Chapter 7: Select the Right Implementation Model and Partners

Once the key parameters of the CI strategy are established, the next step is figuring out how best to deliver the program. This too is a strategic choice guided by distinct variables, such as the company's objectives, project time horizon, budget, and the characteristics of the local operating context—including availability of partners. Because different implementation models have different advantages and disadvantages (that may serve one set of objectives over another), it helps to understand the various options when determining the best fit for delivering your CI program.

Beyond the choice of implementation model, there are some common themes related to implementation effectiveness that are also worth thinking through up-front. These pertain to how a company will maintain its involvement and oversight; the sustainability and exit considerations for the model chosen (particularly from a financial standpoint); how to build capacity to support participatory decision making and governance; and how to select the right partners.

Forming strategic partnerships that can help a company to leverage and maximize its community investments is good practice. (Company engagement in multi-stakeholder partnerships is increasingly common.) It is driven by the basic underlying tenet that each partner has something valuable to contribute—and that, by systematically working together, the partners can achieve their goals more effectively than by working alone.

UNDERSTAND THE DIFFERENT IMPLEMENTATION OPTIONS

An implementation or delivery model is the organizational structure through which a company carries out its community investment program or supports others in doing so. In practice, many companies use "hybrid" approaches—a combination of different mechanisms to deliver their programs.

Table 7.1: Common Implementation Models[49]

Model	Description
In-house Implementation	A company creates an internal department or unit to work directly with communities to design and implement CI projects.
Company Foundation	A company establishes an independent foundation as a separate legal entity to carry out its CI program. Foundations can have grant-making authority (i.e., financing of CI programs implemented by others) or serve an implementing function (implementing their own projects and programs).
Third-party Implementation	A company engages a third party, such as a local or international NGO, to work with local communities in designing and implementing CI projects, or it supports an existing initiative being implemented by others.
Multi-Stakeholder Partnership	A company establishes or joins a voluntary or collaborative alliance, network, or partnership. This implies cooperation between two or more actors in a manner that shares risks, responsibilities, resources, and competencies, and involves a joint commitment to common tasks and goals.
Hybrid	A company utilizes a combination of two or more implementation models to deliver various components of its CI program.

Figure 7.1: Examples of Implementation Models[50]

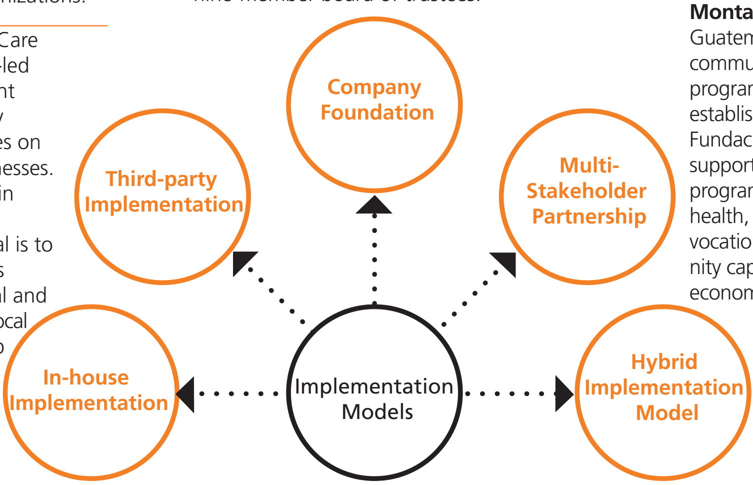
In implementing its community investment programs along the Baku-Tbilisi-Ceyhan pipeline route, **BTC** chose to partner with local and international NGOs. Where international NGOs were selected, they served as lead partners, implementing projects in collaboration with local organizations.

In Ghana, **Newmont Mining** has set up a community development fund to support development activities in ten communities in the Ahafo area. The Newmont Ahafo Development Foundation, established by the company in collaboration with local stakeholders, manages the fund with a nine-member board of trustees.

ABB's Access to Electricity Initiative is a partnership model with companies, development agencies, financial institutions, and regional authorities to electrify poor rural communities. The aim is to provide the preconditions for more sustainable development in these communities.

Cargill relies on its Care Councils (employee-led groups) to implement strategic community involvement activities on behalf of their businesses. While councils vary in structure, size, and leadership, their goal is to ensure that Cargill is investing its financial and human resources in local communities to help meet its business objectives.

Montana Exploradora de Guatemala has an in-house community investment program and has also established a local foundation, Fundación Sierra Madre, to support a broader range of programs. These include health, education, and vocational training, community capacity building, and economic development.



CONSIDER TIMEFRAME, BUDGET, AND LOCAL CONTEXT

Decision making around how to deliver community investment is driven by both internal and external factors and considerations. Some of these factors may impose limitations on the choice of implementation model in a given setting or have implications in terms of efficiency and effectiveness. Three important elements for companies to consider:

- **Time Horizon:** How long will the company be operating in the area and how quickly does it need its CI program up and running?
- **Budget:** How much will the company spend per year on CI, and how secure is this funding?
- **Local Context:** What is the level of local implementation capacity and what is the potential for partnerships? Are there government or legal requirements for establishing certain vehicles to receive or channel funds for local development?

Table 7.2: A Road Map for Deciding How to Implement[51]

	In-house Implementation	Third-party Implementation	Foundation	Multi-Stakeholder Partnerships
Time Horizon	• Short to medium	• Short, medium, long	• Long	• Medium to long
Budget	• Variable cost depending on the size of the in-house team	• Budget can be any size	• Requires significant funds (endowment or multi-year commitment) • Involves set-up costs (legal and administrative) • Overhead and operating costs can be significant	• Variable cost depending on the number of partners and the scope of program
Local Context	• Where local capacity and partners are lacking • Where quick results are needed	• Relies on the availability of strong local organizations or existing programs to support CI	• Where regulatory requirements mandate creation of an independent foundation or trust to receive funds • Where revenues allocated for CI are significant	• Relies on the existence of partners with similar values and development objectives in the same region or target area
Pros	• Helps promote close links across business operations and better coordination with other mitigation efforts (i.e., environmental remediation, resettlement) • Helps develop internal capacity for and expertise in CI • Helps increase sense of ownership and accountability over CI activities • Helps leverage corporate strengths and capacities • Helps create a direct connection to the community • Helps to have CI benefits directly associated with the company • Helps to increase consistency by not being dependent on consultants and outside partners	• Creates flexibility by bringing in specific technical expertise, as needed, on a short or long-term basis • Helps to leverage outside knowledge, skills, and networks	• Helps to attract other partners and external funding • Can promote greater community participation in management and decision making • Can operate at a broader level (i.e., regional, national, or global) • Can help a company separate legal liability (its own versus the actions of the community's CI program) • Allows better separation of mitigation from CI activities • Enables implementation of a CI program that can outlive the company's presence and/or participation • May provide tax advantages in some contexts	• Helps to leverage outside knowledge, skills, resources, and/or networks • Can increase likelihood of success through enhanced ownership and sustainability • Increases potential for scalability, extended reach • Enables both risk sharing and cost sharing
Cons	• CI may be mixed with community relations, social mitigation, resettlement, and other non-CI activities • Requires local capacity building to ensure sustainability of projects after company participation ceases • Overhead costs can be high due to the in-house staff required	• NGOs may have little experience working with the private sector • Different approaches and expectations can be problematic to manage • Third parties may have their own agendas, and may not always adhere to company objectives • The community may associate benefits brought by CI activities with the implementing partner and not the company • Building institutional memory and retaining lessons learned can be a challenge • Costs can increase if international expertise is required • Working through existing programs creates a risk that the company may have little influence over the project's design and outcomes	• Costs involved in establishing and operating foundation • Time necessary to build institutional capacity and establish credibility • Separation from the company might lead to CI activities being divorced from the company's core business strategy; less credit going back to the company for achieved results; and/or increased risk resulting from loss of direct engagement; • Finding appropriate leadership can be challenging since board members will need to make a long-term commitment (often on a pro bono basis)	• It can be time consuming to agree on shared goals, objectives, and measures of success, as well as to secure specific commitments • Company has to give up a certain amount of control over decision making and outcomes • It is often a challenge to establish mechanisms for sharing roles, responsibilities, costs, and ownership • Different interests or objectives among partners can create conflict, especially when nontraditional partners come together

KEY QUESTIONS FOR IMPLEMENTATION PLANNING

When thinking about how to implement CI, there are certain fundamental questions that are applicable regardless of the type of model selected. These include:

- Does your implementation model support your objectives?
- How will you maintain ownership, visibility, and oversight?
- How will participatory decision making and governance be fostered?
- Should you pilot before scaling up?
- How will transparency, accountability, and sustainability of funding arrangements be ensured?
- What capacity building is needed to support the chosen model/encourage local delivery?
- What is the exit or handover strategy for the chosen model?

Does Your Implementation Model Support Your Objectives?

The chosen implementation model(s) should help a company meet its CI strategy objectives. If a company wants to engage partners and attract external funding, for example, a multi-stakeholder partnership model or a well-structured independent foundation is more likely to facilitate external support than a company-run CI program. Similarly, if a company wants to support existing local institutions and organizations, engaging NGOs as third-party implementers or piggybacking on existing programs might be preferable to setting up a new structure. Where "quick impact" projects are required in the short term to meet high expectations or gain government approval, a company may choose to implement CI projects itself while longer-term arrangements for CI delivery are developed.

Irrespective of the model chosen, maintaining ownership, visibility, and quality oversight of any company-supported CI initiatives is needed.

How Will You Maintain Ownership, Visibility, and Oversight?

Irrespective of the model chosen, maintaining ownership, visibility, and quality oversight of any company-supported CI initiatives is needed—both for risk and reputation management and to account to shareholders on how company resources are being managed and spent. Visibility ensures that stakeholders associate the CI program with the company so that the business derives the benefits it seeks in terms of positive perceptions and relations. However, the amount of in-house capacity (staff and expertise) and resources (time and money) required to effectively set up and monitor CI programs—even when the company is not directly involved with implementation—is commonly underestimated. Experience in emerging market contexts shows that companies find themselves having to provide a much more intensive level of support and oversight than originally anticipated.

How Will Participatory Decision Making and Governance be Fostered?

A key feature of strategic CI is building representative and participatory decision-making and governance structures as a means to empower local communities and develop capacity. Companies do this by involving representatives from local communities, government, and civil society on governing boards, committees, councils, forums, and other multi-stakeholder decision-making bodies. Meaningful participation often requires capacity building, training, and mentoring over time so that imbalances in power and access to information among stakeholders can be addressed. (See Chapter 5 for details on capacity building). Where there are already local structures or processes around local development planning, these should be explored as potential channels for participation.

Should You Pilot before Scaling Up?

A pilot is an opportunity to "learn on the job," and it can contribute significantly to capacity building. Often, a pilot project provides valuable learning about what works, what doesn't, and the actions required before scaling up activities. Depending on the context, it can be worth starting out small, testing ideas, and building trust and confidence among partners before commencing full-scale program implementation.

CHEVRON (NIGERIA) - A REGIONAL DEVELOPMENT GOVERNANCE STRUCTURE[52]

There are over 425 individual communities located near Chevron's operations in the Niger Delta. Because the company found it difficult to work with so many villages on a one-on-one basis, it asked them to group themselves into eight clusters. Chevron Nigeria then signed GMOUs with all eight clusters.

The GMOUs are nonbinding, multi-year agreements that have become a central component of Chevron's engagement with Niger Delta residents. State governments participated in the agreements, which created a Regional Development Council (RDC) governance structure in each cluster to redistribute funds from Chevron Nigeria's joint venture with the Nigerian National Petroleum Corporation. Functioning as early-stage, community-run foundations, the RDCs work closely with state and local government and the Niger Delta Development Commission to plan and manage development projects in their geographic areas. In addition to the direct financial support provided by Chevron to implement CI projects, each RDC receives support and oversight from several NGOs.

The RDCs are comprised of several subcommittees:

- *Community Engagement Management Board:* Includes representatives from the communities, state and local government, Chevron, and NGOs. The board provides general oversight and financial control over RDC activities, and must approve all proposed community development plans and disbursement requests.
- *Project Review Committee:* Includes RDC members and representatives from state and local government, the Niger Delta Development Commission, Chevron, and a local NGO. Each Project Review Committee reviews annual work plans and budgets, validates project execution, and monitors outcomes.
- *Accounts Audit Committee:* Includes at least one RDC member and one state government representative, as well as representatives from Chevron, one NGO, and a donor agency. The committee aims to ensure transparency and accountability by advising the RDC on accounts and budget preparation.
- *Conflict Resolution Committee:* A dispute resolution body including RDC members and representatives from Chevron, the Niger Delta Development Commission, state government, and NGOs.

A Community Engagement Management Board sits atop the entire process and makes final decisions. The board includes RDC members and representatives from Chevron, state and local government, and NGOs.

BAKU-TBILISI-CEYHAN (BTC) PIPELINE (AZERBAIJAN) - PILOTING A "STAR COMMUNITY" APPROACH[53]

The BTC Community Investment Program's implementing partner in Azerbaijan, Save the Children, used a "star community" approach to incentivize community participation, build capacity, and direct community investment resources toward communities with the greatest capacity to effectively utilize them. Initially, Save the Children worked with all communities covered by the program to develop quick impact projects. Communities were given training on how to identify projects through participatory assessment, how to develop budgets and implementation plans, and how to manage the projects. Communities could then apply to Save the Children to fund up to 75 percent of the total cost to implement the projects they had designed.

Based on the success of these projects, a subset of communities were identified as "star communities" and invited to apply for additional funding to implement a second round of projects. In addition, these communities were encouraged to train and mentor less successful, neighboring "nascent" communities.

The success of the "star communities" serves as an example of how piloting helps to identify and incentivize the best performing communities and create a platform to assist other local communities by transferring these skills and experience.

How Will Transparency, Accountability, and Sustainability of Funding Arrangements be Ensured?

Corruption, lack of transparency, and misuse of CI funds pose a major challenge for companies. One way companies tackle these issues is to make public all finances, contracts, payments, and expenditures related to CI. Another way is to make specific individuals or bodies accountable, and to build checks and balances into the system.

If a company's contribution is not sufficient to meet the program's goals, there may be an opportunity to attract external funding. It is important to think through how external funds will be raised as this can have implications for other aspects of the strategy, including choice of implementation model. Establishing multi-stakeholder partnerships, seeking employee contributions (cash or in-kind), or establishing structured employee volunteering programs can be used as potential strategies for leveraging company funds.

Lack of financial viability once a company reduces or withdraws funding support can also pose a challenge. This can be addressed through measures to ensure the adequacy and continuity of funding, particularly in difficult economic times or unforeseen circumstances. Questions to consider at this phase include:

- How does the company intend to fund the program? Over what timeframe?
- Will the company be the only contributor, or will it also try to attract external funds?
- How much funding will the program need?
- In what form can it receive funding contributions (e.g., cash, stock, and/or in-kind)?

- How long will the company's financial contributions last? If an endowment is provided, for example, is it expected to be permanent or time limited?
- What contingencies are in place for unforeseen events or expenditures?
- What is the company's exit strategy and how will the program transition to alternative sources of financing?

What Capacity Building is Needed to Support the Chosen Model?

Regardless of the model chosen, capacity building to support local delivery will be a key consideration. (See Chapter 5 for further guidance on capacity investments and strategies.)

What is the Exit or Handover Strategy for the Chosen Model?

All the key questions for implementation planning should be addressed in a company's exit or handover strategy in order to ensure long-term sustainability of the implementing model. In addition, it's a good idea to consult stakeholders and get their agreement on the exit strategy upfront. (See Chapter 6 and Tool 8 for further guidance on exit strategies.)

FOUNDATION FOR ENVIRONMENT AND DEVELOPMENT (CAMEROON) - ADDRESSING THE CHALLENGES OF FINANCIAL SUSTAINABILITY[54]

The Foundation for Environment and Development in Cameroon (FEDEC) was created in 2001 contingent on the approval of the Chad Export Project. It was established as an independent entity designed to provide long-term financial support to environmental enhancement and indigenous people development activities.

FEDEC programs are focused on three main components: two environmental offsets in National Parks and a third one to support the development activities of the Bakola/Bagyeli indigenous communities located near the pipeline corridor in Cameroon.

Financial Sustainability: The foundation was set up with a capital contribution of USD $3.5 million from COTCO, the pipeline operator (constituted by a consortium of ExxonMobil, Petronas and Chevron, and the Governments of Chad and Cameroon), to be used as an expendable endowment over the 28-year lifetime of the project. In addition, FEDEC would be open to investment by any legitimate donors.

However, due to several factors including much larger than expected administrative costs and an unfavorable exchange rate (the endowment was in US Dollars but program expenses were in Cameroonian Francs, which are pegged to the Euro), the endowment is estimated to be depleted much sooner than originally planned.

The way in which FEDEC was designed affected its ability to attract external funds and partners. Key lessons include:

- The perception of FEDEC as "Exxon's foundation" and the company being seen as "resource rich" has affected the ability to attract other potential donors.
- FEDEC was established to support specific, narrowly-defined program areas (e.g., specific national parks and indigenous communities) rather than working toward broader development objectives (such as environmental protection or poverty alleviation) that might have held wider appeal to other potential partners.
- FEDEC did not have a long-term development plan, which could have served as a valuable fundraising tool among donors who are more likely to support projects that demonstrate a clear strategic plan for the use of their funds.

CONTINUED

FOUNDATION FOR ENVIRONMENT AND DEVELOPMENT (CAMEROON) - ADDRESSING THE CHALLENGES OF FINANCIAL SUSTAINABILITY[54] *CONTINUED*

- While lack of capacity among local community organizations and NGOs to develop grant proposals was acknowledged, the capacity-building needs of this group were not sufficiently budgeted for. Even though a community development facilitator was part of FEDEC's staff, capacity building took longer than expected and caused financial strain (as no salary provisions for this role were budgeted beyond the first three years).
- Lack of buy-in and follow through from key local public stakeholders forced FEDEC to fund some additional commitments (such as paying salaries of "eco guards" and provisioning them with basic equipment). These expenses were not budgeted for, nor were they FEDEC's responsibility, but they contributed to the depletion of the endowment more quickly.

Moving Forward: In order to address the unforeseen challenges that arose, FEDEC is taking the following steps to:

- Develop a community investment strategy with financial and technical support from COTCO and IFC to provide longer-term development support in a more coordinated manner to the Bakola/Bagyeli through a long-term Indigenous People's Plan.
- Complete a SWOT analysis for FEDEC and take actions to address institutional strengthening and capacity-building needs.
- Create a fundraising plan to reinvigorate the endowment and seek partnerships with other national and international organizations.

STRATEGIES FOR SUCCESSFUL PARTNERING

"Finding partner organizations that can maximize corporate investment is an important component to strategic community development."

— General Electric[55]

The search for more cost-effective ways to deliver community programs, share related risks, reach more people, and improve the sustainability of outcomes has led a growing number of companies to consider multi-stakeholder partnerships as an integral part of their corporate community investment strategies. With the new emphasis on being strategic, the partnerships too are evolving into more in-depth, mutually beneficially alliances that utilize comparative advantage and the unique competencies of various partners to achieve shared objectives and enhance community investment outcomes.

Although there is no set definition of a multi-stakeholder partnership, the following features are commonly cited:[56]

- a voluntary alliance bringing together stakeholders from different sectors, such as the public sector, businesses, civil society, and international organizations
- complementarity of resources and skills to address a common issue
- *modus operandi* that safeguards interests and levels the playing field for those involved

Five Strategic Reasons to Partner

Companies know that partnering is not always easy—it can have its advantages and disadvantages. When deciding if and with whom to partner in undertaking CI initiatives, it is worth considering whether the partnership offers one or more of the following benefits:

- Risk sharing
- Ability to leverage expertise, skills, and resources
- Extended reach
- Scalability
- Enhanced likelihood of successful outcomes (e.g., shared ownership, sustainability)

✓ Risk Sharing

While partnering requires giving up a certain degree of control over decision making and outcomes, shared control also brings with it the benefit of shared risk. In this sense, partnerships can be an effective means to tackle local development issues that pose risks to various parties but cannot be effectively addressed by any single party. When others have a stake in the success of a development intervention it spreads the risks (and often the costs), enabling a company to take action without having to bear sole responsibility.

✓ Ability to Leverage Expertise, Skills, and Resources

A partnership makes sense when it results in greater returns on community investment than the company is likely to achieve on its own. For example, much of the skill and knowledge needed to facilitate community engagement and development is likely to lie outside the core competencies of most companies. The same can be true of expertise in technical areas, such as health, education, microfinance, water and sanitation, or training and capacity building. Local knowledge, relationships, and networks are also valuable contributions that local partners can bring, while others may be able to offer additional financial resources. By relying on the distinct roles and competencies of each partner, a partnership that is strategic can generate efficiencies by allowing the company to focus on the components it is best placed to deliver.

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STEELPOORT VALLEY PRODUCERS FORUM (SOUTH AFRICA) - SCALING UP THROUGH INDUSTRY-GOVERNMENT COLLABORATION[57]

Steelpoort Valley Producers Forum (SVPF) is a group of 12 platinum and chrome mining companies operating in the Greater Tubatse Municipality in South Africa. At the time of SVPF's creation, the member companies and their host communities faced a number of development challenges:

- A shortage of water in the area, presenting a major risk for company operations and local communities
- Lack of local governance capacity and spatial planning, creating difficulties with respect to managing infrastructure requirements and land use, and to providing meaningful support for local development
- Uncoordinated efforts by individual mines around their social responsibility mandates, limiting the industry's potential for meaningful development impact at the municipal and community levels

In addition, the development of mining operations ahead of municipal infrastructure development led to negative perceptions about the industry.

SVPF was created to address the collective needs of the mining companies and to promote the principles of cooperative governance to ensure sustainable local economic development. All projects that are implemented by SVPF support local municipal industrial development plans. A project management unit manages the existing agreements between local government and participating mines until government capacity is sufficient to carry out these functions. To date, SVPF has supported development projects in the following areas: (i) spatial development and GIS; (ii) water management; (iii) transport infrastructure; and (iv) capacity building and training of the Greater Tubatse Municipality Technical Department.

As a result of the success of SVPF and other similar initiatives, the concept of "producers forums" is now moving beyond the mining industry in South Africa to other industry and multi-industry groups (such as, for example, a producers forum involving both mining and agricultural companies).

STANDARD CHARTERED BANK - EXTENDING THE REACH OF HIV/AIDS WORKPLACE PROGRAMS[58]

Standard Chartered Bank's award winning "Living with HIV" program began as an internal workplace HIV education campaign. Since then, HIV/AIDS has become a focus area of the bank's community investment program. This decision was based on the recognition of the significant impact of HIV/AIDS on the communities where the company does business and the company's belief that education is key to fighting the disease.

Through its program, Standard Chartered shares resources and tools originally developed for its own employees, and raises awareness internally and externally through a volunteer network of "HIV Champions." The company's aim is to reduce the spread of the virus by promoting behavioral change among its employees and the one million other people that will be educated through this program.

One of the key success factors of the program has been its varied partnerships with governments, business, foundations, and local organizations, which have allowed Standard Chartered to successfully roll out the program in the communities. In partnership with the World Economic Forum, for example, the company has already reached out to more than 1,000 small and medium businesses in Africa—most of which do not have enough resources of their own to create HIV/AIDS programs for their employees.

Standard Chartered has also leveraged local partners to extend the reach of its program to youth and young adults (ages 15-24), who account for 45 percent of new HIV infections but to whom the Bank, on its own, has limited access. By partnering with AIESEC (one of the world's largest student organizations), and through collaborations with individual schools and universities in HIV-endemic regions, the company will be able to bring its HIV/AIDS education program to 300,000 young adults by the end of 2010.

✓ Extended Reach

The ability to extend the reach of local development benefits to a wider population, or to expand the kinds of services delivered to a target population by joining forces with others, offers other good reasons to partner. Partnering can also help to enhance the coordination of local or regional programs, taking advantage of complementarities among various initiatives while avoiding duplication of efforts.

✓ Scalability

Partnerships can also be an effective channel for scaling up successful CI models and approaches. Moving from the localized impact of individual projects to more systemic interventions can, however, represent a significant challenge. Many successful local partnerships remain as "one off" engagements because scaling them up often requires different types of considerations, governance structures, and partners. Examples of potential channels for scaling up include:[59]

- Governments that can support scale up through various regulatory instruments and incentives (e.g., South Africa's Black Economic Empowerment policy)
- Corporate supply chains, distribution networks, and corporate subsidiaries can be an effective way to leverage the impact of successful CI models
- Collective corporate action—often formalized through business coalitions—can both mobilize skills and resources and advance private sector advocacy efforts
- Market mechanisms, such as certification and labeling systems, can create new business incentives and/or reinforce the "demand side" by providing relevant information to external stakeholders

✓ Enhanced Likelihood of Successful Outcomes

For all the reasons cited above, partnerships can increase the chances of achieving positive outcomes. While not a guarantee of success, effective partnerships create a sense of shared ownership among stakeholders, which in turn can generate a stronger commitment to the project's sustainability. When done well, knowledge sharing through partnering can result in mutual learning, skills transfer, and empowerment of individuals and organizations, not to mention improvements to the project design itself (e.g., by more accurately reflecting community and government perspectives).

Key Elements of a Partnership Agreement

While every partnership is likely to follow its own unique trajectory, there are some common steps in partnering that can help increase the likelihood of success. The decisions made at the start of the process are typically reflected in a partnership agreement. The key elements of such an agreement might include:[60]

- **Strategic and operational goals and objectives** of the partnership (both shared and individual)
- **Joint work plan** encompassing activities, schedules, indicators, and funding commitments
- **Level of required institutional commitment** from each of the partners
- **Roles and responsibilities,** utilizing the skills and strengths of each partner and drawing on the concept of "core complementary competencies"

- **Specific commitments** based on agreed goals and roles, and appropriate to the organizational resources and abilities of the respective partners
- **Initial, easily achievable goals to generate momentum** and build confidence among partners
- **Decision-making principles and processes** established through formal (e.g., memorandum of understanding) or informal mechanisms
- **Capacity-building measures** to strengthen participation, governance, and the ability of the partners to implement their commitments
- **Mechanisms for accountability** in the partnership (e.g., boards, oversight committees, adherence to codes of conduct, accounting standards)
- **Procedures for communicating among partners** and a mechanism to resolve differences
- **Joint definition of success**, expected results, and ways to measure the impact of the partnership
- **Appropriate channels for dissemination** of results

CEMEX (PHILIPPINES) - ESTABLISHING CLEAR ROLES AND RESPONSIBILITIES IN PARTNERSHIPS[61]

CEMEX Philippines initiated an "Adopt-a-School" project as part of its community investment activities surrounding its APO cement plant. The process of consultation with local residents, local political leaders, and civil society groups culminated in the signing of a memorandum of agreement that assigned roles to each party. The creation of a computer center at the Naga National High School (NNHS) illustrates this division of responsibilities.

DIVISION OF ROLES IN THE ADOPT-A-SCHOOL PROJECT	
COMPANY	APO Cement • Provided NNHS with new desktop computers. • Provided volunteer employees to teach the students basic computer literacy.
GOVERNMENT	Municipal Government of Naga • Provided 1 air conditioning unit.
NAGA NATIONAL HIGH SCHOOL	• Assigned a teacher who possesses basic knowledge of computers to undergo training on the use of IT for instruction, and to implement the computer training curriculum prescribed by the task force for Public High Schools. • Provided suitable accommodation for 10 computers and guaranteed the exercise of utmost care in using them. • Implemented the curriculum for computer literacy and its use as a tool for the teaching-learning process. • Ensured the maintenance of computer units. • Made arrangements with other local and private institutions/organizations and educational stakeholders for the solicitation of funds and other forms of assistance for the operation of the project. • Provided the task force on Public High Schools a quarterly status report, including a guarantee on the maximum utilization of the computers as a tool for the teaching-learning process.
CIVIL SOCIETY	NNHS Parent-Teacher Community Association • Provided 1 printer, 10 computer tables, 21 chairs, electrical and lighting as required, and an appropriation for maintenance. Philippine Business for Social Progress • Directly implemented the project, including regular monitoring and submission of photo documentation and mid-year and annual reports.