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First Year Annual Report  
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**Corporate Community Investment Service**

**CorCom**

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*INMED is a 501(c)(3) nonprofit organization dedicated to improving the health of people around the world*

## Executive Summary

CorCom has done a good job in its first year of improving the visibility of the new model of development work. CorCom's two objectives this year were to develop the learning network and link with other organizations and businesses. CorCom has 17 members who attended 10 meetings on various topics, nine of whom paid annual dues. The networking has solidified linkages, some of which were started before the grant began into working relationships with InterAction, CIVICUS, Independent Sector, International Executive Service Corps and others. Specifically, CorCom has strengthened the learning network, implemented skill-building workshops for NGOs/PVOs, conducted external networking with businesses, launched a web site and published a partnership guide book.

Martin Hewitt, with CorCom's support, has done an excellent job of raising the visibility of the model within USAID and has stimulated discussions on the topic with other offices, bureaus and policy makers.

CorCom has made a few matches between business and PVOs that are still in the discussion stages. Notably, the CorCom network members (and other PVOs) have managed to develop many more partnerships with businesses on their own. This is due in part to the fact that our members now know better how to approach a business, and have materials aimed at businesses. We do believe that we have changed the way many PVOs and individuals think about business. It is difficult for CorCom to get the attribution for changes in attitudes, staffing patterns, new policies, and new partnerships with businesses, but with this solid foundation laid, a more results-oriented approach in terms of partnerships is planned for Year 2.

During Year 2, INMED plans to develop concrete partnerships among USAID, NGOs/PVOs and the private sector and help assure their success through a five-fold strategy of

- strategic alliances,
- demonstration projects with USAID regional bureaus and missions
- ongoing country-specific projects,
- a major conference targeted to businesses, and
- an added focus on emerging companies

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## **Section I Background**

### ***A History***

The Corporate Community Investment Service (CorCom) began in 1996 as an informal network of private voluntary organization (PVO) partners who met on a monthly basis to share experiences and learn from one another. Sponsored in the early days by PACT, CorCom also conducted a number of advisory and planning meetings with business representatives and development practitioners to gather ideas on how the program should be designed. In early 1998, USAID/BHR/PVC funded the presentation of three day-long seminars on specific partnership issues, including how to get started in a partnership, legal and ethical issues, and lessons learned from the experiences of others. These seminars resulted in widely circulated seminar reports and monthly network meetings.

The experiences shared and lessons learned from the network meetings, as well as the ideas of the seminar speakers, were consolidated by Heartlands International into a step-by-step guide titled *Partnerships with Business: A Practical Guide for Nonprofit Organizations*. This book is a summary of the case studies presented during the network meetings, ideas and tools suggested by the speakers, and the “dos and don’ts” shared by the network members.

CorCom has been featured in a number of organization newsletters such as those of Land O Lakes, the National Policy Association, and Monday Developments (InterAction). The CorCom director was the keynote speaker at the USAID Development Education Conference and was a speaker at the INMED/World Bank *Millennium* partnership conference, which led to the partnership with INMED.

### ***B Funding***

Effective October 1, 1998, USAID/BHR/PVC awarded matching grant funding to INMED for three years to fully develop the CorCom initiative. This was the first secure funding for the project and came with a designated director and strategic plans based on prior activities and plans. This funding provided the project with enhanced visibility in the development community and within USAID.

## Section II Overview of Year 1

### *A Objectives and Goals*

Prior to the first year of USAID funding, the CorCom goal was developed and articulated as follows “to stimulate linkages between business and nonprofit development organizations to pursue their mutual interests in building economically viable and politically stable communities in developing countries ”

CorCom’s objectives were to

- Establish sustainable mechanisms for promoting partnerships between businesses and PVOs including a series of skill-building workshops, a BusinessLink Center and a web site
- Build the capacity of PVOs and NGOs to be effective partners to businesses and to diversify their funding base by building partnerships with businesses, and
- Create partnerships by educating the private sector on advantages of working with NGO partners

### *B Year 1 Activities and Accomplishments*

Year 1 activities focused on strengthening the learning network, implementing skill-building workshops for NGOs/PVOs external networking, development of the web site publishing of a partnership guidebook and making business linkages Some of the specific activities are as follows

#### *Strengthening the Learning Network*

The heart of CorCom’s work in the first year was to develop a cadre of PVO clients that are prepared to work with businesses The learning network had been meeting for more than a year, primarily to share experiences and case studies and develop the “beyond philanthropy” approach that has been the hallmark of CorCom

- Based on the earlier experiences, 10 issues or skills that each PVO needed to be an effective partner to businesses were identified These became the basis for the 10 network meetings
- For the first time, CorCom charged its network members for participation Fees ranged from \$500 to \$1,000, depending on the size of the organization

#### CorCom Network Members

Action for Enterprise  
ADRA  
ACDI/VOCA  
AED  
CARE  
Cooperative Housing Foundation  
Global Development Resources  
Global Partnerships  
Helen Keller International  
INMED  
InterAmerican Foundation  
IESC  
The Mountain Institute  
PACT  
TechnoServe  
World Learning

and its participation in CorCom. Seventeen organizations and individuals joined with nine paying dues. Four members were given complimentary membership in exchange for use of office space, consulting services or presentations at network meetings. Members' offices are in Seattle, Atlanta, New York, West Virginia and the Washington D C area.

- Network meetings were enriched by the presence of visitors at each meeting. These visitors included private sector representatives interested in the model, individuals from the World Bank, USAID, Civicus, business consulting firms and graduate students from four local universities.
- Three of the network members (ADRA, CARE and IAF) have joined Business for Social Responsibility and attend its annual meetings and special sessions in Washington D C.
- CorCom has taken the leadership role in the idea of certifying PVOs by the same management standards used by businesses. CorCom organized five different informational sessions on this topic and is working with InterAction to move the idea ahead. The CorCom deputy director has also been trained as a third-party auditor.

' You have done a fantastic job of building this network to a point of sustainability and I applaud your efforts and results. Good luck as you continue the process and let me know if I can be helpful in any way.  
— Marilyn Zuckerman, National Policy Association

#### *Skill-Building Workshops and Seminars*

- A day-long seminar was held in April following the InterAction annual forum and a seminar report was published.
- Two special sessions in addition to the regularly scheduled monthly meetings for network members have also been held this year. One was conducted by Joe Cohen of AED and covered how to work with multilateral development banks. The other was led by Pete Roberts and focused on USAID's Global Technology Network, an e-commerce system.

#### *External Networking*

- This year, CorCom continued to establish professional linkages with other organizations, make its services known to the broader business and development communities and explore potential partnerships with business and civic associations. Some of these activities included:
- Development of a working partnership with InterAction. The possibility of a joint proposal has been discussed, and CorCom continues to work closely with InterAction staff on ways to foster collaboration between the two organizations. CorCom presented a special day-long seminar for the participants at the InterAction Forum in April.

- Discussions are currently underway to attain closer ties with Independent Sector The organization has a working group on partnerships with business and hosted a network meeting at its offices
- The CorCom director was invited to make presentations at the African American Institute African Development Foundation, InterAction Forum Food Management Conference USAID Africa Bureau, and to a Japanese delegation from the Common Agenda
- The presentation at the African American Institute led one participant to start his own CorCom network in his native country of Mali and to sponsor a conference on partnerships that included many local businesses For that conference, they translated the CorCom partnerships guide into French, but there have not yet been sufficient resources to publish the French version
- CorCom developed a relationship with the Japan Commerce Association of Washington an organization of 120 corporations and 200 individuals located in Washington D C An article about CorCom subsequently appeared in their newsletter
- The CorCom director participated in the Corporate Contributions Academy, a weeklong course for corporate philanthropy staff interested in strategic community investment Participants at the academy shared valuable guidance on how to present CorCom to businesses, which led to a redesign of our brochures
- CorCom staff attended numerous business conferences, including Business for Social Responsibility, The Conference Board, and the Association for Agribusiness
- CorCom developed three brochures and other informational materials to distribute to businesses and nonprofits to explain the model and services provided by CorCom
- CorCom has responded to requests for information via e-mail or telephone to more than 230 individuals companies and nonprofits
- CorCom has expanded its mailing list to include about 500 interested businesses and development practitioners

I have just finished reading your paper entitled 'What Kathie Lee Gifford Needs to Know' and I wanted to say thank you! While I have come across bits of this material in other places your paper sews it nicely together and even suggests a general strategy I know from personal experience that what you say is true

— Carol Wing Heifei Project International/Nepal

### *CorCom's Web Site*

One of the more useful tools is our website. This enables us to make information available around the world. The website is a 14-page site featuring information on CorCom and its network members. It also describes opportunities, has publications that can be downloaded, and gives case studies of the types of joint ventures CorCom promotes. The site has received a very positive response and is in the process of being revamped to a magazine format that will feature a business and a PVO of the month, with interviews and more frequent changes of materials.

I visited the CorCom website which is easy to explore and full of much information very nice. Congratulations on putting this together!

— Dr. Anthony DiBella  
*Organizational Transitions*

### *Partnerships with Business: A Practical Guide for Nonprofit Organizations*

The book was written prior to receiving USAID funding, but INMED's editor did an excellent job of making it attractive and readable. Several copies have been sold. Unfortunately, there has been inadequate time to engage in competitive marketing for the book. Numerous copies have been given away; however, this is viewed as a valuable investment since the book is a tool that can generate interest in CorCom and explain what the network does.

CorCom's seminar reports have been downloaded from our web site and we get a great deal of positive feedback on the matrices that show the evolution of PVOs and businesses as they converge toward strategic community investment.

### *CorCom Business Links*

During the first year, CorCom did not focus specifically on business partnerships while attention was given to the learning network. Nevertheless, business links were made informally and the following activities took place:

- Linked American Home Products with three PVOs (ADRA, Winrock, and Africare) for possible partnerships in the distribution of a poultry vaccine in Africa. None of these partnerships developed, however, largely because AHP did not want to pay enough to cover the costs of the activity.
- Linked Texaco with two PVOs (TechnoServe and ADRA) to assist them in the design of a vocational training center in Delta State, Nigeria. ADRA has continued to discuss a partnership with Texaco. Texaco has very specific ideas of how the center should look while ADRA has been coaching them on a broader and more sustainable program.
- Provided services to consultants and businesses seeking information on PVOs such as John Coy of the Consultants Network and Roper Starch Worldwide.
- Provided due diligence for CINergy Media Communications, a for-profit company, on Nabolom, an NGO in Chiapas, Mexico.

- Established contacts with a number of businesses in the Washington D C area including Cargill, SmithKline Beecham, American Home Products and Calvert Social Investment Group
- Established contact with a number of oil companies with offices in the Washington D C area, building on contacts provided by USAID
- Met with current INMED business partners about incorporating other NGOs into their plans

### ***C Comparison of Year 1 with Detailed Implementation Plan (DIP)***

#### *Meeting Objectives*

The two objectives of CorCom this year, as laid out in the DIP were met in Year 1. As shown above, CorCom carried out skill-building activities and seminars to promote PVO-business partnerships. CorCom also engaged in networking with other organizations and businesses and many of the earlier contacts have matured into more solid working relationships. In addition, an initiative with the oil and gas industry has gained momentum following an exploratory visit to the Caucasus region. It is possible this may lead to a two-year CorCom program in the region jointly funded by USAID/Washington, the regional Mission and oil companies working in the area. Plans for this initiative are currently in development.

#### *Significant Changes and Delays*

The only activity described in the DIP that was not successfully completed was the special initiative with the garment and assembly industry initiative. While we still think this represents a rich area for partnerships, we had no specific requests to pursue this by businesses or the network members.

The only significant delay is the *Millennium* Conference, which was postponed from October 1999 because of CorCom's intense focus on NGOs/PVOs during the first year. This conference will be organized in 2000 to introduce CorCom to the business community and form partnerships among participants.

### ***D Nature of Relationship between CorCom and Partners***

CorCom's primary operational partner has been USAID. Due to the enthusiasm of our project officer and financial support from his office, the project has had many resources available to it that it would not have otherwise had. Through PVC, we have contact with the broader PVO community and have gained visibility through presentations at the RFA and Development Education conferences.

Our primary program partners are our PVO network members with whom we maintain close relations. We worked through our network members' country offices on the recent trip to the Caucasus. Network members are in regular touch with us through e-mail as they request or send information.

Through e-mail we also have contact with a number of NGOs in developing countries and the director coaches them as they develop their interests in the field. PRIA, an NGO in India, has offered to be the CorCom representative should we start a program there. That group published an article by the CorCom director in its journal, which led to a number of e-mails from India. We also work with CCA-ONG in Mali as it develops its strategy. We do not have the resources to assist these potential CorCom country programs yet, but it is planned that this would be the focus of our third year. We will continue to nourish their interests and encourage them to continue using our web site. We have also been following the progress of CORI, a new NGO in Indonesia which works exclusively on contracts with businesses to provide community health services to mine workers, their families and communities.

## **Section III Constraints, Unexpected Benefits and Lessons Learned**

### ***A Constraints and Problems in Year 1***

Although CorCom can name numerous achievements during its first year, there have been a few constraints on its growth. First, the intense focus on PVOs/NGOs and the lack of a skilled business developer on the CorCom staff precluded a similar development of business partners. Another constraint has been funding. There appears to be enthusiastic support for the idea of CorCom, however, with less seed funding from USAID than originally expected, it was difficult to leverage the necessary resources to build the business sector participation and find other funding partners. INMED was able to make a match of 55:1 the first year. A revised match of 1:1 for the three-year grant has been requested, and with additional investments in business expertise, the match will be less difficult to make in Years 2 and 3.

A major challenge for CorCom as it was originally established is the unwillingness of network members to give CorCom credit for partnership matches. All of the network members now have more business partners, and several have undergone a major change in strategy (e.g., Helen Keller International, Cooperative Housing Foundation, TechnoServe and former network member Aid to Artisans). These changes coincide with their participation in the network, but it is difficult for CorCom to take credit for them.

### ***B Strategies Formulated to Overcome Constraints***

INMED plans to overcome the challenges and constraints by refocusing efforts in Year 2 on results-oriented outcomes in terms of concrete partnerships, providing firmer leadership for

CorCom and reorganizing the staff to include more business expertise while forming strategic alliances that will involve NGOs/PVOs and provide the support services they need

### ***C Unexpected Benefits/Our Champion***

One important reason for CorCom's success this year has been Martin Hewitt of the PVC office. His vision and support have enabled us to make numerous contacts with different offices within USAID, such as the Global Bureau, Africa and EE. CorCom has provided technical support to Mr. Hewitt to encourage and sustain his efforts to engage the Agency in the development of a policy on partnerships with business. The CorCom book and brochures have been helpful tools for him to promote the program within USAID and to businesses.

## **Section IV Changes in Project Design**

CorCom was designed originally to go slowly, do its homework and grow organically. It is clear, however, that CorCom must present concrete results in terms of partnerships in Years 2 and 3. Therefore, INMED, in consultation with USAID, is reorienting the goal, objectives and strategies of CorCom as follows:

### ***A Goal of CorCom***

The goal of CorCom is to increase private sector funding for development through innovative alliances among USAID, NGOs/PVOs and the private sector.

### ***B Objectives***

1. Develop alliances between NGOs/PVOs and the private sector that increase funding for development activities that are in line with USAID country strategies.
2. Ensure the success of these alliances by providing crucial linkages and supporting services.

### ***C Strategies for Meeting Objectives***

1. Incorporate other NGOs/PVOs and USAID into an existing INMED private sector initiative in a specific country.
2. Initiate a new regional demonstration project of a multi-partner development initiative in the Caucasus with the support of the EE/EMI Bureau.
3. Develop strategic alliances between the CorCom project and other complementary initiatives that will lead to an increased number of NGO/private sector alliances and will help to provide the enabling services and linkages.

- 4 Launch a new series of *Millennium* conferences specifically to address the needs of the private sector and promote the formation of alliances with NGOs
- 5 Focusing on a broad USAID-supported development objective, such as child survival or alleviating poverty, target businesses during the IPO phase to set aside stock for a charitable foundation to channel money to NGOs for this development purpose

***D Projected Outcomes for Objectives 1-4***

- 1 In one country where INMED has operations, two or more NGOs will be linked with two or more private sector companies within a national program approved by the government and USAID
- 2 If funded by the EE/EMI Bureau, at least two NGO/private sector alliances will be formed in the Caucasus region to address development objectives endorsed by USAID
- 3 At least two NGO/private sector alliances will be formed as a result of forming a strategic alliance with at least one other complementary program
- 4 At least two multi-sector alliances will result from the *Millennium* conference with five more in the planning stage
- 5 At least two new businesses formed by technology-driven, profit-oriented and humanitarian-spirited entrepreneurs will set aside stock for a foundation that invests in children and development through NGOs

***E Budget Modification Request***

Per its official request of November 5, 1999, INMED formally requests a modification in the original agreement to reflect a 1:1 match requirement

## Section V Budget

Year 1	BUDGETED	BUDGETED	ACTUAL	BUDGETED	ACTUAL
	TOTAL	USAID	USAID	OTHER	OTHER
<b>PERSONNEL</b>					
Executive Vice President (@25%)	\$21 250	\$8 500	\$8 500	\$12 750	\$
Project Director	\$73 000	\$62 050	\$62 050	\$10 950	\$
Deputy Officer	\$10 400	\$5 200	\$5 200	\$5 200	\$
Program Officer	\$	\$	\$	\$	\$
Administrative Assistant	\$	\$	\$	\$	\$
<b>SUBTOTAL PERSONNEL</b>	<b>\$104 650</b>	<b>\$75 750</b>	<b>\$75 750</b>	<b>\$28 900</b>	<b>\$54 437</b>
Benefits @ 28%	\$29 302	\$21 210	\$21 210	\$8 092	\$15 242
<b>SUBTOTAL PERSONNEL AND BENEFITS</b>	<b>\$133 952</b>	<b>\$96 960</b>	<b>\$96 960</b>	<b>\$36 992</b>	<b>\$69 679</b>
<b>CONSULTANTS</b>					
25 @ \$450/day	\$11 250	\$	\$5 527	\$11 250	\$
Interns	\$5 000	\$	\$	\$5 000	\$
<b>SUBTOTAL CONSULTANTS</b>	<b>\$16 250</b>	<b>\$</b>	<b>\$5 527</b>	<b>\$16 250</b>	<b>\$</b>
<b>CorCom NETWORK DIRECT</b>					
Website/Maintenance	\$5 000	\$5 000	\$12 205	\$	\$
Network Meetings	\$3 000	\$1 000	\$8 679	\$2 000	\$
Mailings	\$2 000	\$2 000	\$3 596	\$	\$
Publication	\$7 500	\$	\$	\$7 500	\$1 200
Millennium conference	\$100 000	\$25 000	\$5 900	\$75 000	\$
<b>SUBTOTAL CorCom NETWORK DIRECT</b>	<b>\$117 500</b>	<b>\$33 000</b>	<b>\$30 380</b>	<b>\$84 500</b>	<b>\$1 200</b>
<b>TRAVEL</b>					
Airfare domestic (6 trips@\$1 000/trip)	\$6 000	\$3 000	\$295	\$3 000	\$
Airfare international (10 @ 1350/trip)	\$13 500	\$	\$2 158	\$13 500	\$
Hotel & M&IE (40 days @\$300/day)	\$9 000	\$4 500	\$4 061	\$4 500	\$
Local Travel (40 days @ \$50/day)	\$2 000	\$1 000	\$647	\$1 000	\$
Visas	\$500	\$500	\$	\$	\$
Excess Baggage	\$500	\$500	\$	\$	\$
<b>SUBTOTAL TRAVEL</b>	<b>\$31 500</b>	<b>\$9 500</b>	<b>\$7 161</b>	<b>\$22 000</b>	<b>\$</b>
<b>OTHER DIRECT EXPENSE</b>					
DC rent	\$24 000	\$	\$	\$24 000	\$
DC office support (postage supplies phone misc )	\$30 000	\$	\$	\$30 000	\$
INMED office support (postage supplies phone misc )	\$15 000	\$12 000	\$9 473	\$3 000	\$1 775
Network and Lan Support	\$5 000	\$1 000	\$	\$4 000	\$447
Miscellaneous Field Activity	\$15 000	\$	\$	\$15 000	\$8 286
Fax Machine	\$500	\$500	\$	\$	\$
Software Upgrades	\$750	\$	\$	\$750	\$750
Computer Equipment	\$8 000	\$4 000	\$875	\$4 000	\$
<b>SUBTOTAL OTHER DIRECT EXPENSE</b>	<b>\$98 250</b>	<b>\$17 500</b>	<b>\$10 348</b>	<b>\$80 750</b>	<b>\$11 257</b>
<b>SUBTOTAL ALL</b>	<b>\$397 452</b>	<b>\$153 846</b>	<b>\$150 376</b>	<b>\$243 606</b>	<b>\$82 136</b>
<b>OVERHEAD @ 30</b>	<b>\$119 236</b>	<b>\$46 154</b>	<b>\$49 624</b>	<b>\$73 082</b>	<b>\$27 105</b>
<b>TOTAL EXPENSE</b>	<b>\$516 688</b>	<b>\$200 000</b>	<b>\$200 000</b>	<b>\$316 688</b>	<b>\$109 241</b>

## Appendix A

### Dates for CorCom Network Meetings in 1999

Following are the dates for the network meetings this year. The topics and presenters are subject to change/availability. The locations will be announced on the web site and by e-mail. All dates are on Thursday.

- 1) January 28 (1 30 p m - 4 30 p m ) **What do companies look for in a partner?** John and Cindy Coy, The Consultants Network. At the Cooperative Housing Foundation office, 8300 Colesville Road, Silver Spring Metro.
- 2) February 25 **Social Audits: What are they and how do we do them?** Judy Gearheart of Council on Economic Priorities Accreditation Agency. At the ACDI/VOCA office, 50 F Street, N W, Suite 1100, Union Station Metro.
- 3) March 25 (10 00 a m - 5 00 p m ) **What does an NGO need to know to develop a sound business plan for a program investment with a private company or corporation?** Tamara Dugglesby, Dugglesby and Associates. At the TechnoServe office, 1828 L Street, N W, Suite 1040.
- 4) April 29 (9 30 a m - 4 30 p m ) **CorCom Seminar: Issues in Partnerships** (follow-on to InterAction Forum). DoubleTree Hotel, near National Airport. [\$50 fee for network members].
- 5) May 20 (1 30 p m - 4 30 p m ) **Certification for PVOs?** Lois O'Brien, SGS International Certification Services, Inc. At InterAction office, 1717 Massachusetts Avenue, N W, Dupont Circle, South exit Metro.
- 6) June 24 (12 00 p m - 4 30 p m ) **Building support for business partnerships within your organization.** Dr. Anthony DiBella, Organizational Transitions. Author of *How Organizations Learn: An Integrated Strategy for Building Learning Capacity*. At the ACDI/VOCA office, Union Station Metro.
- 7) July 29 (1 30 p m - 4 30 p m ) **Sector analysis: A tool for knowing which companies to approach.** Frank Lusby and Tim Canedo, Action for Enterprise. At the Cooperative Housing Foundation office, 8300 Colesville Road, Silver Spring Metro.
- 8) Sept 23 (1 30 p m - 4 30 p m ) **What USAID is doing and should do to support partnerships.** Panel of USAID staff. At the Independent Sector office.
- 9) Oct 28 (1 30 p m - 4 30 p m ) **A review of CorCom tools.** At the AED office, 1825 Connecticut Ave, N W.
- 10) Dec 2 (1 30 p m - 4 30 p m ) **Public relations and next steps for the network and CorCom.** At the AED office, 1825 Connecticut Ave, N W.