



**Getting the best of each partner
to build a more sustainable world**

Operational framework

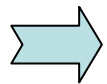
**for a successful partnership
between
the for- and the not for-profit sector
applicable in
financial and non-financial fields**

annual « Deloitte Volunteer IMPACT Survey »

In all, 70 percent of young workers feel companies should use volunteering as a professional development tool, but only 28 percent said their company does so. **(Deloitte, 2007)**

Nearly 2/3 of Gen Y employees say they would prefer to work for an organization that provides opportunities to volunteer their skill **(Deloitte, 2008)**

On the employer side, 91 percent of Fortune 500 HR managers surveyed believe that contributing business skills or expertise to a nonprofit organization in a volunteer capacity can further develop employees business skills **(Deloitte, 2009)**



“Business as usual” has changed.
Investors and customers want companies to address social and environmental concerns

Some quotes

“....the 21st century will be the age of alliances where collaboration between nonprofit and corporations will grow in frequency and strategic importance emigrating from the traditional philanthropy toward deeper, strategic alliances”

(“More than Charity: Building a New Framework for Canadian Private Voluntary Sector Relations”, C. Pinney - Canadian Centre for Philanthropy, June 2001)

"Volunteering is a worthwhile and rewarding activity. But it is also much more than that. It is a form of expression that communicates the personal and social values that give our lives deeper meaning. And it is a necessity in a world that has so many human needs."

Donald J. Hall, Chairman of the Board of *Hallmark*, a US company

2001 : declared by the United Nations as the “International Year of Volunteers”

Some definitions

Non-governmental Organization (NGO):

An NGO is a self-governing private not-for-profit organization geared toward improving the quality of life of disadvantaged people

(“The 21st Century NGO In the Market for Change” - UNEP, SustainAbility, 2000)

Partnership: A partnership is a cross-sector alliance in which individuals, groups, or organizations agree to **work together to fulfill an obligation** or undertake a specific task, **share the risks as well as the benefits**, and review the relationship and revise the agreement regularly

(“The 21st Century NGO In the Market for Change” - UNEP, SustainAbility, 2000)

Distinguish **business-NGO partnerships** from **corporate philanthropy**

- not financial contributions only
- brings together respective distinct views, expertise and resources to work towards common goals

Scope OUT

Financial donations (exclusively)

In-kind support (exclusively)

Any form of partnership excluding :

- employee engagement
- social / environmental purpose

Scope IN

NGO / association

Actions :

- local / international
- weekly to yearly
- all sectors of activity

Volunteering in financial & responsible initiatives ... since 2003

Member of the Board of other CSOs

- “Aide au Vietnam”, NGO (2003)
- “Cercle des ONG” (2009)
- “Etika” (2009)

Master - Research on Ecological Economics and Sustainable Development Policy (2005) :

Research paper : “*Towards a definition of a responsible investment*”

KBL : EVP launched in 2009

Some REASONS to enter into a partnership

COMPANIES side

- **Image - reputation**
 - social / environmental
 - good place to work
 - media coverage at no cost
- **People management - corp. culture**
 - lower staff turn-over
 - greater employee fulfillment
 - increase in skills and ability
 - reduced absenteeism
 - personal & professional growth
- **Business development**
 - co-design / co-branding
 - certification
- **Productivity (?)**
 - higher productivity rates ...
 - lower error rates ...

NGOs side

- **Funding**
 - new / stable revenues
 - diversification
- **Activity growth**
 - new projects / challenges
 - size
- **People management**
 - lower staff turn-over
 - greater employee fulfillment
 - increase in skills and ability
 - professionalization
 - personal & professional growth
- **Image**
 - credentials
 - professionalism

Towards a successful partnership

A combination of **technical** & **soft** approaches

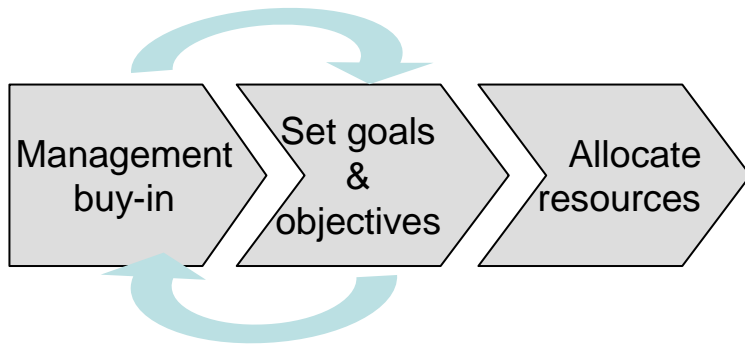
➔ 1st PART : TECHNICAL - project management skills

➔ 2nd PART : SOFT - human dimension

TECHNICAL - project management skills

Phasing

UPSTREAM steps (pre-conditions)



Project's DESIGN



DOWNSTREAM steps

Project's EXECUTION



Project's ASSESSMENT

(KPIs ...)

July '07

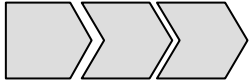
July '08

Jan '09

March '09

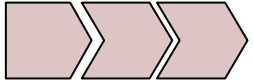
May '09

Nov '09

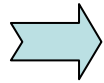


UPSTREAM steps (pre-conditions)

- Generate **management buy-in** and support about the concept :
 - employees mobilization on a specific cause ?
 - corporate image ?
 - business development ?
 - group policy ?
- Set **goals & objectives**
 - mission statement
- Allocate **resources**
 - project manager
 - steering committee



DOWNSTREAM steps

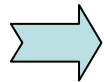


Project's design (structuring partnership for success)

- Set **selection criteria** for :
 - projects screening
 - partners screening
- Carry on **detailed analysis** of offers
- Submit selection to the steering committee for **decision**



DOWNSTREAM steps



Project's execution (making the project a reality)

- Develop a clear **project plan**
 - detailed scope definition
 - planning & milestones
 - workstreams / macro- & microtasks
 - reporting tools
- Consult & **involve employees**
 - project marketing & communication
- **Manage** and follow-up the project (maintaining the momentum)



DOWNSTREAM steps



Project's assessment (measuring results)

- Key Performance **Indicators**
 - in the field (inc. inside the organisation)
- **Tangible** (quantitative) / intangibles (qualitative) results
- Lessons learned

- Record keeping
- impact on Employees
- impact on Company /NGO
- impact on Community

What should a good partner be ?

COMPANIES expectations

- **Mission statement & reputation**
 - in line with the business
- **Scope of intervention**
 - accurate description of needs
- **Follow-up / Reporting**
 - accurate and steady feedback
 - opportunities for field visits
- **Ready to work with « greenpees »**

NGOs expectations

- **Long-lasting partnership**
 - funding perspective
 - stability with volunteers
- **Common views** (few sticking points)
- **Ready to be challenged**
- **Reliability**
 - commitment /humility
 - no giving-up

Shared expectations

- A **dedicated person** to speak to
- A good **project leader**
- **Transparency** (funding, operations)
- **Flexible / open** with other ways of working / cultures

Towards a successful partnership

A combination of **technical** & **soft** approaches

➡ 1st PART : TECHNICAL - project management skills

➡ 2nd PART : SOFT - human dimension

1. Connection with purpose and people

- **Personally / emotionally identify** with the partnership's social purpose ... as with each other
- Positive personal chemistry (getting acquainted at individual level)
- **Passion**

2. Clarity of purpose

- Go beyond the syndromes of gratefulness ... of charity / philanthropy
- **Share** significant (strategic) values

3. Common grounds & individual interests

- Build partnership where work / activities of both partners **overlap**

* Inspired from : « The Collaboration Challenge : How Nonprofits and Businesses Succeed Through Strategic Alliances » James E. Austin - 2000

4. Outcomes focus

- **Ongoing search** of (measurable) results
- Ensure a **balanced** win-win collaboration

5. Continual learning

- **Discovery** ethic
- Culture / taste of **humility**

6. Non-stop communication

- Openness, trust and transparency
- Constructive criticism

* Inspired from : « The Collaboration Challenge : How Nonprofits and Businesses Succeed Through Strategic Alliances » James E. Austin - 2000

As a all ...

Commitment to the partnership

- Timeframe vs. goals & objectives :
 - integrative or philanthropic relationship ?
 - incremental growth into the collaboration (start up with a project of modest scale)
- Maturity of the partners : strategic thinking ? Problem solvers ? → not a “political” deal
- Time / Opportunities to discuss aspirations and concerns
- Communicate on both sides about the value of the collaboration
- Surround the collaboration’s area with clear boundaries (reduce misunderstanding)

* Inspired from : « The Collaboration Challenge : How Nonprofits and Businesses Succeed Through Strategic Alliances » James E. Austin - 2000

3 dimensions *

- Trust building :
 - commitment & focus on the partnership's goals
 - respect of each partner's aspirations
 - capacity to face problems
- Governance :
 - multi-stakeholder processes
 - vision sharing
- Coordination
 - operational management
 - communication
 - outcomes measurement

* Inspired from : « Alliances, Coalitions and Partnerships, building collaborative organizations – Joan M. Roberts, 2004

The logo for 'chi emi' is written in a black, lowercase, cursive font. Each letter has a small colored dot above it: 'c' has a red dot, 'i' has a yellow dot, 'e' has a blue dot, and 'm' has a green dot. The logo is positioned at the top of a light gray map of Africa, which is overlaid on a faint grid pattern.

chi emi

LESSONS
from
« learning by doing »

“Learning by doing” - 3 lessons

1 Do not forget what Volunteering means : « To make oneself useful to the community »

Application

- Express / highlight some **values**

High expectations in term :

- global understanding of the project
- scope
- results

- **Autonomy & Creativity**

To face :

- lack of practice / experience
- credibility v.à.v. the partner



RISK to mitigate : LOSE MOTIVATION (it's just volunteering !)

“Learning by doing” - 3 lessons

2 Put the multi-stakeholders process in the middle

Application

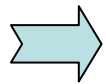
- **Iterative** process

3 parts / 3 expectations

- company : reputation
- volunteers : “fun”
- NGO : results in the field

- Relationship / Trust / **Empathy**

Capacity to accept / respect /
overcome the internal constraints /
opinions / objectives of each side



RISK to mitigate : LOSE PARTNER’S ADHERENCE

“Learning by doing” - 3 lessons

3 Draw up a comprehensive road map

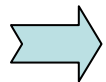
Application

- Make **things clear**

- tasks / timeframe
- outcomes to reach
- resources allocation

- Introduce a culture of **accountability**
& assessment

Face resistance / criticism /
carelessness about administrative
workload



RISK to mitigate : AVOID MISUNDERSTANDING and CONFLICT

Work breakdown

**1. Do not forget what Volunteering means :
« To make oneself useful to the community »**

Design / Operations follow-up

20 %

2. Put the multi-stakeholders process in the middle

Relationship

50 %

3. Draw up a comprehensive road map

Administration

30 %

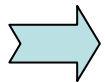
Conclusion

How to find the right partner to work with ?

Every partner may be the RIGHT one

Rather a question of right ATTITUDE (*code of conduct*) :

- **THINK OUT of the BOX**
- **Be PATIENT**
- **Be COMMITTED (trust / stimulus)**
- **Focus on RESULTS**



Do not change the activity of your partner – just help him to think differently

Logistic / material aspects

- Write an employee volunteering policy
- Insurance framework for volunteers
- Working & meeting room (equipped with PCs, ...)
- etc ...

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