

Guide for the implementation of a Corporate Volunteering for Development programme

CODESPA Foundation

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Photographs

CODESPA Foundation

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Collaborating entities

CODESPA FOUNDATION

CODESPA Foundation (www.codespa.org) is a non-profit organisation, with no political or religious aims, which accumulates 25 years of experience in the field of international cooperation for development and whose president of honour is His Royal Highness, the Prince of Asturias.



Considering the confidence we place in the human capacity for building a more equal and fair world, its mission is to provide opportunities to people so that, through their work, they can develop their capacities and be the protagonists of their own development. The fields in which CODESPA specialises are access to microfinances, the market and training for employment. The Foundation manages more than a hundred projects in seventeen different countries of Latin America, Asia and Africa through nine international delegations.

EUROPEAN UNION

The European Commission is the executive body of the European Community. Composed of 27 members, its mission is to initiate legislative proposals and guarantee the fulfilment of Treaties.



The Commission is also in charge of the management and execution of common policies and international trade relations, as well as foreign assistance of the European Union. At present, the European Commission is the biggest donor entity of the world concerning the Millennium Development Goals.

ROVIRALTA FOUNDATION

Created in 1959 by Manuel Roviralta and José María Roviralta, the foundation contributes the proceeds from its patrimony to altruistic and/or charity purposes. This assistance is mainly provided to legal bodies with charity, teaching or mixed aims.



Since 2001, Roviralta has been supporting CODESPA in cooperation for development, awareness and social research projects.

BOSTON CONSULTING GROUP

Boston Consulting Group (BCG) is one of the first and most prestigious international consultancies. Their work in Spain began in 1979 and at present they have a solid portfolio of clients and more than 180 consultants distributed between the Madrid and Barcelona offices.



Social responsibility is a part of its corporate culture. Thus, from their offices in Madrid and Barcelona they are involved in a great variety of initiatives such as volunteering, funding of social projects and the carrying out of "pro bono" projects.

Letter from the director

2011 has been declared the “European Year of Volunteering”. With this commemoration, the European Union shows its commitment to volunteering as a tool for building a more ethical and fair society. This year will offer an opportunity to increase volunteering, in all its variants, and recognise the value behind a highly human concept.

One of the mentioned variants is that of a phenomenon which is becoming essential in large Spanish companies: Corporate Volunteering (CV). Although the consensus on what can be considered CV has not yet been reached, which is probably positive for innovation, this category is related, broadly speaking, to volunteering supported by the company.

In any event, this movement has contributed to a rapprochement of views and talks between the private and third sector given that, among the different initiatives which may compose Corporate Social Responsibility (CSR) within companies, Corporate Volunteering represents an active direct action and requires interaction between NGOs and society. Thus, we have reached a point where the recognition of the benefits and value of Corporate Volunteering is widespread.

However, the possibilities of CV are still to be explored. A new step has to be taken to understand that CV programmes can be really strategic and that the investment of time, money and efforts can be profitable. In fact, one of the most interesting elements of CV is that it can become a strategic tool which contributes to overcome one of the most difficult barriers that CSR faces: reaching the rest of the organisation.

Undoubtedly, CSR is an issue already established in large companies; CSR departments have been created, annual reports are being carried out and the internal CSR committees discuss the lines to follow. However, apart from the higher circles of the company, employees generally are unaware of the CSR concept, and when they have some idea, they are skeptical. It is not a matter of lack of knowledge or short-sightedness; it is just the first phase of a process that some of us have already overcome and which demonstrates that another business model is possible, until the theory becomes practice.

The active and direct feature intrinsic to Corporate Volunteering can be a highly efficient tool to achieve the aforesaid step successfully: it can become the driving belt of CSR, in one of its more active and tangible versions as it involves the employees in the achievement of the social objectives pursued by companies.

The issue of making CV “profitable” acquires a new dimension when the resources of the company (professionals, experience and knowledge) are at the service of the eradication of poverty in developing countries. Although, a priori, the investment per person is higher in this kind of volunteering, associated benefits such as the pride of belonging, the retention of talent and the image of the company can be exponential.

Beyond human resources’ management, it is important to mention the links of business that can be found thanks to the involvement of employees in the communities: the search for new markets and providers, the improvement of talks with stakeholders or the development of innovative products and social services.

Our ten year experience in CV for Development Programmes has shown us that good management can lead these initiatives towards different collaboration models between the company and NGOs. In a sense, a CV for Development programme can be the entrance door which provides the NGOs the opportunity to direct companies towards a CSR closely linked to their strategy and to achieve more sustainable results: development of new lines of services and products for the Base of the Pyramid, responsible supply chains, etc.

Although there is a significant number of Spanish companies working in this line of Corporate Volunteering, not all of them conceive that these benefits can be achieved. Because, when searching for maximum potential, undoubtedly, Corporate Volunteering is a phenomenon that entails a tremendous complexity.

The framework afforded by the European Union in 2011 is much more than an excuse to talk about volunteering. After ten years of history of the Corporate Volunteering for Development programme of CODESPA, “Professionals for Development”, we asked for advice from the Boston Consulting Group to assess and improve the initiative. The present guide is a result of their collaboration and support and it is aimed at contributing to innovation in the field of Corporate Social Responsibility for Development (CSR+D).

In this initial moment in what refers to the implementation of this kind of initiatives in the Spanish and European private sectors, it is essential that the bodies specialised in volunteering and development define the criteria for measuring quality and maximising value in the interest of the organizations and, above all, the communities.



José Ignacio González-Aller Gross
Director General of CODESPA Foundation

Introduction

The globalisation process of the last decades has led to the establishment of a new world order in which important companies have achieved a strong influence in political and social spheres and are thus expected to assume a greater responsibility in relation to solving the main barriers that prevent the development of humanity.

The eradication of poverty, the future welfare communities in development areas, the social integration of people in risk of exclusion are, among others, some of the deeply rooted global problems which, due to their complexity, demand joint action carried out by the different social agents.

In the last decades, as a result of several factors, many companies have gradually got involved in the search of solutions for these global problems. In this sense, the talks and rapprochement of views between the private and the third sector have been one of the keys to improve business contribution to development.

In practice, these ideas have materialised in Corporate Social Responsibility (CSR). And within the different actions that may compose a CSR strategy, **Corporate Volunteering** has become one of the initiatives which best materialises theory into action.

CORPORATE VOLUNTEERING, THE DRIVING BELT OF CSR

Although for some years CSR has been widely established in the most important Spanish companies, the communication and making employees aware of its policies and actions is still a challenge.

Many employees are frequently unaware or skeptical about the social work of the company. According to a study carried out by the consultancy Krauthammer jointly with the University of Amsterdam and the University Erasmus of Rotterdam, “employees are not satisfied about the CSR of their own companies”. Among other conclusions, the report stresses the differences between what the employees search for and need and what the CSR policies and initiatives offer as “employees, far from being passive observers, are assuming an active role”.

This way, the great potential of raising awareness and producing positive impacts and results that CSR can and tries to achieve is lost.

By contrast, the Corporate Volunteering (CV) programmes have become a system with the capacity to bring closer different point of views. They are an alternative in which company employees become active CSR agents transforming theory into practice. This active and direct feature is what may open the door to Corporate Volunteering to become an efficient tool to success and reach all the company. By uniting information, motivation and involvement of employees towards the achievement of the social aims pursued by the company, a socially responsible corporate culture is being promoted in the comprehensive management of the entity.

Within the CSR actions aimed at contributing to the creation of opportunities in highly underprivileged countries (CSR+D), the **Corporate Volunteering for Development programmes** represent one of the initiatives that, even though still scarce, are becoming more important and visible of recent.



CV PROGRAMMES for development





CV PROGRAMMES FOR DEVELOPMENT

Corporate Volunteering (CV) for Development is whereby the company supports its employees in carrying out volunteering actions aimed at contributing to the eradication of poverty in developing countries through their professional knowledge.

Unlike other methods, CV for Development is characterised by several specific elements:

- **Professional volunteering.** The activities of the volunteer are directly related to his knowledge and professional experience, aimed at promoting the transference of knowledge and capacities.
- **Length of the volunteer's intervention and greater investment per person.** In order to guarantee that the employee's volunteering produces a greater impact, the action's length has to be no less than two weeks. For this reason, in the cases in which volunteers have to travel, investment per employee is relatively higher in comparison with other kinds of volunteering.
- **Company's commitment with the eradication of poverty.** The companies which incorporate these programmes have evolved towards the establishment of a comprehensive and permanent commitment with development. Moreover, it would be desirable for the NGO or social programme and the company to get to know each other and have a reliable relationship, based on previous joint work experiences.
- **Volunteering with a high level of training and awareness.** The employees involved in this initiative are volunteers with a high commitment trained to face reality and the context of poverty in which they will implement their action. This way, previous to travelling to the intervention area, the volunteer is involved in the definition and planning of the work on the spot and receives training and awareness focused on cooperation.
- **Communication and coordination between the different social actors and people are required** (working together for the same objectives) whose profile and view of reality are highly diverse.

ORGANISATIONAL STRUCTURE AND ACTORS INVOLVED

A CV for Development programme has to be shaped by different related actors. Likewise, the organisational structure between them can have different shapes and their interrelations can flow in several directions.

Even though the actors can change in terms of the possibilities of the programme, from an ideal point of view, the roles of the interrelated actors should be as follows:

- **Employees of the company**, who become corporate volunteers. They are employees who offer their professional knowledge and experience at the service of development.
- **Company**, the organisation which supports and incorporates volunteering in its social action. The agent who represents the point of view of the company is usually the CV programme manager or the person in charge of CSR.

Taking into account the point of view of the company and its relationship with the developing country, different starting points for the management of CV for Development programmes can be considered:

1. Multinationals which are present in the developing country and want to broaden their CSR in the interest groups of the area¹.
 2. Companies with no presence in the developing country which, within their social action, believe that poverty is a global problem and act driven by their commitment with its eradication.
- **Facilitating organisation**, represented by an international NGO with experience in cooperation and with a working structure linked to developing countries. This organization coordinates the whole process and the different actors.
 - **NGO or local partner**, which works as the counterpart of the facilitating organisation in the developing country. Occasionally, the facilitating organisation works directly in the community and, thus, its own staff substitutes this actor.
 - **Beneficiary communities**, the people with whom the project is carried out and who will benefit from the impacts of the programme.

Despite the fact that actors can vary, there should be a common feature for the CV for Development programme to be implemented successfully. This premise concerns the two actors which usually begin the process: the company and the facilitating organisation.

¹ A variant would be those companies with headquarters in the developing country that, within their social action, dedicate efforts to the eradication of local poverty in the environment in which they are settled. In this sense, the exchange of culture and realities would not be as significant as it is in CV where the experience is transnational.



PROFESSIONALS FOR DEVELOPMENT: a model with 10 years of experience

Created in 2001 by CODESPA Foundation, the “Professionals for Development” programme is created as one of the pioneer initiatives in Spain in the field of CV for Development. Through this programme, companies and employees join to carry out volunteering work in the CODESPA projects aimed at the eradication of poverty and the improvement of quality of life for people in developing countries.

Since its creation, almost a hundred volunteers from large companies such as Carrefour, Grupo Antena 3 or KPMG have participated and have become “professionals for development”.

More information in www.codespa.org – Corporate Volunteering for Development Banner



In the case of Corporate Volunteering for Development, the action of employees is usually related to their professional knowledge. Source: Volunteer of CARREFOUR. “Professionals for Development”.

For the company, the correct choice of the facilitating organization with which it will collaborate is an important moment. This way, before beginning to implement an initiative of this kind, a previous phase where a mapping of actors is carried out should be developed in order to find the appropriate partner. The philosophy and work values, on the one hand, and the geographical strategy, on the other, should be taken into account so that the international policy of the company is coherent with the geographical location of the work of the facilitating organization. Likewise, the organisation related to its business alignment will be analysed, so that the relation between the kind of projects that the NGO manages and the technical capacities of the company is coherent.

For the NGO it is also important to assess the involvement, aims and purpose of the company as well as the potential future relationship.

FIGURE 5: INDEX CARD PROPOSAL FOR THE DEFINITION OF PRIORITIES AND OBJECTIVES OF THE COMPANY



Source: CODESPA Foundation

In this previous phase where the partner is identified and chosen, it will be important to take into consideration that a CV for Development programme goes beyond a single action and requires significant efforts from the different stakeholders, which is why the relationships should not be forced. Carrying out a CV initiative between NGOs and companies which do not share views or expectations can lead to the weakening of a relationship that would have been positive in other fields and aspects.

In conclusion, to make the most of the CV for Development programmes, it is crucial to build solid pillars based on the confidence and understanding between the facilitating NGO and the company.

PARTNERS FOR DEVELOPMENT. AN EXAMPLE OF A WIN-WIN RELATIONSHIP

Taking into account the programme model and what it entails, all agents participating are, at the same time, beneficiaries in one way or another. In several specialised meetings and forums, the organisations working in the CV for Development field have agreed on the idea that these initiatives, when managed correctly, offer interesting benefits for the stakeholders.

In the CV for Development programmes, the company and the facilitating organisation become partners for development working in the same team within their capacities in order to guarantee the success of a joint project.

On the one hand, the companies find in the facilitating organisation a key support for the selection of the project and the training of volunteers a guarantee of security and quality in the implementation of the project and the management of volunteers in the country of destination and a wide and expert view for subsequent assessment and outcome measurement.

And on the other, the NGOs which become facilitating organisations find in the company a partner with initiative, capacity and commitment with development that offers professional skills, its own resources and a potential, strong ally for social change, not only through the Corporate Volunteering for Development programme, but by means of future actions.

FIGURE 2. BENEFITS OF THE CV FOR DEVELOPMENT PROGRAMMES

BENEFICIARY COMMUNITY AND LOCAL NGO	COMPANY	VOLUNTEERS	FACILITATING ORGANISATION
<ul style="list-style-type: none"> • Contribution to the improvement of quality of life • Learning of new knowledge and skills • Becoming familiar with different realities and cultures. 	<ul style="list-style-type: none"> • Improvement of the organisational environment: motivation, satisfaction and sense of belonging of the employees • Attraction and preservation of talent • Differentiation and improvement of corporate image • Positioning in the CSR field • Possibility of discovering new markets and environments in which the company can develop • High involvement of the employees in the social action of the company 	<ul style="list-style-type: none"> • Increased satisfaction in work • Learning of new skills: leadership, management of work in unusual environments... • The experience of working in other culture and in a developing country 	<ul style="list-style-type: none"> • Possible starting point of a deeper collaboration with the company • Use of specialised human resources for technical assistance in projects • Increased satisfaction of the staff due to sharing knowledge

Source: CODESPA FOUNDATION AND BCG

HUMAN RESOURCES MANAGEMENT AND RETURN OF THE INVESTMENT IN INTANGIBLES

In the international debate, organisations specialising in volunteering such as Points of Light Foundation or the European Volunteer Centre (CEV), agree that CV entails interesting associated benefits related to intangible values and the internal management of the company. The study *Measuring Employee Volunteer Programs: the Human Resources Model²* stresses the improvement associated with issues such as the motivation of employees, the pride of belonging, the preservation of talent and the image of the company.

GOOD PRACTICE

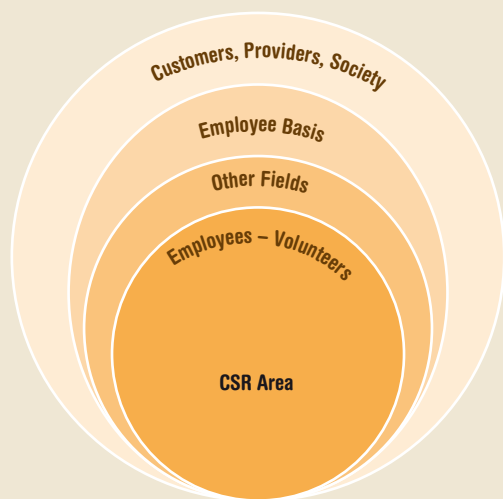
The facilitating organisation can play a very important role supporting the CSR manager in awareness and involvement in other fields such as Human Resources and Marketing.

Beyond human resources management, CV for Development has a potential to incorporate other elements through which collaboration between the company and the NGO can evolve towards other kinds of joint initiatives aimed at the eradication of poverty. The search for new markets and providers, the improvement of talks

² *Measuring Employee Volunteer Programs: the Human Resources Model. The Points of Light Foundation & Volunteer National Network and the Center for Corporate Citizenship of the Boston College. 2005.*

with stakeholders or the development of innovative products and services for the other segment of consumers (Base of the Pyramid) are some examples. Thus, an adequate management of the programme and associated institutional relationships result in the profitability and promotion of the investment (of money, but also hopes and efforts) carried out in the CV for Development programmes.

FIGURE 3: PERMEABILITY OF THE CV FOR DEVELOPMENT PROGRAMME



Source: CODESPA Foundation

To transform the CV for Development programme into a comprehensive experience rather than a single CSR project, it would be convenient for the company's Human Resources department to support volunteers and the project. This task entails, firstly, a clear definition of the aims pursued by the company concerning its employees³, for depending on how the programme is approached, certain benefits in the field of human resources management can be achieved. Secondly, support in the selection of volunteers and participation in the subsequent assessment of the skills acquired and the capacities learnt by the employees during their volunteering. Finally, recognising the opportunity for learning and raising awareness of staff that the process offers. An active participation of the marketing and/or communication department in the diffusion and notification of the programme within and outside the company is also convenient.

The next section, "Phases and keys of the implementation of a CV for Development programme", is a practical approach to CV for Development programmes. It is a detailed proposal for the design and implementation process of this kind of initiatives: phases, activities and responsibilities of each one of the agents involved.

³ Depending on whether the programme is aimed at all the company's staff or at certain groups or profiles, the CV for Development programme can contribute to achieve specific objectives of Human Resources management. For instance, it can be an incentive for senior high level or employees for the achievement of goals and/or productivity; it can also contribute to the development of leadership skills if aimed at middle management or employees with potential; or else it can be aimed at all of the staff as a means of increasing their knowledge and promoting their participation in the company's CSR initiatives, among many other options and possibilities.

PHASES FOR THE IMPLEMENTATION OF CV FOR DEVELOPMENT PROGRAMMES

A structured, clear and complete process is essential to align interests and permit all stakeholders to achieve the results expected from the implementation of a CV for Development programme.

Combining experience, research and analysis, CODESPA and the international consultancy Boston Consulting Group have formalised the implementation process of CV for Development programmes, based on the knowledge acquired through the experience “Professionals for Development”, headed by CODESPA Foundation and divided into four phases:

FIGURE 4: PHASES FOR THE PROCESS OF A CV FOR DEVELOPMENT PROGRAMME



Source: CODESPA Foundation and BCG

Each phase covers several groups of activities which constitute the main pillars of the process, with detailed tasks and assigned responsibilities. This structure is key to make implementation easier and guarantee that the programme achieves its objectives in an organised and adequate way, considering all the important aspects.