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Recent Events

10/11: Microfinance – Subsidy and Sustainability
Discussion with Dr. Jonathan Morduch, NYU Wagner Associate Professor of Public Policy and Economics. Dr. Morduch and Beatriz Armendariz de Aghion are the authors of "The Economics of Microfinance"

10/24: MIDI/Africana Association Speaker: Michael Graglia, Projects Officer-IFC (World Bank Group)

11/30: MIDI/Africana Association/SIPA discussion panel "Business and the Global HIV/AIDS Pandemic". Panelists include: Samir Khalil, Executive Director of HIV Policy & External Affairs, Europe Middle East & Africa, Merck & Co.; Trevor Neilson, Executive Director, Global Business Coalition on HIV/AIDS; Anil Soni, Director of Pharmaceutical Services, Clinton Foundation HIV/AIDS Initiative; and Kim Nichols, Executive Director, African Services Committee

12/2: 3rd Annual DC MIDI Career Trip

**Stay Tuned!
Upcoming 2006 Spring Events**

TBD: MIDI/ Africana Association Movie and Panel "Africa: Open for Business", directed by Carol Pineau

TBD: Private Equity in Emerging Markets Panel

TBD: Alumni Networking Cocktails/Dinners

***If you're going to be in town, let us know!
Contact: Jaya Balasubramaniam
JBalasubramaniam06@gsb.columbia.edu***

MIDI Board of Directors

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Letter from the President:



Dear Friends,

It is our pleasure to bring you this inaugural Managers for International Development Initiatives (MIDI) Alumni Newsletter. We hope that this will be a forum to keep you updated on our activities, to increase interaction between students and alumni, and to explore innovative ideas in international development and emerging markets.

Since its inception in 2001, MIDI has grown to over 200 business school students, or approximately 20% of the student body. The growth of MIDI is a testament to our power to use the intellectual and financial resources at our disposal to make a positive impact in developing countries and emerging markets.

In this newsletter, you will read about our vibrant consulting program, where teams of business school students serve clients in the international development field. You will also learn about our annual DC career trip, where we interact with professionals and alumni from private equity, development consulting, and international agencies and finance institutions. We are also pleased to profile two development professionals, a recent graduate and a current student. Lastly, we highlight some of our recent and upcoming events.

We sincerely hope that you enjoy our newsletter! I encourage you to visit our website and email me directly if you would like more information. If any part of this newsletter calls to you or if you have any ideas for MIDI, let us know! Also, if you would like to become more involved in the alumni program and/or visit us on campus, please reach out to us.

As MIDI continues to grow, we invite you to get involved and make your mark on the future of Columbia Business School and the future of international development. I hope to hear from you and to see you at our upcoming events, including a student-alumni mixer in the Spring!

Regards,

Casey Albert, MIDI President, CBS '06

3rd Annual MIDI Career Trip to D.C.

On Friday December 2, roughly 35 members of Managers for International Development Initiative (MIDI) will be attending MIDI's third annual career trip to Washington, D.C. to visit international development organizations. Tom Monaco and Alysa Turkowitz from MBA Career Services will also be joining. The morning will consist of a breakfast held at the International Finance Corporation (IFC) with a number of IFC employees, followed by a private equity panel at EMPEA with both EMPEA and Zephr panelists. Lunch will be held at the World Bank, after which students break into two groups.

The first group will visit the Export-Import Bank, where the Overseas Private Investment Corporation will join. The second group will visit the Millennium Challenge Corporation, where the USAID and Emerging Markets Group will join as additional panelists. Before heading back to New York City, the students will meet a number of Columbia Business School alumni in the D.C. area at Eyebar for an informal mixer.

Highlights from 2nd Annual DC Career Trip (December 2004)



From left: Ken Giunta, InterAction; Clay Lowery, Millennium Challenge Corporation; Sarah Lucas, Center for Global Development.



Students and speakers at the Government and Civil Society Careers in International Development.

In D.C. on December 2nd? Please join us for cocktails!

When? December 2nd, 5:30PM

Where? Eyebar

1716 I St. NW, Washington, DC 20006
202-785-0270

Why? Come out and mingle with current CBS students and alumni!

If you need directions or want to check if we're still there, call Eugene Lin at (917) 528-3812



Alumni Spotlight: Mike Graglia, CBS '02



Mike Graglia *Project Officer with IFC's Global Business School Network and Founder of Deep Roots, Inc.*

Before coming to Columbia Business school, Mike spent two years as an actuarial consultant, two years in the Peace Corps and six months consulting in Europe. During Peace Corps, in addition to teaching high school math and working on HIV prevention, Mike founded a 5.01(c)(3) charity that continues to fund girl's education in Africa and Central America. A Bronfman fellow at Columbia and then a Soros Fellow at John Hopkins School of Advanced International Studies International Studies (SAIS) Mike was able to volunteer his time at the UN HQ in NYC and spend summer as an interim country interim country director for a UNHCR NGO in Zimbabwe. Upon graduating in 2003, Mike consulted to Oxfam in East Timor and Voxiva in Washington, DC before joining the World Bank Group's IFC as a project officer for the Global Business School Network. Two years later he manages institutional capacity building and entrepreneurship promotion projects in Kenya, Tanzania, Uganda, Rwanda and Ethiopia.



For more information, please visit www.DeepRoots.org and www.ifc.org/gbsn

Student Spotlight: Tricia Morente, CBS and SIPA '07



Tricia is a dual-degree graduate student at Columbia Business School and Columbia's School of International and Public Affairs (SIPA). Before coming to Columbia, Tricia spent three years as a business strategy consultant based in NYC. She came to Columbia to transition from consulting to international development. Specifically, Tricia plans to focus on stimulating entrepreneurship in developing countries. To that end, she spent the summer before graduate school consulting for Saklaw Foundation, a microfinance institute in the Philippines. During the school year, she interned at Women's World Banking, the United Nations Capital Development Fund, and Dalberg Global Development Advisors. Through MIDI and class projects, Tricia has worked with Grameen Foundation USA, Acumen Fund, and Delta Private Equity Partners. As a Corps Fellowship recipient in 2005, she split her summer between two internships: Women's World Banking (in their Strategy and Customer Insight Group) and Community Development Venture Capital Alliance. At Columbia, Tricia is focused on international development and social enterprise; she is Co-President of the Microfinance Working Group, VP of Projects in MIDI, and VP of Alumni and Mentoring in the Social Enterprise Club. She earned her undergraduate degree at Harvard, where she worked as a research assistant for Jeffrey Sachs at the Center for International Development. She looks forward to working in the international development field after graduating from Columbia in 2007.

For more information, please visit www.womensworldbanking.org and www.cdvca.org.

MIDI Projects: CBS Students Making a Difference

MIDI Projects provide opportunities for Columbia Business School students to get hands-on experience in international development. Since its inception in 2001, MIDI has successfully organized over 45 consulting projects by matching over 100 Columbia Business School students with nonprofits and businesses in Africa, Asia, the former Soviet Union and Latin America. This semester, MIDI is working in collaboration with Dalberg Global Development Advisors, FATE Foundation, LEAP Africa, NESsT, Prisma Microfinance, Tarsian & Blinkley, and The Wildlife Conservation Society to organize consulting engagements. Teams of three or four Columbia Business School students will work with these organizations throughout the semester to develop and implement strategic recommendations that meet each client's specific needs. Business school consultants may have the opportunity to travel and visit businesses in their respective countries.



Agora Partnerships team in Nicaragua during Spring Break 2005

This semester, MIDI has launched the Project Mentor Program, a new initiative to help support business school consultants by pairing them with professionals in the consulting and/or international development field. This semester, we are thrilled to announce a partnership with McKinsey, whose professionals are serving as advisors to one student team over the course of the project.

If you are interested in partnering with MIDI projects as a Project Mentor, or if you are involved with an organization looking for pro bono assistance, please contact Lucia Darino at LDarino06@gsb.columbia.edu or Tricia Morente at TMorente06@gsb.columbia.edu

MIDI Projects: Fall 2005 Project Overviews



www.leapafrika.org

The MIDI team is working with Leap Africa, an NGO based in Nigeria which delivers leadership training programs to young people and business leaders. The team is assisting Leap Africa in developing a survey tool with which they can assess the effectiveness of their leadership training programs in a quantitative way. Leap Africa plans to use the survey tool to demonstrate to potential donors, in both the public and private sectors, the positive impact their programs have had in changing the mindsets and attitudes of the young people and business leaders they help. The MIDI team is composed of Katie Van Pelt ('07), Michelle Savage ('07), Connie Kahng ('07), Elaine Lam ('07) and Andy Archer ('06).



www.fatefoundation.org

The MIDI team is working with the FATE Foundation in Nigeria to conduct research on the sustainability of setting up a business incubator in Nigeria, either in Lagos or Port Harcourt. The MIDI team will conduct a series of interviews and administer surveys to potential entrepreneurs and FATE management to determine both the critical success factors necessary for a sustainable business incubator and the ability of FATE's expected program to meet the expectations and needs of the entrepreneurs. These studies and the subsequent analysis of the results will culminate in a feasibility report that the MIDI team will prepare and deliver to FATE management. Based on this review, FATE will determine whether to move forward and the MIDI team will prepare an implementation plan for setting up the incubator. The MIDI team is composed of Herc Tzaras ('06), Panni Morshedi ('07), and Todd Ofenloch ('07).

Please visit the MIDI website at <http://www.gsb.columbia.edu/students/organizations/midi/>.

MIDI Projects: 2005 Project Overviews, Continued



www.tarsian.com

Tarsian & Blinkley's mission is to create beautiful, novel, highly fashionable products that celebrate feminine beauty and Afghan artisanship while developing the Afghan economy and improving the lives of Afghan people. T&B has engaged a MIDI team to help construct a more appropriate online sales strategy and functionally address and approach trunk shows and other appropriate partners in the North American market and particularly the influential New York fashion community. The MIDI team includes Anna Tolosa ('06), Lisa Grey ('07), Annie Tam ('07), and Paul Jordan ('07).



www.nesst.org

NESsT (Nonprofit Enterprise and Self-Sustainability Team), based in Santiago, Chile and with an office in Budapest, Hungary, combines the tools and strategies of business entrepreneurship with the mission and values of nonprofit entrepreneurship to support the development of social enterprises in emerging democracies worldwide.

NESsT has asked the MIDI team to develop three toolkits (Financial, Marketing Planning and Human Resources), for the NESsT team to use as training modules for entrepreneurs involved in NESsT's programs. The MIDI team includes Lian de Castro ('07), Lauren Franks ('07), Giselle Leung ('07), and Susana Lopez Lopez ('07).



www.wcs.org

The Wildlife Conservation Society (WCS) is working in the Russian far east to develop a "Tiger Friendly Certification" program. The concept is to charge a small premium for the certified products in the western markets and provide an incentive to the producers of Non Timber Forest Products to pursue environmentally friendly production methods. The Amur tiger is the primary predator whose number had dwindled to as low as 40 at one point in time. Although the tiger is used as the brand logo the aim is to promote environmentally friendly production method that helps preserve the entire existing ecosystem. The MIDI team is working with WCS to build a business and marketing plan to bring the tiger friendly certified raw material to the US markets and make those products available to the manufacturers of consumer products. One of the MIDI team members is traveling to Vladivostok during the Thanksgiving break to collect ground level data. The MIDI team is composed of: Matias Marcote ('07), Rajeev Garg ('07), and Anna Sherbakova ('07).



www.prismamicrofinance.com

The project "What Works in Microfinance" is collaboration between a team of Columbia Business School MIDI students and Prisma Microfinance, a U.S.-based microfinance institution offering financial services in Latin America. The student team is researching and creating audience-specific, high quality presentation materials to educate a sophisticated business community about the economic and social returns derived from investing in microfinance funds. The primary objective of the project is to complete a 100 – 300 slide deck explaining what works in microfinance. The slide deck will support the existing part of the MicroFinance 101 Paper series. The slides, along with the white paper, will include a range of topics geared towards summarizing the microfinance industry as a whole and areas that are of interest to the target audience. One key topic emphasized is up-to-date and succinctly summarized lists of microfinance players on both the buy and sell sides. MIDI team is composed of: Pallavi Prasad ('07), Rebecca Williams ('07), Chetan Reddy ('07) and Thalika Oum ('07).

MIDI Projects: 2005 Project Overviews, Continued



www.dalberg.com

M&A in the Non-Profit World

The MIDI team is working with Dalberg Global Development Advisors to develop and apply analytical tools and approaches from the private sector to the international development sector. Specifically, the team has been requested by Dalberg to evaluate the industry opportunity for mergers/acquisitions between international development NGOs. Based on an analysis of previous NGO mergers, we are developing a framework for evaluating the viability and success of future mergers. Using this framework, we will identify major international development sectors in which NGO mergers are likely to be successful and propose specific merger opportunities. The MIDI team is composed of Neel Gandhi ('07), Sachin Kadakia ('07), Dana Kupersmith ('07) and Hrishue Mahalala ('06).

Non-Profit Financial Reporting Standards

A second MIDI team is working with Dalberg to research financial reporting requirements of donor organizations and companies to determine where there is significant overlap in order to recommend coordination between donor organizations. Many of Dalberg's clients are overwhelmed by the administrative burden imposed by their financial donor, often to the detriment of their true mission. The MIDI team's goal is to identify areas of overlap, with the ultimate goal of recommending a "Gold Standard" for non-profit financial reporting on an international basis. The "Gold Standard" team is composed of Eugene Lin ('07), Christian Lee ('07), Paige Brotherton ('07) and Ryoko Nakamura (SIPA, '07).

How to...STAY Connected!

If you are a CBS alum and are interested in staying involved with MIDI through periodic newsletters and emails about upcoming events, please email the following information to the VP,

Alumni Outreach:

Jaya Balasubramaniam

JBalasubramaniam06@gsb.columbia.edu

- Name
- Email Address
- CBS Graduation Year
- Current Industry / Company
- Job Title
- Mailing Address
- Phone Number

Questions or Comments about the Newsletter?

Please email Paige Brotherton at MBrotherton07@gsb.columbia.edu