment from the original agreement is being adhered to. The Millennium Alliance reiterates its request, submitted in September 2003, to lower the match requirement, however. There are certain specific reasons for this discussed in the financial report, including elimination of one of the planned activities, the partnership conference, and the inability for two of the three objectives to generate revenue. The overarching reason, however, is that the 'mainstreaming' of partnerships, and the GDA precedent of providing seed funding to start public-private partnerships, has removed the incentive to pay the fees of intermediaries in the process. Rather, funding goes into the partnerships themselves, and the Millennium Alliance has been successful at generating resources for the partnerships. Based on the current experience of the Millennium Alliance and the understanding that all partners desire to put most of their available funds into the actual partnership programs themselves, a 51% match is realistic for this project.

The Millennium Alliance is pleased with the progress so far and is committed to the successful completion of this project. The Millennium Alliance looks forward to working with USAID/PVC on producing an exciting document on the results of this project. After reviewing the report, we request a formal modification recognizing the change in key personnel and a reduction of the match to 51%.

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I. BACKGROUND TO GRANT AND PROJECT CONTEXT

A. Historical and Technical Context

The Millennium Alliance for Social Investment is a project of USAID/PVC and INMED to increase private sector resources for humanitarian and development programs through NGOs. It began as an experimental project to test different approaches to partnership through a previous cooperative agreement and has evolved to fill its current important niche of developing and facilitating sustainable, long-term corporate commitments and bringing new companies (companies with little or no previous investments in international relief and development) into partnerships with NGOs. Documenting lessons learned, and the critical role that USAID PVC matching grants have played in the development of corporate/NGO partnerships, is also a crucial part of this project.

Since its establishment in 1986, INMED has been dedicated to strengthening communities worldwide and fostering their ability to develop healthy, educated children with increased opportunities for the future. To achieve this mission, INMED has consistently involved the private sector in its efforts, guided by the belief that collaborative private sector and community partnerships offer the best opportunity to develop initiatives that will enable communities to improve their standards of living. At the end of 2003, INMED began the process of formally changing its legal name to INMED Partnerships for Children to more accurately reflect its mission and purpose.

The history of the current *Millennium Alliance* project can best be characterized by four phases: the NGO corporate partnerships training phase; the PVC/corporate partnerships exploration phase; the corporate outreach phase; and the corporate/NGO sustainability phase.

NGO Corporate Partnerships Training Phase

In 1997 INMED held the last of its series of *Millennium* Partnership Conferences. This conference, co-sponsored by the World Bank, was attended by senior staff of BHR PVC, and led to discussions between INMED and PVC about housing the Corporate Community Investment Service (CorCom), a USAID-supported project, within INMED. These discussions led to a three-year cooperative agreement to implement CorCom in conjunction with its developer/director, who had been working previously with PVC. CorCom was originally created in 1996 by its director as a means of *facilitating linkages between businesses and non-profit organizations with the purpose of achieving economic and social development goals*. During the first 15 months of the CorCom project, INMED/CorCom convened an informal network of PVOs who met on a monthly basis to share experiences and learn how to approach companies and build partnership development skills. The CorCom project also sponsored a series of meetings with business representatives and development practitioners to gather ideas about how the program should be designed.

PVC/Corporate Partnerships Exploration Phase

During the second year of the CorCom project, discrepancies arose between the CorCom director, and USAID and INMED concerning project ownership and future direction. At the end of December 1999, following unsuccessful efforts to mediate these differences, the director left INMED and the USAID contract, taking the CorCom name and website with her, with USAID's

approval. With her departure, the project was reorganized and renamed the Millennium Alliance for Social Investment.

At that time, USAID was being approached by numerous companies to discuss potential projects. INMED and the Millennium Alliance project were asked to facilitate several of these discussions and to help explore ways in which USAID could work through these companies. Some of the meetings were with PVC contacts, and others came from requests from other USAID departments and divisions including Population, Health and Nutrition; the Global Bureau; the ENE Bureau; and the Forestry Department. INMED/the Millennium Alliance facilitated meetings and developed proposals at the request of PVC for working with companies including Monsanto in Russia, Bulgaria and Albania; a Brazilian forest products company; SmithKline Beecham; Johnson & Johnson; and Procter and Gamble. The USAID legal department was consulted as to appropriate ways for USAID to work with for-profit companies.

Also during this time PVC commissioned a study on the previous work of CorCom the Millennium Alliance in organizing a network of NGOs and providing technical assistance.

Corporate Outreach Phase

The results of the study indicated that while NGOs felt the workshops and technical assistance had been helpful, they also felt that their main need now was for more corporate opportunities for NGOs. Also, with the advent of a new administration, corporate/USAID partnerships could not be effectively pursued until new USAID policies were in place. Therefore, an unsolicited proposal was prepared by INMED to PVC, leading to the current cooperative agreement that would focus on increasing private sector resources for development. A director, recommended by PVC, was appointed, and a deputy director with corporate experience was hired.

For the first year and seven months of the project, a vast corporate outreach program was initiated by the Millennium Alliance, reaching 132 companies. Of these, 46 were involved in comprehensive follow-up, 29 led to actual negotiations, 12 developing partnership opportunities were pursued, and partnerships were agreed to with 6 of these. The Millennium Alliance was also called upon by PVC to develop materials and plans for the fledgling Global Development Alliance (GDA).

Corporate/NGO Sustainability Phase

The final year and a half of the current Millennium Alliance project is focusing on solidifying long-term commitments from companies to reach important international relief and development goals through NGOs. INMED believes this is an important niche for the Millennium Alliance. Without matching funds to help jump-start new corporate partnerships, the Millennium Alliance is focusing on building sustainable corporate commitments. This includes corporate partners with little or no previous international relief or development experience as well as a fortune 500 company that has invested significantly in the past, although previously with no focused strategy and not generally through NGOs.

Another objective of the project and a critical piece of this final phase is documenting lessons learned and key partnership principles. What has not been as widely recognized is that the PVC office initiated and has been encouraging partnerships through its Matching Grant Program for

many years. While these matching grants were not linked with the Millennium Alliance project and therefore could not be directly leveraged, they clearly initiated the partnership movement within USAID and encouraged PVOs to move in that direction. The sustainability and long-term success of the newer partnership activities within USAID have not been tested; but there are partnerships developed through the PVC Matching Grant Program that have endured.

Recognizing that there is valuable information to be shared from the many partnerships formed as a result of PVC's Matching Grant Program, the Millennium Alliance will produce a compendium of partnerships – and the associated lessons learned and best practices – that can be linked with the PVC Matching Grant Program. This publication will serve as a measurable outcome for the current objective to develop / compile tools, lessons learned, and best practices to support USAID policies for working with the private sector in order to specifically target partnerships related to past PVC matching grants. The Millennium Alliance will also continue to meet its other two objectives, pursuing partnership opportunities and developing working partnerships.

The Millennium Alliance has moved forward with its mandate and its objectives, utilizing a flexible framework to adjust to the numerous and swift changes in the partnership arena, bringing both challenges and opportunities. A major challenge from the outset of the project was the unstable global economic climate following September 11, 2001, immediately following approval of the Millennium Alliance project. A more recent and positive development is the increasing support for partnerships from the current administration, and the 'mainstreaming' of public/private/non-profit partnerships.

The Millennium Alliance has positioned itself to build on opportunities and to meet challenges and identify strategic solutions. During the spring and summer of 2003, INMED met with PVC to discuss certain changes in the agreement, including a change in key personnel and a change in the match requirement to 51%. These requests were submitted in writing in September, and are included in this report. An official amendment to reflect the changes to the contract is requested.

INMED remains highly invested in this project. Before entering the final phase of the grant, the Millennium Alliance has taken into account the progress made to date and the lessons learned from its activities in order to continuously re-evaluate its approaches and meet the objectives it set out to accomplish.

II. PROJECT METHODOLOGY

A. Goals and Objectives

The goal of the Millennium Alliance is to *increase private sector resources for international humanitarian and development assistance through innovative alliances among PVOs/NGOs, the private sector and USAID*. To achieve this goal, the Millennium Alliance project has focused its activities on meeting the following **three objectives**:

1. Develop private sector opportunities for NGOs.
2. Broker and facilitate partnerships.
3. Develop/compile tools, lessons learned, and best practices to support USAID policies for working with the private sector.

B. Strategies for Meeting the Goal and Objectives

Throughout the grant period, the three objectives of the project have remained the same. However, the overall project *strategy* and *methodology* for achieving these objectives has evolved to accommodate lessons learned and the changing partnership climate. As described in the background section, this evolution was occurring before the current cooperative agreement began in 2001, with the preceding CorCom and early Millennium Alliance agreement. With the initiation of the current agreement in October 2001, immediately following the September 11 attacks, the climate was different even from what it was at the time the grant proposal was written. The contrasting trends of decreasing corporate earnings on the one hand and increasing acceptance of public/private/non-profit partnerships as 'mainstream' on the other, required continual evaluation of strategy and methodology.

During the first year and a half of the current cooperative agreement, the Millennium Alliance concentrated its efforts on *identifying and approaching the private sector* – developing a broad base of corporate contacts from which to leverage opportunities for NGOs. Implementing this strategy, described in the following section, revealed that the vast majority of these corporate contacts, faced with declining earnings, were looking for partnerships that leveraged their investment, like the current GDA model. Most NGOs were looking for funding from the corporate sector, and without USAID funding to 'prime the pump', it was difficult to initiate large numbers of partnerships. The Millennium Alliance then moved into its current phase, shifting its strategy to focus on building *corporate/NGO partnership sustainability* – building and solidifying long-term commitments from companies to reach important international relief and development goals through NGOs. Currently, the Millennium Alliance is brokering and facilitating both large- and small-scale lasting partnerships in various sectors and regions and with various corporate partners. These partnerships are described in greater detail in Section IV.

To complement its efforts to work directly with the private sector, the Millennium Alliance developed tools, lessons learned and best practices to support USAID policies for working with the private sector. During the initial broad corporate outreach phase the tools and lessons were also broad, like tools for NGOs to develop corporate partnership policies and a corporate volunteer training manual. In its current phase, as its partnership building efforts are being consolidated, the collection of best practices and development of lessons learned has become more focused – specifically, on the role of PVC's Matching Grant Program in creating the climate for partnerships and the leverage for PVOs to enter into those partnerships with the

private sector. The importance of these early efforts have not been widely recognized, but the fact that the USAID/PVC Matching Grant recipients were implementing partnership programs long before other more recent USAID partnership efforts suggests that there are valuable lessons to be learned and important principles to be highlighted from PVC's early investments. Ongoing interviews with recipients appear to confirm this assumption.

A review of the project methodology and the progress made in implementing the aforementioned strategies is summarized below, including highlights of lessons learned and actions taken to increase and more strategically allocate, through NGOs, the resources – both monetary and in-kind – that companies invest in international development.

C. Methodology – Key Inputs for Achieving Strategies

Consistent Criteria Applied to Develop a Qualified Corporate Pipeline

As a result of the findings from the report commissioned by PVC following the CorCom project, the Millennium Alliance placed considerable emphasis on developing private sector opportunities for PVOs/NGOs. With the resources available, it was very important to effectively and systematically weigh potential partnership opportunities. To do this, we adapted and implemented an industry tool referred to as a *SPACIT Analysis* (see Attachment A, Development of a Corporate Pipeline). Using this approach, the Millennium Alliance was able to identify and qualify its corporate pipeline and monitor opportunities that were suspects, prospects, acquired, closed, and tracked. In other words, partnership opportunities were followed from the beginning when the initial research and contact was made, to the qualifying stage where it was decided whether or not to pursue the relationship further, to the negotiations of the partnership, throughout the development and finally the implementation phase.

Establishing a large, qualified pipeline is an important foundation for developing private sector opportunities for NGOs, and the SPACIT Analysis enabled the Millennium Alliance to develop private sector opportunities using consistent criteria. The qualified pipeline developed by the Millennium Alliance was preceded by a list of 132 potential partners that were researched and contacted. Of these 132 potential opportunities, 46 were qualified and pursued, and 29 involved multiple meetings with specific options discussed. As a result, the Millennium Alliance acquired 12 partnerships that are in the developing phase (opportunities have been developed), and partnerships have been agreed to with 6 of these.

Large-Scale Projects Nurtured

After establishing and pursuing a large, qualified pipeline of corporate contacts, the Millennium Alliance is now focused on brokering and facilitating corporate/NGO partnerships that will successfully bring private sector resources to humanitarian and development assistance programs for the long term. To help assure that solid, lasting partnerships are formed, the Millennium Alliance understands that large projects require a long timeline and involve a great deal of nurturing.

The premier example is the Millennium Alliance's ongoing work with the Monsanto Fund, which is proving well worth the investment in time and attention. Monsanto has made a significant corporate shift towards larger, longer-term grants, and to making these investments

through NGOs. These investments will now focus on an internationally recognized development objective, which they agreed upon through the work of the Millennium Alliance. This is a long-term commitment that will have considerably more impact on development work in the future. The Millennium Alliance has helped Monsanto make this strategic corporate shift over the past two years, and now it is helping put together the initial partnerships for Asia, Africa and Latin America. The Millennium Alliance may be needed to facilitate only these initial partnerships because it has put a strong process in place – but the success of these first partnerships is crucial to maintaining the Monsanto corporate commitment to ongoing NGO partnerships.

Supply Chain Partnerships Developed as an Important Partnership Option

In its role as a broker and facilitator, the Millennium Alliance has also learned that *supply chain* partnerships are crucial for local NGOs, and are an effective way to introduce new companies to international humanitarian and development work. The Millennium Alliance has called upon the considerable experience of INMED in providing medicines to projects in the developing world to develop systems for carrying out these much broader supply chain partnerships.

As an example, INMED’s Millennium Alliance leveraged partnerships with 38 companies for ICDDR,B: Centre for Health and Population Research in Bangladesh in order to meet their supply chain needs (see Attachment B for a list of these companies). ICDDR,B had attempted to develop these partnerships directly but had not been successful because of fears held by multinational companies of potential dangers and liabilities of working with an organization in Bangladesh. The Millennium Alliance met with these companies initially to represent the work of ICDDR,B, with which it had become thoroughly aware. It was also important to the companies that the Millennium Alliance would help assure that their products arrived safely and were used appropriately. The Millennium Alliance could then negotiate the most favorable terms that put the most resources into the program. The Millennium Alliance called upon the experience INMED had gained in providing medicines from pharmaceutical companies, leveraging this fundamental expertise to facilitate partnerships to meet the much broader supply chain needs of NGOs through the Millennium Alliance. Through this experience, the Millennium Alliance has learned that this broad supply chain partnership niche is one that is currently not being addressed for PVOs/NGOs. Additionally, approaching companies to provide product has proved to be an excellent entry point for encouraging *new companies*, with little or no previous involvement in international humanitarian and development programs, to dedicate corporate resources to these partnerships – something that the current administration is encouraging as partnerships become more ‘mainstream’.

Image First, for example, a U.S. company that had never before committed resources to international humanitarian or development efforts, is now actively doing so, beginning with appropriate and needed gifts-in-kind (GIK). Image First is involved at the highest level of the corporation, the president, who wants to develop this partnership further. It also recently brought a new corporate partner, Office Depot, into the Millennium Alliance. These activities require performance from all partners and require constant attention and nurturing on the part of the Millennium Alliance.

Acting as a Resource for the NGO/Corporate Partnership Community

One of the challenges of the current surge in partnerships is that many PVOs/NGOs enter into partnerships with the private sector without maintaining internal consensus on doing so. In response to requests, the Millennium Alliance provided guiding tools to PVOs seeking to formalize their partnership policies. To support USAID policies for working with the private sector, the Millennium Alliance drafted materials for PVC and GDA, developed a corporate volunteer training workshop and manual, supported PVO policy development with regard to the private sector, and begun compiling lessons learned in public-private partnerships (see Attachment C, Facilitation Tools and Guidelines; Tools for NGOs: Determining Internal Policies for Private Sector Partnerships, Corporate Volunteer Training: Introduction and Contents, Effective Social Investment: A Guide to Best Practices for Public-Private Partnerships, and Strategy Papers prepared for GDA).

The guidelines, lessons learned, and materials developed by the Millennium Alliance are still being shared among PVOs/NGOs and the corporate community – Project Concern International approached the Millennium Alliance earlier this year requesting materials to assist in developing its own policies for partnering with the private sector. Recently, APCO, a U.S. public relations company, approached the Millennium Alliance at the recommendation of the PVC office in search of assistance for one of its corporate clients. The Director of the Millennium Alliance met with APCO's Vice President and Senior Associate to discuss the client's interest in establishing executive training for small businesses that want to expand globally. It was determined that the Millennium Alliance would be an ideal partner should the client decide to pursue the training.

In light of the tremendous push towards the business model for alliances and the increasing need for partnership guidelines, the Millennium Alliance is now focused on collecting and documenting best practices and lessons learned in public-private partnerships in order to identify the critical success factors in pooling the knowledge and resources of multiple stakeholders. Specifically, the Millennium Alliance will address private sector partnerships that are attributed to USAID investments in the form of the Matching Grant Program. See Section III, Monitoring and Evaluation, for further detail on this document, which reflects a refinement to the targeted outcome of objective 3.

D. Comparison of Actual Accomplishments with Original Targets

As the table below demonstrates, the Millennium Alliance has made noteworthy progress in achieving its objectives. It is developing private sector opportunities for NGOs, successfully bringing new companies into international development and is reworking sustainable policies for more established companies that will help assure that their international development investments are not just in the form of a single partnership, but will create new and lasting partnerships with NGOs into the future. The Millennium Alliance has also found another niche that will be critical to demonstrating the key role that PVC has played in bringing USAID to where it is today in terms of promoting partnerships – the Millennium Alliance will document these successes and complete an important work for PVC to present.

Table 1
Summary: Year 2 Accomplishments as Compared to Original Annual Targets

Objective	Original Target (per project year)	Actual Accomplishment (end Year 2)
1. Develop private sector opportunities for NGOs.	Identify an average of 2 new private sector funding sources.	<ul style="list-style-type: none"> › A total of 12 private sector partnership opportunities developed. 6 of which are generating resources for development (see below).
2. Broker and facilitate partnerships.	Establish an average of 1 new funded corporate/PVO/NGO partnership.	<ul style="list-style-type: none"> › A total of 6 partnerships brokered and facilitated, and are in various stages of implementation.
3. Develop / compile tools, lessons learned and best practices to support USAID policies for working with the private sector.	Guidelines for facilitating partnerships developed and standardized.	<ul style="list-style-type: none"> › Guidelines for working with the private sector and materials supporting PVO policy development disseminated to PVOs upon request. › Corporate volunteer training manual developed. › Interviews begun with PVC Matching Grant recipients to document partnerships – and the associated lessons learned and best practices – that can be credited to PVC's Matching Grant Program.

III. MONITORING AND EVALUATION

A. Enhancements / Refinements to Objectives and Measures

While the Millennium Alliance has shifted its strategy and methodology to accommodate lessons learned and the changing partnership climate, the three original objectives and their targets as presented in the Detailed Implementation Plan (DIP) remain basically the same. One exception is the refined target for objective 3 – *to develop / compile tools, lessons learned, and best practices to support USAID policies for working with the private sector*. In year 3, the Millennium Alliance will expand its target for this objective to include documenting lessons learned and key partnership principles in an important work that will demonstrate the key role that PVC has played in bringing USAID to where it is today in terms of promoting partnerships.

Given the focus of the current administration for increased private sector partnerships, there is a need for information on how to effectively develop, implement and sustain partnerships. Much has already been published with regard to corporate social responsibility and factors to consider when leveraging partnerships. The purpose of this publication will not be to 'reinvent the wheel', but rather to take partnership models a step further to uncover the real challenges of engaging in partnerships and to illustrate what truly works and what doesn't when working with the private sector.

Another difference will be the focus on past matching grant recipients and their private sector partners. The role of PVC's Matching Grant Program in creating the climate for partnerships, and the leverage for PVOs to enter into those partnerships with the private sector, has not been widely recognized. PVC's Matching Grant recipients were implementing partnership programs long before other more recent USAID partnership efforts. The Millennium Alliance has begun developing a seminal paper on model partnerships, addressing best practices, lessons learned, the role of the Matching Grant Program in initiating the partnerships, and ideas for next steps. This paper/compendium will concentrate on past PVC Matching Grant recipients and their partners – with whom interviews are currently in process – and will be suitable for publication by September 2004.

The Millennium Alliance will continue to meet its other two objectives – *to develop private sector opportunities for NGOs* and *to broker and facilitate partnerships*. However, its efforts will be concentrated largely on developing and facilitating sustainable, long-term corporate commitments and bringing in new companies with little or no previous investments in international relief and development, into partnerships with NGOs. Recognizing the importance of including products, both gifts-in-kind and preferential procurement arrangements, into partnership options, the Millennium Alliance is building on INMED's expertise with medicines and has developed a supply chain partnership niche as a result of requests by both NGOs and private sector companies. These important types of partnerships will be expanded in the coming year.

The table presented in Attachment D outlines the enhancements/refinements to the objectives and measures for year 3 presented in the DIP, including implementation strategies, activities, targets, and indicators. A modified work plan for year 3 is also presented in this attachment.

Benchmarks of project progress were also considered in refining the objectives and measures and modifying the work plan for year 3. Each of the benchmarks for year 2 identified in the work plan of the DIP are presented below, with a report of whether we achieved each year 2 benchmark.

Second Year Program Management Benchmarks:

- Second year matching funds commitment achieved NO – A requested amendment to the match was discussed and submitted to PVC in 9/03. Please refer to Attachment H: Actual Expenditures To Date and Requested Total Budget Modification for Match.
- MIS including activity tracking system up to date - SPACIT Analysis adapted and implemented.
- Fees for service increased
- Personnel review system in place and used - Changes made to key personnel for the remainder of grant.
- Strategic and marketing plan up to date
- Consultant roster maintained

Second Year Marketing and Partnership Development Benchmarks:

- Two new corporate contacts made per month - Of 132 potential contacts, 46 were qualified and pursued, and 29 involved multiple meetings with specific options discussed.
- Fee for services generates \$60,000
- Millennium Alliance working with four partnerships likely to result in resources for PVO NGO program - Currently developing 12 partnership opportunities, 6 of which have become working partnerships in various stages of implementation.
- Dominican Republic Children Are the Future program on schedule – grants contracts made to PVOs/NGOs NO – Initial work and funding put on hold after 9/11 and economic decline in the country. Movement towards a return to the program is currently underway, but negotiations still to be finalized.
- Two corporate/PVO/NGO partnerships operationalized, with funding in place - Currently 6 corporate/PVO/NGO partnerships operationalized, with funding in place.

Second Year Information and Communication Benchmarks:

- One year training model and materials prepared and marketed - Prepared tools, guidelines and materials disseminated to PVOs/NGOs and companies upon request.
- USAID entities aware of Millennium Alliance services - To some degree, but not marketed within USAID.
- Website is an effective public information tool
- International conference held NO – No longer a relevant activity given the large number of partnership conferences currently taking place.
- Millennium Alliance public information (non-website) materials available and used - New Millennium Alliance brochure updated to reflect services, developing opportunities and new partnerships.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

The Millennium Alliance counts among its accomplishments, the development of 12 private sector partnership opportunities for NGOs, 6 of which have become working partnerships in various stages of implementation. Additionally, the Millennium Alliance developed strategy papers for USAID, tools for the private sector and for PVOs serious about partnerships, and has begun developing a compendium of best practices in public-private partnerships focusing on past PVC Matching Grant recipients. To review these tools, guidelines and materials developed and disseminated by the Millennium Alliance, please see Attachment C. To review details on the working partnerships and developing partnership opportunities, including: specific outputs achieved; problems encountered and how they have been addressed; and the impact on PVOs/NGOs who receive new private sector resources for their development programs and on people in the communities where development programs are implemented, please see the summaries provided below.

A. Working Partnerships

The Millennium Alliance is currently brokering and facilitating partnerships between the Monsanto Fund and multiple NGOs in Asia, Africa and Latin America; ICDDR,B: Centre for Health and Population Research in Bangladesh and multiple companies; Image First and the Order of Malta in Argentina; the Order of Malta and Office Depot; ICDDR,B and Image First; and Geneva Generics Novartis and multiple hospitals in Argentina. The progress made on implementing these partnerships is described below in further detail.

PARTNERS: Monsanto Fund and Multiple NGOs in Asia, Africa and Latin America
SECTORS: Agriculture & Nutrition
FUNDING: Approximately \$4.8 million committed for the first year, with plans to increase in the future

Working with the Monsanto Fund, INMED's Millennium Alliance facilitated the development of a global social investment strategy to promote nutritional well-being through improved agriculture in the developing world. As part of the implementation of this strategy, the Monsanto Fund restructured its giving guidelines to support *fewer, larger and longer-term* programs to achieve measurable people-level impact and document a difference in people's lives. It also committed to provide this support to NGOs, rather than to a wide variety of entities as it had in the past. Over time, with the new global strategy, the Monsanto Fund will be able to increase its international giving for developing countries, focusing more on supporting agricultural production and on developing strategic partnerships. This strategy is planned for implementation throughout Africa, Asia and Latin America, with the specifics of implementation and the selection of NGO partners based on the community context and needs in each region. Monsanto Fund has indicated that, for the first year, it is committing 80% of its approximately \$6 million budget¹ (or approximately \$4.8 million) to implementing this strategy, and plans to increase this commitment in the future.

¹ The Monsanto Fund's normal annual budget is \$6 million. This is what is anticipated for the coming year, although the final budget will not be approved until February 20, 2004. 80% of the final budget will be devoted to its new development goal through NGOs as a result of its work with the Millennium Alliance.

The process of identifying potential projects that fit within the Monsanto Fund strategy is moving forward in India, Thailand and the Philippines, and will soon be underway in Africa once target countries are identified by the Fund. In late 2003, the Millennium Alliance facilitated conference call meetings with representatives of the Monsanto Fund, Monsanto Asia regional representatives and key personnel from the designated Monsanto Asia countries to discuss the new strategy, ideas for location and focus of potential projects as well as criteria for potential partners. The Millennium Alliance is continuing to facilitate this process, helping to identify NGO partners and projects. NGO partners have been identified for India, Thailand and the Philippines, and are currently being vetted through the Monsanto legal department. At the same time, the Millennium Alliance has begun meeting with the NGOs to assure their buy-in at all levels.

The projects are being developed in true partnership fashion, with the local representatives of Monsanto and the NGOs working together to fully develop the projects and submit them to the Monsanto Fund by March 1, 2004.

The President of the Monsanto Fund has said that they 'couldn't have done it without the help of the Millennium Alliance.' A copy of her full letter can be found in Attachment E.

PARTNERS: ICDDR,B and Multiple Companies

SECTORS: Health, Population & Nutrition

INMED and ICDDR,B: Centre for Health and Population Research, an international institution for research, training and services in child and reproductive health, share the vision of a world where the use of cost-effective health technologies reduces preventable child deaths and improves the lives of millions around the globe.

Through the Millennium Alliance project, INMED has supported ICDDR,B by forging partnerships on its behalf with private sector companies to meet its supply chain needs. Thus far, INMED's Millennium Alliance has leveraged partnerships with 38 companies for ICDDR,B (including Sigma-Aldrich, Fisher Scientific, Roche, 3M, and Hardwood Products – see Attachment B for a full listing). The Millennium Alliance has secured equipment and supplies ranging from boats to computers to laboratory equipment for ICDDR,B's research laboratory, adjacent hospital and outlying facilities.

The partnership began when ICDDR,B first approached INMED to ask for help in identifying corporate partners, negotiating and helping to manage the relationships. ICDDR,B was having difficulty identifying and keeping corporate partners for its supply chain needs, and was experiencing delays and short-shipments while trying to manage excessive paperwork needed to continue their vital work. The Millennium Alliance now facilitates ICDDR,B's supply chain partnerships. Its services include the following:

- Researching supply partners.
- Negotiating with vendors and partners.
- Consolidating orders to save on processing and shipping costs.

- Providing appropriate documentation and waiver certificates, including documentation for USAID reimbursements. (Cumbersome documentation precluded many supply chain partnerships in the past.)
- Developing and implementing an on-line system to facilitate communication and lower its costs.

PARTNERS: Image First and Order of Malta
SECTOR: Health
FUNDING: \$140,260 GIK received

The Millennium Alliance is proactively encouraging new companies (companies new to social investments and partnerships) to become involved in international humanitarian and development programs. Image First is one such company.

In February 2003, as a result of hearing about INMED/the Millennium Alliance and reviewing our website, the president of Image First, a direct sale uniform company, asked for assistance in assessing the usefulness of their products in international relief and development work, and if useful, for assistance with the distribution of excess medical linens and clothing including: sheets, pillow cases, patient gowns, towels, blankets, lab coats, sweat suits and scrub suits. The Millennium Alliance conducted on-site inspections of the materials in their warehouses, and verified their quality and usefulness.

In May and June 2003, the Millennium Alliance connected the company with the Order of Malta, who was looking for donations to meet the needs of the Argentine province of Santa Fe after a catastrophic flood left thousands of families without clothes or shelter. With the assistance of the Millennium Alliance, Image First packed two 40-foot high cube containers of clothing including uniforms, dress shirts, polo shirts, slacks, fleece jackets, tee shirts and casual shirts.

The Millennium Alliance continues to work with Image First to become a true partner in relief and development. It has recently brought to the Millennium Alliance a new partner, Office Depot.

PARTNERS: Order of Malta and Office Depot
SECTOR: Health
FUNDING: \$250,000 GIK received

Like Image First, Office Depot was looking for a way to become more involved in international humanitarian assistance, and helping with in-kind donations has proven to be an effective means. Image First recommended to Office Depot, both the Millennium Alliance and the Order of Malta. The Millennium Alliance recently facilitated a donation valued at \$250,000.

Because of the successful handling of this donation, Office Depot has agreed to a follow-up meeting to discuss ways for Office Depot to become more involved as partners in relief and development.

PARTNERS: ICDDR,B and Image First
SECTOR: Health
FUNDING: \$40,000 GIK (estimated)

The success of the partnership between INMED/the Millennium Alliance, Image First and the Order of Malta has influenced Image First to become a true philanthropic partner in development. The manufacturer continues to work with INMED and is now expanding the reach of its donations to include Bangladesh.

Through the Millennium Alliance, a shipment of linens to Bangladesh is in the works – Image First has arranged to provide the up-front costs for storing the linens before shipment and, in preparation for the donation of a sufficient supply, the Millennium Alliance identified ICDDR,B to cover the costs of shipment and handle the delivery process.

Image First's extraordinary donation of thousands of units of hospital linens and clothing – enough to fill a 40-foot ocean shipping container – is a showcase example of how partnership facilitation can match a corporate donor's generosity to a closely targeted need at the community level, even halfway around the world. This donation, when shipped, will benefit ICDDR,B and the more than 120,000 people who receive direct medical care each year through ICDDR,B's hospitals. (See Attachment F, "Sharing Resources, Saving Lives" – Flier prepared by the Millennium Alliance for Image First to distribute among other potential corporate partners.)

PARTNERS: Geneva Generics Novartis and Multiple Hospitals in Argentina
SECTOR: Health
FUNDING: \$1,713,000 million GIK received

The Millennium Alliance is proud to count Geneva Generics Novartis among its network of corporate partners whose generous donations make it possible for non-profit client organizations to gain access to essential medicines that would otherwise be out of their financial or logistical reach.

The Millennium Alliance is working with this company to facilitate a partnership with multiple hospitals run by local non-profit groups in Argentina. Working with the Argentine Embassy, the Millennium Alliance is supporting the process through diplomatic means during this time of rapid political change in that country. Working through the hospitals and a contact at an Argentine diplomatic post, the medicines are arriving without delay and without incurring unnecessary expenses – the shipment costs are covered by the Embassy and warehouse space is provided as a donation by the diplomatic post. Geneva Generics was especially pleased with the follow-up reporting from the local NGOs on the donation, facilitated by the Millennium Alliance.

Since this partnership began, millions of dollars of medicines have reached patients who otherwise might not have received the treatment they need. This partnership is growing and the Millennium Alliance is in the process of extending the reach of Geneva Generics Novartis donations to Africa. Donations of hospital linens from another corporate partner, Image First, will also accompany this shipment.

It is important to note that while INMED has, in the past, procured medicines for international programs, it has not included in-kind donations or dealt with anything other than medicines. However, for the Millennium Alliance partnerships to succeed, and especially to encourage new companies to get involved, including supply chain and GIK in the partnership mix has become very important.

TOTAL RESOURCES GENERATED IN YEAR 2:

❖ **Monetary Resources: Approximately \$4,800,000 (committed)**

❖ **Gifts-In-Kind: \$2,043,260 (received)**

B. Developing Opportunities

The Millennium Alliance is continuing to develop and nurture additional large- and small-scale partnership opportunities in various sectors and regions with various entities, including multinational corporations (Johnson & Johnson, El Paso Energy, Exxon Mobil and Polo Ralph Lauren), a consortium of investors in the Dominican Republic, and a regional NGO (Compartamos Con Colombia). The services provided by the Millennium Alliance to these potential partners range from helping with the development of a social investment strategy and identifying NGO partners in Asia for Johnson & Johnson; to assisting Polo Ralph Lauren in identifying Latin American NGOs; to working directly with a Latin American umbrella NGO to develop a plan to educate Colombian companies on corporate social responsibility. Further detail on these opportunities that were developed is provided below.

Johnson & Johnson

Building on a 10-year successful partnership between INMED and Johnson & Johnson (J&J) in Latin America, the Millennium Alliance has worked with J&J to facilitate meetings with USAID, develop a strategic focus for their Asia social investments, identify qualified NGOs in five key Asia markets and facilitate meetings between J&J and the NGOs. From the very beginning, J&J has remained committed to developing an Asia strategy that will focus on meeting a USAID development objective through partnerships with NGOs.

With the assistance of USAID, the Millennium Alliance identified 35 multinational NGOs PVOs who expressed a keen interest in partnering with J&J at both the corporate and regional level. The Millennium Alliance produced an extensive report for J&J, a copy of which was submitted to PVC. From this group of 35, the Millennium Alliance facilitated a process of recommendations through meetings with J&J corporate and regional representatives and NGO finalists including Project Concern International, Pearl S. Buck Foundation, Christian Children's Fund and PLAN International. Ultimately, one NGO was chosen to develop a partnership with J&J. J&J was pleased with the partnership process and the efforts of the Millennium Alliance. However, a combination of events has stalled the process. Most significantly, one of the country directors for PLAN International, for whom the Millennium Alliance organized several meetings with J&J, was opposed to corporate partnerships. As a final step, J&J Asia country representatives met with selected country directors for PLAN International, and the Viet Nam country director indicated to J&J that he was not supportive of a corporate partnership. The company then lost interest in pursuing the partnerships because of the economic downturn and increasing security concerns.

In June of 2003, however, the J&J Asia Director for corporate philanthropy contacted the Millennium Alliance and expressed interest in resuming the project, but with new potential partners. This potentially large developing partnership for Asia demonstrates that, despite external circumstances, the continued interest and commitment of the private sector is key to moving partnerships forward.

El Paso Energy

Building on a 10-year successful partnership between INMED and El Paso Energy in Latin America, the Millennium Alliance has worked with El Paso Energy to develop strategic social investment partnerships with other NGOs. Discussions center on Indonesia – through its work

with Johnson & Johnson, the Millennium Alliance had already identified qualified NGOs in five Asian markets, one of which was Indonesia. As a result of this, the Millennium Alliance stood ready to present to El Paso Energy several NGOs / PVOs that have been working in Indonesia, some for as many as 40 years.

Progress was halted by fall out from the Enron crisis and resulting change in leadership at El Paso Energy. The appointment of a new CEO and new regional heads in the second quarter of 2003 provides a renewed opportunity to move forward with this partnership. Currently, El Paso Energy is reevaluating the direction it should adopt for its social investments.

ExxonMobil

INMED has worked on developing a relationship with ExxonMobil since the beginning of the Millennium Alliance project. In early 2002, ExxonMobil indicated a need for assistance in developing strategies for its social investment initiatives in Chad and Nigeria, two countries that the corporation has been actively involved in for a number of years. Meetings were held between the ExxonMobil representative in DC and INMED to determine meaningful program initiatives relating to both the Chad Export Project and ExxonMobil's work in the Niger Delta. After these meetings, the Millennium Alliance developed a concept paper to provide a basis for continued dialogue and to illustrate the value that the Millennium Alliance can provide in social investment strategic planning and NGO partnership development.

Given ExxonMobil's long-term commercial commitment to the entire region, the Millennium Alliance recommended that any national strategy be created within the context of a regional strategy. The framework for a long-term regional strategy would provide a road map on which to build consistent programs and garner sustained support from both internal and external groups.

ExxonMobil showed an interest in the scope of work that the Millennium Alliance was offering, and follow up meetings took place between its Nigerian representative and the Millennium Alliance. A change in key personnel at ExxonMobil stalled communications. Recently, ExxonMobil contacted the Millennium Alliance to follow up on the concept paper and discuss how the Millennium Alliance can leverage its social investments with a large number of NGOs in various parts of Africa. It is interested, however, in a partner that brings significant financial resources to the table, as in the GDA model.

Polo Ralph Lauren

The Millennium Alliance worked with Polo Ralph Lauren as it considered developing a social investment strategy and expanding its corporate giving in Latin America. Polo Ralph Lauren, an industry leader in apparel and home furnishings, has stated that it has remained committed to organizing and funding philanthropic initiatives, primarily in the U.S., over the last 35 years. In light of its recent expansion into the global market, particularly in Latin America, Polo Ralph Lauren has been considering international social investments, but has been preoccupied with international compliance issues. Now it is focusing on the internal development of a corporate advisory committee for its social investment initiatives, and the Millennium Alliance has been working with Polo Ralph Lauren to help identify NGO partners.

Since the preliminary discussions between both organizations, the interests of Polo Ralph Lauren have evolved to encompass a larger social investment strategy that will draw on additional services by the Millennium Alliance. With its expansion and growing market in Latin America, Polo Ralph Lauren is struggling to identify an appropriate focus for its philanthropy in the region, and recognizes that strategic social investments are an important priority for global expansion.

The Global Compliance department at Polo Ralph Lauren is now in the process of developing an advisory group within the company that includes its top decision-makers. The purpose of this restructuring is to ensure that all corporate social responsibility initiatives have full corporate backing. The philanthropic arm of the company now recognizes that garnering the support of high-level executives within the company is critical to enhancing its production and marketing image. The Millennium Alliance is providing advice to Polo Ralph Lauren to help in the formation of this committee and in preparing a larger social investment strategy that will incorporate a focus on corporate buy-in.

Consortium of Investors in the Dominican Republic

In 2001, ASIEX, the association of multinational corporations working in the Dominican Republic, introduced INMED to a consortium of investors, the MonteCristi Consortium, who were planning a large economic development project in the border region of the Dominican Republic and Haiti. The investors were interested in simultaneously implementing a social development program in conjunction with their economic development program, the Caribbean Basin International Development Initiative. Through the Millennium Alliance, INMED agreed to work with this consortium of investors to put together a social investment strategy, develop detailed plans for implementation and facilitate broad partnerships with several local NGOs.

This large-scale social and economic development initiative, called 'Children Are The Future,' has been in the works for over two years. The Millennium Alliance has put together a strategy, developed details plans for implementation and determined the amount of funding needed. Initial meetings in the Dominican Republic were facilitated by the Millennium Alliance involving the director of the children's health bureau, CONANI, and Dominican NGOs working in the border zone, most prominently the Foundation for Community Development (FUDECO), a member of the Save the Children Federation.

Unfortunately, the initial work of the investors in the Dominican Republic and the initial funds promised to the Millennium Alliance were put on hold after the events of September 11, 2001. In the Dominican Republic, these events lead to a subsequent decline in the economy and in investor confidence. As a result of delayed economic investments, a sharp decline in the value of the Dominican peso, and repeated financial crisis involving the central bank, the project has been delayed.

However, persistence on the part of the Millennium Alliance and the investors has yielded some movement towards a return to the program. In July 2003, the Millennium Alliance received written confirmation of intent to fund this program from the consortium of investors. One of the investors, The Barcelo Hotel chain, included the offer of free office space for the Millennium Alliance to organize this project in the Dominican Republic. Negotiations are currently underway between the Dominican Republic government and the investors to initiate commercial

investments in the region. Once these negotiations are finalized, program implementation can begin.

Compartamos Con Colombia

This Colombian NGO asked the Millennium Alliance for assistance after viewing our website and knowing of no other entity who might be able to help it strengthen corporate-NGO partnerships in its country. The Millennium Alliance worked with Compartamos Con Colombia to refine and further develop its idea of conducting a series of workshops directed to corporate executives and managers in Colombia. These workshops, which would be grounded in best practices in public-private partnerships, would provide practical means for executives and managers to evaluate the costs and benefits of social responsibility undertakings from the perspectives of both their operating communities and their corporate cultures and aspirations. Fundamentally, they would be given the perspective and 'language' needed to interact productively with their NGO counterparts.

The concept involved 12 workshops that would be offered over an 18-month period to a total of 240 executives and managers, with 20 participants per workshop. A subsequent stage was developed that involved replication of the corporate social responsibility training workshops model in other Latin American countries. In this phase, INMED's Millennium Alliance, Compartamos Con Colombia, and the Colombian trainers would work with organizations dedicated to objectives similar to those of Compartamos Con Colombia to train trainers, offer the training workshops, and strengthen the culture of corporate responsibility among executives and managers in the cooperating countries. Ultimately, the hope is that the combination of INMED's resources and Compartamos Con Colombia's network could be a catalyst for long-term change in Latin American corporate culture.

The Millennium Alliance and Compartamos Con Colombia intended that funding for this workshop series come partially from workshop fees and the remainder from foundation support. In 2003, the Millennium Alliance and Compartamos Con Colombia submitted their concept (see Attachment G, "Strengthening the "Corporate" in Corporate Social Responsibility: A Practical Training Program for Colombia") to several foundations for support of the workshop series, describing the planned approach which includes expansion to other countries in Latin America after the workshops are deployed in Colombia, but so far no foundation support has been received.

V. Management: Review and Analysis of Headquarters/Support Functions

The Millennium Alliance for Social Investment is a top priority for INMED, particularly since INMED was founded and built on the philosophy of partnerships, and the success of this project is central to its future directions. To ensure that the Millennium Alliance project is fully integrated into INMED's overall mission and organizational objectives, adjustments to project staff and responsibilities were made during the second year of the current cooperative agreement. The retirement of the original project director and the current strategy of solidifying long-term corporate commitments, involving new companies and documenting the role of PVC's Matching Grant Program in early partnership development requires the kind of leadership presented below. Resumes of these key personnel were submitted to PVC in August 2003.

Chief of Party: Because of the importance of this project, the expertise required and the relatively short period of time remaining, the project is now led by Dr. Linda Pfeiffer, President and founder of INMED. Dr. Pfeiffer has a long history of successfully developing and implementing partnerships with the private sector, including the founding of INMED with private sector support, the development and implementation of partnership field programs and a series of seven *Millennium* partnership conferences. The former Millennium Alliance Director, who has recently retired, devoted 66.67% time to the Millennium Alliance project. Dr. Pfeiffer will devote at least 60% of her time to this project in its final year. The strong management team at INMED makes this allocation of time possible.

Program Manager: Ms. Alyssa Defrin-Adeyemi devotes 100% time to the position of Program Manager for the Millennium Alliance. Ms. Defrin-Adeyemi, who holds a Masters in International Education Policy from Harvard, has prior experience working on the design and implementation of USAID projects, and on the development, design and implementation of private sector contracts and partnerships. Ms. Defrin will continue leading the research and development of tools, best practices and lessons learned, and will have primary responsibility for the publication described within objective 3. She also will continue to address the needs of PVOs, and provide training and logistical support to the partnership activities of the Millennium Alliance.

Marketing (Deputy) Director: The Deputy Director role (more accurately named Marketing Director), designed to bring private sector experience and expertise to the Millennium Alliance, is being filled by Dr. Thad Jackson. Dr. Jackson has worked on the Millennium Alliance project since the beginning as marketing specialist, meeting with companies identified through the SPACIT analysis. Dr. Jackson was formerly Vice President of a \$50 billion multinational corporation and was personally responsible for forming many partnerships with NGOs. Dr. Jackson devotes 60% time to the Millennium Alliance project, and leads the marketing/private sector outreach component.

Supply Chain Manager: Ms. Eileen Badie, who has considerable experience working in the private sector, having started and run a successful business, and also experience in managing government contracts, supply chain needs and paperwork, leads the supply chain partnerships efforts for the Millennium Alliance. This requires focused, specialized attention to the needs of NGOs to find and nurture private sector partners for their supply chain needs, and help assure the

partnership is successful. This position develops these new partners, and brings in companies that have never before participated in any kind of international humanitarian or development projects. Ms. Badie also has developed specialized reporting, tracking and billing instruments for this project within the Millennium Alliance. Ms. Badie devotes at least 60% time to this effort.

Program Specialist: Ms. Suzanne Wilcox, who also works on INMED's other USAID partnership initiative, Centers of Excellence for Teacher Training (CETT) Partnership Program, fills the role of program specialist for the Millennium Alliance. Ms. Wilcox has Master's level training and many years experience working in the private sector and on USAID contracts. Her participation will help leverage all partnership activities for the benefit of both programs. She also will be responsible for regular USAID reporting and communications. She will devote 30% time to the Millennium Alliance.

A full time support person is also dedicated to the project.

VI. Financial Report

Actual expenditures to date and the budget for year 3, USAID and match, can be found in Attachment H. Total USAID budget figures are the same as stipulated in the agreement. The budgeted match amount is less than originally budgeted, and INMED requests an amendment to the agreement to reflect this. Discussions have taken place with PVC over the past year about this issue, and a formal request was submitted also in September 2003. The new match budget request represents a 51% match to USAID funds.

While we plan to meet or exceed all of our stated objectives, it will not be possible to meet the original larger match budget.

The reasons for the requested lowering of the match are fourfold:

1. **Elimination of the conference as one of the planned activities.** Given the large number of partnership conferences, this activity, which was projected to raise significant match (\$500,000), no longer is relevant.
2. **The third objective has no potential for matching funds.** The third and very important objective, relating to the development of a publication on lessons and best practices from partnerships formed by past PVC Matching Grant recipients, involves research and writing activities for which matching funds would not be available.
3. **The first objective, developing a pipeline of opportunities for NGOs also has low match potential.** This objective is crucial to lead to the point of actually brokering and facilitating partnerships. It is also an avenue for providing opportunities for NGOs, which may not involve a brokering or facilitating role by the Millennium Alliance. However, while some match can be raised through the activities related to this objective, the potential is very low.
4. **The 'mainstreaming' of partnerships, and the GDA precedent of providing seed funding to start public-private partnerships, has removed the incentive to pay the fees of intermediaries in the process.** Rather, funding goes directly into the partnership activities themselves. The Millennium Alliance has been able to generate significant resources for humanitarian and development programs, which is the overarching goal of the project, rather than generating the originally envisioned match of nearly 2:1.

The second objective, involving brokering and facilitating partnerships, is where matching funds can be obtained. Based on our past and current experience, and the understanding that all partners desire to put most of their available funds into the actual partnership program itself, a 51% match is realistic for this project.

VII. Lessons Learned and Long Term Project Implications

1. Estimates of Project Costs and Benefits

The financial investment of USAID of \$907,567 over three years and the revised match requested by INMED of \$466, 218 brings the total financial investment to \$1,373,785 over three years. At the end of two years this investment has generated resources for humanitarian and development programs of \$6,843,260, or an 8:1 return on investment for USAID and a 5:1 return on investment overall. Because the final year of resources generated is not yet known and has not yet been counted, the financial return on investment will be much greater.

The benefits of the project go far beyond the financial investment. Most significantly, they include:

- Bringing new companies, those never before involved in international humanitarian and development programs, into partnerships with NGOs.
- Nurturing and developing these new corporate partners so they commit to these partnerships for the long-term.
- Changing corporate cultures for the long-term so that the philosophy of partnerships endures.

Benefits such as these will continue to yield benefits long after the project has ended.

2. Institution-Building Assessment

Because the Millennium Alliance project is not an organizational capacity-building matching grant, it does not have organizational development objectives. However, the monitoring and tracking systems developed by the project have strengthened INMED's organizational capability in monitoring and evaluation. Further, project efforts have enhanced INMED's leadership in partnership development work, and in facilitating supply chain partnerships. To better reflect its focus on partnerships, INMED began the process of formally changing its legal name in late 2003 to *INMED Partnerships for Children*. This better reflects its mission and purpose. INMED remains highly invested in the Millennium Alliance and truly committed to involving the private sector in all of its efforts.

3. Estimate of Sustainability

As discussed under the first point, the focus of the Millennium Alliance on changing corporate cultures – integrating partnerships that support humanitarian and development goals into core activities – is perhaps the only way of assuring that corporate commitments are sustainable. Working creatively with new companies that have not previously been involved in international partnerships, helping them to first have successful partnerships involving useful in-kind donations, demonstrates our understanding of their needs and helps to build growing and sustainable commitments.

With these new partners like Image First, the Millennium Alliance has also prepared materials for all the employees about the value of their company's contribution to international efforts. Building this corporate support at all levels of the company helps to move them to the next level of commitment, and to sustain that commitment.

4 – 6. Benefit Distribution, Local Participation and Leadership Development (disaggregated by gender)

These issues were not included in the objectives for this project.

7. Innovation and Technology transfer

Innovation has been key to the successful implementation of this project. The Millennium Alliance has been willing and flexible enough to work with companies and NGOs to develop unique opportunities:

- ranging geographically from Asia to Africa to Latin America;
- including components ranging from GIK, to supply chain partnerships, to traditional funding partnerships, to corporate volunteers, to new components developed through workshops and meetings.

Technology transfer is at the heart of the corporate workshops project developed with Compartamos con Colombia. The plan is for this umbrella NGO to increase private sector resources for development within Colombia through their network of NGOs. The plan is in place, and the process has enhanced their capabilities. Seed funding is being sought to launch the activities.

Technology transfer is also part of the partnership with ICDDR,B. The broad supply chain partnerships that we have facilitated for this NGO is helping it to work directly with companies that were beyond its reach in the past.

Monsanto Fund is another example of technology transfer. It is learning, through the Millennium Alliance, how to develop working partnerships with NGOs on the ground in countries where it has never done this; but where it will continue to work in the future.

8. Policy Implications

The Millennium Alliance has worked with USAID through this and a previous cooperative agreement on the role of USAID in private sector partnerships. The USAID legal department was consulted about the role of USAID in these partnerships. The Millennium Alliance director also worked with PVC on its strategy document, and helped to develop, through its CTO, some of the early guidelines for the GDA.

The current focus of the third objective, to develop models and lessons learned, is focusing on the role of the early PVC Matching Grant Program in promoting and helping to develop the whole partnership concept within USAID. We anticipate that the models and lessons learned emanating from this study will have policy implications.

9. Collaborating/Networking with other U.S. Agencies

U.S.- based multinational companies and U.S. PVOs are crucial collaborators in this project. The various collaborations are detailed earlier in this report. The network of PVOs that were part of the CorCom network from the previous cooperative agreement was instrumental in defining the goal and objectives of the present project. The experiences of the U.S. PVOs through their matching grant partnerships are also yielding important lessons that will be detailed after the interviews are complete.

10. Partnering with Local Entities

The experience of the Millennium Alliance in working with the local markets of the companies and with local NGOs indicates that more facilitation is needed at this level. With Monsanto, for example, while the international executives are fully on board, much more work has had to be done with the local markets to encourage and help them work with local partners on project and partnership development.

On the NGO side, partnering with Compartamos Con Colombia has been a learning experience on both sides. Its work in encouraging corporate investments within Colombia is much different than on an international level. Within Colombia, the whole concept of corporate social responsibility is relatively new.

11. Replication Potential of Project Approach and Activities

This project focuses on potential replication of partnership models, learning from the lessons of working partnerships. These will be detailed in the final report.

In terms of replicating the approach of the Millennium Alliance to forming partnerships, the following lessons learned and their implications can be offered:

- **Social investment is not the main business or priority of private sector companies.** Consequently, there is very little patience on the part of the private sector for long, drawn-out negotiations to form partnerships. In addition, it is difficult for NGOs to pinpoint partnership opportunities when they are not at the forefront of the company-wide agenda. In light of these realities and challenges, NGOs who are serious about partnering with the private sector should ensure that they have organizational commitment and policies in place for private sector partnerships, and that there is organization-wide investment in hiring appropriately trained and experienced staff, and in developing an appropriate pipeline of potential corporate partners.
- **Most private sector companies are decentralized.** This means that corporate buy-in at many levels is essential to getting a partnership off the ground. Agreement at either the headquarters, regional or local level does not necessarily mean there is support at all levels. Given these factors, NGOs need to invest in trained, experienced staff to develop and maintain relationships with partners throughout the corporate hierarchy.
- **There is a high turnover rate within private sector companies at the regional and local levels.** This means that new relationships need to be continuously built and nurtured, and that non-contractual agreements can easily be discarded by new executives. As a result, it is important that NGOs develop and maintain a broad funding base to cover potential losses and that they remain flexible in order to adjust to challenges and find appropriate solutions.
- **External factors are more important than internal processes.** As a result, priorities for the private sector can change with the business climate. Positive visibility is very

important for NGOs, and to achieve this, NGOs need to invest in public relations personnel and infrastructure.

- **Companies, especially those interested in working with USAID, want to see some government matching.** This has proven to be successful for the GDA in leveraging partnerships as they offer USAID funds as part of the partnership agreement. However, in the case of the Millennium Alliance, which does not receive USAID funds to jump-start partnerships, it has found another niche that will be critical to demonstrating the key role that PVC has plays in bringing USAID to where they are today in terms of promoting partnerships – the Millennium Alliance will document partnerships related to past PVC Matching Grants and complete an important work for PVC to present.

VIII. Attachments

A. Development of a Corporate Pipeline

B. Private Sector Supply Chain Partnerships

C. Facilitation Tools and Guidelines

- Tools for NGOs: Determining Internal Policies for Private Sector Partnerships
- Corporate Volunteer Training: Introduction and Contents
- Effective Social Investment: A Guide to Best Practices for Public-Private Partnerships (Draft)
- Strategy Papers prepared for GDA

D. DIP Modifications

- Enhanced / Refined Objectives and Measures for Year 3
- Revised Work Plan for Year 3

E. Letter of Appreciation from the Monsanto Fund

F. Sharing Resources, Saving Lives

G. Strengthening the “Corporate” in Corporate Social Responsibility: A Practical Training Program for Colombia

H. Actual Expenditures To Date and Requested Total Budget Modification for Match

ATTACHMENT A

THE MILLENNIUM ALLIANCE
for Social Investment

DEVELOPMENT OF A CORPORATE PIPELINE

QUALIFYING CRITERIA
SPACIT ANALYSIS



INMED Partnerships for Children
"Inspiring Communities. Creating Opportunities"



MILLENNIUM ALLIANCE CORPORATE PARTNERS

QUALIFYING CRITERIA

Targeted Titles

It must be noted that CSR decision makers, like the corporations that employ them, can vary widely in their title, departments, purview and responsibilities. Over time, pipeline prospecting and other development activities may point to certain targets as more productive, however, limiting targeted titles on such tendencies may result in substantial missed opportunities.

Soft (staff) corporate targets:

Corporate Affairs, Geographic Corporate Affairs (e.g. LAC, Asia, Africa), Global Corporate Affairs, VP-Global Marketing, VP-Employee Relations, VP-Community Affairs, VP-Regulatory Compliance, VP-Public Relations, VP-Communications, VP-Corporate Social Responsibility, VP-Corporate Communications,

Hard (operations) targets:

VP-Supply Management, VP-Procurement, VP-Geographic Unit, VP-Marketing, VP-Branding, VP-Business Development, VP-Sales, VP-Human Resources, VP-Foundation, Manager-Foundation

Qualification Criteria Prioritized by Importance

Very High Importance

- In-country manufacturing/operational presence in USAID priority countries
- Stated commitment to USAID priority development objectives
- History of NGO cooperation
- In-country commercial relationships conducive to CSR collaboration
- Developing country operating unit(s)
- Reliance on lower socioeconomic strata for markets/employees
- Existing bad will
- At high risk for bad will

High Importance

- Global/regional profitability and growth profile
- GIK usefulness for programs
- Social investment infrastructure
- In-country export/import operations
- Existing in-country market (share)
- Potential in-country market
- "Transferability" of locally gained goodwill with audiences in mature markets
- Operational executives on foundation board
- Reliance on public sector support
- Sensitive regulatory environments

- Top industries/corporations/entrepreneurs in target country
- Stated commitment to children

Other Factors Contributing to Qualifying Process

- Tangential country market/operational/manufacturing/ presence
- Potential CSR benefit to corporation/operating unit
- Level of corporate volunteerism
- New/recent market entry into region
- Holder of US government contracts
- Bush campaign contributors
- Recent award of privatized industry
- Heavy consumer segment competition and advertising

SPACIT ANALYSIS

SUSPECT

0%: Business opportunity/suspect identified: invitation to tender, request for a proposal, any potential business that INMED is aware of.

PROSPECT

5%: Qualification: the prospect/customer is willing to go further; INMED went into further analysis and is willing to continue as well.

10%: Concept proposal submitted/client interested.

ACQUIRE

20%: The decision maker's name is known and discussions start in order to determine the customer's budget, its specific needs, the deadlines.

25%: On the basis of the details provided above the offer is prepared and submitted to the prospect/customer; competitors are still participating.

30%: The decision makers' remarks and objections to the offer are examined and met by INMED.

50%: Specific solution proposed by INMED is accepted but approval of amounts is still pending; at this stage also, competition is still active.

60%: Last round of negotiations: the economic decision maker can still oppose donation amount or disagree with first proposal; for this reason, amount can still be re-discussed.

CLOSE

70%: Formal agreement to proceed.

80%: Initial funding received, preliminary work begins.

IMPLEMENT

90%: Partnership project is initiated.

TRACK

100%: Ongoing resources are generated.

ATTACHMENT B

PRIVATE SECTOR SUPPLY CHAIN PARTNERSHIPS

[Leveraged by the Millennium Alliance for ICDDR, B: Centre for Health and Population Research]

3M	Applied Biosystems	Barnes & Noble	BAX Global	Becton Dickenson	BIOMED Diagnostics	Cardinal Health
Cathay Photo Store LTD	CDW	Cole Parmer	Corporate Express	ED's Marine Superstore	Erie Scientific	EverReady Office Supplies
Fisher Scientific	Gaumard Scientific	Geneva Generics Novartis	Hardwood Products	Harvard University Press	ICN Biomedical	Image First
Interlan Comm, Inc.	Invitrogen	Jackson Immuno Research Labs	Lake Ridge Outboard	Maxim Medical	McMaster-Carr	MedLine
Nat'l Institute of Technology	PANBIO	Roche Diagnostics	SECA	Sigma-Aldrich	Thermo Spectronic	Thomas Scientific
		VWR	VWR Int'l	Wilkins Anderson		

ATTACHMENT C

FACILITATION TOOLS AND GUIDELINES

**TOOLS FOR NGOS:
DETERMINING INTERNAL POLICIES FOR PRIVATE SECTOR PARTNERSHIPS
[PREPARED FOR PROJECT CONCERN INTERNATIONAL – JULY 2003]**

CORPORATE VOLUNTEER TRAINING: INTRODUCTION & CONTENTS

**EFFECTIVE SOCIAL INVESTMENT:
A GUIDE TO BEST PRACTICES FOR PUBLIC-PRIVATE PARTNERSHIPS
[PRELIMINARY DRAFT – AUGUST 2003]**

**STRATEGY PAPERS PREPARED FOR
THE GLOBAL DEVELOPMENT ALLIANCE**

ATTACHMENT C

THE MILLENNIUM FINANCE
for Social Investment

TOOLS FOR NGOS:
DETERMINING INTERNAL POLICIES FOR PRIVATE SECTOR PARTNERSHIPS

PREPARED FOR
PROJECT CONCEPT INTERNATIONAL
JULY 2003



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"Inspiring Communities, Creating Opportunities"



CHOOSING A PARTNER

Know the playing field

Many partnerships begin when someone from a business approaches an NGO for assistance, and partnerships will continue to be made that way. However, NGOs can be more strategic and proactive by approaching potential businesses and initiating a discussion about possible joint ventures. How do you know whom to approach? It is recommended that you start to mingle in places where business people gather. Business people know not only their own companies but those of their competitors, so they can be a rich source of information about potential partner companies.

First, obtain or make a list of businesses working in your country or geographic area. Make contacts with business associations, the Chamber of Commerce and the Ministry of Commerce. Look in the telephone book. You may also ask these groups about companies that have made inquiries about working in the country but do not yet have a presence there.

From that list, identify the businesses with common interests, such as products that relate to your objectives or a mutual interest in the economic development of a town or region. If you are a health organization, identify the pharmaceutical companies, medical suppliers and for-profit service institutions. If you are in credit or economic development, look for banks and cooperatives. If you are in education, look to textbook suppliers and construction firms that build schools.

Next, highlight businesses that have public relations problems or have been mentioned negatively in the press. Are their problems something you can help with? For example, if they are accused of exploiting workers, can you help them establish health care, literacy or housing programs for their workers? If they are accused of not hiring local workers, can you set up a training program for youth to give them the skills they need to work for the company?

Make a note of businesses with which you already have a philanthropic relationship. If you are already receiving grants from a charitable foundation connected with a company, this is an excellent start for a more substantive partnership. Many of the cases presented by CorCom network members started out as philanthropic relationships but by involving the business in the project, often through company volunteers, the relationship was able to change and grow.



Researching individual businesses

Many people have asked how to find out if a business is “socially responsible.” You can find out a lot about companies by looking at their site on the worldwide web. There are also investment funds that invest only in socially or environmentally friendly companies. These companies have employees whose job it is to ferret out the details of company holdings. In the complex world of international business, it is often difficult to know all the companies that are under the same corporate umbrella. Company reputations may vary from country to country and from time to time.

Certainly, before you approach a business, you should know as much about them as possible. At the minimum, this means you need an organizational chart of the company, its annual report for the past year or two, and its sales or promotional material. Most of this information can be obtained from a quick visit to corporate offices or with a phone call. But it is also helpful to know the unofficial information. All countries require foreign companies to obtain licenses to do business, and the information they submit is usually in the public records. Check with your local Chamber of Commerce, Better Business Bureau, and Ministry of Trade or Commerce and see what types of records they have that you can use.

A LESSON LEARNED

Both partners should be prepared to make a commitment of time and resources before the collaboration takes off. Companies may need to do research on new products or packaging, and NGOs may need to invest in training programs, community work and other start-up costs. It is important that both partners be well established and financially sound enough to weather the start-up.

Develop a strategic plan for engaging business

Now that you have a list of companies that could potentially be partners, you need a strategic plan for contacting them. This means developing some priorities and looking at some practical matters. Your strategic plan might look something like the one on the following page.

Highlight companies whose names fall in three or more of the columns. Next, look at some practical issues such as where the company headquarters is located and whether you have contacts who can get you in to see the CEO or local manager. Be sure to review the following section on ethical issues to be aware of areas in which companies might present problems. Complete the matrix with other factors that are important to your NGO.

When you have the matrix filled out, you should quickly be able to see the priority companies you should contact, those that might need more research and groundwork, and those with whom a partnership is unlikely or inappropriate.



Completion of the strategic plan may take time and energy for people to find the information they need. The development of the final plan must be done in a participatory way with all stakeholders, including field staff, the home office, and all partners in the process.

Strategic Planning Matrix for Identifying Potential Business Partners

	Doing business in this country or area	Businesses share common interest with NGO	Businesses with negative publicity or image	Businesses with current philanthropic relationship
Headquarters nearby				
Have contacts				
No ethical problems				
Other factors				
Other factors				



ETHICAL ISSUES

The complexity of the issue

As more nonprofits seek out partnerships with businesses, ethical issues become very important both for the nonprofit that is seeking to protect its good name and for business that is interested in social responsibility. There are no absolute answers as to which partnerships are acceptable and which are not. Each NGO and each individual must decide what is appropriate. They must also grapple with the problem of appearances. Sometimes developing a partnership may seem to be a great program strategy, but if the alliance concerns board members, other financial supporters, NGO partners and other stakeholders, then it is best to postpone the partnership until any problems can be resolved.

There are many ethical issues that must be considered before entering into a partnership from the NGO perspective, some of which are illustrated in the following examples:

- A nonprofit carries out health programs overseas. It is approached by a major alcohol company about putting HIV/AIDS educational messages in its advertising. Would you want your organization's name linked with an alcohol company?
- A nonprofit that focuses on agricultural development decides to work with a major agrochemical company to distribute a herbicide in West Africa. The product saves a great deal of time and labor for women. The product is environmentally friendly and, when used properly, is not a hazard to health. However, the company also makes many other products that are not as benign. Should you promote the product?
- Monsanto, Shell, Cargill and other companies are establishing their own NGOs or starting to work in communities directly. Can businesses sponsor community work and be honestly focused on the needs of the community or will they always promote the interests of the business?
- Shell/Nigeria has offered you a job directing a community development project. They will pay a lot more than you were paid by the nonprofit. Would you take the job, knowing that you would always represent the company over the interests of the community?
- A nonprofit links small producers of crafts overseas with distributors in the U.S. Can the nonprofit take a percentage of the profits from the distributor and still remain an honest broker to the poor?
- A nonprofit is part of a partnership to promote foods fortified with Vitamin A. As part of the partnership, the nonprofit gets a small percentage of the sales of the product. If you



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take the money, will it jeopardize your 501(c)(3) status?

- Johnson & Johnson has asked your nonprofit to partner with them on a childhood immunization campaign and the marketing of products that are beneficial to new mothers and babies. Johnson & Johnson is part of a family of 181 companies, and you have no idea what the other companies make. Should you partner with them?

These are real ethical dilemmas faced by nonprofit members of the Corporate Community Investment Network. Ethical problems are not always black and white; in fact, most do fall within grey areas.

Who will you work with? Who won't you work with?

The most fundamental ethical issue is to decide what types of companies you will and will not work with. This is a difficult decision to make. At the beginning of the CorCom network meetings, most members felt they could only work with socially responsible companies and specifically excluded tobacco and alcohol companies and those that manufacture weapons such as landmines.

However, as David Logan pointed out by example at the first seminar, if you are conducting HIV/AIDS education in Africa, alcohol and tobacco companies are precisely the partners you want to work with, because their advertising is targeted to the very population of young people who are most at risk of spreading HIV. At the same seminar, David Clark argued that it does not matter why a company does good, as long as it does good. After several months of discussion and case studies, most of the network members came to feel that they would at least discuss partnerships with almost any company. They agreed that if they could obtain money and other resources to tackle an important social problem and further their mission, then it was at least worth looking into and should not be rejected without discussion.

Socially responsible companies: pros and cons

Most NGOs would prefer to work with companies that have a reputation for being socially and environmentally responsible. How you define those terms may vary according to conditions in your country and your own values as both an individual and an NGO. There are lists of companies that have been judged socially responsible according to certain "screens" that enable investors to see whether the company is environmentally friendly, has a community investment program, provides equitable working conditions for its employees, and other such factors. A growing number of companies conduct social audits, a kind of evaluation, to see if their partners and suppliers meet their standards. Business associations such as Business for Social Responsibility and the Conference Board encourage their members to conduct audits and provide the tools for conducting them.



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There are two major issues that must be taken into account when considering partnership with a company:

First, it is very difficult to determine whether companies are socially responsible. Most big companies are part of larger multinational families of companies, and it is very difficult to research all the companies in the entire corporate structure. It is also almost impossible to find one that does not have some link to arms manufacturers or environmentally unfriendly or socially irresponsible contractors, subcontractors, suppliers or partners. Chemical companies, such as Monsanto, that make labor-saving products for women farmers also make products that are not as environmentally friendly or safe. You might ask potential partners if they have conducted a social or environmental audit and if so, request a copy of the report. Meanwhile, companies that are ideologically pure in all their work are few and far between, and they do not need much help from NGOs.

It is the companies that are not socially responsible that need the help of NGOs the most.

Second, and this is the most difficult, it is the companies that are *not* socially responsible that need the help of NGOs the most. Companies that are socially responsible are already investing in the community, thinking about the environmental consequences of their work and treating their workers well. It is the companies that are under attack by environmental, human rights and other advocacy groups that need help from NGOs. Sometimes doing good means making things less bad.

Seminar speakers Laurie Regelbrugge and Joan Dubinsky¹ each presented frameworks for ethical decision making. Ethical issues will arise often during the course of your work with business partners, so it is a good idea to start thinking about them from the beginning.

If an NGO can provide reproductive health care to factory workers or help distribute a product that people need to improve their quality of life, it may be able to alleviate some suffering. Most important, these partnerships can grow so that even through a small pilot project, an NGO can have a major influence on a company and its practices as the project demonstrates that social responsibility is good for business.

Getting involved with a business that has a bad reputation is risky and requires careful thought, but in the end, the results can be rewarding. It's something to think about.

¹ These frameworks are copyrighted to Ms. Regelbrugge and Ms. Dubinsky. If you wish to use them for other than personal use, you should contact the authors for permission.



Steps for Ethical Decision Making

by Joan Dubinsky, The Rosentreter Group

There are five steps in ethical decision making: verify, identify, clarify, evaluate and resolve.

VERIFY

- Make sure you have the significant facts.
- Distinguish between the facts you would like to know, those you are sure of, and those you may never know.

IDENTIFY

- Who are the stakeholders?
- Evaluate their interests in your situation.

CLARIFY

- Describe and analyze the issues.
- What are the legal, technical and management implications?
- What ethical values are involved?
- Describe the dilemma – succinctly!

EVALUATE

- Identify several options.
- Consider acting and not acting.
- With whom can you discuss the situation?
- For each option, ask: Is it legal? Does it reflect sound business judgment? Is it the *right* thing to do?

RESOLVE

- Select the resolution that is fair and just.
- Can you explain your resolution to others?
- Have you treated similarly placed stakeholders in similar fashion?
- Would you willingly trade places with each stakeholder?
- Can you look at yourself in the mirror tomorrow?



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A Framework for Ethical Considerations in NGO Partnerships with Corporations

by Laurie Regelbrugge, Hitachi Foundation

KNOW your organization's mission and identity — be clear about who you are, what you do, and why.

- What is the mission of your organization, and what are your goals and objectives?
- What is the nature of your activities?
- What are your rationale and strategies?
- What are the causes of the circumstances you are addressing?

RESEARCH the company or companies with which you wish to partner, or which might be good prospects for partnerships given their strategic interests.

- What companies operate in your geographic region?
- What companies address related issues in their business?
- What companies have operations that would be contradictory to your mission and approaches?

DETERMINE WHY you want a corporate partnership.

DETERMINE WHY the company wants or might want a relationship with your organization.

DISCUSS the nature of the relationship, the target activities, the desired outcomes, and processes for decisions, updates and resolving differences.

- How and by whom will decisions about the partnership or joint project be made?
- What outcomes are we seeking that are the same, and what outcomes are we seeking that are different?
- Is there anything about the proposed relationship, activities or environment for the partnership that is illegal? Anything that strikes you as unethical?

ANTICIPATE best and worst-case scenarios for your involvement with this company.

- If there were a scandal involving the company, how might this affect the partnership and/or your organization?
- Do company operations threaten or contradict your work, or could they jeopardize outcomes?
- How will the company communicate about the partnership?

ACT if there are signs of trouble in the relationship that might jeopardize your inway.



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Remaining an honest broker

Aid to Artisans did not take a fee for mediating an agreement between a pottery cooperative in Peru and a distributor in the U.S. While most members of the CorCom network believed that Aid to Artisans should have charged a finders fee, Aid to Artisans argued that they cannot remain an honest broker when they have a financial interest in the outcome of a potential deal. The group further argued that by brokering deals that are lucrative to them, they may be tempted to work with people who can best generate money for them rather than the poorest people who need their help. While most of the network members felt that it is possible to reach the very poor and still hold a financial interest in the deal, Aid to Artisans' position offers valid points to consider. It is important to remain an honest broker to the poor and their interests while making your organization financially viable.

Tax implications for partnerships²

When a tax-exempt organization works with a for-profit company to accomplish its purposes or raise funds, it must be done in a way that is consistent with the organization's tax-exempt status, and in recognition that such relationships often trigger an obligation by the tax-exempt entity to pay unrelated business income tax (UBIT).³ "A UBIT Primer for Nonprofits," a memorandum which summarizes how unrelated business income arises and must be treated, is included in Appendix E.⁴

The issues are complex, and it is highly recommended that you consult with your legal advisors and accountants as you develop a partnership, since how you get paid will be important to maintain your nonprofit status.

² This material is based on the presentation at the CorCom seminar by Mr. Richard Campanelli. Please contact him at Gammon & Grange, PC, 8282 Greensboro Drive, 7th Floor, McLean, VA 22102, (703) 761-5000. for additional information or for permission to use his material.

³ The discussion here is based on U.S. laws. If your organization is based overseas, consult with an attorney who knows local law with regard to nonprofits.

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Unrelated business income

Very briefly, nonprofit organizations (designated as exempt under Section 501(c)(3) in the U.S. for their tax code), are permitted to generate an “insubstantial” amount of income from activities unrelated to their exempt purposes. An NGO can make money from an “unrelated” business activity, but the income may be taxed at corporate rates and be reported to the Internal Revenue Service.

Unrelated business income is income raised from a trade or business (the sale of goods or the performance of services) that is carried on regularly, and that is not “substantially” related to your organization’s tax-exempt purposes. Therefore, it is important to evaluate whether an activity is adequately related to furthering your exempt purposes and your charter. It is *not* enough to demonstrate “relatedness” to show that the income produced will be used by or for the organization. The income-producing activity itself must be adequately related to your exempt purposes.

Some types of income are not subject to the “UBI” tax. In some circumstances, “passive income” from dividends, royalties, rent and the sale of property may not be subject to UBIT. Also, business conducted primarily by volunteers, convenience businesses (such as a snack bar in your office for employees), and in some cases, income derived from the use of your logo (such as so-called affinity credit cards), and rental of your mailing list, may not be subject to UBIT. However, the regulations are complex, and only careful review of your factual context will determine whether UBIT applies. Competent legal counsel should be consulted.

Maintaining exempt status

No substantial part of the NGO's earnings can benefit an individual or for-profit company without full and adequate compensation to the NGO. Therefore, a joint venture with a for-profit can jeopardize tax-exempt status unless the NGO can demonstrate that it retains and exercises adequate discretion over its resources; the activity furthers the charitable purposes of the NGO; the NGO is fully and fairly compensated for its participation in the activity; and the NGO does not unduly subject itself or its resources to risk of loss or dedicate those resources to the benefit of the for-profit or private interests.



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Vetting the idea with NGO partners and the NGO community

Once you have worked through some of these ethical and legal issues, it is very important to review your thinking with your NGO partners and others in the NGO community. If your organization is moving ahead with business partnerships, you may want to select as partners other NGOs that are amenable to the new paradigm. Pact learned that a potential partnership can be jeopardized if your NGO partners are not thinking in terms of the new paradigm. Other U.S.- based organizations have felt pressure from NGO partners in other countries not to proceed with alliances that give the impression of support for unethical practices.

A LESSON LEARNED

NGOs working with business partners must continually revisit and possibly revise the purpose of their partnership as new opportunities arise.



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The Millennium Alliance

corporate

volunteer

training

2002

***Planning,
implementing,
managing and
evaluating a
corporate
volunteer
program***



INTRODUCTION TO THIS TRAINING MANUAL

More and more companies are realizing how beneficial it is — for everyone involved — when the corporation is a socially conscious and active community citizen. We commend you for recognizing this and for beginning the process of establishing your corporate volunteer program.

Based on the interest of several Millennium Alliance Corporate clients, we have developed this training program for corporations and their employee volunteers. This training is designed primarily for developing country corporate sites that are investing in local community development projects. These sites may be linked to a larger corporate social investment strategy.

We were asked to develop a training package that will help local corporate sites in placing and supervising volunteers in a setting where organized community volunteer centers do not exist. This means we are providing a wide range of training for corporations interested in becoming more involved corporate citizens. That training includes how to develop the program, how to recruit and retain volunteers, how to assess the program and how to develop and maintain good relationships with community organizations or groups that may need volunteer services.

Ensuring there are appropriate volunteer opportunities for employee volunteers and then recruiting the right employees as volunteers for those opportunities are key. Studies of volunteer retention and satisfaction point out that people are most likely to volunteer, or continue to volunteer, when the volunteer program does the following:

- Makes good use of volunteer time
- Has a reputation of being well-managed
- Makes the best possible use of volunteer talents
- Defines tasks clearly
- Helps the volunteer's career
- Appreciates and thanks the volunteer

This program is designed for the integration of employee volunteers into corporate community-level social investment efforts. Our basic assumption is that a successful corporate volunteer program will result in benefits for all those involved — the corporation, a corporate volunteer coordinator, volunteers, projects with volunteer sites and the community.

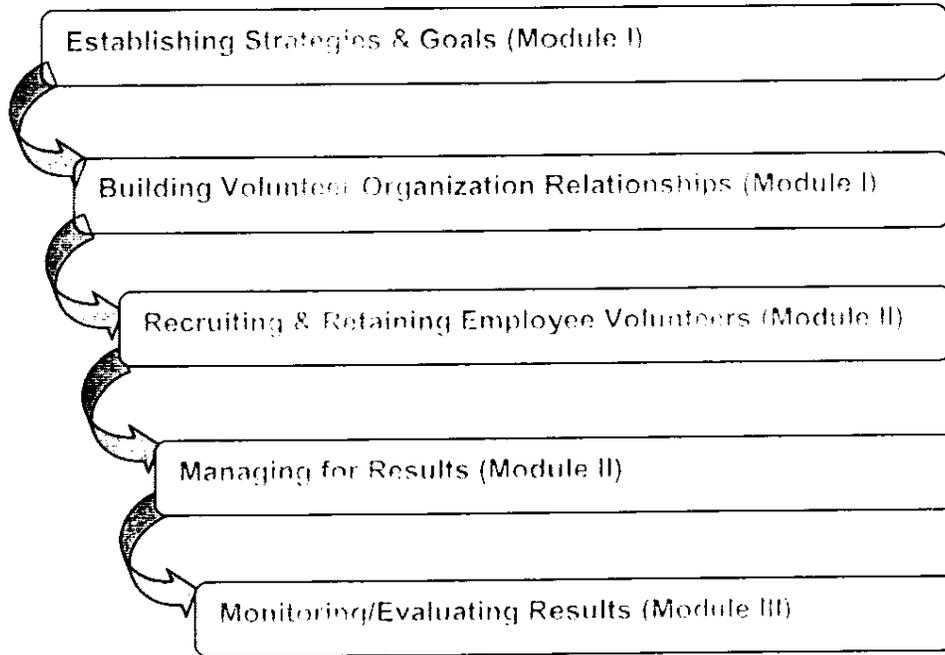
This training manual will help you make the most of your investment so your company can make the most of its interests and resources.

We have organized our package into three Modules that focus on developing a strong foundation on which to build an enthusiastic and purposeful volunteer program. These Modules and the Appendix are described on the following two pages.

NOTE: The activities included in this training are suggested only as one way of working with this information.

The following graphic appears at the beginning of each Module as a guide. As you can see, it shows the essentials of developing, implementing and evaluating a Corporate Volunteer Program and loops back to the beginning to indicate that after evaluation it is usually necessary to make whatever improvements are decided upon.

DEVELOPMENT, IMPLEMENTATION & EVALUATION LOOP



ESTABLISHING, MANAGING & MONITORING/EVALUATING A CORPORATE VOLUNTEER PROGRAM

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THE MILLENNIUM ALLIANCE
FOR SOCIAL INVESTMENT

EFFECTIVE SOCIAL INVESTMENT:
A GUIDE TO BEST PRACTICES FOR PUBLIC-PRIVATE PARTNERSHIPS
[BASED ON LESSONS LEARNED FROM OTHER PARTNERSHIPS]

PRELIMINARY DRAFT
AUGUST 2003



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EFFECTIVE SOCIAL INVESTMENT THROUGH PUBLIC-PRIVATE PARTNERSHIPS

Corporations, foundations, international development institutions, and governments are increasingly working together to maximize the impact of social investment dollars through public-private partnerships. The underlying assumption is that more funds will be available to help the disadvantaged, including those who may fall outside governmental poverty definitions, but still could utilize a helping hand. It is believed that the expertise of the public and private sector when blended together with non-profit organizations will bring about more creative, more efficient, and more sustainable gains. Whereas the USA has long been a proponent of pluralistic approaches, what is especially striking is the growth of public-private partnerships worldwide. From Brazilia to Johannesburg; to Tokyo, Beijing, and Bombay; to Iman and Tel Aviv, to London, Moscow, and Prague; to Lima and San Salvador and Washington DC, there is an astounding growth of non-profit organizations, corporate contributions to them, and combined programs seeking innovation and increased impact through multiple stakeholders.

The Millennium Alliance funded by USAID and INMED seeks to encourage public-private partnerships by working with corporations to identify non-profit partners and formulating non-profit coalitions to seek corporate and governmental support in specific regions.

At INMED, we have begun to survey corporations, governmental organizations and NGOs engaged in exemplary partnerships and developed guidelines to key best practices. To determine which partnership elements should serve as models for others, we are looking at the following:

- What were the criteria for success and how were the criteria measured?
- Did the partnership produce tangible and sustainable results?
- Was the partnership sustainable or replicable in other regions by other local agencies?
- What were the lessons learned and did they point to a value added as a result of collaborative efforts?
- What are the most important benefits that governmental organizations bring to public-private partnerships from a private sector perspective?
- What are the most important benefits that private organizations bring from a governmental organization perspective?
- How is recognition of the participating stakeholders best pursued?

Our survey has, thus far, indicated certain common criteria for success, bearing in mind that while partnerships offer a means to enhance social investment, bringing together different stakeholders who traditionally acted independently of one another also involves a certain level of risk. A prevalent drawback to forging partnerships is that the organizational cultures of non-profit organizations, corporations, and governmental organizations are difficult to bridge, though they indeed constitute an expanded skill set and social values construct when joined together. Through our survey we are establishing that it is critical for partners to define opportunities where there is congruence around strategic factors, such that all partners are contributing resources and feel strongly about achieving success. Along these lines, it is tremendously important that all partners agree to identify achievable goals first before pursuing more elaborate and complex objectives. When the goals and expectations are clearly defined and committed to, the partnership can prove successful – leveraging increased resources for development in an effective, innovative and sustainable manner that is of benefit to both the partners and the community in need.

CRITICAL SUCCESS FACTORS

LOCAL OWNERSHIP

Providing the local partner with ownership of the project is a key element of success. One approach is to require that the local partner commit their own financial resources to the project in the form of matching funds. Another requires that project ideas originate with the local partner. In order to appropriately analyze the problem, stakeholders must involve the targeted community so that local participants feel part of the solution. *"It is critical that the public and private sectors work together in a way that enables the people who are most directly affected to determine their own needs and priorities."* Brenda Colatrella, Director of Worldwide Product Donation Policy and Programs, Merck & Co.

SHARED GOALS

Successful partnerships require shared goals that address the mission and core competencies of all partners. Throughout the partnership, it is critical to develop and nurture relationships through continuous dialogue to ensure that the reasons for the partnership remain in sync and are sustainable. *"You must develop relationships at both high levels within the organization and at operational levels where the program is delivered – a partnership at one of these levels but not the other results in a short-term relationship."* Linda Pfeiffer, Ph.D. President of INMED.

CLEARLY DEFINED OUTCOMES

In all successful partnerships a key element is the establishment of clearly defined outcomes and the implementation of an evaluation tool. *"With any program we undertake, baseline data is gathered, and measureable objectives established according to a timeline (i.e. number of people trained as an immediate target, measureable impact on health status as an ultimate target,"* said Cary Kimble of Project HOPE.

FLEXIBILITY

A decentralized and flexible partnership structure allows involved stakeholders to negotiate agreements without difficulty and adapt to changes at both the organizational and community levels. *Diverse organizations must be "willing and able to set aside their own agendas in favour of shared commitments and responsibilities that are implemented with transparency and accountability,"* said Brenda Colatrella of Merck & Co.

SUSTAINABILITY THROUGH CAPACITY BUILDING

Establishing program sustainability is another key goal for international development institutions. Partnerships develop the institutional capacity of local NGOs by empowering partner organizations, and providing them with the skills, techniques, technical assistance and resources required for success. These skills help to ensure the self-sufficiency of the NGO and the continuation of the project even after the partnership ends.

GUIDELINES FOR IMPLEMENTING EFFECTIVE PUBLIC-PRIVATE PARTNERSHIPS

The following guidelines have been developed to ensure the implementation of effective partnerships that successfully leverage increased resources for development.

CRITICAL SUCCESS FACTORS	GUIDELINES
LOCAL OWNERSHIP	<ul style="list-style-type: none"> • Involve the targeted beneficiary community from the very beginning so that they feel a part of the solution to the problem being addressed. • Require all partners to provide matching funds (either cash or in-kind) to ensure local ownership and relevance. • Hold partners accountable for their individual responsibilities and results, whether they are contributing human or financial resources.
SHARED GOALS	<ul style="list-style-type: none"> • Partner with local NGOs who have similar missions, interests and commitments. • Develop the relationship before entering the partnership so that you can pre-select the organization who is the best fit for the partnership and the project. • Include all stakeholders (on both sides and in the community) in the planning, monitoring, assessment, and evaluation process; this is particularly important as circumstances may change throughout the partnership and the project.
CLEARLY DEFINED OUTCOMES	<ul style="list-style-type: none"> • Ensure that outcomes are not only clear, but are also realistic and fall within the capabilities of the partners. • Outcomes should be measurable. • Build interim evaluations to identify problems before they become insurmountable; evaluations can be an informal part of meetings, accomplished through interviews, or in a more formal process, involving a staff retreat, facilitator and formal methodology.
FLEXIBILITY	<ul style="list-style-type: none"> • Be willing to adapt to changes in the local environment and in organizational structures (personnel, stakeholders) and to re-evaluate processes to achieve original goals. • Flexibility should not compromise key project goals or affect transparency or accountability standards.
SUSTAINABILITY THROUGH CAPACITY BUILDING	<ul style="list-style-type: none"> • Provide technical assistance and training to local partner who must ultimately carry out the program work. • Use approaches like "train the trainer" to facilitate the expansion of knowledge and practical skills in the local community. • Start with small projects that can be expanded over time as working together becomes easier, new opportunities present themselves, and more complex projects can be designed.

MODELS OF WIN-WIN PARTNERSHIPS

PARTNERSHIP	BEST PRACTICES	LESSONS LEARNED
<p style="text-align: center;">CENTRAL AMERICAN HANDWASHING INITIATIVE¹</p> <p>Colgate-Palmolive partnered with other soap manufacturing companies and USAID to reduce child mortality from diarrheal disease through a large-scale education campaign to promote handwashing with soap.</p>	<ul style="list-style-type: none"> • Identified partners by determining competence and strength in the project. • Established system to pool resources and expertise, and build local capacity. • Local ownership established through stakeholder steering committee, which set project outcomes and timetable. • Identified goals by measuring: <ul style="list-style-type: none"> - Impact of campaign on target audience. - Improved behavior and disease reduction. 	<ul style="list-style-type: none"> • Short-term programs have very little impact. • It is important to garner resources, expertise, support and enthusiasm from all partners to ensure sustainability.
<p style="text-align: center;">MECTZAN DONATION PROGRAM²</p> <p>Merck & Co., Inc. partnered with the World Health Organization, and other international and local NGOs to treat river blindness through a medical donation program.</p>	<ul style="list-style-type: none"> • Established a flexible partnership structure to accept differences in organizational culture and scientific judgment. • Identified partners who could bring otherwise lacking resources and expertise to the partnership and the project. • Partnership based on common goals for the health needs of the people directly affected. • Nurtured relationships with local partners to build capacity and long-term sustainability. • Established local ownership through an expert committee to review NGO proposals. • Set up appropriate and productive forums for discussions and decision-making. 	<ul style="list-style-type: none"> • Focus resources on feasible targets for clearly defined health priorities. • Be selective about identifying local NGO partners to ensure hi-quality medical distribution capability. • Measuring overall impact and how the program measures up as a public-private partnership is challenging. • Adapt projects to other interventions so that they are not strictly vertical in their approach and accomplishments.
<p style="text-align: center;">HEALTHY CHILDREN, HEALTHY FUTURES PROGRAM³</p> <p>INMED partnered with Johnson & Johnson to improve child health, reduce incidences of parasitic disease, and address health and nutritional deficiencies through treatment and education.</p>	<ul style="list-style-type: none"> • Partnership based on shared regional interest and mission to improve long-term health outcomes for children. • Developed relationships at all levels within the partner organization to ensure sustainability and project outcomes. • Flexible structure allows for adaptations to organizational circumstances. 	<ul style="list-style-type: none"> • Due to turnover within companies, it is important to constantly develop new relationships within the company.
<p style="text-align: center;">CHINESE DIABETES EDUCATION PROGRAM⁴</p> <p>Project HOPE partnered with the Chinese Ministry of Public Health, the Chinese Department of Disease Control, and 3 major international health care companies (Becton Dickinson & Co., Eli Lilly & Co., and Boehringer Mannheim) to increase awareness of diabetes and improve the quality and availability of diabetes care and education in China.</p>	<ul style="list-style-type: none"> • Very clear and limited scope with defined outcomes. • Selection of partners with area expertise that can be applied and extended with full funding. • Enter partnership based on sustainability and benefit to the target community and all partners. • Involve all partners in the planning, monitoring, assessment, and ongoing evaluation. 	<ul style="list-style-type: none"> • Accountability for program activities should be clearly delineated between public and private stakeholders. • As program modifications are required, they should always be dictated by the need to achieve programmatic objectives.
<p style="text-align: center;">GLOBAL ALLIANCE TO ELIMINATE LYMPHATIC FILARIASIS⁵</p> <p>GlaxoSmithKline partnered with the World Health Organization and various international and local NGOs to eliminate Lymphatic Filariasis by 2020.</p>	<ul style="list-style-type: none"> • Established clear and measurable outcomes. • Selected partners based on respective knowledge, resources and experience. • Set up a flexible, decentralized structure with minimal bureaucracy. • Establish maximum degree of local program ownership. • Expand partnerships to academic centers to create linkages between public and private sectors. 	<ul style="list-style-type: none"> • This is an initiative of enormous proportion – targeting over 1 billion people in 80 countries. It is difficult to evaluate success and determine best practices at intermediate stages.

¹ Responses gathered from Diana Grina, Director of Personal Care Products, Colgate-Palmolive

² Responses gathered from Brenda Colatella, Director of Worldwide Product Donation Policy and Programs, Merck & Co.

³ Responses gathered from Linda Pfeiffer, President of INMED

⁴ Responses gathered from Cary Kimble, Project HOPE

⁵ Responses gathered from Brian Bagnall, GlaxoSmithKline

The Global Development Alliance

A New Business Model to Deliver Foreign Assistance

- Seeks to leverage new partners, resources, technologies and ideas
- Builds on past work—more intentional, less opportunistic, brings it to scale
- Involves investment of resources for partnerships
- Guided by small secretariat with emphasis on service to Agency operating units—Bureaus, Offices and Field Missions

Responding to Emerging Trends

Roles and responsibilities of business, civil society and governments are changing and becoming more interdependent

1. The expanded role of business

- Responsibilities for the success of the community are emerging as business expands in developing countries
- The bottom of line of business must be synchronized with the bottom line of communities

2. The expanded role of civil society

- Civil society has more voice about behavior and governance of the state, business and individuals
- Civil society plays a greater role in engaging business in development activities
 - Rewards community friendly behavior
 - Scrutinizes questionable behavior

3. The reinvention of governments

- Governments take a more strategic approach
- Governments work to foster trust and mobilize social energy from all stakeholders—business, civil society and government

New Forms of Partnerships and Alliances are Emerging

- Partners are designing activities that benefit long-term interests of the private sector while also meeting the social objectives of civil society and those of the state.
- These changes bring greater opportunity to leverage untapped resources in the US private sector, universities, and PVOs/NGOs.
- The time is ripe to assert the USAID comparative advantage: As a convenor and facilitator for inter-sectoral collaboration..

GDA Objectives

- To coordinate and increase the impact of the efforts, resources and interests of the public sector, corporate America, and non-government organizations in support of international development assistance.
- To make USAID more of a leader, facilitator, and collaborator in mobilizing lateral relations with other sectors to achieve economic development goals.
- To improve the quality and extent of partnership with PVOs/NGOs.
- To leverage private financing and skills
Given the convergence of interests, increased attention to corporate social investing, and the depth and experience that USAID and its PVO/NGO partners have in implementing social development programs, it now makes sense to facilitate linkages between the three sectors.
- To enhance policy reform through advocacy
Under the GDA, USAID could actively engage the expertise and resources of US corporations in technology transfer, trade and investment and policy and regulatory reform.

The GDA Operational Plan

A Small secretariat in USAID/Washington responsible for providing guidance and assistance to missions and bureaus in seeking, negotiating and designing GDA activities. Reports to Office of Administrator.

GDA Secretariat Functions

1. Outreach to prospective and current strategic partners
2. In-house outreach and education
3. Helping identify Agency policies and standards to assure fairness and transparency in forming partnership and to avoid ill-conceived partnerships

The GDA Operational Plan

Activity management responsibility resides with the operating unit most directly identified with the development objectives of the particular activity.

The USAID Administrator will establish an executive level consultative group to discuss GDA approaches and to provide insight on corporate, philanthropic, academic, PVO developments and priorities.

GDA Programming

Alliances will be concentrated on the three pillars of:

- Economic growth trade and agriculture;
- Global health and;
- Democracy, Conflict and Humanitarian Assistance

Alliances will result from active collaboration with partners on common interests, priorities, and programs.

Field missions, regional bureaus and central bureaus will be heavily involved in proposal generation, vetting resource allocation, alliance building and implementation.

GDA Programming

- A GDA Incentive Fund will support a set of large strategic alliances designed for high impact and visibility.
- The GDA Incentive Fund will support a set of large strategic alliances designed for high impact and visibility.
- Strategic alliances can be worldwide and involve numerous strategic partners.
- They can be highly focused and involve only a single country, activity or few parties to the alliance.
- The GDA Secretariat will be expected to entertain in-house and outside proposals addressing all three levels of Agency operation: country field missions, regional bureaus, and technical centers in Washington.

Streamlining Management

It will be incumbent upon USAID to streamline the way it does business - its contracts and grants - with its partners. Flexibility and innovation will need to be applied to funding and management. GC, M/OP and PPC will be engaged to explore more far-reaching ways to simplify requirements for acquisition and assistance to meet the needs of activities envisioned under the GDA.

ATTACHMENT D

DIP MODIFICATIONS

ENHANCED / REFINED OBJECTIVES AND MEASURES FOR YEAR 3

REVISED WORK PLAN FOR YEAR 3

ATTACHMENT D: ENHANCED / REFINED OBJECTIVES AND MEASURES FOR YEAR 3

OBJECTIVES	IMPLEMENTATION STRATEGIES	ACTIVITIES/METHODOLOGY	TARGETS	INDICATORS
<p>OBJECTIVE 1</p> <p>Develop private sector opportunities for NGOs.</p>	<ul style="list-style-type: none"> Promote NGO partnerships to a qualified pipeline of target companies. Promote USAID humanitarian and development objectives to these private sector companies. Develop specific opportunities for NGOs with these companies. 	<ul style="list-style-type: none"> Develop qualifying criteria for companies. Research and develop a pipeline of qualified companies. Meet with best prospects to promote objectives. Organize opportunities for NGOs with target companies. 	<ul style="list-style-type: none"> An average of 2 new private sector partnership opportunities developed. <p>[targets unchanged; objective, strategies and activities tightened up/redefined]</p>	<ul style="list-style-type: none"> Record of new funding sources leveraged over the life of the project. <p>[12 new partnership opportunities developed in Year 2, and partnerships agreed to with 6 of these (see below); will cont. to develop these opportunities in Year 3]</p>
<p>OBJECTIVE 2</p> <p>Broker and facilitate partnerships.</p>	<ul style="list-style-type: none"> With NGOs, identify private sector resources important to humanitarian and development work. Include companies with the identified resources into the pipeline from objective 1. Cultivate and broker partnerships with these companies. Facilitate the process of getting the private sector resources into effective NGO programs. 	<ul style="list-style-type: none"> Approach companies on behalf of NGOs to secure resources. Include procurement and GIK resources as targets to develop new private sector partnerships. Facilitate partnerships, including paperwork and logistics of placing procurement and GIK resources. 	<ul style="list-style-type: none"> An average of 1 private sector partnership that increases resources for humanitarian and development assistance through NGOs. <p>[targets unchanged; strategies and activities tightened up/redefined]</p>	<ul style="list-style-type: none"> Record of partnerships that result in funding for development programs. <p>[6 partnerships brokered and facilitated in Year 2; will cont. to nurture and grow these partnerships in Year 3]</p>
<p>OBJECTIVE 3</p> <p>Develop / compile tools, lessons learned, and best practices to support USAID policies for working with the private sector.</p>	<ul style="list-style-type: none"> Research and identify PVC Matching Grant recipients and their private sector partners to participate in surveys / interviews regarding best practices. Gather input from PVC Matching Grant recipients and their private sector partners through questionnaires developed to collect partnership experiences, lessons learned, best practices and ideas for next steps from all perspectives. 	<ul style="list-style-type: none"> Interview PVO/NGO and private sector participants using a questionnaire format. Survey results to determine common strategies and lessons learned. Document best practices, model partnerships, lessons learned, role of Matching Grant Program in initiating partnerships, and ideas for next steps in a seminal paper. 	<ul style="list-style-type: none"> A compendium suitable for publication that will serve as a resource for USAID and PVOs/NGOs working with the private sector. <p>targets changed somewhat; strategies and activities tightened up/redefined]</p>	<ul style="list-style-type: none"> Facilitation tools and guidelines developed in year 1 disseminated upon request Documentation on key partnership principles and lessons learned published and distributed.

ATTACHMENT D: MODIFIED WORK PLAN FOR YEAR 3

[Red-colored text indicates modifications to the Work Plan]

		Millennium Alliance (MA) Work Plan Year Three			
Type of activity		Project Year 2003-2004			
		1 st quarter	2 nd quarter	3 rd quarter	4 th quarter
Program management	administration	Prepare proposal for 4 th and 5 th year funding – follow up on original proposal	Submit proposal to PVC for continuation		Staff performance review Design final evaluation
		Maintain and update corporate pipeline			
	planning	Continual activity tracking and monitoring and evaluation			
					Review third year and develop work plan for years four and five
					Prepare final / cumulative report
		Quarterly financial report to USAID	Quarterly financial report to USAID	Quarterly financial report to USAID	Quarterly financial report to USAID
reporting	Year two report to USAID/PVC				
	Make presentation to INMED's Board of Directors	Ongoing dialogue with PVC			
		Update for Board of Directors	Update for Board of Directors	Update for Board of Directors	
Third Year program management benchmarks:		<ul style="list-style-type: none"> • Personnel review system used. • Strategic and marketing plan up to date. • Consultant roster maintained. • Follow up proposal submitted. • Final report submitted. 			
		<ul style="list-style-type: none"> • Third year matching funds commitment achieved. • MIS including activity tracking system up to date. • Fees for service increased. 			

Millennium Alliance (MA) Work Plan Year Three

Type of activity	Project Year 2003-2004			
	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter
Marketing and partnership development	CAF [eliminated until further notice]			
	Nurture large-scale partnership with Monsanto Fund.	Nurture large-scale partnership with Monsanto Fund.	Continue leveraging other funding sources (bring new companies into international development) in selected sectors to expand services in target communities.	
	Broker and facilitate supply chain partnerships.	Broker and facilitate supply chain partnerships.		
	Develop further opportunities for new corporate partners brought into the Millennium Alliance	Continue to develop opportunities for the new companies.		
	Continue marketing activities with priority corporate sectors agribusiness, information technology, energy, health and education			
	Follow up on partnership activities that are still in process			

Third Year marketing and partnership development benchmarks:

- Two new corporate contacts made per month.
- Fee for services generates \$70,000.
- Millennium Alliance working with four partnerships likely to result in resources for PVO/NGO programs.
- Dominican Republic Children Are the Future program on schedule grants contracts made to PVOs/NGOs.
- Two corporate/PVO/NGO partnerships operationalized, with funding in place.

Millennium Alliance (MA) Work Plan Year Three

Type of activity	Project Year 2003-2004			
	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter
Information and communication	Website content and structure reviewed and revised – continued Web development and enhancement			
	Interviews with PVO Matching Grant recipients and their private sector partners conducted.	Interviews with PVO Matching Grant recipients and their private sector partners conducted.	Follow-up interviews with PVO Matching Grant recipients and their private sector partners conducted on as-need basis.	Compendium documenting key partnership principles and lessons learned, focusing on the role of PVC's Matching Grant program in initiating partnerships, published and distributed.
	Millennium Alliance speaking engagements and presentations in appropriate forums.			
	Ongoing development and dissemination of best practices, models and tools for business partnerships.			
	Ongoing dialogue, alliances and possible joint ventures with other groups involved in corporate social investment.			
	Market model and training materials for corporate involvement of employee volunteers in parnterhsip programs			
Ongoing dialogue, alliances and possible joint ventures with other groups involved in corporate social investment.				
Third Year information and communication benchmarks:				
<ul style="list-style-type: none"> • One training model and materials prepared and marketed. • Website is an effective public information tool. • Millennium Alliance public information (non-Website) materials available and used. • Facilitation tools and guidelines developed in year 1, disseminated upon request. • Compendium of public-private partnerships and the associated best practices and lessons learned published and distributed. 				



MONSANTO FUND

May 8, 2003

MONSANTO FUND
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Dr. Linda Pfeiffer, President
INMED
45449 Severn Way, Suite 161
Sterling, VA 20166

Dear Linda:

I wanted to take a moment to personally thank you and commend the work that INMED and The Millennium Alliance program have done for the Monsanto Fund.

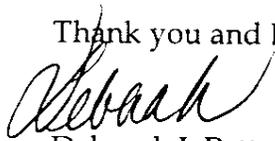
I am pleased to share with you the news that the Monsanto Fund Board of Directors has approved the social investment strategy that The Millennium Alliance helped us to develop. This will enable us to concentrate our resources on an extremely important development goal - supporting nutritional well-being through improved agriculture - through NGOs in the developing regions where we work around the world. As a result of the work of The Millennium Alliance with our regional people, we have also decided to make larger and longer-term grants to individual NGOs to maximize impact.

As you can appreciate, with current economic conditions maximizing and effectively programming our social investment dollars is extremely important to Monsanto. With the downsizing of our own staff here at the Monsanto Fund, I could not have accomplished this without the professional expertise and thoughtful help of INMED and The Millennium Alliance.

Although this a great move forward, our work is not done. I am pleased that the Monsanto Fund will be able to further retain the assistance of The Millennium Alliance in rolling out this strategy to the regions, adapting it accordingly, and helping us to identify and form partnerships with the most effective NGOs in the regions. I have forwarded a contract to you separately for this purpose.

I also would like to take this opportunity to commend the USAID Office of Private and Voluntary Cooperation for their foresight in supporting The Millennium Alliance through INMED. Monsanto believes strongly in the principles of public-private partnership. Partnerships are essential not only to maximize the amount of funds and the number of programs reaching people in need, but also to assure that the assistance is as effective and efficient as possible. I know of no other mechanism through which we could have so quickly and effectively found the professional help we needed to move forward in our efforts to increase and more effectively program our financial resources to help assure food security around the world.

Thank you and Best Regards,


Deborah J. Patterson
President
Monsanto Fund

Sharing Resources, Saving Lives: In-Kind Contributions from ImageFirst Support Vital Medical Treatment and Research in Bangladesh

As reflected in our name, the defining characteristic of INMED Partnerships for Children's broad range of health, social, education and community development programs around the world is our steadfast commitment to building multi-sector partnerships to achieve outcomes that are consistently greater than the sum of their parts. The procurement services offered through INMED's Millennium Alliance Program—initiated with support from the U.S. Agency for International Development to facilitate partnerships between the private sector and NGOs—are one way in which we are furthering this commitment by involving new companies in international humanitarian and development efforts and enabling them to become true philanthropic partners in development.

We are proud to count ImageFirst among the Millennium Alliance network of corporate partners whose generous contributions make it possible for our non-profit client organizations to gain access to essential medicines, supplies and equipment that would otherwise be out of their financial or logistical reach. ImageFirst's extraordinary donation of thousands of units of hospital linens and clothing—enough to fill a 40-foot ocean shipping container—is a showcase example of how partnership facilitation can match a corporate donor's generosity to a closely targeted need at the community level—even halfway around the world.

The items contributed by ImageFirst, including hospital gowns and robes in a rainbow of colors, surgical linens, and towels, sheets and blankets in all sizes, will benefit the International Centre for Diarrhoeal Disease Research in Bangladesh (ICDDR,B).

For more than 25 years, ICDDR,B has provided treatment free of charge to over two million patients—most of them children whose families live in abject poverty. ICDDR,B estimates that of these patients, close to 500,000 would have died without the treatment received at their facilities. Currently, more than 120,000 people receive direct medical care each year through ICDDR,B's hospitals.

Over the last four years, INMED's Millennium Alliance Procurement Program has forged partnerships with 38 private sector companies, including ImageFirst, that help ICDDR,B meet its supply chain needs—from medical equipment and laboratory supplies, to office products and computers, to boats and spare parts—for its internationally renowned non-profit research laboratory and its associated hospitals and field programs.

Because both INMED's Millennium Alliance and ICDDR,B operate on very tight budgets and channel as many funds as possible to direct services, we are grateful for in-kind contributions from our corporate partners like ImageFirst, which help leverage resources for the ultimate benefit of so many people we may never come to know personally, but whose lives may be changed as a result of our collective efforts and concern.



At ICDDR,B's Matlab Hospital, doctors administer oral rehydration treatment to save the lives of infant patients, who are most susceptible to diarrheal diseases such as cholera and the life-threatening dehydration these devastating illnesses cause.



Desperate rural families may travel long hours or days through challenging conditions to bring their children to ICDDR,B's treatment facilities. In Bangladesh, although significant advances in child survival are being made, thousands of infants and young children still die each year, many of them from diarrheal diseases. Parents know that ICDDR,B may offer the last hope for saving their children's lives.

INMED Partnerships for Children

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ATTACHMENT G

**STRENGTHENING THE “CORPORATE”
IN CORPORATE SOCIAL RESPONSIBILITY:
A PRACTICAL TRAINING PROGRAM FOR COLOMBIA**

CONCEPT PAPER

PRESENTED TO:

W.K. KELLOGG FOUNDATION

BY:

INMED PARTNERSHIPS FOR CHILDREN

AND

COMPARTAMOS CON COLOMBIA

JULY 30, 2003

**INMED PARTNERSHIPS FOR CHILDREN
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COMPARTAMOS CON COLOMBIA



INMED Partnerships for Children and Corporación Compartamos con Colombia are pleased to present this Concept Paper to the W.K. Kellogg Foundation for support of a series of workshops to educate corporate executives and managers in Colombia about corporate social responsibility (CSR) and volunteerism.

WHY PROVIDE TRAINING TO CORPORATE EXECUTIVES?

Current thinking in development literature places priority on promoting philanthropy and volunteerism within the corporate sector in order to augment shrinking resources available through governments and non-governmental organizations (NGOs). Everyone seems to be jumping on the bandwagon – public/private partnerships are touted as a way to tap into critical new revenue streams and bring about the transfer of best demonstrated practices from the corporate world to the non-profit arena. Many organizations, including W.K. Kellogg Foundation, have invested significant resources on shoring up the capacity of NGOs to capitalize on this anticipated projected revenue stream through leadership development programs, promotion of networking among NGOs, and nonprofit management education programs.

The business community counterparts of NGO managers have been largely ignored in this effort to build receptive capacity. The assumption has been that enlightened corporations will understand all the reasons to invest resources in their communities and that all that is needed to productively use these resources for programs is an NGO community that is well managed, well trained, and well networked.

Through INMED's work with forming public-private partnerships over 15 years, we have found that corporations do not necessarily know how or why to be "socially responsible", and that many of the efforts they make are reactive rather than proactive, resulting in haphazard and ineffective contributions to both achieving community improvements and meeting corporate objectives. This is especially the case in developing countries, with locally based businesses where traditions of corporate social responsibility do not exist and where even enlightened self-interest is often a progressive concept.

In order to make fundamental, lasting changes in the landscape of corporate social responsibility, we believe it is crucial to stimulate a change process in all sectors involved. As a complement to the extensive capacity building work done within the not-for-profit sector, we propose to develop and conduct a series of workshops directed to corporate executives. These workshops, grounded in best practices in public-private partnerships, will provide practical means for executives and managers to evaluate the costs and benefits of social responsibility undertakings from the perspectives of both their operating communities and their corporate cultures and aspirations.

Just as much has been invested in building the capacity of NGOs to "absorb" private sector revenue streams, an investment needs to be made in building the capacity of corporate executives to understand the parameters of effective corporate social responsibility and how it can play a role in strengthening the communities in which they do business and in strengthening business performance.

THE COLOMBIAN CONTEXT

In the past few years, corporate social responsibility initiatives have increased in number and scope in Colombia, in response to the country's critical situation and in an effort to promote a more sustainable development process.

Presently, Colombia is facing a difficult economic and social crisis. Poverty levels today are similar to those of 10 years ago¹, the violence caused by war has deprived over 1.5 million Colombians of their homes² in the last five years, and countless children and families have lost their lives due to natural disasters, lack of food, and terrorism.

In an effort to foster positive change, a variety of corporate actors in Colombia have been developing initiatives aimed at actively involving the business community in the alleviation of Colombia's social problems and in the construction of a more sustainable society. In the late twentieth century, more than 90 corporate foundations, such as Fundación Carvajal, Fundación Smurfit and Fundación Corona, were created to channel private social investment³.

Additionally, the private sector has been contributing human and financial resources to the NGO sector in Colombia, through direct support and membership in non-profit organizations, donations, and volunteerism. An example of this contribution is the yearly membership fee that 30 leading Colombian-based companies give to support sustainable development practices in Colombia through CECODES⁴. Equally, there is a growing number of managers and professionals that are participating as volunteers in NGOs, carrying out operational tasks as well as making strategic contributions through active participation on boards and steering committees.

The increasing interest of the corporate sector in developing socially responsible initiatives is clear evidence of the beginning of a change in perception in Colombia's business community. This change provides an opportunity to promote a more active involvement of the private sector as a partner and catalyst of positive social change.

Although the interest and desire to help is present in the business community, there is a clear lack of knowledge, best practices, and tools to help focus and operationalize socially responsible initiatives. Many business people and managers are faced with the challenge of developing socially responsible strategies and programs without fully comprehending the scope of corporate social responsibility. Additionally, there is still a significant part of the private sector where corporate social responsibility is not part of the culture.

Corporate social responsibility practice in Colombia is at a pivotal crossroads, poised to play a catalytic role in the country's development. Information resources, training, and guidance about effective CSR practices directed to the corporate sector could significantly increase the impact and efficient allocation of the resources that the private sector is presently investing in the country and encourage additional, sustained investments in communities, employees, the environment, and society as a whole.

¹ A study by Eduardo Lora, consultant of the Inter-American Development Bank revealed that the income per capita in Colombia has increased less than 5% in the last decade while other Latin American countries such as Argentina, Costa Rica, Bolivia and Brazil increased between 17 and 27%.

² Codhes (Consultoría para los Derechos Humanos y el Desplazamiento) estimates that 1.512.300 Colombians were displaced by war and violence between 1997 and 2001.

³ A study by the Centro Regional de Población, 1999.

⁴ CECODES is the representative of the World Business Council in Colombia.

A PARTNERSHIP FOR TRAINING CORPORATE LEADERS IN COLOMBIA

Two organizations have agreed to collaborate to offer CSR effectiveness training for corporate executives and managers in Colombia – INMED Partnerships for Children and Compartamos Con Colombia.

INMED Partnerships for Children is a 501(c)(3) nonprofit based in the Washington, D.C. metropolitan area. Through our Millennium Alliance program, we work with private corporations, foundations, and NGOs to leverage public and private funds to achieve lasting improvements in the quality of life of people in developing nations. INMED has received startup funding from the United States Agency for International Development to support formation of public-private partnerships to increase resources for development.

Building on 15 years of forming public-private partnerships, INMED provides global CSR strategic planning, recommends NGO-implemented programs to achieve CSR objectives, and forms strategic alliances of NGOs to market jointly to the private sector. INMED has developed databases of regional NGOs, corporations, universities, and consultants with strong records of public-private partnership involvement.

Based on requests from our corporate partners, INMED developed a Corporate Volunteer Training Program. This training is designed primarily for either multinational or local corporations that are investing in local community development projects. The Corporate Volunteer Training Program helps companies assess the following: corporate interest and opportunities related to employee volunteers; employee interests and skills; resources needed to coordinate a volunteer program; and community needs for volunteers.

We have performed the initial design phase of a second corporate workshop entitled “Planning for Win-Win Corporate Giving”. This workshop will equip participants to: analyze both economic benefits and social benefits in planning for corporate giving; evaluate potential partnership opportunities in terms of business strategies; and help their corporations plan for a strategic approach to corporate giving.

Compartamos con Colombia is an NGO based in Bogotá, Colombia. Compartamos is committed to providing strategic and institutional support to Colombian nonprofit organizations, while at the same time increasing the inflow of international funding to Colombia, and promoting social responsibility among young Colombian professionals and entrepreneurs.

Compartamos is supported by both national and international professional services firms in investment banking, management consulting, accounting, and law. They have established a niche working with well-established nonprofit organizations that are implementing child health, education, regional development, and corporate social responsibility programs.

Compartamos’ CSR activities include providing institutional support to the Centro Colombiano de Responsabilidad Empresarial (The Colombian Center for Corporate Responsibility) and organizing joint activities with that organization to promote CSR in Colombia. In addition, Compartamos has offered workshops for corporations and family foundations to introduce them to concepts of social responsibility within the community and development of strategic philanthropy programs. A number of Compartamos’ projects place a special focus on promoting social responsibility within college student populations through cooperative efforts with the University of the Andes and Ashoka.

ELEMENTS OF THE PROPOSED CORPORATE TRAINING PROGRAM

INMED Partnerships for Children and Compartamos con Colombia will offer two training workshops to executives and managers in Colombia: *Corporate Volunteer Training Program* and *Planning for Win-Win Corporate Giving*.

The *Corporate Volunteer Training Program* curriculum and materials are fully developed. The *Planning for Win-Win Corporate Giving* workshop has been designed, but not developed. Both workshops will need to be supported by training of trainers' sessions in Colombia and refinement of materials, including translation into Spanish.

Training design, materials development, training of trainers, and materials refinement will be INMED responsibilities, working in collaboration with Compartamos con Colombia. Parallel to INMED's work with the training workshops themselves, Compartamos will conduct a marketing/outreach campaign with local and multinational corporations conducting business in Colombia to enlist participants in the training workshops. In addition, Compartamos will be responsible for recruiting qualified Colombian trainers interested in participating in the training of trainers program and providing the workshops to corporate executives. Compartamos will support the ongoing training process with in-country logistics support for training of trainers' sessions and for the corporate workshops.

Our work products will be:

- Two fully tested training programs with curricula and materials, customized for the Colombian context but utilizable in other Latin American countries.
- A core group of Colombian trainers qualified to present both workshops.
- A cadre of Colombian corporate executives and managers who understand CSR on a par with their NGO counterparts and who are equipped and inspired to encourage effective, win-win CSR within their organizations.

We are proposing a two-year program. Workshop development would take place during the initial three to six months, during which time initial training sessions are planned for trainers. Also during the first six months, the corporate outreach campaign would be ongoing to promote the workshops and enlist attendees. In month seven, corporate workshops would begin, with two workshops offered each quarter. Over an 18-month period, 13 workshops would be offered to a total of 260 executives and managers, assuming 20 participants per workshop. If demand for the workshops is higher than expected, additional sessions would be offered.

AFTER COLOMBIA

We envision a subsequent stage – replication of the CSR training workshops model in other Latin American countries. In this phase, INMED Partnerships for Children, Compartamos con Colombia, and the Colombian trainers would work with organizations dedicated to objectives similar to those of Compartamos to train trainers, offer the training workshops, and strengthen the culture of corporate responsibility among executives and managers in the cooperating countries. Our objective in these countries would be similar to that in Colombia – increasing corporate resources dedicated to social development projects and increasing partnerships between corporations, NGOs, and the public sector by providing corporate leaders with information resources, training, and guidance about effective CSR practices.

Contents of this Manual

Module I: Establishing A Corporate Volunteer Program

This first section helps the corporation assess key stakeholder interests (internal and external), involve them in the process and obtain critical information from them. It includes surveys and activities for management, employees and for community organizations. Surveys can be used as written surveys, or in facilitator-conducted group sessions, depending on the best approach for a particular organization's situation.

As important as the information gathering is, timely and appropriate feedback and clarification of the data is also vital. These steps show the data providers (managers, employees and community organization representatives) that the corporation is truly interested and *listening* to what they have to say.

Module II: Managing A Corporate Volunteer Program

In this section, management systems, techniques and tools are provided to ensure good management practices are established and understood by key stakeholders. Some of what is offered here can serve as templates to help your company help community organizations with their own management of volunteer activities.

Module III: Monitoring & Evaluating A Corporate Volunteer Program

This final section provides tools for determining how well your program is meeting established goals.

Appendix: Forms

The various surveys and record keeping forms in Modules I-III are included here in formats easy to reproduce and use in your volunteer program. Companies hiring The Millennium Alliance may copy these forms for use in their corporate volunteer program. The Millennium Alliance continues to reserve its full copyright rights.