

WORK IN PROGRESS

**The Private Sector
and
Volunteerism for Development**

A Guidance Note for
Volunteer-Involving Organisations



Draft as of 6/05/2005

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This Guidance Note is intended to be a resource and a practical guide for volunteer-involving organizations including the UN system as they pursue partnerships with the private sector in support of volunteerism for development.

United Nations Volunteers (UNV) is the United Nations organization that supports sustainable human development globally through the promotion of volunteerism, including the mobilization of volunteers. UNV's Corporate Volunteers Programme is dedicated to meeting the development needs in various countries through the approach of Corporate Social Responsibility. Since 2001, UNV has facilitated more than 100 missions of corporate volunteers in 40 countries.

www.unvolunteers.org

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Part I. The UN and Business Partnerships

A. Call for CSR and Contribution to the MDGs

UN partnerships with the private sector has leveraged expertise, infrastructure, technology, funds and other resources to address global challenges.

Now, in today's interconnected world, collective responses are more essential than ever to achieve goals that working separately will not. In the Global Compact, Secretary-General Kofi Annan called businesses to responsible Corporate Social Responsibility (CSR) practices. The MDGs provided further opportunities for businesses to partner globally to further development goals.

In recent years, opposition to globalization has been rising, the ability of markets to meet social needs and expectations is being questioned, major corruption scandals have invited greater public scrutiny of corporate practices and ethics, and market forces have strained the abilities of societies and their political and social systems to adjust effectively.

At the 1999 World Economic Forum, Secretary-General Kofi Annan proposed a "**Global Compact**" that would bring together businesses with UN agencies, labour, and civil society to commit to nine universal principles, based on international intergovernmental agreements, of responsible corporate citizenship in the areas of human rights, labour standards, and environment. During the first Global Compact Leaders Summit in 2004, the tenth principle against corruption was added.

The Global Compact is a voluntary corporate citizenship initiative with two major objectives:

- § Mainstream the ten principles into business activities around the world
- § Catalyse actions in support of UN goals

More than 1,000 companies worldwide—nearly evenly balanced between developed and developing country firms—accepted the Secretary-General's challenge. Also participating are some 20 transnational non-governmental organisations (NGOs) including Amnesty International, the World Conservation Union (IUCN) and Oxfam and international labour federations representing 150 million workers, including the International Confederation of Free Trade Unions(ICFTU). At the core of the network is the Global Compact Office and six UN agencies: the Office of the High Commissioner for Human Rights; the United Nations Environment Programme; the International Labour Organization; the United Nations Development Programme; the United Nations Industrial Development Organization; and the United Nations Office on Drugs and Crime.

Organizationally, the Global Compact consists of a set of nested networks from the international level through numerous complementary regional, national, and sectoral initiatives.

Participants may engage through:

- Global Policy Dialogues. Each year, the Global Compact convenes a series of action-oriented meetings that focus on specific issues related to globalisation and corporate citizenship. The meetings bring businesses together with UN agencies, labour, non-governmental organizations and other groups to produce solutions to contemporary problems. Issues addressed have included "The Role of the Private Sector in Zones of Conflict"; and "Business and Sustainable Development".


- Local Networks. The Global Compact encourages the creation of local structures and networks at the country or regional level. Such networks are designed to support: the implementation of the ten principles; mutual learning and information exchange; the convening of local/regional dialogues on globalisation issues; partnership projects; and the recruiting of additional companies. The Global Compact Office and UNDP facilitate and support the process leading to the formation of these local structures.

- Learning. Companies are invited to share examples of corporate practices on the Global Compact web portal.

In addition, participants are encouraged to develop in-depth case studies and analyses, and to use these for Learning activities in the corporate and academic worlds. Local, regional and international Learning events support the sharing of knowledge.

- Partnership Projects. The Global Compact encourages companies to participate in partnership projects with UN agencies and civil-society organizations that are aligned with UN development goals. <http://www.unglobalcompact.org/Portal/Default.asp?>

In 2000, Secretary-General Kofi Annan proposed and Member States agreed to forge new global partnerships with all sectors of civil society to meet, by 2015, a set of measurable targets. The **Millennium Development Goals** (MDGs) were designed to combat poverty, hunger, disease, ignorance,

 THE GLOBAL COMPACT <small>HUMAN RIGHTS LABOUR ENVIRONMENT ANTI-CORRUPTION</small>	
Human rights	Principle 1 Businesses should support and respect the protection of human rights within their sphere of influence; and
	Principle 2 make sure their own corporations are not complicit in human rights abuses
Labour standards	Principle 3 Businesses should uphold freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4 the elimination of all forms of forced and compulsory labour
	Principle 5 the effective abolition of child labour; and
	Principle 6 the elimination of discrimination in respect of employment and occupation
Environment	Principle 7 Businesses should support a precautionary approach to environmental challenges
	Principle 8 undertake initiatives to promote greater environmental responsibility; and
	Principle 9 encourage the development and diffusion of environmentally friendly technologies
Anti-Corruption	Principle 10 Businesses should work against all forms of corruption, including extortion and bribery.
www.unglobalcompact.org	

environmental degradation, and gender inequality. Challenges such as HIV/AIDS, access to safe drinking water, environmentally sustainable growth, terrorism, or migration, are too complex to be addressed by the UN and its Member States alone.

The role of business in generating employment and wealth through trade, investment and finance has grown. UN member states have increasingly stressed the importance of the private sector in development planning.

Business is increasingly appreciative of the role of the UN in providing a stable and favourable framework for business and development, by promoting peace and security; providing norms and standards in areas such as trade laws, shipping, aviation, telecommunication, statistics; and addressing issues of poverty, environmental degradation, and social conflict.

Millennium Development Goals

189 United Nations member states have pledged to meet the following eight goals by 2015:

GOAL 1: Eradicate extreme poverty and hunger

GOAL 2: Achieve universal primary education

GOAL 3: Promote gender equality and empower women

GOAL 4: Reduce child mortality

GOAL 5: Improve maternal health

GOAL 6: Combat HIV/AIDS, malaria and other diseases

GOAL 7: Ensure environmental sustainability

GOAL 8: Develop a global partnership for development

www.developmentgoals.org

To put UN and business partnerships in context, the UN is a global institution accountable to its member states. The formulation and implementation of cooperation between the UN and the private sector must ensure the integrity and independence of the UN and its agencies. But non-State actors do play an important role in pursuit of UN goals. Incorporating businesses and the civil sector is increasingly necessary to achieve the MDGs.

UN System and Business: Building on Win-Win Solutions

There has been a huge growth in the number and diversity of business and other actors involved in the work of the UN. Since these relationships are

multilevel, multi-issue, and multipurpose, there is no single approach for dealing with all the relationships. The Global Compact and United Nations Fund for International Partnerships are but two mechanisms whereby business are contributing to the achievement of the MDGs.

United Nations Population Fund (UNFPA):

With the Seiko company, population clocks and monitors are being produced and distributed throughout the world as an educational and informational tool, for use with a number of audiences, including schools and parliaments. Ms. Hanae Mori, world

Today you also made a range of specific pledges: to implement the Compact's principles in your supply chains; to defend human rights in zones of conflict; to ensure decent working conditions; to invest in clean technologies; to implement no-bribe policies, to combat diseases such as AIDS and to grow small businesses in the least developed countries. You are showing that principles and projects are two sides of the same coin, and that normative and operational efforts can and must complement each other. I hope you will continue doing your part, in this way, to achieve the Millennium Development Goals.

Secretary-General Kofi Annan
Addressing Business Leaders
at Global Compact Summit
24-06-2004

famous designer, has designed neckwear and scarves for promotion of the International Conference on Population and Development (ICPD, 1994). Collaboration with Rotary International, including Nigeria, is bringing private sector support for population activities in that country.

UNICEF, MTV Networks Asia and The Levi's® Brand came together to drive the Speak Your Mind Campaign -- a pro-social campaign with the objective of empowering youth in Asia by helping them speak their minds about the things that are important to them and close to their hearts. UNICEF, MTV Networks Asia and The Levi's® Brand will all take active roles in promoting the Youth Day on 1 August throughout the region, and in supporting young people to speak out and be heard not only on this day but throughout the year. Governments, corporations and communities will be encouraged to observe the Youth Day through activities organized by young people.

UNDP's Growing Sustainable Business initiative is to broker multi-stakeholder partnerships, which help reduce investment risk and enable specific pro-poor, commercially viable business investments in developing countries. It links the need for greater private sector contributions to achieving the Millennium Development Goals and the interest by foreign and domestic companies to increase investments and tap into the challenging markets of developing countries. In Tanzania, for example, Unilever is working with the World Conservation Union, the Netherlands Development Organisation, and The World Agro-forestry Centre to encourage local communities and small business to cultivate the seeds from the Allanblackia tree for the manufacture of products such as soap and margarine. The idea is to generate income for local farmers, but in the long term, it must be a viable business for the company.

UN agencies are cooperating with businesses for mutual benefit, daily. Many more win-win case examples are available on the UN website: www.un.org/partners/business

UNV Case for Corporate Volunteerism for Development

The UN and Corporate Social Responsibility partnerships encompass opportunities for a huge variety of initiatives and outcomes. UNV and Volunteer Involving Organisations (VIOs) have opportunities for private sector partnerships which promote volunteerism practices in order to address the Global Compact and fulfil the MDGs.

UNV has already had a 20 year history with private sector volunteer partnerships. Under the UNV-managed Corporate/Private Sector (CPS)

UNV and Suez – Electrification Corporation

UNV has an ongoing and direct partnership with Energy Assistance-Suez, the employee volunteering organization of this multinational company. Through the partnership, Suez employees participate in short-term advisory volunteer assignments in order to strengthen various entities in developing countries, in the areas of engineering and energy.

As of May 2005, Suez is helping in the re-electrification of the regions affected by the 26 December 2004 Tsunami. Expert teams are working with local communities to assess damage and develop recovery plans. Subsequent teams will assist with implementation of those plans.

programme, senior business leaders and retired executives provide managerial and technical advice to companies and industries in developing countries and emerging economies. They make a real impact in development in a matter of weeks. Missions can last from one week to a maximum period of three months.

The short-term advisory missions cover a wide range of sectors, such as financial management, investments, food processing, industrial design, manufacturing processes, etc. Beneficiaries are generally small and medium scale companies and public institutions aiming at the development of business enterprises and job creation.

The private sector has also been active with UNV in projects to apply and build information and communication technologies for development initiatives (www.unites.org).

The purpose of this Guidance Note is to assist Volunteer-Involving Organizations, including the UN system, as they pursue partnerships with the private sector in support of volunteerism for development. The following section discusses the various forms of volunteerism partnering possible with the private sector. Then a practical guide to developing a private sector partnership for development is provided, along with additional references and resources.

Partnering with the private sector can be an stimulating and demanding enterprise. It is important never to lose sight of the ultimate expected development outcome—achievement of the MDGs. When achieved through volunteerism schemes, the impact and effectiveness of the development outcomes are multiplied. Investing in volunteers is extremely cost effective and efficient—adding new, often hard to obtain, resources. Also the volunteers themselves strengthen solutions. Participatory initiatives, which include global experts, multiple sectors of society, and the local community working together voluntarily, can to be more appropriate, effective, and enduring. And as will be discussed, there are benefits for the businesses which engage in volunteerism for development.

Part II. Forms of Volunteerism Partnerships with the Private Sector

Private sector volunteerism includes, but is certainly not limited to, company employees, who volunteer their time, talents, and energy.

A. Employee volunteering

Employee volunteering, also known as workplace volunteering or corporate volunteering, is a well-established mode of community engagement for many companies. Although comprehensive statistics on employee volunteering are not yet available, the private sector's increasing recognition of this form of corporate social responsibility (CSR) is evidenced by the fact that 94% of Fortune 50 companies and 60% of Fortune 500 companies publicly promote their employees' volunteerism through the companies' websites. (See *The State of Knowledge Surrounding Employee Volunteering in the United States, Points of Light Foundation, 2004.*)

Some employee volunteering programs are employee-driven with encouragement and support from the company. Employees volunteer their time and energy, either on their own or under company sponsorship.

In other cases, companies make an institutional commitment of their human as well as other resources to address community development. Employees are "volunteered" by the company and serve the community as part of their job.

Employees utilize their personal leave time (weekends, holiday, annual leave, etc.) to engage in individual or family volunteering, or join with their co-workers in a community volunteering project. Some companies designate a workday or portions thereof for employee volunteering. In still other cases, companies make a broader long-term commitment to a VIO, regarding the number of employees who will volunteer and the payment of expenses for employees who engage in a volunteering project.

Moved by scenes of misery in Albania, Microsoft employees in Europe contacted the United Nations High Commissioner for Refugees (UNHCR) to ask how they could help. The UN agency said it urgently needed a computerized registration system that could generate photo ID cards for Kosovo refugees. Microsoft assembled a partnership with Compaq, Hewlett-Packard, and the European photo-ID card specialists, Securit and Screencheck, to handle the job.

B. Corporate Support of Volunteerism

Corporate support of volunteerism is not limited to the employees who volunteer. Companies can also offer benefits such as volunteer promotion, resources, relationships, and advocacy.



Employee Volunteer Programs

- § Annual in-house volunteer campaigns
- SAMSUNG Global Volunteer Service Festival
- § Volunteer service insurance for employees and their families
- § Funds for community services (matching grants)
- § Awards for outstanding volunteers
- § Maintaining Online Volunteer Center (BBS)
- § Publication of a quarterly newsletter "Creating a Better World"

1. Promotion

Internal support: A key to successful corporate volunteerism is that the company invest internally. Best practices include assigning staff to employee volunteer promotion and support, providing volunteer recognition and awards, facilitating access to information about volunteer opportunities and to VIOs, ensuring senior management involvement, and conducting regular evaluations.

Corporate Priority: Some companies have officially declared community involvement through volunteerism to be one of their corporate priorities. Reports of outcomes are included in their Annual Report.

2. Resources

Funding: Many companies have decided to invest in organizations where

their employees have chosen to volunteer. For example, in the General Motors Volunteer PLUS International program, when a GM employee or team of employees, donates 50 hours of service to an eligible CSO in a calendar year, they may request a \$250 grant for this charity. The program supports organizations and activities in the areas of education, health and human services, civic and community service, arts and culture and the environment. This is supportive of the employees, helps to ensure transparency for their donations, and multiplies the results of the two corporate investments.

Some business foundations, such as UPS, the international shipper, and Allstate Insurance, have funded volunteer infrastructure development. The private sector has also funded volunteer projects, which have not involved their employees. Some businesses have sponsored the support and

"Art for All"

In July 2004, a unique partnership involving thousands of people, where private sector played a key role, took place in Honduras... "Art For All" a collection of more than 45 huge murals and sculptures (some as big as 150 meters) representing the Millennium Development Goals were painted and built around the city. Behind it all there was Peter Claesson, the UNV Programme Officer.

In August 2004, 56 volunteer artists from more than 26 different countries, including Honduras, had the opportunity to explore their creativity benefiting the urban development of the city. They took art outside of the traditional spaces of exhibition and made it available to the general public and the communities of Tegucigalpa, constructing a permanent exhibition that is now available to all in streets and squares throughout the city.

Most of the sponsors of these remarkable initiatives that won the Administrator's Award for Commitment and Innovation came from the Private Sector.

sending of full-time or part-time disaster relief and other volunteers into communities and abroad.

Sponsorships: Companies frequently have special funds to support annual community events, such as volunteer recognition or community volunteer events. These funds sometimes reside in the corporate philanthropy departments, and sometimes in the marketing and communication departments. Local corporate branches and plants may have control of their own sponsorship budgets.

In-kind: Many companies are willing to donate their products, excess office furniture and equipment, and even office or meeting spaces to volunteer programs. In other cases, discounts may be made available. Some companies regularly assist VIOs to purchase office supplies using the corporate discounts.

3. Relationships

Expertise and Training: Corporations can help build the capacity of VIOs by bringing needed technical or professional expertise. For example, companies have adapted schools to teach educators and administrators new web-based technology. Experts can install and train staff and volunteers in using accounting, communication, and computer systems, including volunteer tracking and evaluation systems. Companies have participated in VIO management mentoring programs. Some companies have opened their own training and mentoring programs to VIO staff and volunteers.

Introductions: Companies can support volunteer efforts by providing introductions and access to other corporate leaders and to influential people and groups. They can facilitate broad multi sector involvement in community volunteer efforts.

Visibility and Media involvement: Corporations can assist in expanding the distribution of volunteerism messages or information about volunteering for development. The company's marketing and communication

UN Volunteers, LDCs and the Cisco Networking Academy Programme

Since 2001, the United Nations Volunteer Program has partnered with CISCO to coordinate placement of UN Volunteers under its UNITeS umbrella to bring the Cisco Networking Academy Program (CNAP) to Least Developed Countries (LDCs).

The Least Developed Countries Initiative was announced at the [G-8 Summit in July 2000](#). The main partners of the LDC Initiative are Cisco Systems and UNDP. Also involved are UNV, USAID's Leland Initiative, and the US Peace Corps. Bringing the Cisco Networking Academy Program (CNAP) to LDCs allows students the same educational opportunities that are offered to students in more than 80 countries. Providing a workforce with the skills to design, build and maintain the Internet infrastructure is a critical step to bridging the digital divide and participating in the global economy.

Under the UNITeS umbrella, UN Volunteers have been placed in 38 developing countries, 28 of them in LDC countries. The main focus of the volunteers' work is to help the academies become instruments of human development in each country, going beyond standard offerings in computer networks training. This includes working with local NGOs, private companies and academia in order to establish strong public-private sector partnerships. The UN Volunteers under this initiative reach out to people with limited or no access to ICT training opportunities. Particular attention is given to designing targeted programs for reaching youths, marginalized populations and women.

experts can assist with image building for the VIO or cause. Businesses often have media contacts and can help to open doors.

4. Advocacy

Research: Companies can support and promote research and evaluations of volunteerism and development. The results can not only strength practice in the field, but also guide policy recommendations.

Business Councils: Around the world, business councils (e.g. Chambers of Commerce) are investigating how to support their membership's efforts in CSR, including corporate volunteerism. The Points of Light Foundation has been supporting efforts by businesses to form Corporate Councils on Volunteerism to stimulate the expansion and continuous improvement of corporate volunteerism.

Regulations: In many countries, individual businesses and business associations are encouraging, and even assisting, governments to draft tax and other regulations that will support volunteerism and philanthropy.

Lobbying: There are also cases where, thanks to the education from VIOs, businesses are joining volunteer efforts to advocate for public policies and funding supportive of volunteerism and development.

Part III. How to Develop a Volunteerism Partnership

A. The Business and VIO Cases for Volunteerism Partnership

What reasons have businesses or VIOs to partner to the area of volunteerism in development? To create successful partnerships, it is helpful to understand the motivations and incentives of each partner.

A.1. The Business Case

The business case for corporate volunteering is straight forward and business-like. It is good for the community, good for those who volunteer, and good for the company itself.

A healthy, productive community benefits the business climate. Therefore increasingly companies have made community improvement part of their corporate strategy. Corporate volunteering brings new, needed resources to the community. It is a source of additional time, talent and energy for VIOs, pursuing the goals of development.

The “good” or value of volunteering for the volunteer is well recognized. Volunteers gain new social connections, new knowledge and skills, psychological fulfilment, etc. Employee volunteerism studies have found enhanced employee motivation, morale, loyalty and retention. It expands opportunities for employees to develop work enhancing skills and to practice leadership and management in ways they are not able to in the workplace.

Many business leaders argue that corporate volunteerism is good for the “bottom line”, i.e. helps to

Contributions and Communities

Kraft Cares: Sharing Our Food Expertise with the World

Kraft is the only major food company participating in the [United Nations Volunteers Corporate/Private Sector \(CPS\)](#) programme to help improve the technical skill base and infrastructure in developing countries.

Through the program, our employees have worked closely with local agencies, farmers and manufacturers to share insights on how to strengthen their operations by diversifying production, improving quality, building capacity and increasing efficiency. Their efforts have made a long-lasting impact on the local businesses and communities they assisted.

From product development to quality and safety

Kraft teams have brought their expertise to bear in a variety of different settings. In Fiji, a team provided technical advice on product development using local crops and fruits for breakfast cereals and snacks. A team in Ecuador identified how cocoa growers could improve their crops and enhance their infrastructure and supply chain. In Nicaragua, our team worked with cheese manufacturers to help them enhance the quality and safety of their products and to train employees on new processing techniques.

Know-how benefits developing countries

Following the completion of each project, the teams present a report to the United Nations and their project country summarizing their missions and their recommendations to further develop the food industries in those countries.

We and our employees are proud to participate in programs such as CPS that help developing countries become more competitive and assist them in discovering new economic opportunities.

generate business. It can enhance a company's reputation, build goodwill, and strengthen its image. Research has shown that consumers, given the choice between similar products of comparable price, will choose the company they associate with a commitment to the local community. Corporate volunteerism can generate and enhance business opportunities, strengthen human resource management, strengthen the corporate culture, and expand access to customer groups.

A.2. The Case for Volunteer Involving Organizations

The business case for corporate volunteerism is strong and the impact on VIOs is clear. It is those organizations that business turns to provide opportunities for volunteerism. Most VIOs welcome corporate involvement. But there is a danger of the relationship being unprofitable. Too many VIOs have stories of spending long hours catering to a corporation, in the hope it will lead to a stronger relationship or resources, only in the end to feel disappointed and, even exploited.

From the perspective of VIOs, the case for corporate volunteerism is not automatic. The important benefits of corporate volunteering for VIOs comes from how and how well it is done.

"Our walls have more paint than plaster on them because of the number of times companies have needed a 'community project' at the last minute."

From "The Social Case for Corporate Volunteering"

It is important to remember that the "bottom line" for a VIO is the mission of the organization and its social goals, e.g. the MDGs. Does volunteering and related resources through corporate partnering help to achieve the mission and current priorities? Is it worth the cost? Is there sufficient return on the investment?

Potentially, corporate volunteerism brings new human resources to VIOs; provides expertise to help build the capacity of the organization to fulfil its volunteer-related mission; includes other corporate resources, such as funding, in-kind goods, and services; builds ambassadors and advocates for the VIO's cause; and increases the possibility of influencing the company's socially responsible behavior.

B. Steps for Building a Successful Partnership

Successful partnerships are based on understanding the assets and capabilities each party brings, and on determining a strategic fit, which results in mutually satisfactory outcomes.

The following is an outline for building a successful VIO-Business partnership in Volunteering for Development. The following sections elaborate certain steps in greater detail. See also Part IV. for additional resources, especially the Leader to Leader "Meeting the Collaboration Challenge" website and workbook.

- i. Identify Volunteering for Development partnership opportunities. How does the proposed project promote volunteering and pursue MDG development outcomes?

ending one disease begins the end of others

The United Nations Foundation believes that the eradication of polio is another opportunity—following the successful eradication of small pox—to end infectious diseases throughout the world. Since 1988, a global public-private partnership has been working to certify the world polio-free by 2005. The partners include the World Health Organization (WHO), UNICEF, Rotary International, the US Centers for Disease Control and Prevention, the Bill and Melinda Gates Foundation, UNF and governments around the world.

This funding has enabled WHO and UNICEF to immunize millions of children against polio in the war-torn Democratic Republic of Congo (DRC)—one of the highest priority countries in the effort to eradicate polio. Secretary-General Kofi Annan negotiated a cease-fire among national and rebel forces, paving the way for Congolese volunteers to safely conduct their vaccination programs.

During these aptly named “Days of Tranquility” more than **75,000 volunteer vaccinators** in 16,000 health stations delivered the polio vaccine to Congolese children. Through three rounds of immunization, volunteer vaccinators reached an estimated 80% of the 10 million children under five years of age in the DRC. Despite unstable conditions, the DRC now has a system in place to eradicate polio and a surveillance system to monitor and report new cases of other childhood diseases

- ii. Identify the specific assets and capabilities the VIO might provide in a partnership. (See B.1.)
- iii. Identify the specific benefits sought by the VIO from this partnership opportunity. Re-examine the forms of Private Sector Volunteerism Partnerships, discussed in Part II. Clarify what it is the VIO is seeking through a private sector partnership. This will help the VIO to focus on partners most likely to provide these benefits. Prioritize those benefits which will most further the VIO’s mission and volunteering for development goals. Consider related benefits such as resources, recognition, and relationships.
- iv. Research each potential business partner to assess strategic fit and opportunities. Assess the potential partner in terms of the screening criteria. (See B.2.-3.)
- v. Review the VIO’s capacity and readiness for developing this partnership. (See B.4.)
- vi. Design a marketing approach for each potential partner (See B.5.)
- vii. Develop an agreement or commitment from a targeted business for a corporate volunteerism partnership (See B.6.). Ensure that the agreement is reviewed and approved by key decision-makers.
- viii. Implement the partnership. Jointly plan the launch and any public communications.
- ix. Document and evaluate the partnership and its outcomes regularly. Schedule annual appraisals. Share lessons learned. Update agreements, revise as necessary, and try to plan ahead for when partnerships will end.
- x. Annually review the VIO’s entire portfolio of private sector partnerships (See B.7.)

Assets and Capabilities VIOs Offer

Identify the assets and capabilities the VIO possesses that may be valuable to businesses. Identifying what the VIO can provide business partners can assist the VIO to determine the types of business are most likely to value a partnership with this VIO. For example, a VIO with an environmental preservation mission might successfully target a partnership with an outdoor recreational equipment and clothes manufacturer.

Make a list of the VIO's Assets and Capabilities and the Businesses likely to value that VIO. VIO assets and capabilities include:

- ü Its mission or purpose
- ü Its reputation and recognition in the community, country, world
- ü Local community linkages
- ü Credibility with potential markets, government, and even, other businesses
- ü Project expertise: knowledgeable about development issues and needs
- ü Volunteerism expertise and opportunities
- ü Ability to provide recognition and awards
- ü Ability to provide leadership and technical development opportunities
- ü Access to community leaders and influential people or organizations
- ü Ability to build collaborations among sectors
- ü Acting from non-profit, non-commercial motivations

Coco-Cola Egypt wins the Global Business Coalition on HIV/AIDS 2004 Community Award

The Coco-Cola Egypt/Ministry of Health National HIV/AIDS Prevention Program is based on consumer attitudinal and awareness research in the Arab world. As a result, the campaign strategy is to include other contagious diseases and to spread the message nationwide so that no group of people would feel singled out and accused of immorality often associated with sexually transmitted infections and HIV/AIDS.

Designed around the themes of information and protection, the community awareness initiative was developed using Coca-Cola's marketing expertise, which was given pro bono, and took advantage of the Company's relationships with media carriers to garner the best rates.

Coca Cola Egypt has aligned with UNICEF to support the National HIV/AIDS awareness campaign, as they are among the organizations best positioned to raise awareness at the community level.

B.1. Research the Potential Partnership

Research helps to determine with which companies a VIO might be able to develop mutually beneficial projects. It can also generate ideas about potential partnership projects.

Challenged with negative attitudes towards globalizations and recent corporate scandals, businesses increasingly release information that describe their missions, values, goals, products and services, and plans. Request copies of Annual Reports. Some companies release specific Community Investment or Philanthropy Reports. Local and university libraries and business directories contain valuable resources. Seek access to documents businesses are required to file with the government. Inquire with other VIOs and civil sector organizations regarding this company's record of partnerships and business practices.

Much research can now be done on the internet. See if the company has a corporate website. Download public relations materials which may include the corporate strategy and values. The Internet also make it possible to search for outside sources of information which highlight the businesses' other partnerships with VIOs, noteworthy business practices, cause related marketing activities, and positive or negative media coverage.

Consider how this VIO's volunteerism partnership with this company might contribute to its business strategy. For example, does it:

- ü enhance employee morale, productivity, skills, talents, and commitment;
- ü develop teamwork and networking among employees;
- ü distinguish the company from its competitors, including in attracting and retaining employees;
- ü foster goodwill, enhance reputation, improve image and brand;
- ü build stronger relationships with communities, government leaders, and other stakeholders; and
- ü strategically to leverage other philanthropic resources and objectives.

B.2. Conditions

Research of the company should also determine compatibility between the business and VIO.

Is there a general environment and a cultural acceptance within the company of respectful partnering with VIOs? VIOs do not want to be co-opted or exploited by businesses that support them. There are stories of polluting businesses which expected to "buy" community appreciation through their corporate volunteer and contribution activities, or liquor companies which expect VIOs to endorse their products in return for sponsorships.

What is the organizational characteristics of the company? Is there sufficiently high level management commitment to a partnership? Does the organizational culture allow employees to be flexible? It is adaptable? Does it value diversity? Are its corporate values and mission compatible with those of the VIO?

The reputations of VIOs can be affected by the actions and misdeeds of their partners. While this may not be sufficient reason to avoid or abandon such a relationship, careful consideration is required.

a. Screening Criteria

VIOs should select and review partners from the private sector based on positive as well as negative criteria. Evaluation of prospective partners against these criteria should be an ongoing process and decisions should be based on the latest information available.

When making a decision, the current performance of a prospective partner should be given more weight than its historical record. In the case of ongoing partnerships, if negative public or private information about a partner appears, then necessary corrective action should be taken.

In the event that a business group is composed of several companies, or companies jointly owned by another company, fair judgment should be used in making a decision. The benefits should substantially outweigh any negative effects of the VIO's affiliation with such businesses.

Positive Criteria

VIOs should consider the following as positive indicators for partnering with a company:

Market leadership: Companies which are leaders in their trade and are in good financial standing.

Compatible with the VIO's domain of thematic areas: Companies which can effectively support the VIO's mission and thematic priorities.

Responsible corporate governance: Companies which have defined and adopted universally accepted codes of good corporate governance and management.

Track record of positive personnel and employment policies: Companies committed to the welfare of their employees at all levels, including gender equality.

Track record of corporate social responsibility: Companies with track record of good social practices, including business-community relations.

Environmental record: Companies which care to preserve and improve the environment.

Known partners: Companies which are already associated with other VIOs or UN agencies.

Negative Criteria

VIOs should avoid partnerships with companies that are engaged in:

Human rights abuses, child labour and/or forced labour: Companies proven guilty of such practices.

Environmental degradation: Companies guilty of or with a public record of causing environmental degradation.

Exploitation: Companies involved in the sex trade or pornography.

VIOs might also choose to avoid partnering with companies associated with:

Armaments and weapons: Companies involve in the procurement, production and sale of such goods.

Tobacco, Alcohol and Drugs: Companies involved in the production and sale of such goods or other consumables harmful to health.

Bad public reputation: Companies with a negative public image, e.g. having a large number of unproven allegations of bad business practices or that otherwise do not meet generally accepted ethical and moral obligations or responsibilities.

Negative lists: Companies with whom the UN or other international organizations will not partner.

B.4. Assess the Costs: Is it Worthwhile?

All partnerships carry a price tag. The preceding section will assist VIOs to screen the benefits, costs and potential risks of certain businesses as potential partners.

In addition, the benefit and cost analysis should include the VIO's own capacity, willingness, and readiness to develop corporate partnerships for volunteerism.

The VIO must assess its own culture and readiness to partnership with businesses. Some VIOs feel that their missions make it essential for them to remain independent of businesses, so as to be able to make demands upon their social responsibility behaviour. Other VIOs find businesses too inflexible and too "bottom line" oriented. Some VIOs do not have sufficient staff and volunteers to sustain a successful private sector partnership.

There are inherent challenges in partnering with an oftentimes large and complex, for-profit organization that operates from a different values framework and has its own needs, expectations and desired benefits.

A company may have significant expectations or demands that it is unwilling to provide the resources for. An increasingly accepted phrase is "Volunteers are not free." Yet, many companies expect VIOs to provide their employees with leadership, team-building, and skills development.

Corporate partnerships can divert time and activities away from the central mission. Business oriented people often expect quicker answers and decisions than the more process-oriented VIO staff. There is a danger that the VIO's real work can be overtaken by the agendas and demands of their corporate partner. Obviously, some of these expectations, such as reporting outcomes, projects and activities that have impact, and well-managed volunteers, are not inappropriate. But, VIOs should assess if they have the organizational capacity to meet such demands. Do they have sufficient staff, facilities, funds, programs, technical expertise, leadership, etc.?

Oftentimes, VIOs will invest heavily in corporate partnerships and tolerate high demands in the hope that the business will increase its involvement with the VIO and provide more support, especially funding. Be careful that this is not an invitation to the business to be exploitive. The main reason donors give for not donating, is that they are never asked. VIOs should never simply "build the relationship" and hope their business partners get the hint. Clearly communicate needs and requests for additional resources for corporate volunteerism.

Regularly assess both the benefits and costs of a partnership to ensure balance. Some VIOs develop written Corporate Partnership policies and procedures, to assist in such assessments. For example, if a business wishes a VIO to ensure the staff development outcomes for its employees, it will be requested to pay for the service, just as they would for any corporate leadership or staff training program.

Or, if the corporation is requesting the VIO develop an international volunteerism project, which will require significant staff time and expertise, the VIO sets a minimum level of commitment from the corporation in terms of the

number employee volunteers, duration of the partnership, and provision of related resources. This ensures that the VIO's hard work will have a significant impact on volunteering for development. All the effort will not have been done to benefit merely a few volunteers and projects, while giving the company significant public relations value.

VIOs must be willing to say that a corporate volunteerism partnership may not be worthwhile and reject it.

B.5. Make the Approach: Develop a Marketing Plan

Once a business has been identified as having a possible strategic fit and partnership opportunities, the VIO needs to plan how to best approach the company.

First the VIO must figure out how to connect with the key people in the company. Does somebody with the VIO know somebody with the company? Could UNV and other community partners be of assistance in opening the doors? If there are no strong connections, who is the appropriate person to approach?

Plan the initial meeting. What message will build the company's interest in the partnership? What should be the key points? How can it best be presented? Who will best represent the VIO?

What materials, if any, will assist the company to understand the VIO, the potential benefits to the company, and ideas for partnership projects? Consider a one page fact sheet highlighting the VIO's assets and capabilities, and a one page concept paper outlining ideas for projects and the potential benefits to the business.

Plan the next steps and follow-up. What immediate response or commitment would you wish from the business? What next steps should be agreed upon? What steps can be taken to continue to build the relationship? e.g. answers to questions, invitations to visit the VIO or to an volunteer event, additional meetings.

Each potential partner deserves a custom marketing plan. Match the VIO's assets and capabilities to address the business's strategic goals. Be clear that what is expected in return is to enhance development through volunteerism.

B.6. Develop an Agreement

Obtain a commitment or agreement in principle to partner in a Corporate Volunteerism for Development project.

Clearly discuss the purpose and strategic fit of the VIO-business partnership. Consider a written statement for clarification:

- ü What assets and capabilities will each invest into this partnership?
- ü What is the VIO's and business's objectives for this partnership?
- ü How will the partnership contribute to the VIO's strategy? To the business's strategy?
- ü What will be the project activities?

- ü Agree on an Operating Plan: define roles, responsibilities, timeline, resources
- ü Agree on promotion: publicity strategy, use of names and logos, communication approval processes.
- ü Agree on processes for documentation and evaluation. Set clear renewal of agreement deadlines or specify an end date

Obtain official commitments and approvals. Consider if a formal contract will be necessary. Ensure that the partnership agreements abide by any existing Guidelines and Ethical Standards of the VIO or business. Some UNV-Private Sector Partnerships may need approval from UNV Headquarters or other UN partnering agencies.

B.7. Evaluate Partnerships

Be sure to place each partnership in the larger organizational context. Annually review each partnership, and the VIO's entire portfolio of private sector partnerships as well. Are some partnerships so successful that they should be expanded or duplicated? Are some too costly when compared with others and should not be renewed? Have some raised new ideas for partnerships and resource expansion? Is the entire portfolio manageable? Should it be reduced or expanded? Are more staff and volunteers required to manage the portfolio adequately? Is it sufficiently resourced in view of the overall resource priorities of the VIO? Does the existing portfolio reflect the strategic direction of the VIO?

Part IV. Additional Resources

2004 Business Leadership Forum on Workplace Volunteering, Points of Light Foundation, 2004, <http://www.pointsoflight.org/resources/>

Business and the Millennium Development Goals: A Framework for Action, Nelson & Prescott, UNDP & The Prince of Wales International Business Leaders Forum, 2003

Developing a Volunteer Infrastructure, A Guidance Note, United Nations Volunteers, 2005

Employee Volunteer Programs: Building Blocks for Success for Small to Medium Size Businesses, Points of Light Foundation, 2002, www.pointsoflight.org/resources/

Improve Your Philanthropic Portfolio: A Guide to Investing in Volunteer Resources Management, Association for Volunteer Administration and the UPS Foundation, <http://www.pointsoflight.org/resources/details.cfm?ID=10141>

Meeting the Collaboration Challenge: Developing Strategic Alliances Between Nonprofit Organizations and Businesses, Leader to Leader Institute, 2002 Workbook can be downloaded from website, which also includes case studies, sample policies, links to related materials and research sites: <http://www.pfdf.org/collaboration/>

Principles of Excellence for Workplace Volunteering: Guidelines for an Effective Employee Volunteer Program - Chief Executives Talk About the Business Value of Workplace Volunteering, The Points of Light Foundation, sponsored by the Allstate Foundation

draft Resource Guide for UNV Programme Officers, New Academy of Business, 2005

Responding to the Leadership Challenge: Findings of a CEO Survey on Global Corporate Citizenship, World Economic Forum's Global Corporate Citizenship Initiative and Prince of Wales Intl. Business Leaders Forum, 2002, <http://www.pointsoflight.org/resources/details.cfm?ID=10092>

Role of a Corporate Volunteer Council, Points of Light Foundation, <http://www.pointsoflight.org/resources/details.cfm?ID=10125>

The State of Knowledge Surrounding Employee Volunteering in the United States, Points of Light Foundation, 2004

The Social Case for Corporate Volunteering, Kenn Allen, Australian Journal on Volunteering, Vol 8, No. 1, 2003

Unleashing Entrepreneurship: Making Business Work for the Poor, Commission on Private Sector & Development, UNDP, 2004

Volunteerism and Release Time, Business for Social Responsibility, 2003