

From the
Cisco Foundation



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Agenda 日程

- Building relationship 关系建立
- Continuous improvement 持续改进
- Leveraging resources 合理利用资源
- Monitoring Grantees 对受赠方的监测



Cisco has contributed US\$45 million (about RMB 300 million) over three years to aid the rebuilding effort, with a focus on improving healthcare and education in earthquake-damaged areas.

Building Relationships 关系建立



Account Manager Responsibilities: 项目经理的职责:

- Drive best practices in co-design of partner's programs
跟合作伙伴一起设计项目
- Define cross-focus area opportunities to enrich program offerings 通过发掘公司的跟项目的交叉点，及时丰富项目的产出和内容
- Oversee program execution to adhere to scope of work, timelines, deliverables, budget, etc. 监督项目的范围，项目时间，产出和预算等
- Manage the plan, tracking, and reporting of impact metrics 制定项目计划，跟踪项目进展，报告项目的影响

The Work Plan as a Tool 工作计划表



Account Manager and Grantee develop Work Plan once grant contract has been signed 赠款合同签订后，项目经理跟受赠方制定工作计划

Account Manager and Grantee can use the Work Plan to track program execution throughout the grant period

项目经理和受赠方通过该工作计划表，及时跟踪项目的进展情况

Milestones	Deliverables	Main Activities	Start Date	End Date
Q2				
Mobile Money API Deployed	API delivered in Mifos public release	Software development for general API	3/15/2010	6/7/2010
		Software development for mobile money plug-in	3/15/2010	6/7/2010
		Validate utility and effectiveness of feature through implementation at one MFI partner (KEEF in Kenya)	5/30/2010	6/30/2010
Continue Scalability development	Test framework to measure scalability of platform	Continue development	continues from prev quarter	7/30/2010
		Continue testing	continues from prev quarter	7/30/2010
		Deliver test framework to measure scalability of platform	continues from prev quarter	6/30/2010
Milestones Deliverables Main Activities Start Date End Date				
Q3				
Phase 1 Scaling to 500K clients	Increased scalability (to 500K) delivered in Mifos general public release	Software enhancements to support 500K clients	2/15/2010	9/30/2010
		Confirm scalability of platform through test framework	7/1/2010	9/30/2010
Kick off Social Performance Development		Start collecting functional specs for next version of PPI in Mifos	9/15/2010	9/30/2010

Sample Work Plan Milestones 工作计划表中的“关键里程碑事件”



- Complete concept design 完成项目的设计
- Launch program 实施项目
- Evaluate impact 评估项目的影响
- Develop sustainability plan 制定项目的可持续计划
- Secure new partners 寻找新的合作伙伴

Milestones	Deliverables	Main Activities	Start Date	End Date
SMS underway with workers	Chart baseline and ensure broadcast message transmittal rate ≥ 20 per worker	Collect baseline data (= survey group #1) from 100 workers via SMS polls	3/1/2010	4/1/2010
		Identify, track and evaluate 2 different incentives for highest response rate to mobile surveys	3/1/2010	6/30/2010
		Distribute survey group #2 to 100 workers via SMS polls	4/1/2010	5/1/2010
Pilot supply chain map completed	Supply chain map digitally diagrammed	Research relevant mapping techniques and select best to document pilot chain	3/15/2010	6/15/2010
Develop business plan to secure revenue stream for next phase of project	Business plan	Build a list of all the auditors (as different from ethical membership organizations that have unique standards required for membership)	4/1/2010	9/1/2010
		ID top 5 ethical membership/auditors organizations for licensing opportunities	4/1/2010	9/1/2010
		Identify and speak to 5 prospective organizations re revenue model	6/1/2010	9/1/2010
		Explore all licensing models, including pricing that can be used to license SMS Labor Link to ethical membership organizations	7/1/2010	9/31/10
Vet and identify 3-5 revenue opportunities for 2011 as identified in business plan	Opportunities and prospects itemized	Receive BoD approval on business plan	9/1/2010	12/31/2010
		Work plan to implement business plan	9/1/2010	12/31/2010
		Identify technological modifications needed to implement business plan	9/1/2010	12/31/2010

Other Relationship Building 其他关系的建立



- Informal monthly-to-quarterly meetings with grantee to track progress against work plan. Frequency depends on Account Manager confidence in grantee's ability to execute and deliver
跟受赠方每月或每季度召开一次见面会，及时汇报项目的进展；会议召开的次数可以依照项目经理对项目的了解程度，项目产出的情况等灵活安排
- Formal quarterly reporting on metrics in online Impact Manager platform
每个季度通过在线的管理平台，汇报项目的某些关键指标
- Annual Partner Review (APR): Yearly meetings with full PBI team and grantee to discuss all grantee programs, potential additional funding, collaboration with other partners, etc.
年度合作伙伴评审会议（APR）：每年召开一次会议，全面评估所有的捐赠项目，决定是否增加对某些项目的捐赠，以及是否和新的合作伙伴开展合作等事宜

Challenges and Learnings 主要挑战和收获



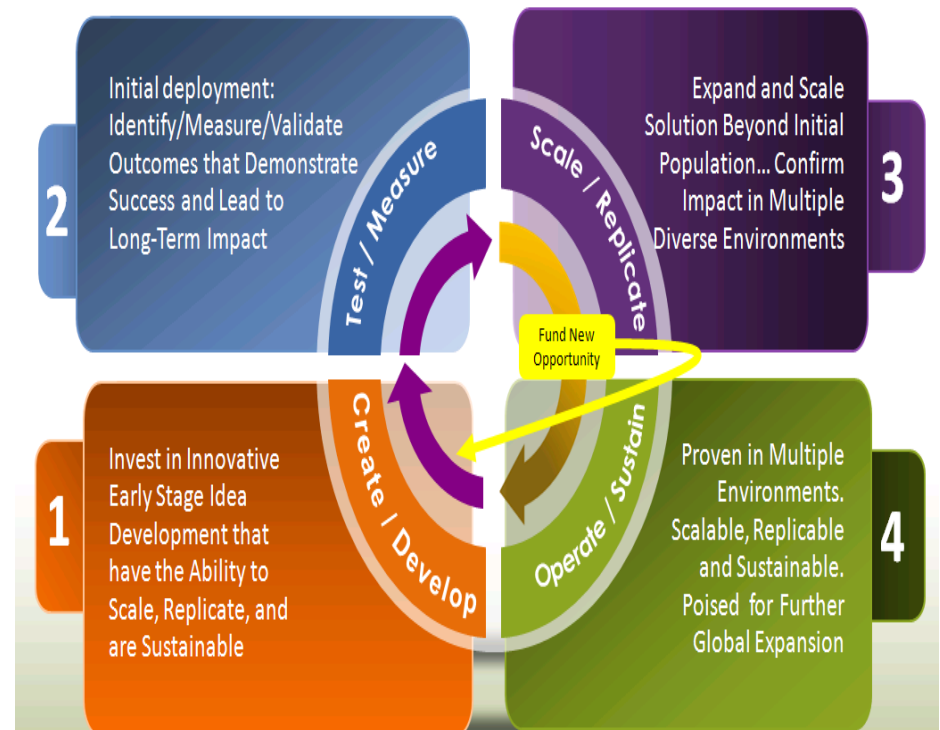
Challenge	Implications	Solutions
受赠方的管理经验不够	不能完成既定的项目目标，不能在既定的项目时间内完成项目	一开始就跟受赠方一起制定详细的可行的工作计划，明确产出，递交成果，时间计划
缺乏长期的可持续发展计划	失去了思科基金的支持，项目就不能持续开展了	一开始就跟受赠方讨论项目可持续发展的方案，制定长期发展计划，发掘其他的资金来源，制定意外的应对方案
受赠方没能履行其全部职责	项目没有预期的产出	重新配置项目的资源，将资源用在几个主要的活动上，或者最可能成功的活动上
受赠方内部发生重大的人事和机构变动	机构倒闭，项目停止	将资金转移给其他受赠方的项目，或者将资金归还给思科

Continuous Improvement 持续改进



执行当前项目的时候就要为将来做规划

- Evaluate potential and develop plan to advance program through **Cycle of Innovation** 通过创新循环，评估当前项目，制定发展规划，推动项目进展
- Explore opportunities for continued Cisco support 持续获得思科的支持
- Support for strategic partners to design and fund high-level strategic initiatives 建立战略合作伙伴，支持一些高水平，战略意义的项目



Continuous Improvement (continued) 持续改进



Connections b/t partners to explore potential collaboration opportunities and scale-up 合作伙伴之间的联系有助于开发潜在合作机会，扩大已有项目规模

- School Success Collaborative (SSC): facilitated partnership b/t 5 Cisco partners in education
- 学校成功合作项目：促成了思科的5个教育领域合作伙伴之间的合作
- Partnership b/t BluWorld and One Global Economy on economic empowerment
- 促成了BluWorld和One Global Economy 在经济赋权方面的合作
- Partnership b/t City Year and MIND Research Institute in California on education
- 促成了City Year 和MIND研究所在教育方面的合作
- ImagineNations ImagineNetwork featured at U.S. Presidential Summit on Entrepreneurship
- 在总统倡导的创业峰会上ImagineNetwork被提及
- HomeAid American and Community Voice Mail on critical human needs
- HomeAid和Community Voice Mail 在满足基本生活需求方面的合作

Leveraging Cisco Funding 思科撬动的其他 资金支持



- One Economy received \$28.5 M from US Government to bring affordable Internet access, digital literacy training, local content, and public purpose media to U.S. families
- One Economy 收到美国政府资助的\$2850万美金，为美国家庭提供宽带接入，计算机技术培训，内容服务和公共媒介等服务
- Walmart announces multi-million dollar support to City Year and Feeding America for education and critical human needs
- 沃尔玛出资几百万美金支持City Year 和 Feeding America的教育和扶贫项目
- Grameen Foundation receives \$1.2 M commitment from MasterCard Foundation to support access to finance/financial services
- 格拉米基金会从MasterCard 基金会收到120万美金，用于支持其提供普惠金融服务
- ImagineNations secures \$800k from 3 donors for human capital development
- ImagineNations从三个捐赠方获得80万美金，用于人力资本发展项目

Leveraging Cisco Resources 思科带动的其他资源



- Cisco employee volunteers 思科员工志愿者
- Product grant program: product grants, Flip video cameras, WebEx, etc. 物品捐赠项目：产品捐赠，简单摄像机，电话会议系统
- Matching Gifts program 公司配捐项目
- Use of Cisco logo on website 在网站上使用思科的Logo
- Cisco review of press release 思科对新闻稿进行审阅

Monitoring Grantees 监测受赠方



Impact reporting process in transition 项目影响的汇报 流程不断调整

Currently, two forms of reporting: 当前，我们有两种形式的报告：

- <\$100k or disaster grants: grant-end reporting via online impact report template
 - Established set of questions grantees answer
 - <10万美金或其他救灾捐款：通过网上的项目影响力报告模板，在赠款结束时进行报告
 - 一些固定的问题让受赠方回答
- >\$100k: quarterly reporting via online Impact Manager
 - >10万美金：通过网上的项目影响管理平台，每季度进行汇报
 - Grantee reports on specific metrics agreed to as part of Grant Agreement
 - 受赠方按赠款合同中约定的具体指标，报告项目的情况

Selected Sample Metrics 某些指标 举例



- Access to education 受教育的机会
 - Attendance 受教育的情况
 - Behavior 行为
 - Course performance/grade 学习成绩/分数
- Economic Empowerment 经济赋权
 - # people served 服务的人数
 - Usage rates, retention, satisfaction 使用率, 满意度,
 - Income, employment generation, etc. 收入, 就业机会



