

CODESPA | CEV

The 2013 Preparatory Action for EU Aid Volunteers | ECHO/EVHA/BUD/2013/01005

EMPLOYEE VOLUNTEERING AND EMPLOYEE VOLUNTEERING IN HUMANITARIAN AID IN EUROPE

EU AID Volunteers



Humanitarian Aid and Civil Protection

WE CARE, WE ACT

Prepared by





• Abbreviations and acronyms

CSR: Corporate Social Responsibility
 EC: European Commission
 DG ECHO: Directorate-General Humanitarian Aid and Civil Protection of the European Commission.
 EV in HA: Employee Volunteering in Humanitarian Aid
 EV: Employee Volunteering
 IT: Information Technology
 LETs: World Economic Forum – Logistics Emergency Team
 MOU: Memorandum of Understanding
 NGO: Non Governmental Organisation
 OCHA: Office for the Coordination of Humanitarian Affairs – United Nations
 SME: Small-Medium Enterprises
 UN: United Nations
 UNV: United Nations Volunteers
 WEF: World Economic Forum
 WFP: United Nations World Food Programme

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0. Executive summary

This study has been undertaken as part of the '2013 Preparatory Actions for the EU Aid Volunteers', by the consortium made of CODESPA and CEV (European Volunteer Centre) contracted by The EU's Directorate-General Humanitarian Aid and Civil Protection (DG ECHO) of the European Commission. The objective of the study is to present an overview of existing Employee Volunteering (EV) schemes in the European Union, with special attention to EV initiatives contributing to Humanitarian Aid (HA) actions. The findings will inform recommendations on how EV schemes can be implemented in the context of the EU Aid Volunteers initiative.

The EU Aid Volunteers programme will engage 4.000 European volunteers and 10.000 on-line volunteers in humanitarian aid actions worldwide between 2014 and 2020. It has been under development since 2009 and formally launched in 2014.

For the purpose of the study Employee Volunteering is understood to refer to volunteering organised and/or supported by private or public employers, be it through financial incentives, provisions for special leave, special rewards, or other means of direct support. For the aim of the study, 'Employee Volunteering in Humanitarian Aid' is referred to a broad range of Employee Volunteering activities, and includes not only field deployments for emergency response but also: support at headquarters, training and capacity building for disaster prevention and preparedness, post-crisis recovery and resilience, pro bono assignments, online volunteering, awareness raising on "forgotten crises", and fundraising initiatives implemented by volunteers directly supported by their employer."

The report is structured in six chapters with the general overview of Employee Volunteering in Europe presented in Chapter III followed by an analysis of its concrete application to the Humanitarian Aid field in Chapter IV. Chapters V and VI contain case studies of Employee Volunteering in Humanitarian Aid and International Employee Volunteering and of Cross-Sector Agreements in Humanitarian Aid initiatives that integrate EV.

CHAPTER III. Employee Volunteering in Europe

The data obtained through the study shows that Employee Volunteering (EV) is an increasing phenomenon across the EU although it is unequally developed in different member states and regions. EV is more common in the private for-profit sector but there is an increasing interest and willingness from employers in the public and third sector to develop EV projects. The reasons for this can be related to the fact that the concept of CSR is extending beyond the business sector as actors from other sectors recognise their own responsibilities. It can also be as a result of the fact that EV is increasingly seen not only as an aspect of CSR but also of HR and Marketing objectives that are issues of concern to employers of all sectors.

Although the concept of Employee Volunteering (EV) is relatively new European policy frameworks that support it are reasonably well developed. EV relates to and cuts across a wide range of EU policies and Programmes like The Lisbon Treaty; the Laeken Declaration; the Europe for Citizens Programme, Erasmus Plus, EU Aid Volunteers etc. These kinds of regulations represent a supportive legal framework but there are very few national regulations promoting or encouraging EV.



Some countries also lack the infrastructure to promote and support EV. For these reasons, the European Parliament has urged all Member States to promote EV in their national strategies, highlighting it as a relevant issue in Europe¹.

EV is more common in the private for-profit sector but there is an increasing interest and willingness from employers in the public and third sector to develop EV projects. This can be because the concept of CSR is extending beyond the business sector as actors from other sectors recognise their own responsibilities. It can also be as a result of the fact that EV is increasingly seen not only as an aspect of CSR but also of HR and Marketing objectives that are issues of concern to employers of all sectors.

EV schemes in Europe tend to respond to local needs in the geographical locations where the employees are based and this is especially the case among SMEs. It is also true for larger companies who are more likely to invest their resources in the immediate communities where they are based. EV programmes involving deployment or volunteers to other countries are limited in scale and are generally restricted to large global companies. These companies have the capacity to create EV programmes with dedicated staff and budgets and to establish stable partnerships with NGOs or international development and/or HA agencies.

In some cases it can be seen that amongst the NGO sector there is a belief that EV can be a tool to access additional resources from the business sector. Since this is not always the case it can create frustration and confusion around the expectations. In many occasions, companies have a different perspective concerning partnerships in the frame of EV projects and want to limit their collaboration to the provision of EV support. This can often be caused and rooted in that fact that departments responsible for grants and donations are not the same as those that take care of EV programmes.

CHAPTER IV. Employee Volunteering in Humanitarian Aid in Europe

Regarding the specific field of Employee Volunteering in Humanitarian Aid (EV in HA), this field is characterised by a lack of figures and data and an absence of specialised documents or publications on the topic. There is a general preconception among different employers regarding the concept, and it tends to be associated with employee deployment within crisis response contexts.

In addition to this preconception that makes data gathering on the topic extremely challenging it should be noted that EV in HA initiatives are a niche phenomenon. These factors have meant that the majority of the employers and NGOs that have responded to the field survey used to gather data for this study do not implement EV in HA activities. The study shows that the main reasons why they are not involved is related to a lack of awareness and knowledge about HA field ('Lack of awareness about if their employees would be useful' in the case of large companies -58%-; Have never thought about this possibility' in the case of SMEs -. From the perspective of the HA sector, NGOs mention that the main reason why they are not undertaking EV is because they do not know how to manage this kind of volunteering. In this regard, and as in the case of employers, the main barrier is related to a lack of knowledge and awareness about the 'other sector' that is potential partner in EV initiatives.

¹ 2013 EP Committee on Employment and Social Affairs report 'Corporate Social Responsibility: promoting society's interests and a route to sustainable and inclusive recovery'.



According to the data collected as part of this study for the case of those employers that are implementing EV in HA, the most common kind of EV support related to HA initiatives that is being implemented by for-profit employers (large companies -44%- and SMEs - 63%-) is the are fundraising actions. This point is verified from the HA NGOs side, as they affirm that fundraising is the most common support provided by EV schemes. The second most common kind of EV in HA reported by large companies is cross-border volunteering in disaster preparedness (44%), followed by support to Humanitarian Aid organisations in their European headquarters (38%). In the case of SMEs the second most common kind of EV in HA are those actions related to 'Awareness raising' (38%) and 'support to HA organisations at their European offices' (25%). It can be seen therefore that SMEs do not tend to implement EV schemes in which deployment is required. SMEs prefer to choose models of EV where the support can be provided from the place of employment. This is aligned with one of the main barriers cited by employers of this type which is the lack of funding for the implementation of EV.

In the case of public sector employers, 'deployment of skilled staff in emergency situations' is the most common practice (43%), followed by 'fundraising initiatives' (29%). This could related to the fact that international missions of public sector employees are normally supported or/and coordinated by national aid agencies and civil protection systems.

Regarding the reasons why EV in HA is being implemented, in the case of large companies, 'staff motivation' and 'skills development' among their employees are the main reasons for implementing this kind of initiatives. For SMEs the main reasons to do so are: 'ethical demand from different stakeholders' (as it could be the case of internal employees) and promoting 'staff motivation'. Staff motivation and ethical demands are also the main reasons for Public Employers. HA actors perceive financial support as one of the main benefits that could be brought by EV collaborations.

CHAPTER V. Good Practice in Employee Volunteering in Humanitarian Aid

In order to analyse how EV in HA and international EV schemes work, 47 were identified. Of these, ten cases have been selected and analysed in Chapter V, describing the origins, motivations, processes and main points of interest that could be useful for EU Aid Volunteers. The ten selected cases are: DPDHL – Get Airports Ready for Disaster (GARD); GSK – Pulse; Vodafone – Vodafone Instant Network; IBM – Corporate service Corps; Irish Aid -Irish Rapid Response Corps; Deloitte – Humanitarian Innovation Programme; "la Caixa" Foundation – CooperantesCaixa; Ericsson – Ericsson Response; Canal de Isabel II Gestión – Canal Voluntarios; KPMG – Advising Microfinance Institutions in Ghana.

It is important to note that in all of these initiatives EV is used to accomplish internal objectives related with employees' social demands and skills and competences development; and external objectives related with branding, Corporate Social Responsibility and philanthropic purposes. In the majority of cases, EV is not an objective in itself, but a tool to contribute to a social cause. So EV is conceived as a part of a more global contribution and formal partnerships with HA or development actors have been established. It is common to have a specific team dedicated to the management of the programmes in the companies, in order to accomplish the already mentioned organisational objectives and due to the complexity of this kind of programmes.



In the majority of cases, EV or pro bono is based on organisation's core business knowledge and is implemented during working time. In this sense, organisations from sectors related with infrastructure (e.g. logistics, telecommunication) have focused their programmes in disaster response. The logic behind this approach is that their knowledge and the support they can provide during the first moments after a disaster is essential and could be extremely critical. On the other hand, programmes in which a wide range of professional profiles can give support, have focused their contributions in improving the efficiency and internal structures of the HA organisations.

Regarding the alliances with the HA sector, cases can be classified by those that have direct formal agreements with NGOs or HA agencies (UN agencies) and those with annual calls for proposals and work with a pool of organisations. These programmes structure a project type collaboration in which sometimes, in addition to volunteer support, there is fund provision to the cause.

CHAPTER VI. Good Practice in Cross-Sector Agreements

In addition to the good practice case examples the study also highlights good practice examples of cross sector agreements between different stakeholders (business federations, public sector and non-governmental actors) active in Humanitarian Aid field. The analysis is based on the study of 20 cross sectorial initiatives, structured in schemes such as clusters, networks, alliances or platforms in which organisations join to collaborate in HA actions. These actions can range from disaster risk reduction (DRR), resilience and preparedness, to disaster response and post-disaster relief and reconstruction. Three of these initiatives have been selected for a deeper analysis given that these cases have a EV component: Logistic Emergency Teams (LETs); Emergency Telecommunication Cluster (ETC) and emergency.lu.

Among the main conclusions related with the success of these three cases it can be mentioned that in all of them the coordination and leadership is carried out by a specific entity (one institution holds the role of coordinator of each cross sector alliance). In this sense, the management of the alliance is especially significant in areas where there remains a significant gap of understanding between for-profit sector and NGOs. All of the three examples involve an industry-based alliance (LETs – logistics; and emergency.lu and ETC – Information technologies and telecommunications). This is also a relevant point, given each business sector has their own operational frameworks and the knowledge of different actors (both for-profit companies but also HA actors and NGOs). In this sense, the understanding among the partners could be easily achieved.

Finally, there is an equal and direct relationship between all the members of the alliance. In the three cases analysed, different members of the alliance maybe have a different role, and maybe this role depends on the kind of partner they are (or their nature – public sector, private for-profit or third sector), but as a general rule, all them have a space for interaction on an equal basis.

The research and the case analysis have also demonstrated that the for-profit sector highly values direct contact and agreements with Humanitarian Aid relevant agencies, as it is the case of United Nations agencies (WFP, OCHA, UNICEF, UNCHR, etc.) or would be the case with DG ECHO. Different sources in this study have concluded that direct contact with DG ECHO would be an incentive for companies in order to get involved in EU Aid Volunteers initiative.



I. Introduction

• Background of the study

The European Commission Directorate General for Humanitarian Aid and Civil Protection (DG ECHO) has taken relevant steps to develop EU Aid Volunteers programme to allow the active participation of European citizens in humanitarian aid as an expression of their solidarity, as envisaged in Article 214(5) of the Treaty on the Functioning of the European Union. The 2012 EU Aid Volunteers Regulation Proposal², published by the European Commission following consultations with interested parties and impact assessment, in line with the EU's CSR policy³ builds on the premise that "private companies can play an important role and contribute to the Union's humanitarian operations notably through employee volunteering".

A consortium made of CODESPA and CEV has been contracted by DG ECHO to carry out a study on employee volunteering for the 2013 Preparatory Action for the EU Aid Volunteer programme. EU Aid Volunteers will engage 4.000 European volunteers and 10.000 on-line volunteers in humanitarian aid actions worldwide between 2014 and 2020. It has been under development since 2009 and formally launched in 2014.

Employee volunteering (EV) in all its forms is an increasing phenomenon in many countries (including European ones) and its evolution is dynamic and rapidly transforming⁴. It has been shown by the research on corporate volunteering for development carried out by CODESPA⁵ with European Commission support that there is interest in international employee volunteering, especially in development contexts, instances of EV in Humanitarian Aid however are limited. The evidence collected by this study shows that one of the main barriers to the development of these kinds of initiatives is the lack of knowledge on how employers could manage such schemes or take part in these kinds of projects. This creates a situation where the immense potential of resources and technical capacities that could contribute to the EU's humanitarian operations and efforts to build capacity and resilience of vulnerable or disaster-affected communities in third countries is underutilised.

² Proposal for a Regulation of the European Parliament and of the Council Establishing the European Voluntary Humanitarian Aid Corps: EU Aid Volunteers. http://ec.europa.eu/echo/files/aid/euaidvolunteers/com2012-514_proposal_regulation_en.pdf

³ European Commission Communication: A renewed EU strategy 2011-14 for Corporate Social Responsibility. http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/new-csr/act_en.pdf

⁴ Global Companies Volunteering Globally. State of Health of Corporate Volunteering around the world. Global Council of Corporate Volunteering, 2011. <http://www.gcvcresearch.org/v1/images/global%20companies%20volunteering%20globally.pdf>

⁵ CODESPA and ICEP 'Employee Volunteering for Development' (DCI/NSAED/2009/LOT 1-264 - 202-605) <http://www.codespa.org/images/stories/publicaciones/global-corporate-volunteering.pdf>



• Aims of the study

During 2013 after having initiated a number of EU Aid Volunteers Pilot Projects DG ECHO launched a call for tenders “The 2013 Preparatory Action for the EU Aid Volunteers”, comprising three lots of services with the objective to obtain concrete inputs for the final implementation of the initiative foreseen from 2014. The CODESPA-CEV consortium has been awarded a contract for undertaking Lot 3 on Employee Volunteering. The main objectives of the assignment are to provide a comprehensive overview of existing Employee Volunteering schemes and develop recommendations on how Employee Volunteering schemes could be implemented in conjunction with the EU Aid Volunteers programme.

The specific areas of analysis of this study were stated in the call for tender as:

- ✓ Stocktaking, analysis and comparison of existing employee volunteering schemes run by private for-profit companies, NGOs, public sector employers or other relevant actors. This exercise should cover both large scale employers but also small and medium sized enterprises and provide a comprehensive overview of the situation in the EU Member States and, where relevant, take into account experiences of other parts of the world.
- ✓ Good practice examples of partnerships between employers and specialised humanitarian organisations for the deployment of employees to humanitarian operations including information on contractual arrangements between partners.
- ✓ Good practice examples of cross-sector agreements between business federations, public sector and non-governmental actors active in Humanitarian Aid relevant for the EU Aid Volunteers initiative.
- ✓ Overview of fiscal rules and legal provisions governing and encouraging employee volunteering, including incentives to promote employee volunteering, notably in humanitarian operations.

To pursue these objectives CEV and CODESPA have conducted a study to obtain qualitative and quantitative data. The methods used have included a literature review, surveys, interviews, focus groups and field visits. Respondents have come from a wide range of stakeholders relevant to employee volunteering and/or humanitarian operations.

The study identifies existing employee volunteering schemes including some relevant to humanitarian aid operations. The schemes are from a variety of EU Member States and examples and information from other countries has been included and referred to where relevant. Examples of good practice partnership and management models and cross-sector collaboration are presented. A Stakeholder Workshop was organised in close collaboration with DG ECHO on 27th-28th January 2014 with the aim to gather input for the draft policy recommendations on employee volunteering in humanitarian aid within the EU Aid Volunteers initiative. The workshop also served to raise awareness, and gather interested parties to collect and share relevant good practice.. Field visits to Pakistan and South Sudan were also undertaken as part of the data collection exercise.

The data collected has been analysed and used to produce this Comprehensive Report giving an overview of EU state of the art regarding employee volunteering in general and on employee volunteering in humanitarian operations in particular.



II. Method of approach

• Outline of the method used for undertaking the study

In line with the defined objectives quantitative and qualitative tools have been used to gather data. This has enabled the issues related with employee volunteering to be presented in both descriptive and quantifiable forms. Over 280 different stakeholders coming from different backgrounds i.e. Humanitarian sector – NGOs, HA, agencies, etc.-; private for-profit employers; public administration employers; Employee Volunteering international experts; have provided their inputs for the purposes of this study.

It has to be noted that to date very few in-depth studies have been carried out in relation to employee volunteering and none with respect to EV in Humanitarian Aid. Considering its scale and scope this study is pioneering in the field of employee volunteering.

- Secondary data analysis

Despite the fact that the resources available on Employee Volunteering in general and on Employee Volunteering in Humanitarian Aid in particular are limited, it has been possible to build on existing information and networks in order to successfully reach the objectives of the study. Existing studies and reports on Employee Volunteering (EV) have been revised in order to get a picture of the current status of EV and many of the issues affecting this kind of volunteering.

Desk research mainly based on literature reviews and internet research has been conducted to create a review of the current data available and enable the identification of knowledge gaps with regards to Employee Volunteering in general and with a particular focus on its use in Humanitarian Aid operations. The research has built on existing knowledge and data available in the public domain and has been facilitated by an established network of informants. Desk research has also been used to gather information from a national perspective from across the 28 EU Member States. Existing regulatory frameworks have also been analysed.

- Field Survey

The field survey has been the main research tool for gathering quantitative data about EV in general and EV in HA in particular throughout EU Member States. An **on line survey** was used to gather inputs from **EV practitioners**. The survey design allowed for the possibility to filter answers depending on the country of origin and type of stakeholder responding it. This enabled clear and disaggregated quantitative data to be obtained from different stakeholders and countries. The surveys had different questions and options depending on the profile of the respondent, whether for example they were an employer or an NGO active the HA field.

The survey was closed after receiving a total of 203 responses. The following table presents the respondents to the survey according to their country and type of organisation.

Table 1. Survey respondents countries and stakeholder distribution

Country	Total
Austria	3%
Belgium	4%
Bulgaria	1%
Croatia	2%
Cyprus	1%
Czech Republic	2%
Denmark	3%
Estonia	1%
Finland	2%
France	7%
Germany	7%
Greece	3%
Hungary	2%
Iceland	1%
Ireland	2%
Italy	10%
Latvia	1%
Lithuania	1%
Luxembourg	1%
Macedonia	0%
Malta	2%
Montenegro	0%
Netherlands	4%
Poland	4%
Portugal	3%
Romania	3%
Serbia	1%
Slovakia	1%
Slovenia	2%
Spain	13%
Sweden	3%
Turkey	1%
United Kingdom	8%
Global	1%
Total	100%

Type of organisation	No.	Total
Large Company (> 250 employees)	100	49%
NGO active in Humanitarian Aid	40	20%
Public administration, Government entity or associated with Govt.	19	9%
Small and Medium Enterprises (SMEs) (<250 employees)	44	22%
N/S		2,4%
Total		100%



- Questionnaires

Questionnaires were used as a qualitative data gathering tool to obtain a greater and in-depth understanding of issues. They enabled the collection of descriptive responses to questions in reference to the state of EV in different member states. The research team designed and used different questionnaires, targeting respondents belonging to different stakeholder type groups:

- For-profit and public employers
- Humanitarian NGOs -
- Umbrella organisations (non-practitioners but with a general knowledge about employee volunteering in humanitarian projects).

From the total number of questionnaires sent, a total of 56 were received which was 31% of the potential respondents.. In the following table the answer ratio is detailed by group of countries:

Member States		Total number of questionnaires
Large-size EU countries	France, Germany, Italy, Spain, United Kingdom	23
Medium-size EU countries	Austria, Belgium, Bulgaria, Czech Republic, Denmark, Finland, Greece, Hungary, Netherlands, Poland, Portugal, Romania, Slovakia, Sweden	25
Small-size EU countries	Croatia, Cyprus, Estonia, Ireland, Latvia, Lithuania, Luxembourg, Malta, Slovenia	5
None EU	-	3
Total		56

- Interviews

Semi-structured interviews (SSI) were used and distinct interview guides with a number of key questions/issues were prepared for each interviewee based on their relevant role and functions. By using SSIs it was possible to have a more informal interaction between the interviewer and interviewee and for new questions to be brought up during the discussion as relevant. Further, more in-depth interviews were conducted to collect opinions, in-depth comments and recommendations from those individuals who play key/important roles in their organisations and/ or had relevant roles and experiences. They were also used as a means to get deeper insights of the selected good practice examples.



A total of 42 interviews were undertaken as described in the following table:

Interviewee information	Total
Relevant informants identified in the literature review/survey/questionnaires	10
International sources of humanitarian news, knowledge and analysis	3
Key informants in the HA or EV from ECHO/DG EMPL /DG ENTR	4
Far-reaching agencies in HA	11
Good practice	11
Civil protection	10
EU Aid Volunteer Pilot Project Partners	5
Total of interviews	42

- Focus Groups

Focus groups (FGD) involving between 4 – 10 people were used to enable a facilitated discussion with different stakeholders. This provided a dynamic way to engage with different stakeholders and share their experiences and proved to be an effective and efficient method to learn about the strengths and challenges of a given project/approach from implementers. The team prepared distinct FGD guidelines for each group.

The focus groups covered both thematic and stakeholder/respondent affiliation. One of the roles of the focus groups was to contribute to the triangulation of the quantitative data obtained through the field survey and the desk review.

The first conclusions from the analysis of the qualitative data was introduced to the participants of the focus groups.. Focus groups were conducted with Third Sector Organisations active in EV; SMEs; Employers with and without experience in employee volunteering in Humanitarian projects; Humanitarian NGOs involved and not involved in employee volunteering projects. A focus group that had been planned with employee volunteers was not possible due to an inability coordinate agendas so some interviews were undertaken instead..

The final situation of the development of the focus groups is expressed in the following table:

Focus group	Calendar	State
1. Employee Volunteers with experience in humanitarian projects	Cancelled	Not feasible
2. SMEs	11 th February	Done
3. Employers with experience in employee volunteering in Humanitarian projects	5 th February	Done
4. Humanitarian NGOs involved in employee volunteering projects	11 th February	Done
5. Third sector employers active in EV	17 th February	Done



- Field visits

Field visits to locations where humanitarian assistance is being offered have been especially useful in contributing to the **needs assessment** as part of this process and collecting data from relevant organisations in the field. Field visits were undertaken to South Sudan and Pakistan.

- Stakeholder workshop

A Stakeholder Workshop was held on 27-28 January 2014 to gather feedback on the draft conclusions and executable recommendations for the EU Aid Volunteers initiative. Relevant stakeholders from private and public sector employers as well as other actors were able to share relevant experiences and good practice and contribute their ideas to the draft proposals.

Data analysis⁶

The data analysis was done through the triangulation of the data collected. Cross verification of data from two or more sources gathered using different research methodologies in this way increased the reliability of the conclusions and assisted the research team to overcome any weakness or problem that could derive from the use of a single method.

Table 2. Summary of activities

Activity 1	Inception meeting
Activity 2	Team meeting
Activity 3	Desk review:
	3.1 Stakeholder mapping
	3.2. Literature review and secondary data analysis and classification
	3.3. Preparation of data collection tools
Activity 4	3.4. Research plan
	Data collection:
	Quantitative research: Field survey
	Qualitative research: Questionnaires, interviews, focus groups, field visits
Activity 5	Meeting with DG ECHO
Activity 6	Stakeholder Workshop
Activity 7	Data analysis
Activity 8	Report drafting
Activity 9	Final project meeting

⁶ Further detail of the Data collection and analysis methods are presented in the Data collection Report, a separate product from this final Comprehensive Report.



• Limitations and main obstacles encountered

Undertaking such an extended research with different stakeholders, located in different countries presents several limitations:

- ✓ The research retains a global focus since it deals with issues on a large scale. By accessing respondents across different countries, corporations, entities and diverse institutions the study in fact accessed data from an undefined and extended field. As such, the possibilities of accessing a truly exhaustive representative sample remained limited. However, through mixed approaches every effort has been made to ensure that a representative sample reflecting the realities of EV in practice was selected. The approach has been similar to other studies undertaken globally looking at comparable trends and issues. Access to an exact representative sample was not feasible since the total pool of relevant respondents could not be precisely defined. The research team is nevertheless confident that sufficient response rates, purposeful samples and data triangulation have provided relevant findings.
- ✓ Even though the overall trend (as stated by different studies—none of them really comprehensive—) is that interest and practice in EV is growing, the context of the current economic crisis may hinder employer-investment in the topic, slow down new entrants or postpone involvement in new EV schemes. It cannot be excluded that this situation has also influenced the interest and willingness from potential practitioners to contribute..
- ✓ The volume and availability of data differs greatly from one country to another due to the different country profiles and experience in either EV or Humanitarian Aid.
- ✓ Limited knowledge of the stakeholders about HA: The targeted respondents could be seen to have a limited awareness of the scope of HA actions and often this was restricted to employee deployment to support emergency response. Little knowledge was identified about other areas of the HA interventions (resilience, disaster risk reduction or climate change adaptation; etc.). In some cases these kinds of activities were more directly associated with development showing that some areas of HA activities are unknown or under-known. In the course of collecting data for this study several responses from potential stakeholders were received to decline participation due to their preconception about EV in HA being related with deployment in crisis response situations (both employers and HA organisations).
- ✓ The awareness and experience of SMEs in EV are limited and this lack of knowledge or awareness on the topic has hampered SME participation in the study. It is likely that the same may have occurred with the Humanitarian Sector NGOs with little or no experience of EV.
- ✓ As several assignments and consultations have been undertaken with and directed towards humanitarian NGOs due to this and other initiatives, a sense of “question overload” has sometimes occurred among certain groups of stakeholders. In this sense, coordination and efficient approach to stakeholders has been relevant.
- ✓ There is limited recognition of Third Sector Employers as actors in EV: Third Sector employers with interest in EV were not included in the Field Survey because of the risk of confusion. Most documents and sources consulted refer to Employee Volunteering under the idea of Private For-Profit Sector as the main and/or only contributor of employees. In only a few cases is the Public Sector included in this sense. The prominent idea with reference to EV in Third Sector employers is of Third Sector organisations receiving employee volunteers to support their own activities, rather than doing EV themselves.



III. Employee Volunteering in Europe

3.1. Overall context about EV in Europe

Employee Volunteering (EV) is a growing phenomenon in Europe. Its current state and evolution is very much aligned with the evolution of Corporate Social Responsibility (CSR), mainly among private for-profit actors, but also amongst the Public Sector and some Third Sector institutions.

Employee Volunteering Programmes are primarily included as a part of the employers' sustainability efforts and their social responsibility activities. In many European countries EV support schemes together with a variety of other incentives are in place to encourage individuals to volunteer, e.g. many employers allow their employees to volunteer during working hours. Evidence shows that EV delivers a three-in-one benefit: to participating employers, to individual employees (volunteers) and to the community. Whereas CSR and EV are well known in the United States, this isn't the case for the European Union, where EV as a part of CSR is a relatively new concept.

The concept of Employee Volunteering (EV) or corporate volunteering (CV) is relatively new for non-profit making organisations in many European countries. EV can be seen as one element of "Corporate Citizenship" or CSR, concept(s) whereby employers integrate social and environmental concerns in their operations and in their interaction with their stakeholders on a voluntary basis. In implementing CSR, employers normally use a variety of instruments, such as donations, cash and in-kind gifts, foundations, partnerships with social organisations and as well Employee Volunteering. Therefore the degree of interaction with the non-profit-sector varies from an ad-hoc, temporary cooperation to long-term partnerships.

- **CSR at the European Level and Employee Volunteering**

The EU defines CSR as '*a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis*'⁷. According to this definition, CSR is about enterprises deciding to go beyond minimum legal requirements and obligations stemming from collective agreements in order to address societal needs. Through CSR, enterprises of all sizes, in cooperation with their stakeholders, can help to reconcile economic, social and environmental ambitions. In Europe, the promotion of CSR also reflects the need to defend common values and increase the sense of solidarity and cohesion.⁸

The promotion of active citizenship and the development of a cohesive and inclusive European society are important objectives for the European Commission (EC). To achieve these goals, the EC has advanced the concept of CSR in recent years to encourage companies to integrate social concerns into their work and strategies. In this way the EC has contributed to raising awareness of CSR, facilitating exchange of best practices across Europe and organising discussions on CSR-related topics, leading to further debate and action.

⁷ COM (2002)

⁸ COM(2006)



In accordance with the increasing emphasis on CSR, in 2001 the EC produced a Green Paper entitled 'Promoting a European framework for corporate social responsibility'⁹. This document set out the principles underlying CSR and introduced some of the sustainability tools at the disposal of companies and governments. It also raised questions regarding the role of companies with respect to CSR, the role of the EU, etc. This Green Paper was followed by an EC Communication in 2002 on 'Corporate Social Responsibility: a Business Contribution to Sustainable Development'¹⁰, in which the EC presented an EU strategy to promote CSR on the basis of the consultation done through the Green Paper and it confirmed and recognised the voluntary nature of CSR.

In 2006 the EC Communication on 'Implementing the Partnership for Growth and Jobs: Making Europe a Pole of Excellence on Corporate Social Responsibility'¹¹ recognised that enterprises can, beyond their contribution to European economic competitiveness and growth, also contribute to addressing certain social challenges and promoting cohesiveness and solidarity through voluntary activities.

In 2007 the 'European Parliament resolution on corporate social responsibility: a new partnership'¹² highlighted the importance of the EU budget lines for projects such as those involving employee community engagement. Moreover, it called on the EC to fulfil its commitment to develop policies to encourage its staff to engage in voluntary community activities. In addition to these legal developments, the EC launched in 2006 the European Alliance for Corporate Social Responsibility, an open alliance of European enterprises, which would serve as a political umbrella for new or existing CSR initiatives by companies and their stakeholders. Its aim was to promote the positive voluntary engagement of European enterprises with social and environmental issues. The EC also hosted meetings between Member State CSR specialists and other stakeholders. Regular calls for proposals were opened for projects to promote exchanges and share good practice and additional EC regulations have subsequently supported employee engagement.

The concept of CSR has grown in recent years and it has become fashionable or even indispensable, at least for big companies, to be able to demonstrate to the wider public to be good 'corporate citizens' and to do business 'responsibly'. The topic also reached the European policy agenda with the European Commission's communications. Undoubtedly Employee Volunteering is one way of making CSR concrete: employees engaging in their communities to mentor disadvantaged youth; to engage in environmental action; or to offer their skills to local organisations can give a face to their CSR policies.

An increasing number of companies in Europe are focusing on the opportunities that responsible business delivers. Social and environmental factors are increasingly implicit in materiality assessments (for example the increasing number of sustainability reports that are now being produced by business demonstrating both social and environmental indicators are becoming as important as economic reports). Employee volunteering is a tool for companies to contribute locally, nationally and internationally to make an impact and contribute to alleviating the social issues that affect their stakeholders including their staff, customers, suppliers and communities.

⁹ COM (2001) 366.

¹⁰ COM(2002) 347

¹¹ COM (2006) 136.

¹² European Parliament resolution of 13 March 2007 on corporate social responsibility: a new partnership (2006/2133(INI)).



According to P.A.V.E “increasingly, companies in Europe are focusing their Employee Volunteering on specific priorities and are leveraging all their resources to increase their impact across a range of social and environmental problems such as working with young people to gain greater literacy and numeracy skills, supporting those furthest from the workplace to increase their readiness for work and to gain and sustain employment, and educating communities about energy conservation. These activities not only engage the workforce but also can put a face on organisation’s CSR policy.”¹³

- **Supportive infrastructure of Employee Volunteering in Europe**

EV programmes have been developed to a different extent in private companies, NGOs and public administration. For business, Employee Volunteering is not only an effective and powerful way to invest in their employees and local communities, but it is also a highly effective way to make a difference and positively support EU policy areas and Programmes.

Not only there are differences regarding the type of organisation involved, but also regarding the country or culture. In gathering the information for the country fact sheets as part of this study it has become apparent that in Europe there are at least 28 different approaches, cultures, economies and philosophies about how companies do business and how sectors of society relate to one another. This echoes the conclusions made by the European Volunteer Centre in the report from its 2009 conference in Prague that focused on Employee Volunteering¹⁴: “Models of CSR and attitudes toward it significantly differ from country to country. The differences reflect each country’s history, tradition, system, religion, perception and understanding of volunteering”. More than in any other region, Employee Volunteering in Europe is shaped by those differences. But evidence is strong that it is also becoming a central component of companies’ CSR strategies and as an employee engagement tool.

The infrastructure to support Employee Volunteering in Europe is one of the most important in the world. EV relates to and cuts across a wide range of EU policies and Programmes like The Lisbon Treaty; the Laeken Declaration; the Europe for Citizens Programme; the Renewed Social Agenda *to connect with civil society*; The European Year of Volunteering 2011 and other European Years; President Barroso’s Communication Strategy; Europe 2020; and relevant policy areas such as Social Inclusion, Regional Cohesion, Active Citizenship, Volunteering, Active Ageing, Corporate Social Responsibility, Education and Skills Development, Sustainable Development, Employability, Local Employment Development, Progress, Life Long Learning, Social Innovation etc. For these reasons many national and EU level Institutions work on the promotion of EV.

The majority of European countries however don’t have specific fiscal rules or legal provisions governing and encouraging Employee Volunteering as incentives to promote Employee Volunteering.

¹³ http://www.eyv2011.eu/images/stories/pdf/EYV2011Alliance_PAVE_copyfriendly.pdf

¹⁴ CEV General Assembly Conference ‘Developing Employee Volunteering. A joint venture between volunteer organisations and companies: Strategies | Success Stories | Challenges’. Prague (2009).



The **European Year of Volunteering, 2011** gave an important boost to Employee Volunteering in Europe. Since then, EV has been included in several legislative initiatives. The most important ones have been:

Communication from the European Commission COM (2011) 568 EU Policies and Volunteering: Recognising and Promoting Cross-border Voluntary Activities in the EU¹⁵

“As an expression of their Corporate Social Responsibility, both the private and public sectors can play an important role in promoting voluntary activities. By investing in Employee Volunteering, they not only do “good” in the local community, but at the same time improve their reputation and image, help create a team spirit, improve job satisfaction, and raise productivity while allowing employees or officials to develop new skills.

“In 2011 the Commission launched initiatives that seek to promote volunteering amongst its staff. These include intranet web resources for staff with information on volunteering opportunities, good practice and practical guidelines for staff wishing to engage in voluntary activities”¹⁶

Communication from the European Commission COM(2011) 681: A renewed EU strategy 2011-14 for Corporate Social Responsibility

The Communication mentions EV in the following extracts:

“The Commission has adopted a communication on EU policies and volunteering in which it acknowledges Employee Volunteering as an expression of CSR.”¹⁷

“The search for synergies with the private sector will become an increasingly important consideration in EU development cooperation and in EU responses to natural and man-made disasters. Enterprises can play an important role through Employee Volunteering in this respect. The future European Voluntary Humanitarian Aid Corps may provide one means of better exploiting synergies with the private sector.”¹⁸

Both Communications link Employee Volunteering with CSR meaning that EV gathers importance in the EU Institutions and Policies as a means for CSR implementation. Before these Communications there were no relevant references to EV in EU Legislative Initiatives. In the Communications the European Commission highlights Employee Volunteering as a win-win situation for employers and the community and, in the CSR Communication, the EU Commission links EV with the future “European Voluntary Humanitarian Aid Corps” who “may provide one means of better exploiting synergies with the private sector. Therefore, the EU Commission highlighted EV as a collaborative action and win-win situation between public and private sectors in Europe.

¹⁵ COM(2011) 568

¹⁶ COM(2011) 568, page 9.

¹⁷ COM(2011) 681, page 7.

¹⁸ COM(2011) 681, page 15.



For these reasons the European Parliament recently urged all Member States to promote EV in their national strategies, highlighting it as a relevant issue in Europe at both European and national levels.

2013 EP Committee on Employment and Social Affairs report ‘Corporate Social Responsibility: promoting society’s interests and a route to sustainable and inclusive recovery’¹⁹:

“56.; urges all the Member States to include Employee Volunteering in their national action plans; calls for a ‘compact’ to be signed through the European Volunteer Centre (CEV) with a view to engaging civil society organisations throughout Europe in pursuit of this objective;”

Europe is also leading the way in developing models for **collaborative Employee Volunteering activities among companies and NGOs**. Some relevant examples are:

- ENGAGE²⁰ Key City Programmes: in a dozen cities in Europe and a half dozen outside Europe. ENGAGE, based at Business in the Community in the UK has developed a model to bring together companies in targeted cities with strong NGO partners to develop collaborative volunteer activities. Each project is designed and funded locally and generally involves both local and global companies. Currently, ENGAGE Key City Programmes can be found in Serbia, France, Belgium, Spain, Portugal, Italy, Germany, Slovakia, Czech Republic, Romania and Turkey.
- The Employee Volunteering European Network, EVEN²¹ is the first Employee Volunteering Network in Europe –with more than 50 members from 21 different countries- launched by CEV and several European companies. The objectives are:
 - Increase the numbers of employers and volunteer-involving organisations with the capacity and willingness to implement good quality Employee Volunteering.
 - Give recognition and credibility to entities from all sectors that are able to implement good quality Employee Volunteering projects.
 - Share experiences and new developments on a regular basis and have access to reliable and competent partners for Employee Volunteering.
 - Enable affiliate members to increase their competencies in Employee Volunteering by participating in EVEN training courses and Web Seminars
- Voluntare²² is the Ibero-American (Spanish and Latin-American members) Employee Volunteering Network. Voluntare was created as the main conclusion in a Corporate Volunteering Conference hosted in Spain in 2008, when for the very first time companies, NGOs and Public administrations gathered to speak about corporate volunteering. Their mission is to promote Volunteering Programmes through dialogue, new ways for action and creation of new models among the stakeholders through a trustworthy and ethical international network with the purpose of developing social innovation.

¹⁹ European Parliament resolution of 13 March 2007 on corporate social responsibility: a new partnership (2012/2097(INI)).

²⁰ <http://www.bitc.org.uk/Programmememes/engage>

²¹ www.cev.be

²² www.voluntare.org



In addition to these networks and collaborative initiatives there are several academic institutions working with the aim to enable organisations to increase their competencies in Employee Volunteering by participating in their training courses and researching Employee Volunteering, especially in the UK and Spain:

- National Council for Voluntary Organisations (NCVO) UK
- Employee Volunteering Observatory. IESE Business School. Spain
- Business in the Community. UK
- University degree on Employee Volunteering. Universidad de Alcala. Spain
- Community Service Volunteers, CSV. UK
- Fortis Foundation. Netherlands
- Centrum für Corporate Citizenship Deutschland, CCCD. Germany
- Corporate Citizenship. UK

Another relevant catalyst for the development of Employee Volunteering was the **European Year of Volunteering (EYV), 2011**. One of the key initiatives during that year was the Employee Volunteering Working Group of the EYV 2011 Alliance (the EYV Alliance gathered a large number of European networks active in volunteering and therefore also acted as a voice of volunteering towards the institutions in the context of EYV 2011). The EYV 2011 Alliance published the **Policy Agenda for Volunteering in Europe (P.A.V.E)**²³ in which the volunteering sector provided policy recommendations for a more efficient and effective policy framework in Europe to support and promote volunteering. A total of 100 European experts in volunteering from EYV 2011 Alliance member organisations and beyond participated in this initiative during 2011. The policy recommendations echoed the aspects of volunteering policy already identified as needing attention in the Council Decision on EYV 2011 in 2009 and in the EC Communication on Volunteering 2011. The Steering Group of the EYV 2011 Alliance established 6 Working Groups. The purpose of the Working Groups was to provide expertise and formulate recommendations in different fields of volunteering in Europe and develop a policy agenda for volunteering in Europe, including Employee volunteering as a particular area of interest:

- 1) Quality Volunteering
- 2) Legal Framework of Volunteering
- 3) Volunteering Infrastructure
- 4) Recognising Volunteering
- 5) Value of Volunteering
- 6) Employee Volunteering

Specifically, the objectives of the **Employee Volunteering working group** were the following:

- a) To raise knowledge and awareness about the Employee Volunteering schemes and its benefits.
- b) To increase understanding of the importance of Employee Volunteering as a key component of responsible business practices (CSR).
 - To identify good practice amongst different types of employers (business, public sector, civil society organisations) supporting Employee Volunteering

²³ [www.eyv2011.eu/resources-library/item/501-policy-agenda-on-volunteering-in-europe-pave-eyv-2011-alliance-2011]



- To encourage political authorities at different levels to create a climate which is supportive and encouraging of Employee Volunteering, and that recognises the efforts of the civil society organisations, local authorities and businesses, involved. To encourage and promote Employee Volunteering across the EU by recognising examples of excellence. For example, by improving the way businesses, local authorities and community intermediaries measure the impact of their Programmes to encourage more activity.

c) To build cooperation between European Union, civil society organisations and business when developing the concept of Employee Volunteering and the CSR agenda at European level.

The conclusions of the EYV 2011 Alliance WG on Employee Volunteering showed that Employee Volunteering was an integral part of wider volunteering activities and could contribute towards the Europe 2020 strategy²⁴, goals for skills development and social cohesion through partnerships with all stakeholders including community organisations, public sector and private sector organisations.

- **Type of employers and characteristic of employee participation in EV programmes**

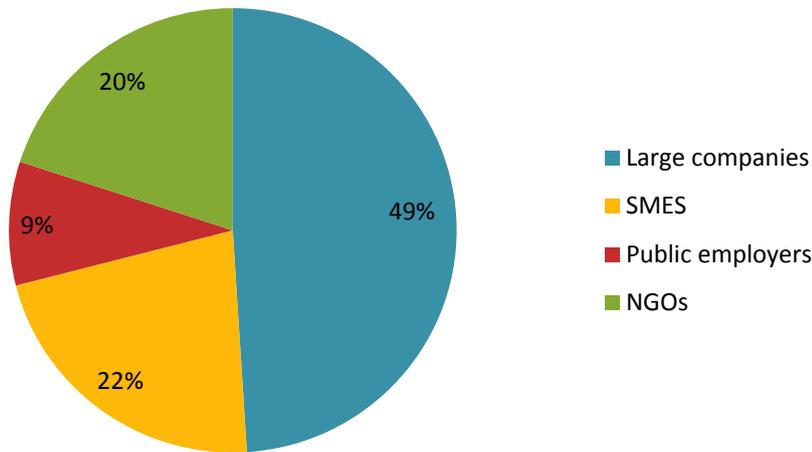
Whilst some countries have published national reports on EV there is general absence of data about EV in Europe that reflects the general absence of data on volunteering in general.. The survey conducted as part of this study was launched in November 2013. It was widely distributed with the support of EV networks, CSR platforms and volunteer centres across Europe. The aim was to gather insights about the type of employers, kinds of EV programmes and the main barriers and motives for its promotion. The survey also gathered data about the particular experience of EV in HA operations, both from the perspective of private and public employers and Humanitarian aid NGO as recipients of such support.

The sample of the field survey carried out with this research, with a total of 203 respondents, could be considered to be a proxy indicator of those categories of organisations more involved in EV. Within this sample there is a greater presence of large companies (almost half of respondents). In contrast, the involvement of the public sector is still limited (represented by a 9% of the sample).

²⁴ http://ec.europa.eu/europe2020/index_fr.htm



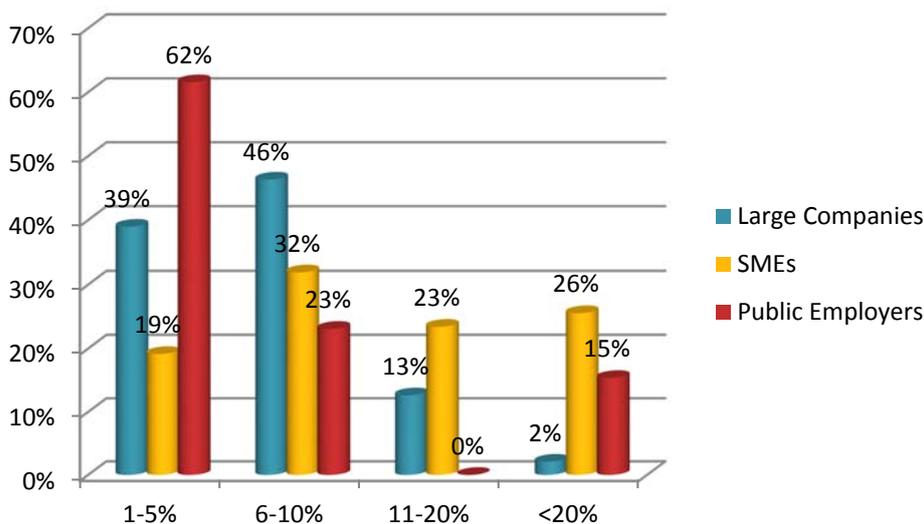
Graphic III. 1. Distribution by category of survey respondents



Source: Lot 3 self-elaboration (2014).

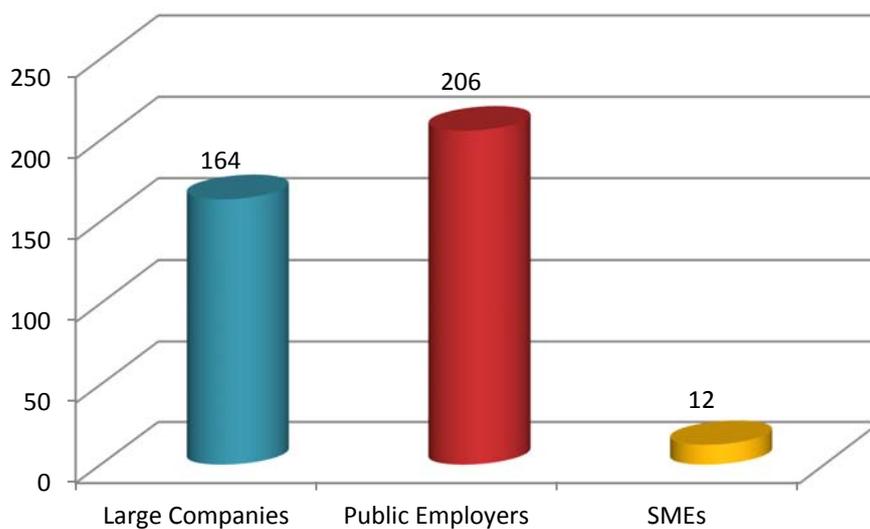
The study also gathered information about the proportion and number of employees that had participated in EV activities and about the length of this involvement. The following graph shows the proportion of the total number of employees that had participated in EV programmes by category of employer. It can be seen that generally the percentage of employees involved represents less than 10% of the total employees. This is the case mainly for large companies and public employers. In the case of SMEs, due to its limited number of employees, the percentage of the staff participation is higher.

Graphic III. 2. Percentage of employees that have participated in EV activities



Source: Lot 3 self-elaboration (2014).

The survey also provided information on the number of employees participating in EV programmes within each category of employers. The data shows that there are large differences in the average number of employee volunteer between the three categories of employers.

**Graphic III. 3. Average number of employees participating in EV activities**

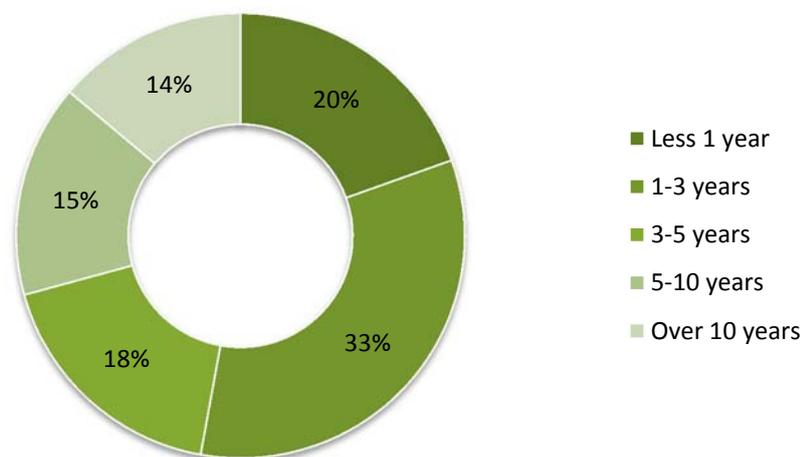
Source: Lot 3 self-elaboration (2014).

Furthermore, the survey provided information regarding the time employees are involved in EV programmes. It is interesting to underline that more than half of the employees (around 53%) from all categories of employers have participated in EV programmes for less than 3 years. Slightly less than one third of participants (29%) however had collaborated for more than 5 years demonstrating the existence of stable and committed approaches to EV among these



employers and employees.

Graphic III. 4. Length of participation in EV activities



Source: Lot 3 self-elaboration (2014).

- **Current situation of EV in Germany, United Kingdom, Spain, Netherlands and Eastern European Countries**

Models of CSR and attitudes towards it significantly differ from country to country. The differences reflect each country's history, tradition, system, religion, perception and understanding of volunteering. It is important therefore to take the national context into account when addressing the issue of CSR and Employee Volunteering. For these reasons the development level of EV in Europe is different. There is a group of countries where EV is more commonly included in the CSR policies of their employers (UK, Spain, Germany and Netherlands) and other European countries where the concept of Employee Volunteering and the support of companies for NGOs are quite recent. The experiences of Central and Eastern countries with regard to EV also demonstrate some unique trends and characteristics.

Germany

The social responsibility of companies in Germany is a widespread idea and they demonstrate their social responsibility irrespective of their size. German companies typically display their corporate citizenship both through financial donations and in-kind contributions. There is also widespread agreement among employees to support voluntary activities. The larger the company and the more internationally active it is, the broader is the range of its commitment. Research published in 2011 in Germany²⁵ concluded that "Nearly 84% of companies in Germany surveyed...say they regularly practice corporate volunteering and maintain it will play an ever-increasing role." The reasons given by German companies for their involvement in Employee Volunteering activities according to this research is as follows: 31.7% companies said motivation came from the companies themselves; 31.1% said from other employees; and 25% stated from the parent company.

The research also showed that the connection to the local community is very important: 46.6% of companies support primarily local activities and 47.7% both local and national. Social (25.8%) and educational (21.9%) activities receive the most support. 30.2% of the companies are engaged in Employee Volunteering activities that concentrate on children and teenagers.



25 'Corporate Volunteering in Deutschland', American Chamber of Commerce in Germany. 2011



Finally, most of the companies surveyed as part of the research regarded management participation and support plus appreciation of volunteer involvement as the most critical requirements for successful corporate volunteering.

United Kingdom

An important characteristic of CSR in UK companies is that it is often organised through marketing and communication departments, which raises the question of whether it is led by social objectives or merely part of corporate branding. Organisations with CSR policies are much more likely to undertake voluntary activities around specific causes – 61 per cent having done so compared with 11 per cent of those without a CSR policy.²⁶

According to Business in the Community²⁷ employers in the United Kingdom enable a great number of employees to volunteer. Approximately 70% of FTSE 100 companies have some kind of EV Programme, while 20% of employees of medium-sized businesses and 14% of employees of small businesses have an EV scheme available to them. As respondents interviewed as part of this study have also mentioned there appears to be an increase in the number of EV programmes that are offered by private companies. EV is increasing in the UK because there is a perception that volunteering by employees makes a big difference – to the organisations where they volunteer, to their employers and to the individual volunteers themselves. In the current challenging economic situation many employers are recognising that staff volunteering schemes are a cost effective way to improve skills and motivation whilst doing good for the community they operate in.

According to the research *Corporate Volunteering Where are we now?*,²⁸ just 39% of managers in the UK rated their organisation as good or very good in terms of the support offered for staff to volunteer. Those that did explained that flexible policies which allowed staff to take time off were important, as was a positive culture of volunteering within their organisation, having positive role models in leadership positions and the active promotion of volunteering schemes to staff members.

From the volunteer organisation's perspective in the UK the overall picture of the Employee Volunteering sector is fairly positive; the majority of organisations have been able to engage with corporations and found mutually beneficial partnerships as a result. Additionally, among the volunteers' networks interviewed as part of this study there is the perspective that EV is increasingly of interest to the UK government who are keen to increase participation and engagement. However, according to the mentioned research, there are still too many instances of employers expecting more from organisations than they can realistically provide, underestimating the resources required to provide such opportunities and leaving volunteer organisations feeling pressured to provide opportunities that can actually result in a negative impact on the organisation.

Netherlands

According to the Management By Objectives monitor -it was sent to businesses to report about their activities regarding Employee Volunteering but also more broadly CSR, what they do regarding giving money or other activities - run by MOVISIE²⁹ in the Netherlands:

- 49.5% of Dutch middle and small businesses invest in CSR (2010: 55%).
- Almost 94% of companies expect that their investment in CSR for the upcoming two years will remain the same or even increase.



- Their CSR investment is primarily characterised by the commitment of employees (labour, knowledge, expertise): 50%, and giving money: 34%.
- Over 75% of business owners invest in CSR because it inspires them/ their employees or pays off in other ways (2010: 68%).
- More than 58% indicate that the realisation of social impact is the main value for the CSR investments they do.

Looking at the average figures of the monitor among volunteer organisations, between 2008-2013, about 10% out of 5.450 volunteer organisations were already actively working with companies, another 20% were interested but did not have any experience yet.

The annual NL Doet³⁰ held during the second weekend in March provides a lot of opportunities for Employee Volunteers. This is the Dutch version of Make A Difference Day, supported by the Oranje Fonds. In addition to this there are a high number of Volunteer centres that organise corporate volunteering “Marketplaces” to stimulate and promote Employee volunteering at the local level.

In the opinion of the organisations involved in EV activities that were interviewed as part of this study the business case for employee engagement has gained a lot of ground in the last decade. A general concern however was identified regarding a possible diminishing in the interest of public sector in the last years.

In the opinion of the organisations involved in EV activities that were interviewed as part of this study the business case for employee engagement has gained a lot of ground in the last decade. A general concern however was identified regarding a possible diminishing in the interest of public sector in the last years.

Spain

The concept of Employee Volunteering and the support that employers give NGOs are quite recent due to the specific Spanish culture and the traditional division of roles between the private and the public spheres. The first experiences of EV in Spain were launched by UK and USA multinationals and in 2006 just 8 of the 35 biggest Spanish companies promoted volunteering among their employees. Significant development and progress has been made however in line with the increased recognition of CSR, and recognition of the importance of Employee Volunteering both on the part of NGOs and companies has markedly increased. Employee Volunteering has become an issue of great importance for companies and in some cases employee volunteers have become an integral part of the human resources on which NGOs rely.

The infrastructure to support Employee Volunteering in Spain is one of the most developed in Europe and there are several pieces of published research and guides about EV in Spain³¹. Spain also has networks such as Voluntare where employers and volunteer organisations can collaborate on the development of EV. Several academic institutions aim to enable organisations to increase their competencies in Employee Volunteering such as the Universidad de Alcalá, (University degree on Employee Volunteering) or IESE Business School (Employee Volunteering Observatory)³² who offer training courses and conduct regular research about Employee Volunteering

According to the IESE Employee Volunteering Observatory, in 2011:



³⁰ <http://www.nldoet.nl/>

³¹ Main researches and guides: “*Guía para promover el voluntariado desde la empresa*”, La Caixa; “*Voluntariado Corporativo en España y Latinoamérica. Rasgos comunes y distintivos*, Fundar”; “*Estudio sobre el estado del Voluntariado Corporativo en España 2010*”, Club de Excelencia en Sostenibilidad; “*El voluntariado corporativo en España: Modelos y perspectivas*”, ESADE; “*International Volunteering for Development*”, CODESPA, IESE Business School and ICEP with EC support.

³² <http://www.observatoriovc.org/>



- 57% of companies interviewed have EV Programmes.
- Just 10% of these Programmes started 9 years ago.

The main internal objectives of these Programmes are:

- External reputation
- Internal reputation
- Human Resources objectives: skills development or talent retention for example.
- 67% of the companies prefer short term EV activities in contrast with the 58% of companies

Central & Eastern European Countries

In the Central & Eastern European Countries the recognition of CSR in society has recently increased but in many cases is still quite a new phenomenon and this is reflected in low rates of Employee volunteering being observed. Significant development and progress has already been made however and in accordance with the rise of CSR recognition the importance of Employee Volunteering both on the part of NGOs and companies has markedly increased. Like in Western Europe Employee Volunteering has become an issue of great importance for some companies and in some cases employee volunteers have become an integral part of the human resources on which NGOs rely.

A representative of a Croatian volunteer organisation expressed that whilst some companies are systematically introducing EV programs as part of their company policy the expansion of EV is still reduced and is developing only slowly.. A volunteer network from Slovakia underlined that SMEs are still far from participating at the same level as large companies. In several countries the current economic crisis has been identified as a potential barrier for the expansion of EV practices. In the case of Hungary a network of volunteering organisations mentioned that some company leaders based in the country are beginning to recognise the importance of EV and another network based in the Czech Republic highlighted their perception of an increase in volunteering during working-hours and of group-volunteering in contrast to individual-volunteering. The same organisation also criticised that companies are often using EV programmes as an alternative to more traditional staff team-building activities which takes the focus away from the beneficiaries of the volunteering and instead makes the employee volunteers the main target group.

In the CEV Conference “Developing Employee Volunteering: A joint venture between volunteer organisations and companies”, Prague, 2009, some trends in CSR and Employee Volunteering Programmes in Eastern European Countries were discussed:

- Companies have reached a more complex level of thinking when offering help to NGOs. From the mere supply of money, they moved to a more comprehensive approach. Nowadays their aim is to invest into a corporate company culture, offering benefits to their employees, increase their general loyalty and share skills and know-how with the community;
- In the past companies did not specify areas of support. They tackled general issues they considered beneficial for society. Recently they tend to be more active in the particular activities that are closely related to their business operations, e.g. banks supporting financial education or pharmaceutical companies supporting organisations providing healthcare, etc. Companies also tend to engage more for communities resident in the region where the company is established;
- More and more companies formally define their corporate foundations in order to manage their community Programmes more effectively;



- The number of corporate volunteering days has been increasing very quickly. Nowadays, many companies engage in Employee Volunteering and the number of volunteers in companies has also been rising gradually;
- During the past 3 years CSR has been mainly about reduction of CO² emissions and environmental concerns. Although these issues remain a priority, companies now increasingly focus on the social impact of their business on the communities. At the time of the current financial crisis this is crucial, as higher levels of unemployment are observed and social issues gain more importance. As a result of budget cuts, companies are looking for new and creative solutions to support their community, which positively impacts on Employee Volunteering Programmes.

3.2. Definitions

Employee Volunteering has been defined at EU and international level in a number of documents. **At European level**, reports and studies reinforce the concept that Employee Volunteering refers to volunteering organised and / or supported by private or public sector employers, be it through financial incentives; through provisions for special leave; by special rewards or other means of direct support. The concept of Employee Volunteering or corporate volunteering (CV) is relatively new for non-profit making organisations in many European countries. The term EV means the promotion of social commitment of employees: Business companies support their employees to volunteer for non-profit-making organisations (often during the working hours) aiming at enhancing the visibility of the companies' corporate commitment as well as developing employees (social) skills.³³

EV can be seen as one element of “Corporate Citizenship” or “Corporate Social Responsibility (CSR)”, “concept(s) whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”³⁴.

The International Business Leaders Forum defined Employee Volunteering as “The mobilisation by businesses of the time, talent, energies and resources of their people to contribute to the community”.

The Employee Volunteering Working Group of the EYV2011 Alliance Policy Agenda for Volunteering in Europe (PAVE) asked in their Working Paper about the definition used of Employee Volunteering. The most commonly used definition was:

1. Volunteering activities coordinated by the company (60%)
2. Volunteering activities done during working time (60%)
3. Volunteering activities where the employees use their work-related skills (55%)
4. Volunteering activities aligned to the core business of CSR strategy (50%)

Accordingly, the same Working Group defined Employee Volunteering this way:

- Applies to all employers regardless of sector be that profit, non-profit, public or private.
- Is carried out in work time/hours.
- Is employer enabled/induced
- Has to have a social benefit.
- Is not unpaid work.
- Is voluntary and not enforced by employer.
- Is not employer supported volunteering outside working hours



For the European Employee Volunteering Awards 2011 Employee Volunteering was defined as activities of voluntary character and personal commitment, exercised by employees in an organised setting and with a structured framework, unpaid, undertaken for the benefit of other individuals and society as a whole.

There are other terms and definitions close to EV such as: **community engagement** or community investment:

- **Community Engagement:** BITC defined it as “a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest, or affiliation or identify to address issues affecting their well-being. The linking of the term 'community' to 'engagement' serves to broaden the scope, shifting the focus from the individual to the collective, with the associated implications for inclusiveness to ensure consideration is given to the diversity that exists within any community.”
- According to Business in the Community Ireland, **Community Involvement** has been a key route into CSR for many companies who traditionally understand corporate giving and corporate volunteering. “By investing time and skills in their local communities, leading companies have discovered they can increase market share and customer loyalty, enhance employee skills and morale, improve supplier links and build good reputation. In this way, the power of business is being harnessed for social change.”
- The London Benchmarking Group defined **Community Investment** as “The long term strategic involvement in community partnerships to address a limited range of social issues chosen by the company in order to protect its long-term corporate interests and enhance its reputation.”

Definitions used by international organisations or non-European countries

For the Global Corporate Volunteer Council corporate volunteering ranges from companies that encourage individual employees to volunteer on their own and in their own time to sophisticated interventions by highly skilled volunteers during working hours from neighbourhood activities to volunteer deployment throughout the world.

Points of Light in the USA defines an Employee Volunteering Programme as “a planned, managed effort that seeks to motivate and enable employees to effectively volunteer under the sponsorship and leadership of the employer. Although it is not seen as traditional volunteerism since participants typically continue to receive their salaries, the employees are engaged in an activity outside of their normal assignments and responsibilities. Some companies also refer to this as ‘pro bono’ activities. The projects they work on are non-revenue generating for the sponsoring company, and are intended to provide economic/social benefits. In Australia, Employee Volunteer Programmes have been defined as “those mechanisms used by companies that support and facilitate employee volunteer activities in community based non-profit organisations and groups, charitable groups and groups identified in need of services and assistance”.



European definitions vs other definitions

Due to the fact that Employee Volunteering arrived in Europe from the USA there are no relevant differences between the definitions on the two continents. A commonly used definition is that the term “Employee Volunteering” refers to all forms of support from the employer (private or public employer) to their employees to volunteer for non-profit-making organisations (often during the working hours). It is undertaken of an employee's own freewill, choice and motivation, and is without concern for financial gain.

The only **difference in the concept** of Employee Volunteering, not just between the European model and the American model but also between the UK and Continental Europe, is that in Continental Europe (especially in the Mediterranean countries) the volunteer activity should be carried out in a volunteer organisation but in the USA and UK the employees can volunteer in neighbourhood activities (see the definition of the Global Corporate Volunteer Council -IAVE)- or even with the public sector. It should be noted however that according to the Fair Labour Standards Act, FLSA in the USA individuals, including employees, are allowed to volunteer their services to public agencies and their community. There is one exception to this in that public sector employees cannot volunteer to do the same work for which they are employed.



3.3. Models of Employee Volunteering

There are a number of different engagement models that could be considered for an EV Programme. Many start from reactive requests from employees wishing to volunteer. More developed EV Programmes also include a proactive approach to providing volunteering opportunities to employees – either on an ad hoc basis or with partners developed to support causes that are important to the employer. Identification of the most appropriate approach will depend on a number of factors including the corporate aims and objectives as well as the resources available.

Below there is a general classification of EV activities adapted from Volunteering England³⁵.

Team challenge

A team challenge is a one off group activity. It is usually a practical task e.g. painting a hall, clearing a river, building a dry-stone wall, creating a school garden. Team challenges are excellent for teambuilding and motivation and can often be carried out in a single day. They can involve employees' family members, particularly when the event is carried out over a weekend. Team challenges can provide a good introduction for those new to volunteering and practical help to a community organisation.

Partnerships

A series of volunteering activities developed in partnership with a volunteer involving organisation. This is becoming popular with employers and is increasingly linked to CSR policy and areas of business. For example, partnerships sought and developed with partners operating in key themes such as employability. There are upfront costs and time involved in identifying the correct partners but it's accepted that this delivers greater results (for the employer and the community organisations you seek to support) and is more cost effective.

NGO of the Year

Employees commit to supporting a single NGO, involving a range of volunteering and fundraising opportunities. This enables a long-term partnership to be integrated throughout the organisation.

Individual volunteering

Individuals choose their own volunteering opportunity and carry it out either in their own time or using their volunteering leave provided by their employer. The employer can provide support in a number of ways including paid time off, allowing employees to make reasonable use of a photocopier etc., small grants for employee nominated charities and enabling choice and inspiration through volunteering Programme events, ambassadors, communications etc. Employees may already have a personal commitment to particular causes and can be more motivated to volunteer and fundraise successfully. Employees typically require fewer resources to support their volunteering but are able to take part in the Programme through awards etc.

³⁵ Adapted from Volunteering England: <http://www.volunteering.org.uk/who-we-can-help/employers/managing-an-esv-programme>



Virtual Volunteering / E-Volunteering

Virtual volunteering describes activities carried out by a volunteer at their desk and can include online mentoring, web research, web development etc. This type of activity is attractive to volunteers with limited time and can be used to support activities anywhere in the world.

Pro Bono

Using professional skills such as legal, accounting and marketing expertise to support Community organisations is a way that many employers can provide valuable services and create impact. Many employees and retirees enjoy using their skills in a different and stimulating environment.

Skills-based volunteering

Skills development can take place in a wide range of scenarios including practical challenges, individual volunteering etc. The characteristic of this type of volunteering is that it meets an identified skills development need.

Global Volunteer Days

Corporations with international operations or subsidiaries have initiated corporate-wide global volunteer days, where employees at all locations around the world dedicate a day of service to community activities.

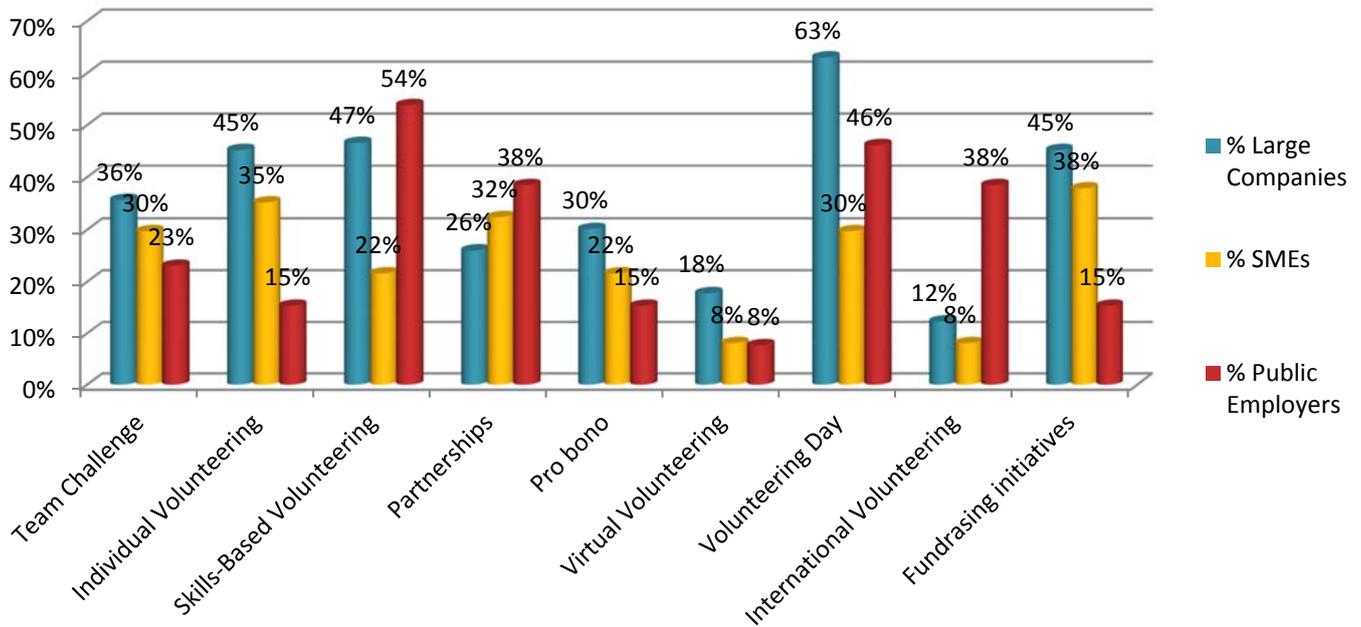
International Volunteering

Any programme in which employees volunteer in international initiatives to provide services to local clients based primarily on the skills they utilise in their daily jobs.

There are several kinds of volunteer activities selected by employers who are starting in Employee Volunteering and other activities which usually are carried out by employers with experience in Employee Volunteering. For example, volunteer activities in which volunteers should use their professional skills or where they have to travel abroad (international volunteering) usually are run by employers with experience. These employers and employees normally have started with other volunteer models like volunteer days or virtual volunteering and have then moved to more complex types of EV.

- **Most common EV activities among employers**

The survey carried out reveals which activities are more common in general and by category of employer organisation. Large companies are more willing to develop 'Volunteering Day' activities, a relatively costly action and which usually involves the participation of the whole company. On the contrary, in more occasions SMEs develop 'Fundraising initiatives'. Public employers tend to prioritise 'Skills-based volunteering' actions.

**Graphic III. 5. Type of EV activities developed**

Source: Lot 3 self-elaboration (2014).

3. 4. Benefits and added value on different stakeholders

The benefits of employee volunteer programmes are tangible in many ways: Employees learn new skills, demonstrate leadership and feel good about their employer and the contribution to the community. According to the findings gathered in the CEV Conference³⁶ and the findings obtained through the interviews and focus groups conducted as part of this study the EV potential benefits are:

Employee Benefits

- Improves leadership and interpersonal skills;
- Promotes professional development of employees;
- Increases opportunity for employees to explore and develop new areas of expertise;
- Reduces isolation and increases interaction with employees in other segments and levels of the company;
- Improves communication between employees and their supervisors and across departments, creating links between them;
- Increases job satisfaction, fulfilment and morale, sense of self-esteem (motivation);
- Encourages teamwork;
- Opportunity of gain new knowledge;
- Build social connections;
- Improved mental and physical health;



- Facilitates employees' to enter in contact with different realities and with diversity improving their personal skills and experience;
- Opportunity to demonstrate ability to make a difference;
- Possible exposure to new and innovative ideas.
- Increases and provides opportunities for more family interaction and activity time;
- Improves the community services that employees and their families use;

Community Benefits

- Provides new talent and energy by increasing the number of volunteers and the pool of available skills (especially managerial and technical);
- Increases understanding between business and the non-profit sector;
- Improves the quality of life in the community;
- Alleviates or eliminates community problems or deficiencies that detract from the well-being of the community;
- Gives capacity to provide community services that otherwise might be impossible;
- Offers direct cost savings for community service organisations in saved recruiting and labour costs;
- Promotes citizenship building;
- Creates quantifiable social impact;
- Helps bring community needs into focus;
- Improves the quality of life in the community;
- Increase understanding between business and the non-profit sector.

Employers Benefits

Employers have generally the following main reasons for implementing EV:

- A moral obligation towards the community;
- EV allows companies to implement a more strategic and long term CSR concept;
- Gain legitimacy to operate as a relevant actor. EV can help companies to operate/get in contact on a local level with government, citizen, activists... in order to have better corporate positioning or impact on communities;
- Increase the company's reputation. The more EV is integrated within the company, the more opportunities a company has for positive Public Relations.

³⁶ CEV General Assembly Conference 2009 'Developing Employee Volunteering: A joint venture between volunteer organisations and companies Strategies | Success Stories | Challenges'



The Employee Volunteering Working Group of the EYV2011 Alliance Policy Agenda for Volunteering in Europe asked several practitioners in their Working Paper about the business case for Employee Volunteering:

- Improves relations with surrounding community (100% of respondents)
- Develops cooperation and good relations with community leaders (75% of respondents)
- Improves recruitment and retention of employees (75% of respondents)
- Builds a cohesive and motivated workforce (75% of respondents)
- Improves public image (67% of respondents)
- Helps establish and enhance corporate or brand reputation in new and existing markets (67% of respondents)
- Increases employee performance and productivity (41% of respondents)
- Improves employee morale and reduces absenteeism (41% of respondents)
- Increases effectiveness of corporate philanthropy (33% of respondents)

The results of this working paper where all respondent were from for-profit companies highlighted impact on community relations and in human resources issues, like recruitment, retention, cohesion and motivation of the staff.. One of the most measurable impacts EV can have is on the attitudes, productivity and job satisfaction of employees. According to the study 'Good Companies, Better Employees'³⁷, some of the outcomes of effective EV include:

An improved rating among employees for their employer as:

- Place to work compared to other companies (63% saying above average or one of the best, compared to 57% before the Programme was in place).
- Satisfied with their employers among all employees, compared to 62% before; satisfaction among volunteer Programme participants rose to 67%.
- Increased positive word of mouth among employees about their employer (54% saying they would speak highly of their employer, compared to 49% before the Programme was put in place; among volunteer Programme participants, the rate rose to 57%).
- Higher retention rates for employees who participated in volunteer activities than for those employees who did not. Additionally, employees who participated in volunteer Programmes appeared to be more prone to pursue promotion and development activities in the months following the participation in the volunteer Programmes.

All these areas of impact are valid for all kinds of employers (private profit/non-profit organisations and public employers) there are however some specific benefits for different kinds of employers such as those related to corporate philanthropy, good relations in new and existing markets and talent retention that are specific to the for-profit sector.

³⁷ Tuffrey, M. (2003): Good Companies, Better Employees'. Corporate Citizenship



3.5. Limitations and barriers of Employee Volunteering

Despite its increasing popularity EV has nevertheless barriers and limitations for its implementation. A list of main barriers identified by the literature review and the fieldwork undertaken is presented below. These have been divided below into a) general terms, b) reasons why employers may not be able to help employees to volunteer, Finally, a comment is made on possible c) incentives to overcome these barriers.

a) In general terms³⁸:

The following list of general barriers are mainly based on the CEV 's 2009 conference report and on those limitations expressed by participants of the current research:

Treating Employee Volunteering not as 'real' volunteering: One of the main barriers in Employee Volunteering is that not all volunteer- involving organisations consider Employee Volunteering as 'real' volunteering, due to the fact that it is organised by the companies and that people volunteer within their working hours. If this prejudice is not overcome, the value of Employee Volunteering decreases and a lot of potential that the companies have is lost and the people/volunteers are being discouraged. NGOs sometimes also see companies as their competitors, instead of valuing the know-how that can be provided through volunteer schemes and sometimes show a negative attitude.

Information and understanding of each other's reality: There are significant boundaries between employees of companies, institutions and NGOs. In most cases it can be observed that the actors involved have very little information about each other's reality, also because those two sectors 'speak different languages' and by definition have different goals. Employee Volunteering Programmes are often perceived by the voluntary sector as PR or HR activities and this often prevents them from getting involved, even though their involvement could make those programmes more meaningful. To improve the collaboration, both sectors should show mutual respect, understanding of each other 's goals and motives for volunteering.

Difficulties to find partners for launching Employee Volunteering programmes. Companies and NGOs willing to participate in employee volunteering programmes underlined their constraints in finding committed and well-prepared partners.

Lack of know-how about effective cooperation: Employers, especially at the local level, are often very interested in societal engagement, but are sometimes not aware of the ways to embark on such engagement. At the same time, volunteer centres would like to work more with employers, but feel unable to do it effectively.

Lack of proper training & mentoring for volunteers: Several organisations involved in EV are concerned about the lack of adequate training & mentoring for volunteers within the projects.

³⁸ CEV (2009) "Developing Employee Volunteering. A joint venture between volunteer organisations and companies Strategies | Success Stories | Challenges", CEV 's General Assembly, Final report.



Insufficient research on Employee Volunteering and its impact: The lack of research on Employee Volunteering and its impact is an important barrier to the establishment of Employee Volunteering Programmes. People considering setting up these Programmes need concrete data about the possible benefits of Employee Volunteering, not only in the employers, but also in the communities they operate in. Despite the fact that there are more and more institutes and business networks conducting research and promoting Employee Volunteering the information is often not translated into other languages, valued or disseminated. Therefore the voluntary and business networks should promote additional publications, exchange of good practice and measuring tools.

For business sector: the gap between professed value and the reality of investment: In too few companies there is an expectation that volunteering will be managed with the same rigor as other business activities. What makes it worse is that the investment gap is largely the result of the high professed value of volunteering to the company. If so much effort wasn't being given to building the "business case" and devising ways to prove it true, then no one would worry about whether volunteering was being well or poorly managed, appropriately funded or underfunded. The reality is that in too many companies the expectation for how Employee Volunteering will be managed is nowhere near that for core business operations. The result is to limit what can be accomplished, to hold it on the margin and to lose a significant degree of its potential value.

Employee Volunteering has limited visible presence among SMEs: Due to fewer human resources in SMEs it is very difficult for them to replace a volunteer within the working hours. Additionally, the lack of resources and the current market conditions, SMEs participating in the focus group expressed their conviction that more than ever SMEs are mostly focused on anything but survival and daily business. Moreover, as a consequence of this lack of resources, strategic planning is less common within SMEs and therefore they do not take into account long-term benefits of Employee Volunteering programmes.

b) Reasons why employers may not be able to help employees to volunteer:

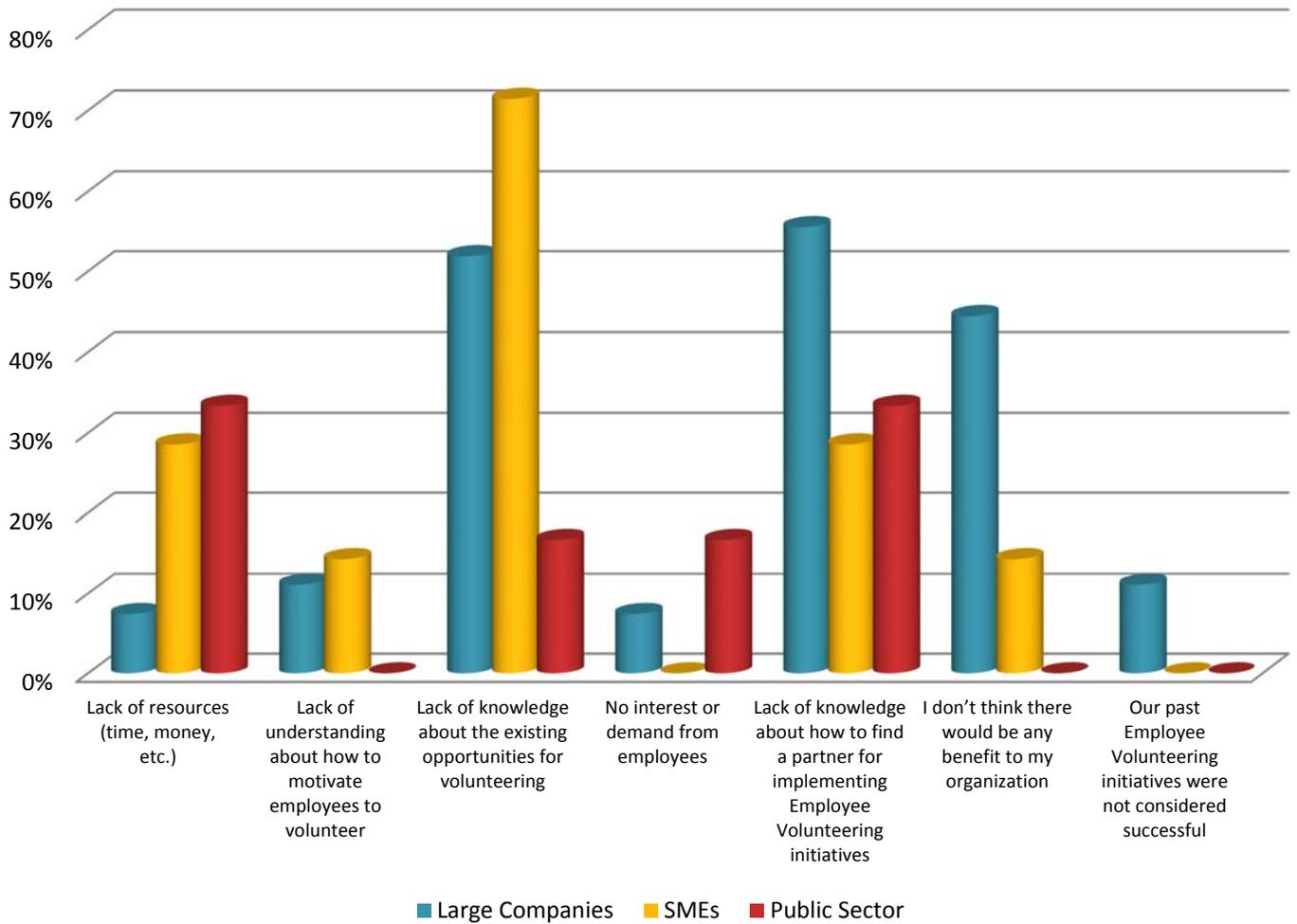
The results of the survey confirm some barriers are more relevant than others. The following graph shows that the 'lack of knowledge on existing opportunities for volunteering' and the 'lack of knowledge about how to find a partner for implementing EV programmes' are two crucial limitations for many employers of any sector. Other studies have confirmed these findings. For instance, the research "Employers' and employees' attitudes to workplace based volunteering"³⁹, almost two-thirds of managers raised issues such as knowing who to contact, what opportunities exist, understanding how to motivate employees, having the knowledge within the organisation and know-how to measure the impact of employees volunteering.

The reasons for not participating however vary largely depending on the category of the employer organisation. For instance, 'lack of resources' is considered by SMEs and Public Sector as a relevant limitation while this is not the case for large companies.

³⁹ Gammon, A., Ellison, G. (2010): "Employers' and employees' attitudes to workplace based volunteering"



Graph 1. Reasons why employers are not involved in EV programmes



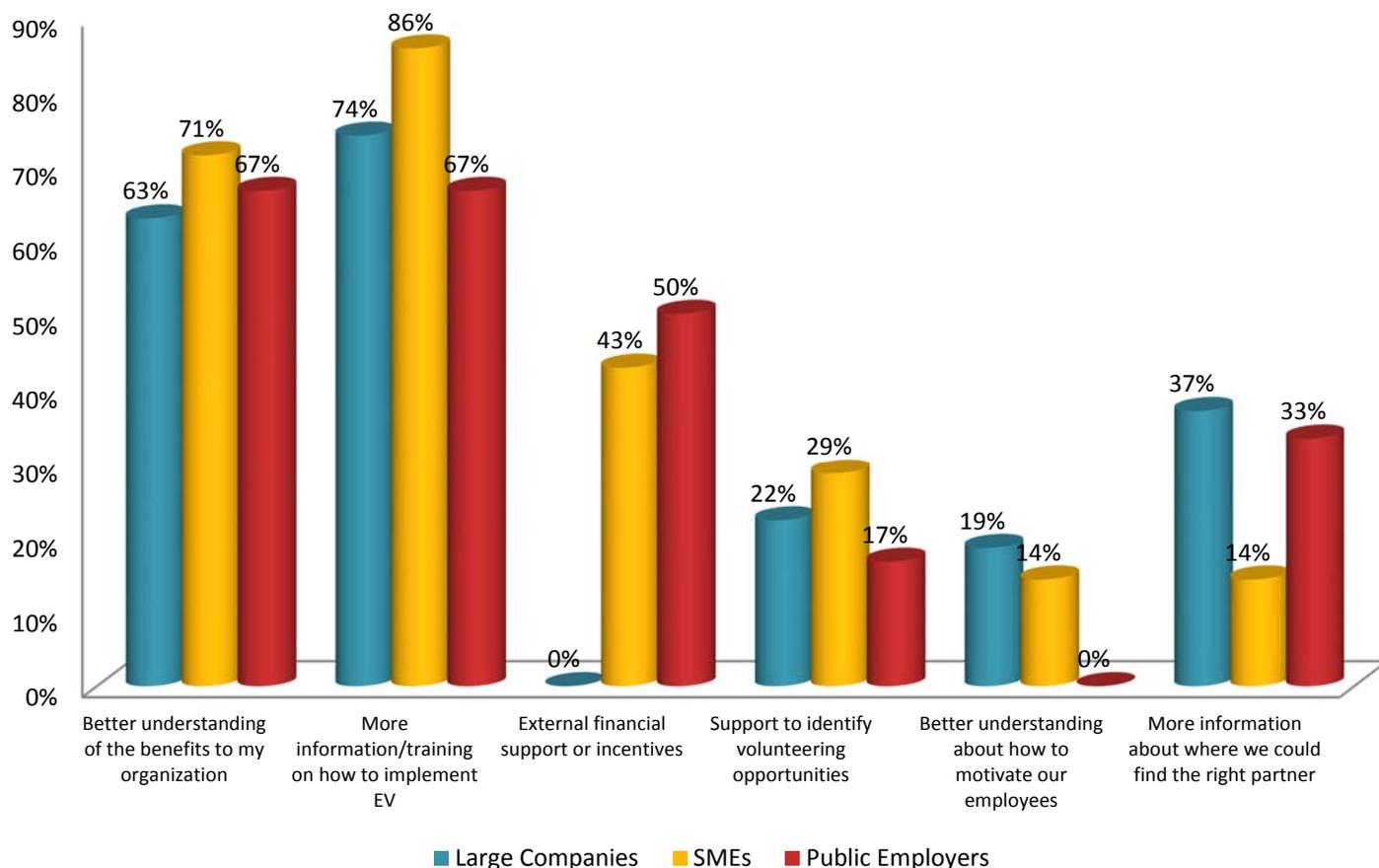
Source: Lot 3 self-elaboration (2014).

c) Incentives

Employers identified ways to overcome these limitations in EV participation. Most participants in the survey considered that having ‘more information/training on how to implement EV’ would be decisive. Additionally, all categories of employers agreed that having a ‘better understanding of the benefits for my organisation’ would promote their involvement in EV activities. In addition, some organisations highlighted that having a ‘better understanding about how to motivate employees’ would be a key factor.



Graphic III. 7. Type of support that would facilitate implementing EV initiatives for employers



Source: Lot 3 self-elaboration (2014).

In this context there are incentives that could reduce or limit the effect of these barriers. Several organisations suggested the need to analyse the impact made by the actions of employee volunteers. Employers would be more committed to participate if they could show in a more measurable way the impact of their EV programmes. Moreover, they could use this information as a positive influence in their image and reputation.

Employers also underlined limited resources as one of the main barriers to EV. In this regard, several organisations interviewed argued that financial incentives could be arranged. Most participants referred to the creation of fiscal incentives for companies as a way to promote EV.

Companies could also overcome some of the barriers mentioned if those responsible for the EV programmes were committed to the benefits of volunteering. For instance, the participation of the managers of the volunteer programmes has a positive influence in the implementation of the programme.



Additionally, the existence of an organisation aimed at helping employers to get introduced to EV can make a difference facilitating the whole process. Matching between organisations or providing training are tasks that these mediators could be responsible for. The research shows that especially SMEs value these types of facilitators and this support can be crucial. In a region of Spain the closure of an organisation that had been acting as a mediator meant that several SMEs stopped participating in EV programmes:

“Without the facilitator entity, my company [SME] has stopped volunteering.” SME Employer

Regarding SME participation, another idea suggested by a volunteer network was to work with large companies and then reach the SMEs of their supply chain -providers and distributors. The large company could act as an entry point for them.

3. 6. Stakeholders Involved

The term EV means the promotion of social commitment of employees: Employers (from public and private sector) support their employees to volunteer for non-profit-making organisations, so there are several **essential actors involved**: employees, public or private sector employers and the NGOs. In the USA and UK the employees can also volunteer in neighbourhood activities (see the definition of the Global Corporate Volunteer Council -IAVE-) or even in public sector organisations. This difference is due to the differences in the concept of volunteering in Europe, where different regions and countries have different notions, definitions and traditions.

In addition to these essential actors involved in EV, there are **other relevant stakeholders**, especially involved in added value or strategic Employee Volunteering schemes: Brokers, Academia, and the public sector as Employee Volunteering supporting and promoting organisations.

Which are the main actors in Employee Volunteering?

- The employees who become the employee volunteers. The employees donate their time, knowledge, professional and personal experience to serve a cause. Employees are members of both the employer and the community.
- The employer (from private and public sectors), as the organisation backing up and making volunteering part of its social commitment. The representative agent from the employer is usually the Employee Volunteering manager, the Corporate Social Responsibility coordinator, the human resources department or in some instances the marketing department.
- The NGO or the facilitating organisation is represented by a non-profit entity with an extensive knowledge of the beneficiaries or the cause to be defended. In general, the NGO embraces volunteering and coordinates the whole process and the diverse participants involved in the EV.
- The Causes / Beneficiaries are the causes/people for whom and with whom the volunteering action is done.



- The public sector as supportive and promoting organisation in their areas of influence. There are several public initiatives of public organisations at European, National and Local level, with strategies to promote Employee Volunteering.
- The Academia. Because of the interest of different stakeholders in Employee Volunteering, several Universities and Research Institutions are working to enable organisations to increase their competencies in Employee Volunteering by participating in their training courses and researching on Employee Volunteering
- The Partnership Brokers are those who support and strengthen partnerships between employers and NGOs by their understanding and skilled management of the collaboration process.
- EV networks as groups of employers, NGO or both working jointly to promote EV.

• Partnerships in Employee Volunteering

The International Business Leaders Forum⁴⁰ define partnership as an on-going working relationship where risks and benefits are shared and where every partner is involved in:

- Co-creating the partnerships activities
- Bringing contributions (of different kinds) to the partnership
- Committing to mutual accountability

The term EV includes **several essential actors** (as stated above, employees, public or private sector employers and the NGOs) so partnership is a key element for a successful EV Programme. But the kind of relationship models in Employee Volunteering varies depending on the maturity of the programme. There are employers and volunteer organisations without any stable relations (for beginners), others who usually collaborate with the same organisations but still don't have an agreement or sustainable connection, others who collaborate with the organisation/s that their employees have chosen and others who have selected a group of NGOs with which they have partnerships agreements. In practice this means that not every EV initiative behaves like a partnership but, as it will be mentioned later, partnerships are a relevant factor for high impact EV programmes.

The following graph expresses the different attitudes towards engagement with NGOs of employers participating in EV. Most employers tend to have a relatively stable relationship with other organisations with whom they collaborate. The survey confirms differences between the categories of the employer. For instance, large companies are more willing to collaborate with the same or few organisations while the public sector is more used to working with multiple organisations at the same time and tends to sign formal agreements when collaborating with others.

⁴⁰ <http://www.iblf.org/>



Graphic III. 8. Types of attitudes towards partnerships by employers



Source: Lot 3 self-elaboration (2014).

As it has already been mentioned EV is an excellent means to bring together multi-sector partnerships by helping employers – be it in the private, public or non-profit sector – to have a useful framework in which to operate⁴¹. In addition to this, employers who are involved in partnerships have the opportunity to inspire other employers to support them through volunteering – there are opportunities to engage clients, suppliers and customers to collaborate and through collaboration maximise the social impact of the initiatives and further strengthen valuable relationships.

Finally, there is the idea that long-term partnerships can also generate relevant impact. Due to the fact that “trust, shared values are not developed within a short term”. In this regard, “to make networking successful it is necessary to create a good infrastructure- online and offline, promote long-term cooperation and provide resources.”.

⁴¹ <http://cymcdn.com/sites/www.gbsnonline.org/resource/collection/6623F089-321E-4C3B-B859-5408F4F46045/PartneringToolbookEng.pdf>



According with the **Corporate-NGO Partnerships Barometer 2013⁴²**, the evolution and current situation of the relation between employers and NGOs shows that:

- The trend towards more strategic partnerships continues: 43% of respondents classify over half of their partnership portfolio as 'strategic'.
- Confidence: 91% of respondents said that strategic partnerships between NGOs and businesses are meeting their objectives.
- Partnerships are really more connected with business
 - 93% of respondents 'agree' or 'strongly agree' that their key NGO partnerships have helped to improve understanding of social and / or environmental issues.
 - 40% of NGO respondents 'agree' or 'strongly agree' with the statement "we have helped our corporate partners to change their business practices for the better".
- Requirements / Challenges
- Raise Awareness between employers and volunteer organisations
- Establishing, Coordinating and Organising a network
- Focus on sustainability

The employee volunteering infrastructure in Europe should help employers and NGOs to solve these barriers and allow cross-sector partnerships to become more important and strategic in their organisations.

3.7. Trends in Employee Volunteering

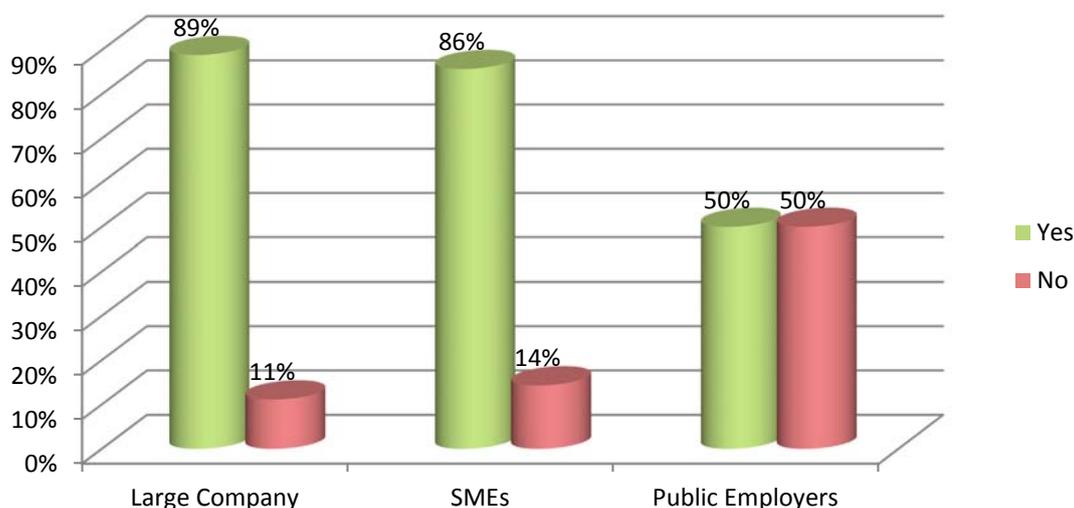
There is a shared opinion among the respondents to the study that EV is a recent introduction to the volunteering landscape and represents a limited phenomenon in Europe but that evidence can be seen however that EV programmes are increasing.

More and more employers are looking to participate in EV programmes. For instance, among those organisations that had never been involved in EV programmes, there is the idea that in the next two years they will try to participate. The following graph shows that between 86% and 89% of private employers not currently involved were willing to be involved in EV actions. Public employers were less optimistic, although nonetheless half of them expressed their interest.

⁴² Corporate-NGO Partnerships Barometer 2013: C&E Advisory Services Limited 2013



Graphic III. 9. Employers interested in participating in EV programmes in the next 2 years



Source: Lot 3 self-elaboration (2014)

Stable relationships and partnerships between the different actors seem to be crucial elements in successful EV projects. Most participants in the current research have highlighted this issue in expressing the desire for even initial one-off collaboration experiences to ideally evolve into more long-term partnerships.. Several respondents referred to the fact that more structured cooperation between business and NGOs/volunteer organisations is developing and considered very valuable. An increase in such partnerships and collaboration between NGOs and employers should therefore be expected and there is a growing perception that this will demonstrate and increase in transparency, trust and respect than in the past. As one interviewee expressed:

“The evolution can be resumed as such: increase knowledge on the NGOs from the business world, a more professional approach from the NGOs when contacting the business world.”

Other main trends in Employee Volunteering in Europe are listed below based on the work of Allen⁴³:

- **Expanded Engagement with Natural and Man-Made Disasters:** Because of the globalisation of the economy, many global companies have employees around the world exposed to Natural and Man-Made disasters. In addition, global companies are well prepared do acting very quickly around the word, thanks to their global presence and their logistics infrastructures.
- **Consumer Engagement:** Consumers nowadays are informed and worried about different social and environmental issues around the world: Edelman (2010) presented results from their Global Consumer Survey⁴⁴ that showed 71% of consumers believe that “brands and consumers could do more to support good causes by working together” and 63% “want brands to make it easier for them to make a positive difference.” Employers should look for ways to answer consumers’ expectations and employee volunteering would be a possible solution.

⁴³ Allen, K. (2012): *The Big Tent*, 2012



⁴⁴ Edelman Good purpose: Global Consumer Survey



- **Leadership for Causes:** Employers will be growing pressure to become more active in seeking to concrete needs in the community their act or even around the world. These will produce that employers will focus in the solution of concrete causes with all their instruments, including employee volunteering.
- **Greater Inclusivity:** Within the next years, finding appropriate ways to make volunteering available to all employees, not only those in office settings or professional roles will be standard practice; indeed, that it will be such a strong expectation within the workforce that it will be irresistible.
- **Collaboration among employers:** Europe is leading the way in developing models for collaborative employee volunteering activities among companies. ENGAGE Key cities programme. Nowadays there are employers who involve their supply chain, their business customers and their strategic business partners in their employee volunteering programmes.
- **Greater Decentralisation within Companies:** The overriding tension between globalisation and localisation will play out in employee volunteering at least as much if not more than in other parts of business and society at large.
- **More Employee Driven:** Most of the employee volunteering programmes until now has forgotten the employees in their designing and management process. A deeper responsibility of the employees in all employee volunteering programmes will be seen in the next years.
- **Stronger NGO Partnerships:** According to the Barometer, sentiment about the mid-term prospects for corporate-NGO partnering remains very positive. Between 2013 and 2016, both businesses (84%) and NGOs (96%) expect the role of cross-sector partnerships to become more important to their organisations, and the nature of partnerships will also evolve with trends towards more strategic, integrative, holistic and mission-focused partnerships becoming more pronounced in the medium term. As it was mentioned by a volunteer network association, NGOs and voluntary organisation are working more and more together with companies developing EV schemes.

Finally, the current socio-economic crisis affecting most countries in the EU has been a recurring factor throughout the process of the study. Stakeholders agreed that the situation is a relevant factor affecting EV although there is no a unique answer regarding in how is it influencing. The effects on EV should be analysed country by country depending on the different effects of the economical crisis. In Greece some organisations have mentioned that more EV initiatives have been developed recently aimed to help local communities. In Spain there is the perception that as a consequence of the current crisis, more links between the NGOs and companies have been created. On the contrary, in Italy and Hungary several organisations underlined that EV is less and less a priority of companies as they focus all their efforts to survive economically.

3. 8. Particularities of EV in private for profit employers

It has already been noted that there are large differences between the sizes of the companies in the private for-profit sector. Large companies have a higher presence in EV activities in comparison with SMEs.



Regarding the type of EV activities large companies usually carry out, the analysis of the survey results indicates that 'Volunteering day' type of activity is the most common one (63% of large companies declared they do it). Volunteering days fit perfectly with the aim of large companies to use EV programmes as a way of improving the employee motivation and promoting team-building. These activities are characterised by having a relatively high cost (normally involves activities in all branches of companies) but at the same time they allow the participation of most employees of the company during a concrete period of time. On the other hand, large companies develop fewer 'International volunteering' activities (only 12% of large companies) (Graph 5). Considering all the activities developed and due to their size, these companies' actions involved the participation of a relevant number of volunteers. Concretely, the annual average of employees participating in the EV programmes of each large company was 164 (see Graph 3).

Notwithstanding the fact that large companies have more presence in EV programmes, there are barriers that limit their involvement. The analysis of the answers to the survey reflects that large companies are concerned by the difficulties they encounter 'finding partners for the EV programmes'. More than half of the large companies indicated this is a relevant barrier that limits their participation. In addition, the 'lack of knowledge about opportunities on EV' was also mentioned as a crucial limitation. Finally, they recognised having difficulties to 'understand the benefits of EV for them'. In contrast, large companies did refer to lack of resources as a relevant barrier.

In coherence with the previous answers, when asked about which support they could need to participate in EV, large companies mainly mentioned the following: 'better information about the benefits of EV programmes', 'more information and training on how to develop EV programmes' and 'help in finding adequate partners' (see Graph 7).

Regarding collaboration with NGOs, large companies tend to develop long-term collaboration with a reduced number of NGOs. For instance, 42% of large companies indicated that they preferred to collaborate with only one NGO for their EV programme. Additionally, companies are more willing to base their collaboration in a formal agreement (see Graph 8).

Finally, as we have seen above, the majority of large companies that have never participated in EV programmes expressed their interest in developing some kind of activities in this field during the next 2 years (see Graph 9).



Related to the kind of assignment, it is important to keep in mind that Private for-profit employers (public employers and NGOs as employers do not use all these kind of ways, for example matching donations or Euros for Doers) can **support their volunteer Programmes** in a variety of ways⁴⁵:

- Paid/Flexible Time Off: Many leading companies offer flexible or paid time off for volunteer work.
- Recognition/Awards Programmes: Recognition and awards are powerful incentives to motivate and increase employee participation. For instance, news articles and photos in the company newsletter, annual or monthly awards, personalised thank you or perks like sports or theatre tickets, and an annual recognition banquet or gala;
- Matching Donations: When a cause is so important that employees want to collaborate economically, employers recognise that gesture through matching donation Programmes. Employers offering this additional support create contribution guidelines;
- Euros for Doers: Some employers contribute a specific amount to a cause or organisation based upon the number of volunteer hours contributed. This type of support gives employees an incentive to volunteer even more hours;
- Volunteer Programme Coordination: To better support Employee Volunteering, employers facilitate these efforts by hiring volunteer coordinators, allocating this function within the community relations, public relations or human resources department, or even hiring a community service agency. The function serves as a clearinghouse to match volunteer service opportunities with employee interest and business goals. Some employers even develop specialised electronic administrative systems or bulletin boards to manage corporate volunteer activities;
- Retiree Component: Offering retirees the opportunity of continued participation in the employee volunteer Programme is a highly valued benefit. Retiree volunteers can stay connected to the employer and be a resource to its employees, while dedicating more time and volunteer services to the community;
- Professional Development: Volunteer Programmes give many opportunities to expand professional development of both current and new skills. Some Employee Volunteering Programmes helps employees develop new skills by matching specific volunteer opportunities with the skills they desire. Furthermore, the new skills gained can be used to identify new leaders within the employer and may be recognised in employer performance reviews;
- Family Involvement: While employers emphasise the importance of volunteering, many also include opportunities to build family interaction and involvement. These activities may be more appropriately offered after school hours or during weekends to include parents, children and grandparents;
- Loaned Executive Programme: Loaned executive Programmes, in which executives have the option of giving a week, month, six months or even a year's worth of volunteer service to an organisation, allow employers to give more support and valuable expertise to a worthy cause or organisation;
- Global Volunteer Days: Corporations with international operations or subsidiaries have initiated corporate-wide global volunteer days, where employees at all locations around the world honour a day of service to community activities.

⁴⁵ CEV (2009) 'Developing Employee Volunteering. A joint venture between volunteer organisations and companies Strategies | Success Stories | Challenges', CEV's General Assembly, Final report.



Support provided by NGOs

The role of an NGO as a partner organisation in an employee volunteer Programme is essential not just for the volunteer project but also for the support they provide to employers and employee volunteers, especially when Employee Volunteering is a new experience both for the employer and for the employee.

Regarding the responsibility of the NGO as partner organisation, they have full responsibility of in-field (at local and international level) implementation of the Programme. They must ensure that the employee volunteers will find what they expect and for what they have been trained (these organisations have a deep knowledge and understanding about the environmental or social issues in which employee volunteers are going to collaborate) when they arrive to the volunteer project, as well as they should get the employer and employees to feel confident about what they are involved in.

In addition, the NGO should be (it would be very important for the success of the volunteer activity but not always does the employer give the opportunity) responsible for:

- Volunteer orientation: in many cases, volunteering is a new concept for employees and probably they will need orientation in order to understand the volunteer project, their responsibility and then select the activity correctly.
- Volunteer training: employees should be trained in what they are going to find (for environmental and social Programmes) and in what they are going to do there, not just for the success of the volunteer, even for their own good; if they are not prepared, sometimes the volunteer activity could transform into a negative experience.
- Project selection: Linked with the volunteer orientation, NGOs as partner organisations and employers should work together matching the right project and activity with the right employee volunteer.
- Project supervision: NGO as partner organisation should assure all the issues of the volunteer project are running in a good way, reporting any incident to the employer in order to solve it as soon as possible.
- Volunteer satisfaction evaluation: Most of the employers are interested in measuring volunteer satisfaction, as one of the successful indicators in the EV programme. NGOs as partner organisations are close to the volunteers during the programme so they are in a good position to understand the experience of the employee volunteers, evaluate the satisfaction, reporting to the employers.

Evaluation of the community impact: The evaluation of the community impact of the Employee Volunteering activity should be a priority for the NGO as partner organisation and for the employer. Without evaluation it is not possible to manage correctly the project and to know if what employee volunteers had carried out has helped the community or just had an impact on the internal objectives of the employer.



3. 9. Particularities of SMEs involvement in EV

Small and medium-sized enterprises are the predominant form of enterprise in the European Union. According to the European Commission, “[t]heir close relations with employees, the local community and business partners often mean they have a naturally responsible approach to business. For most SMEs, the process by which they meet their social responsibility is likely to remain informal and intuitive.” For these reasons, the European Institutions are very interested in the promotion of CSR among the SMEs.

As it has been mentioned previously, SMEs involvement in EV differs from that of large companies. In general, there are fewer SMEs that are able to participate in EV programmes as the sample of the survey confirmed (see Graph 1). When they are involved SMEs tend to develop more ‘fundraising activities’, while only a reduced number carries out ‘international volunteering’ and ‘virtual volunteering’ activities (see Graph 5).

Based on the survey results, the major barrier to their involvement is the ‘lack of knowledge about opportunities to implement EV activities’ (see Graph 6). In this regard the SMEs interviewed indicated that they need support to set up contacts with NGOs where their employees could volunteer. Consequently, SMEs asked for support demanding ‘more information and training on how to implement EV’. Additionally, small and medium enterprises identified other needs such as having ‘more information on which are the benefits for SMEs of participating in EV’. In relation with having scarce resources, SMEs suggested ‘financial support’ could encourage them to participate more (see Graph 7). Regarding the establishment of partnerships, SMEs tend to develop more links with those ‘NGOs that their employees have selected’ (see Graph 8). These relations are less based in formal agreements than in the case of large companies or public sector employers. Finally, most SMEs interviewed in the survey that had never developed EV activities expressed their interest to do it during the next two years (see Graph 9).

3. 10. Particularities of Employee Volunteering in Public Employers

The role of the public sector in Employee Volunteering to date has focused primarily on building the infrastructure and supportive environment for volunteering, i.e. supporting bodies that work as enablers for Employee Volunteering. Since 2011 (European Year of Volunteering) we can find public organisations that promote volunteering among their public employees but always outside working time, because there is a general concern of using public money and working time (funded by public money) for these projects. The public sector is therefore relatively new in developing EV programmes for their own employees. This fact is also demonstrated by the low number of organisations that participated in the survey as part of this study (only 9% of answer came from public sector organisations) (see Graph 1).

There is however a perception that the public sector is more and more interested in developing EV programmes all be it on a more limited basis than in the private for-profit sector. Half of the public organisations responding to the survey affirmed they had interest in doing EV activities, while in the private for-profit sector it was much higher (89% in large companies and 86% in SMEs) (Graph 9).

Where they do exist, employee volunteering schemes in the Public Sector are very similar to those implemented by the private for-profit sector. Research in Canada (“Canadian Government Executive”)⁴⁶ suggests that the link between engagement, customer service and profitability in the private sector could translate to the public sector – with trust and public confidence at the end of the chain, rather than profit.



Sir Gus O'Donnell, Cabinet Secretary and Head of the Home Civil Service (UK) affirmed that “the Civil Service faces unprecedented challenges tackling complex policy issues every day. In order to meet these challenges we must harness the talents of all our staff to the full. Our employee engagement Programme enables us to do this by understanding and improving civil servants' experience of work... to achieve success in their roles. This, in turn, supports our drive to deliver improved public services and better outcomes for citizens.”

Although the schemes of Employee Volunteering in the Public Sector are close to the Private Sector ones, there are several issues to keep in mind in order to understand better how a Public Organisation should run their Employee Volunteering Programme.

Successful EV Programmes always closely match the culture, size and nature of an organisation, as well as reflecting its mission and objectives. Public employers will also have additional factors to consider, such as the political and funding environment. They will also need to ensure that any scheme that is developed reflects the license to operate in their local community and deliver local solutions to specific challenges. Through EV, new links can be built with local networks and partnerships can be formed; both can offer new perspectives on challenges and opportunities, which will assist in informing leadership decisions and support innovation.

A strategy for a new EV Programme will also need to consider the objectives of the community organisations that will be supported. Gathering such information for the strategy, as well as opinions from all parties at an early stage will help to define what success will look like. Effective and sustainable partnerships are shown to be more likely when partners work together collaboratively from the start.

In the European Commission Communication on “EU Policies and Volunteering: Recognising and Promoting Cross-border Voluntary Activities in the EU” in 2011, the fact that the Commission launched initiatives that seek to **promote volunteering amongst its staff was highlighted**. These included intranet web resources for staff with information on volunteering opportunities, good practices and practical guidelines for staff wishing to engage in voluntary activities

⁴⁶ <http://www.canadiangovernmentexecutive.ca/>



Main EV activities and NGO engagement

The main activities referred to in previous chapters are also valid for Public employers, but through the responses to the field survey distributed to different kinds of employers some particularities can be identified. Regarding the categories of EV activities developed, public sector employers tend to do more 'Skills-based Volunteering' activities and 'Volunteering Day' actions with only 8% of the public organisations participating in the survey declaring to develop 'Virtual Volunteering'. Moreover, the results also show that public sector has implemented more 'International Volunteering' activities than large companies and SMEs (see Graph 5). The average number of people participating in EV actions within each organisation of the public sector is 206, which is larger than in the private sector companies (Graph 3).

Regarding partnerships for the implementation of EV programmes the public sector is characterised by the tendency to establish formal agreements with NGOs. Due to their public service nature and their submission to public accountability, public organisations require that their activities are established formally in an agreement. Public sector employers also tend to work with multiple partners as opposed to a limited number. (see Graph 8).

Several cases of Employee Volunteering in Public employers are presented as examples:

Home Office (UK)

The UK Home Office (Interior Ministry) recognises that staff who undertake voluntary work not only benefits the communities in which they live and work but also bring back skills and experience into the workplace. In addition, volunteering has an important part to play in the personal development of staff. In a recent survey in 2012⁴⁷, almost 40% of Home Office headquarters staff participated in some kind of volunteering activity. A total of 9% had to ask for special leave from their job.

'Solidarité Proposal

The Solidarité Proposal is a proposal for a highly beneficial humanitarian activities and social awareness human resources Programme for the staff and trainees of the European Union Institutions, to be operated jointly by the EU Institutions. It would involve facilitating both staff training through community engagement and the involvement of staff and trainees in positive, voluntary humanitarian and social activities in their own time.

One of the pillars of the Proposal is the link between Employee volunteering and staff training. The programme would involve participation by EU Institution staff and trainees in professional training/team-building through Employee Volunteering type activities such as:

- Practical humanitarian volunteer work in our communities
- Increase awareness of humanitarian and social issues, and
- Raise resources to help humanitarian and social issues

The proposal, has being shared with political and administrative bodies of the Institutions, seeking support for its formal examination.

⁴⁷ Home Office Autumn 2012 survey report: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/143632/hohq-survey-results.pdf



Main Barriers for public employers to engage in Employee Volunteering

Apart from the general barriers affecting all employers, the data collected through the field survey provides information on the particular limitations for public employers.

The public sector participates less in EV programmes than the private sector. The main reasons identified by the field survey are 'lack of resources (time, financial resources...)' and 'lack of knowledge on how to find a partner for implementing those activities' (see Graph 6). In both cases 33% of the public organisations considered them as barriers. In general, public employers don't contemplate many barriers, however in comparison there is a relatively high proportion that consider 'lack of motivation of their employees', when comparing with other categories of employers.

In general, most public organisations claimed they need 'more information on the benefits' (67%) and on 'how to implement EV programmes' (67%). Additionally, half of the organisations said they would require more resources in order to participate. (Graph 7).

Networks or relevant bodies promoting EV in public sector

In addition to the role of Public Organisations as employers as analysed before, these kinds of organisations can play another relevant role as supportive and promoting organisations in their areas of influence. At European level both European Commission Communications in 2011 on CSR and on Volunteering highlighted the importance of Employee Volunteering for the European Institutions. Both Communications linked Employee Volunteering with CSR. This is a relevant step because EV gathers importance in the EU Institutions and Policies but few, in any, other initiatives of public organisations at National and Local level to promote Employee Volunteering can be identified.

One of the categories of the European Employee Volunteering Awards⁴⁸ 2011, was Public Authorities as supportive and promoting organisations for Employee Volunteering in their areas of influence, with the aim to raise the awareness of public authorities on local, regional and national level on how they can be facilitators towards a "Culture of Corporate Volunteering". This category was for entries that focused on building the infrastructure and supportive environment for volunteering and employability.

The public organisation which won this category was the **Magistrate of the City of Wiesbaden, Office for Social Affairs** (Germany). The jury highlighted that corporate community investment had been successfully implemented as a strategy and a new field of action in the Office for Social Affairs of the City of Wiesbaden. The support of the senior levels in the administration and at the political level was secured, a mandate was gained, and a corporate citizenship service office was set up and allocated the necessary resources. The strategy adopted by the Office for Social Affairs was aimed at accessing local businesses and persuading them to make a contribution towards enhanced social cohesion, better employment and sustainable communities. The corporate citizenship service office had a mandate for the development of implementation schemes and their execution at an operational level.

⁴⁸ Business in the Community (2011): "European Employee Volunteering Awards. Cases Study"



In Spain, the Programme **ENGAGE Valencia (Fundar, Valencian Regional Government)** was highly commended. Fundar launched a collaborative Programme where more than 30 local companies participated with their employees. The role of FUNDAR, in addition to raising awareness amongst companies about the many benefits of well-structured Employee Volunteering, was to facilitate the process, as in many cases companies are interested in Employee Volunteering but didn't know how or with whom to develop it and FUNDAR filled this gap.

The jury highlighted other public organisations at national level such as:

- **Municipality of Amsterdam, Department Citizenship and Diversity:** Programme Heart for Amsterdam. The city council of Amsterdam started the Programme on corporate community involvement (CCI) including Employee Volunteering 10 years ago. 'Heart for Amsterdam' was used by the municipality (citizenship and diversity unit) to promote how the city council stimulates companies to strengthen their Employee Volunteering Programmes.

BOX. Public Sector Employee Volunteering in the UK

The UK is one of the most advanced European countries in EV (in private and public sectors). This can be concluded due to the fact that the UK is the European country where:

- More publications about employee volunteering were found in the literature review (14 publications versus 6 from Spain, the second country).
- More cases of employee volunteering in Public Sector and in the Third Sector as employer were found.
- More employee volunteering reference organisations (e.g. IBLF, BITC, Corporate Citizenship, NCVO etc.) were found.

For this reason, specific information of Employee Volunteering in UK is relevant. The Government has encouraged staff to volunteer on a number of occasions. In 2002 special paid volunteering leave was introduced in central Government Departments to enable staff to take time off to volunteer. This was followed by work in 2003- 2004, in which the Active Community worked with a range of Government Departments to develop volunteering strategies for Departments. These set out how they intend to encourage their staff to volunteer. The strategies were implemented with mixed success, but led to the creation of a number of staff volunteering Programmes, including the one in the Home Office.

In 2008, the Cabinet Secretary wrote to all departments, at the Prime Minister's request, to urge them to consider the importance of Employee Volunteering and to ensure that they had a formal Employee Volunteering policy in place. He also announced that a new cross-Government volunteering group was to be set up in the Cabinet Office, administered by the Civil Service Capabilities Group (CSCG) and chaired by its head, Gill Rider.

The Civil Service Volunteering group was set up with the following objectives:

- To ensure that all departments across government have an approach to volunteering in the Civil Service which is up to the level of the best, and
- To provide a vehicle for developing and sharing best practice and informal information exchange.



3. 11. Particularities of Employee Volunteering in Third Sector Employers

Most documents and sources on Employee Volunteering identified and consulted in the Literature Review were in the framework of Private For-Profit Sector examples and in only a few cases was the public Sector experience as an employer represented. The prominent thought when referring to EV in Third Sector employers is of Third Sector organisations receiving employee volunteers to support their own activities, rather than doing EV themselves. For this reason the views of third sector organisations regarding their role as employer in EV opportunities have not been sought using the Field Survey since during the pre-test phase of the field survey respondents showed their confusion when responding to questions on this subject. Therefore, the dimension of Third Sector as employers has not been contemplated in the survey but has instead been addressed through interviews.

One difference mentioned by interviewees was that NGOs when acting as employers are very concerned that the organisation where their employees are going to volunteering is compatible with their values and their mission. Given the unique nature of some NGOs this makes finding suitable host organisations challenging.

3. 12. Regulatory Framework. Employee volunteering

John Macdonald, Head of the Task Force for the European Year of Volunteering 2011, European Commission, in the foreword of the publication *Volunteering Infrastructure in Europe (CEV)*, affirmed that “The question of the infrastructure supporting volunteering is often overlooked, since it is often ‘behind the scenes’ and not immediately visible to individual volunteers or the beneficiaries of volunteering effort. But it is crucial for the long-term sustainability of volunteering, for keeping standards high and for attracting and retaining volunteers. However, volunteering is treated in a wide variety of ways across Europe, depending on the cultural, historical and legal context of the country concerned. What works well in one country may therefore not work as well in another part of Europe. So critics might argue, what can we learn from each other about volunteering infrastructure? The answer is simple: it is important for practitioners to be aware of different approaches, in order to decide for themselves what could or could not work for them. So there is a huge potential value in learning about the various approaches to volunteering infrastructure in different countries, so as to be able to make that informed decision”.

When properly implemented Employee Volunteering is never the less volunteering so, in general, all regulatory framework of volunteering should equally apply to Employee Volunteering all be it with subtle differences. In some countries and contexts there are some specific legal frameworks for Employee Volunteering and these will be referred to in more detail in the next chapter.

The promotion of Employee Volunteering with different stakeholders could help to implement the European Parliament Resolution on Active Dialogue with Citizens. In relation to this, the European Parliament Development Committee report, the ‘Role of Volunteering in Contributing to Economic and Social Cohesion’, says that “Promoting volunteering through Community policies, supporting voluntary action using EU funds, and recognising and committing to voluntary activity at EU level helps to establish direct links between citizens, their communities and the Union”.

As it is explained in the chapter on the “*Overall context about EV in Europe*” the infrastructure to support Employee Volunteering in Europe is one of the most developed in the world. This is due both to relevant institutional initiatives at European and national level and in leading the



way in developing models for collaborative Employee Volunteering activities among employers and NGOs.

- **Examples of supportive regulations at EU level**

As has already been mentioned there are some recent EU Communications that link Employee Volunteering with CSR representing a relevant step as EV gathers importance in the EU Institutions and Policies. In these Communications the EC highlights Employee Volunteering as a win-win situation for employers and the community. Concretely, in the CSR Communication, the EU Commission linked EV with the future “European Voluntary Humanitarian Aid Corps” who “may provide one means of better exploiting synergies with the private sector. Therefore, the EU Commission exemplifies EV as a collaborative action and win-win situation between the public and private sectors in Europe. Some examples of these Communications are:



Communication from the European Commission COM(2011) 568 EU Policies and Volunteering: Recognising and Promoting Crossborder Voluntary Activities in the EU

“Employee volunteering as an expression of corporate social responsibility”

As an expression of their Corporate Social Responsibility, both the private and public sector can play an important role in promoting voluntary activities. By investing in Employee Volunteering, they not only do "good" in the local community, but at the same time improve their reputation and image, help create a team spirit, improve job satisfaction, and raise productivity while allowing employees or officials to develop new skills.

In 2011 the Commission launched initiatives that seek to promote volunteering amongst its staff. These include intranet web resources for staff with information on volunteering opportunities, good practices and practical guidelines for staff wishing to engage in voluntary activities”

Communication from the European Commission COM(2011) 681: A renewed EU strategy 2011-14 for Corporate Social Responsibility

“The search for synergies with the private sector will become an increasingly important consideration in EU development cooperation and in EU responses to natural and man-made disasters. Enterprises can play an important role through Employee Volunteering in this respect. The future European Voluntary Humanitarian Aid Corps may provide one means of better exploiting synergies with the private sector.”

For these reasons, more recently the European Parliament urged all Member States to promote EV into their national strategies, highlighting it as a relevant issue in Europe, not just at European level, even at national level:

2013 EP Committee on Employment and Social Affairs report ‘Corporate Social Responsibility: promoting society’s interests and a route to sustainable and inclusive recovery’: *“56.; urges all the Member States to include Employee Volunteering in their national action plans; calls for a ‘compact’ to be signed through the European Volunteer Centre (CEV) with a view to engaging civil society organisations throughout Europe in pursuit of this objective;”*



Impact 2030

A relevant new initiative is Impact2030. This is a **global Initiative for the advancement of Corporate Volunteering** with the support of the United Nations. This initiative will be set up to facilitate the achievement of United Nations resolution A/RES/66/67 adopted by the sixty-sixth General assembly: “the concept of corporate social responsibility has expanded beyond traditional philanthropy and a one-way flow of investment in communities to now include more dynamic exchanges between corporate employees and key stakeholder groups representing community and civil society.”

The mission of Impact2030 is to create a mechanism for the UN Office of Partnerships to bring together the private sector, public sector and civil society with the objective to advance the practice and impact of corporate volunteering and strategically mobilise corporate volunteers to contribute to achieving the UN Sustainable Development Goals. Impact2030 will be officially launched in May 2015 with a summit at the UN with the objectives of:

- “Foster the sharing of resources and good practices of corporate volunteering that could be adapted, implemented, replicated and scaled up on a sustained basis.
- Afford corporations a clear process and context in which to work with Member States and other community stakeholders to ensure the safe and effective management of volunteers.
- Enable multi-national corporations to mobilise employees as volunteers to positively contribute to the societies in which they operate or live.
- Implement systems and processes to leverage the United Nations’ existing systems of support for volunteering.
- Facilitate the globalisation of volunteer opportunities by strengthening partnership practices between the public, private and civic sectors.
- Align Impact2030 with the UN agenda to achieve the Sustainable Development Goals (to be announced in 2015). Enable companies to participate in this agenda by contributing their unique Programme impacts to the overall agenda/objectives”⁴⁹.

General supportive framework for volunteering

All the above institutional initiatives found their origins from other policies like policies supporting volunteering, gathered in the Research CEV (2012): “Volunteering Infrastructure in Europe”. These policies are detailed in the following box.

⁴⁹ http://www.worldvolunteerweb.org/fileadmin/photodb/IYV_10/Resources/Res66.67_2011.pdf





Box. Main regulatory initiatives on volunteering in Europe.

“Resolution on volunteering” of the European Parliament, 1983, which

- Recognised the general interest nature of volunteering and that the development of an infrastructure is central to effective policies on volunteering;
- Invited the European Commission to pay systematic attention to volunteering;
- Called for a European “statute for voluntary work” covering the reimbursement of expenses and social insurance for volunteers.

The International Year of the Volunteer IYV 2001

United Nations General Assembly Resolution 56/38 of 5 December 2001 and United Nations General Assembly Follow-up Resolution to the International Year A/57/L.8 of 26 November 2002 recognised that:

Voluntary action enables citizens to play a part in the democratic process;

Volunteering benefits the individual volunteer, those outside the immediate family, communities and society;

Volunteering contributes to social inclusion;

Volunteering is a means of lifelong learning and greater employability;

Volunteering is a unifying theme, generating cross-sectorial partnerships;

The economic value of volunteer effort is huge.

Declaration 38 on voluntary service activities, attached to the final act of the Treaty of Amsterdam, 1999, which:

- Recognised the important contribution made by voluntary service activities to developing social solidarity;
- Stated that the Community will encourage the European dimension of voluntary organisations with particular emphasis on the exchange of information and experience as well as on the participation of the young and the elderly in voluntary work.

Communication of the EU Commission on ‘Promoting the Role of Voluntary Organisations and Foundations’ 1997, COM (1997) 241, which:

Inclusive society based on active citizenship. The Communication recognised the political, economic and social significance of voluntary action “in developing a cohesive and inclusive European society based on active citizenship.”

Eurofestation, Maastricht 2004: European ROADMAP

This conference organised by the Association of Netherlands Municipalities (VNG) and CIVIQ, Dutch National Volunteer Centre, launched a shared European Roadmap to 2010 for the EU, national member states, (multi)national corporations, national volunteer centres, (national) volunteer-involving organisations and supporting infrastructure. This Roadmap to 2010 is intended to be an influential tool for further policy developments, events and activities in Europe around the theme of volunteering.

The Year of the Volunteer 2005 in the United Kingdom, aimed at

Increasing the number of volunteers, particularly individuals from marginalised groups and young people, raising the profile of the work volunteers are doing nationwide and awarding volunteers for their contribution to society.

The 2006 Opinion of the European Economic and Social Committee on Voluntary Activity

- Its role in European Society and its Impact [2006/C 325/13] urged the European Commission to contribute to a strategy for strengthening the European dimension of



voluntary activity and recognised that volunteering should be supported by all level of governments”.

Communication from the European Commission on Implementing the Partnership For Growth and Jobs (2006):

- Making Europe a Pole of Excellence on Corporate Social Responsibility [COM (2006) 136] recognised voluntary business contributions to achieving the goals of the re-launched Lisbon Strategy and the revised Sustainable Development Strategy.

European Parliament resolution on the role of volunteering in contributing to economic and social cohesion (2008):

- In this resolution, the EP recognised the role of volunteering in the social inclusion of people and integration of communities and confirmed that volunteering plays an important role in gaining skills, and improving the employability of the volunteer.

• National level regulatory frameworks for Employee Volunteering

The majority of the legislative frameworks on Employee Volunteering in the different European Countries acts as a general support or serves to establish a positive environment for Employee Volunteering but there are countries where the legislation on volunteering limits some kinds of Employee Volunteering. There are few fiscal rules or legal provisions governing and encouraging Employee Volunteering (including incentives to promote Employee Volunteering) in Europe..

According to the Report “Volunteering Infrastructure in Europe”, there are some European countries with legal frameworks affecting EV in some ways:

- In **Belgium**, the law on Volunteering states that employees can undertake voluntary activities where and when they want, without asking the authorisation of their employers. There are no formalities required. Evidence points to more private companies encouraging employees to undertake voluntary activities during working hours. On the other side, the Federal Public Service/Ministry Employment, Labour and Social Dialogue, and the Ministry of Finance, respectively, regulate the authorisation for the unemployed, retired or pre-retired, people excluded from unemployment, and the self-employed to volunteer, and indemnities free of taxes for the volunteers when it goes over expenses made for their volunteer activities.
- In **Denmark**, in October 2010 the Danish government published a national strategy for civil society. The government’s ambitions were to strengthen a more systematic involvement of civil



society and voluntary organisations in social work. A specific call for cooperation with companies and public employers was made. The strategy focuses on four areas:

- 1) Strengthen innovation and development in social work;
- 2) Encourage active citizenship and a volunteer culture;
- 3) Strengthen the work of voluntary organisations;
- 4) Strengthen the cooperation between municipalities, companies and voluntary organisations.

Apart from mentioning companies in the National strategy no other concrete measure to encourage Employee Volunteering has been identified.

- In **France**, The legal framework for part time / free time volunteering “benevolat” makes provision for “*Representation leave*” The goal of this type of leave is to promote the participation of volunteers who are employees in meetings of the organisations where they volunteer that take place during working hours. This leave is open to all private sector employees but also to public service employees of the state, territories, and hospital systems. Any employee or official can benefit from this leave by completing an application form to a specific Government department. The leave is for a maximum of 9 days per year and can be divided into half-days. Absence on this kind of leave is considered a normal working period, entailing all the rights in the employment contract. The absence can't be considered part of the annual paid leave. This leave is a right; it cannot be refused by the employer except if the employer considers, having consulted personnel representatives that it would be inconsistent with the company's capacity to function in a normal way.

This provision could potentially be used for the purpose of Employee Volunteers contributing to capacity building of HA NGOs in Europe.

The legal frameworks for full time volunteering “voluntariat” contemplate long term volunteer commitments from 6 to 24 months and this provision can make volunteer placements involving international deployment more possible for people in employment.

- In **Germany**, the legal provisions relevant to volunteering can be found in different legal texts. For instance, this includes the Social Codes (Sozialgesetzbücher) II and XII – volunteering by unemployed or welfare recipients, VIII – open youth and street work, the Civil Code (Bürgerliches Gesetzbuch) – public insurance for volunteers, the Income Tax Code (Einkommensteuer Gesetzbuch) – definition of charitable, non-profit status of bodies, rules for tax-free expense allowance for volunteers.

Furthermore, there are several regulations at the federal state level which is the administrative level with the main responsibility for the promotion of volunteering. These include for instance, regulations on the exemption from volunteer assignments during work hours, rules for reimbursement of expenses for the volunteer fire department etc.

- In **Italy**, the Law 6 August 2008 n. 133 (6. Legge 6 agosto 2008, n. 133 ‘Conversione in legge, con modificazioni, del decreto-legge 25 giugno 2008, n. 112, recante disposizioni urgenti per lo sviluppo economico, la semplificazione, la competitività, la stabilizzazione della finanza pubblica e la perequazione tributaria’. Published in the Gazzetta Ufficiale n. 195 , 21 August 2008, promotes Employee Volunteering in the public sector by granting public employees with less than 5 years left to reach 40 years of service, in the years 2009, 2010 or 2011, the possibility of ceasing work before reaching retirement age and still receiving 50% of their remuneration. If these 5 years are spent volunteering for third sector organisations, upon presentation of the



required evidence, the contribution is instead increased to 70%. So far it has been scarcely used. The legal framework allows employees to volunteer within the context of civil protection.



- In **Romania**, since 2009, the framework law on volunteering has been subject to several revision initiatives. Most coordinated efforts have been conducted in 2009 by Pro Vobis-the National Resource Centre for Volunteering and by the EYV coordination group in Romania during 2011. Two public debates were organised in 2012 by the responsible institution before submitting the new text of the law for the approval of the Parliament. The major changes included in the proposed law are the inclusion of provisions referring to Employee Volunteering (which is not mentioned in the current law that in fact creates problems for employers developing Employee Volunteering schemes);

Some concrete incentives exist such as allowing companies to benefit from a proportional reduction in their corporate income tax.

- In **Slovakia**, the Law on Employment Services (no. 5/2004) defines volunteering as a possible activity for unemployed people. According to this law, these people can be engaged in the so-called activation work within the civil sector. It is a way for unemployed people to receive some extra income in addition to their unemployment benefit. Therefore, the volunteering sector does not see this service as a volunteer service and perceives the term volunteering in this law to be used in a very misleading way. In the case of long term volunteering, the law enables volunteers to count their volunteer time into their working time in order to include this time in their pension calculations.
- In **Slovenia**, the Law 374 on Volunteering, presented to and approved by the Slovenian National Assembly on 3 February 2011, gives the definition of volunteering and voluntary work in Slovenia as follows: volunteering is an unpaid activity, carried out by free will, for the benefit of others or for public good. The law on volunteering also provides a definition of organised voluntary work; it specifies that organised voluntary work be carried out “within a voluntary organisation, public institutions of for-profit sector if they carry out activities for the common good at least 24 hours per year”. Organised voluntary work can also take place in social enterprises, which are regulated by the Law on Social Entrepreneurship.
- In **Spain**, there is an ample legal framework for volunteering, following the complexity of the country’s administrative structure, but there are no fiscal rules or legal provisions governing and encouraging Employee Volunteering. However the new CSR strategy of the Spanish Government have specific recommendations on Employee volunteering:
 - Design specific strategies to promote Employee Volunteering for private and public employers.
 - Share experiences and new developments on a regular basis and have access to reliable and competent partners for Employee Volunteering.
 - Support instruments with which all stakeholders maximize the impact into their organisations and into the community, increasing the numbers of employers and volunteer organisations with the capacity and willingness to implement good quality Employee Volunteering.
- In the **UK**, unlike workers or employees, volunteers have no special legal status. While many pieces of legislation refer to, and affect volunteers, no single law creates a clear codified legal framework for volunteering or the voluntary sector. A number of Acts of Parliament have, however, important implications for volunteering.

The National Minimum Wage Act created, for the first time in the UK, a universal right for workers to receive a centrally prescribed national minimum wage. In setting out the exclusions from the minimum wage, the Act created a new category of volunteer, a “voluntary worker”.



The Act gives all workers the right to receive a minimum wage, with a worker being defined as someone working under a contract. During the drafting of the Bill, concern was raised that given the nature of their activity, some volunteers on structured full-time Programmes are in effect working under a contract, and may have become entitled to the minimum wage.

To avoid this problem, a new “voluntary worker” legal status was created, to recognise specific circumstances in which someone may volunteer to work under a contract. In addition to out-of-pocket expenses, voluntary workers are able to receive financial support to cover their subsistence costs and be provided with free accommodation for the duration of their placement. They cannot however receive any direct financial contribution towards accommodation costs.

While the voluntary worker status offers a sensible exception to the minimum wage for certain types of volunteer, the definition continues to create some confusion in the voluntary sector.

The absence of any specific legal protection or dedicated rights for volunteers has led to growing concern among some volunteering groups. A number of high profile cases of volunteers alleging mistreatment by well-known national charities led to the establishment of a “Volunteer Rights Inquiry” in England. Having explored a range of options including the creation of a Volunteering Ombudsman, the enquiry recommended stronger efforts within volunteer involving organisations to improve practice, with a later review to consider whether following these steps an independent arbiter is needed.

Sitting alongside the main UK volunteering standards is “[Investing in Volunteers for Employers](#)”, aimed at strengthening high quality involvement of employees as volunteers. Organisations such as Microsoft, the BBC and Barclays have achieved the standard, recognising the work they do to support their employees to volunteer.

People who want to do paid work or volunteer with children or vulnerable adults on a ‘frequent’, ‘intensive’ or ‘overnight’ basis, or who have access to their records, must complete an ‘enhanced’ CRB check. This is in line with the introduction of the Vetting and Barring Scheme, which is managed by the Independent Safeguarding Authority (ISA).

- Relevant regulatory frameworks for Employee Volunteering outside Europe

Outside Europe, in USA there isn’t any incentive for companies to promote volunteering but, if the volunteering is combined with a grant to the non-profit to pay for project supplies or management, there is a tax break for that gift (whether it’s cash or product donations). If the employees are working on skills-based projects (like supporting a non-profit with consulting help), then they may be able to reduce the amount of cash donations they are providing to their non-profit partners – but that would mean less of a tax “incentive.” On the other side, if companies offer their employees incentives to volunteer like a “Dollars for Doers’ Programme (when they give cash donations to the non-profit that received employees’ volunteer time), they are able to take a tax break on those donations.

The only other scenario that may be “government supported” is in the case of banks and financial institutions. They must abide by the Community Reinvestment Act (an United States Federal law designed to encourage commercial banks and savings associations to help meet the needs of borrowers in all segments of their communities, including low- and moderate-income neighbourhoods) and, keeping track of Employee Volunteering helps to substantiate that they are serving communities in need in many ways. Employee Volunteering can help these kinds of organisations conform to the Community Reinvestment Act, which requires banks to serve the particular needs of their communities in various ways. The federal government assesses banks’ Community Reinvestment Act records whenever they want to open new branches or seek approval for a merger or acquisition.

If a company is a “federal contractor” (meaning they work on projects that are funded by the government based on contracts that have been mutually agreed upon), employees working on those projects can only



be paid when they are working on those projects. The company would have to decide whether or not to “pay” these employees like they do the rest of their exempt employees who are participating in company-sponsored volunteer projects.

Under the Fair Labor Standards Act, FLSA, employees may not volunteer services to **for-profit** private sector employers. On the other hand, in the vast majority of circumstances, individuals can volunteer to public sector. When USA Congress amended the FLSA in 1985, it made clear that people are allowed to volunteer their services to public agencies and their community with but one exception - public sector employers may not allow their employees to volunteer, without compensation, additional time to do the same work for which they are employed. There is no prohibition on anyone employed in the private sector from volunteering in any capacity or line of work in the public sector.

In contrast, the majority of the European countries understand and define volunteering as actions carried out in a volunteer organisation (with a NGO) but not in public authorities. Although EVS placements in local authorities can be observed. Public sector employees in USA may volunteer to do different kinds of work in the jurisdiction in which they are employed, or volunteer to do similar work in different jurisdictions. For example, police officers can volunteer different work (non-law enforcement related) in



city parks and schools, or can volunteer to perform law enforcement for a different jurisdiction than where they are employed.

3. 13. International Employee Volunteering

“As multinational corporations become truly global, they are seeking new, strategic, high-impact opportunities through which they may engage with the communities in which they work. International Employee Volunteering (IEV) has thus emerged as an important new vehicle for corporate citizenship Programming that not only deepens local corporate community involvement, but also leverages the human assets and vast technical skills of a company to effect improvements in areas such as the environment, health care and education. IEV Programmes provide powerful opportunities for corporations and employees to engage directly in addressing social challenges in the local communities where they operate, worldwide. These Programmes provide a unique platform for creating both social and business impact.”

Despite the growing number of Employee Volunteering Programmes, the field of IEV generally suffers from a lack of widespread documentation of existing and effective models. International Employee Volunteering refers to the practice of engaging employees in service projects in countries outside of the company’s headquarters country. IEV includes two principal models: local service, in which employees based in countries outside headquarters volunteer in their local communities; and cross-border service, in which employees travel abroad to volunteer. CDC Development Solutions **defined International Employee** Volunteering in their benchmarking research as “Any Programme in which employees across international borders to provide services to local clients based primarily on the skills they utilise in their daily jobs”.

The most **common beneficiaries of Employee Volunteering** were NGOs, and only a few Programmes benefited multilateral organisations, government agencies, private businesses, or individuals. While some corporations work directly with individual organisations to plan volunteer assignments, many corporations partner with a non-profit intermediary that manages placement logistics. Programme measurement remains elusive, as only a few corporations have conducted structured evaluations to understand the impact of IEV Programme investments. Concerning the responsibility of the NGOs as partner organisation, they have full responsibility of in-country logistics and local community evaluations. Shared responsibility in:

- Volunteer orientation
- Volunteer satisfaction evaluation
- Travel logistics
- Volunteer training
- Project selection
- Programme design
- Project supervision

And NGOs have no responsibility in the evaluation of the financial benefits in the company and in the volunteer selection.



The **resources** companies utilise for IEV Programmes include employees who manage the Programmes, compensation for volunteering during work hours, travel and other expense reimbursements, training, volunteers' time, tools to identify and manage volunteering opportunities, and cash or other grants to supplement the volunteering efforts. In general, the cross-border model usually requires a higher resource investment per employee, due to the employee's extended time away and expenses related to international travel.

Since IEV initiatives often require trips to international destinations that can last for several weeks, they can include significant direct expenses above and beyond the value of an employee's time. In addition, Programme planning and execution inherently involves additional management and logistical complexities, which have human and financial costs to the company. Successful Programmes require advance planning with the local beneficiaries, training of volunteers, and coordination of in-country logistics. Furthermore, since volunteers serve as informal "ambassadors" for the company abroad, choosing the wrong volunteer or having an unsuccessful Programme poses corporate reputation risks. Understanding the potential risks, as well as the potential business value and social impact of international Employee Volunteering, can help corporate executives plan, design, and implement more strategic and effective Programmes.



IV. Employee Volunteering in Humanitarian Aid in Europe

4. 1. EV in HA main Framework: private for – profit sector and HA

During the last decades of the former century the private for profit sector involvement in HA was characterised by a lack of initiatives and an enormous distance between the HA sector and business. But since the 1990s natural disasters have become more frequent and visible⁵⁰. In this sense, an important change took place in 2004, when the videos and images of the dimension and impact of 2004 Indian Ocean Tsunami catastrophe spread worldwide and global society (with employees as part of it) were shocked into taking action.

According to the *Business engagement in humanitarian relief*⁵¹ study “the vast majority of [business involvement in HA] initiatives emerged immediately after the 2004 tsunami”. Figure 1, extracted from this research, shows how this devastating disaster was a “catalytic event,

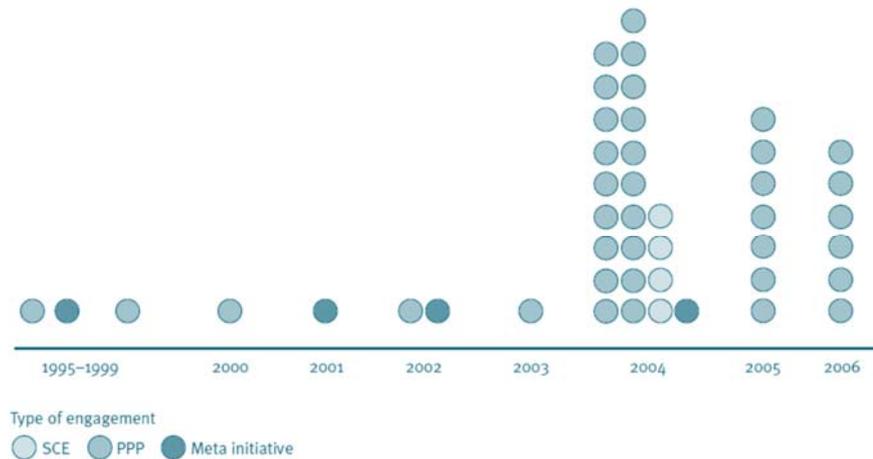
⁵⁰ CALHOUN, C. (2004) ‘Fear, Intervention, and the Limits of Cosmopolitan Order’, in *The Transformations of Humanitarian Action*.

⁵¹ BINDER, A. and WITTE, J.M (2007). *Business engagement in humanitarian relief: key trends and policy implications*. Overseas Development Institute.



helping to increase awareness and active contributions to humanitarian operations within the business community”.

Graphic IV. 1. Business initiatives in HA



Source: GPPI.

*** SCE - single company initiatives; PPP - partnerships with traditional humanitarian actors, 'meta-initiatives' described as self-managed initiatives. Source Business engagement in humanitarian relief, 2007.

This moment was a turning point especially concerning private funds channelled to HA. According to OCHA's Financial Tracking Service, private contributions rose from 14% of total humanitarian assistance in 2001 to about 35% in 2005⁵².

⁵² Idem

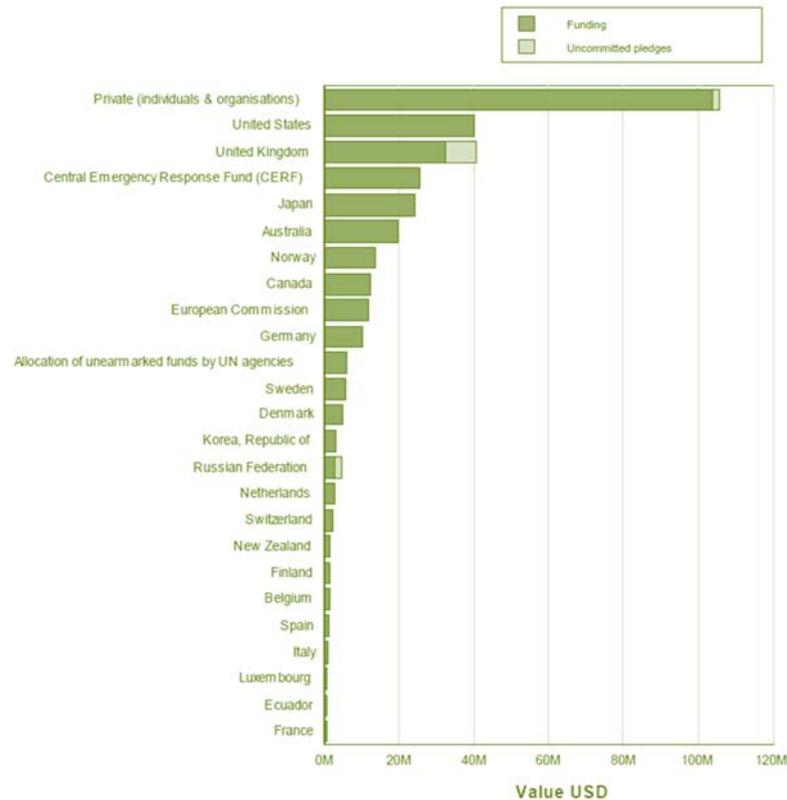


Emergency in The Philippines 2013

The Typhoon Haiyang took place in October 2013. It was a terrible cyclone that especially Philippines suffered the most. This crisis has raised innumerable initiatives for channelling funds, including private for-profit sector fundraising initiatives among employees, customers and other stakeholders.

According to The Corporate Aid Tracker of US Chamber of Commerce Foundation, “companies are mobilizing their expertise, capabilities, and community resources to assist with the response to Typhoon Haiyang. Business pledges of over \$51.8 million have been announced in support of recovery effort”. Hundreds of companies as 3M, Accenture, American Express, Group on, General Electric, Kellogg’s LG, among others, are listed as donors and in kind in this Corporate Aid Tracker.

The graph below shows the private fund contributions per country,; it includes individuals and organizations in USD and the total amount collected until 8th of January 2014 was \$103,835,097



Source: Financial Tracking Service. January 2014. OCHA

Additionally, consolidated EV in HA initiatives have been mobilised, as it is the case of the Disaster Response Team EV Programme of DHL; or LETS Cluster, formed by employees of logistic companies as Maersk, TNT, UPS and Agility.



The non-commercial engagement of business in the Humanitarian Aid sector is an increasing trend, especially regarding the number of fundraising initiatives supported by companies in order to channel donations from employees, customers or other stakeholders. The recent Philippines disaster has been evidence of this, given that thousands of fundraising initiatives have been promoted or supported by private sector worldwide.

Business non-commercial engagement in HA can occur in different ways⁵³:

- Company direct donations
- Fundraising initiatives
- Employee giving
- Cause – related marketing
- Employee engagement for organising or supporting fundraising initiatives
- Employee Volunteering for supporting HA sector (e.g. Pro bono, headquarters support, headquarters staff capacity building and training, etc.)
- Employee Volunteering for deployment:
 - Disaster preparedness
 - Disaster response
 - Post disaster action
- Social Innovation: adaptation and design of products and services for HA sector

These actions can be, but are not necessarily, related to the core business activity or competences. Whether they are or not seems to depend on the vision of the company's role in solving major world problems. It can either undertake a charitable approach (just providing grants or organising fundraising) or become involved in more complex approaches bringing into HA support, additional resources from the company such as knowledge, technology, innovation and product development capacity, etc. Hence, different approaches to HA support occur, depending on the CSR approach of the company or, as already mentioned, its own vision of "what role should we have"⁵⁴.

Fundraising initiatives are being widely extended and this is almost always in relation to crisis response after natural disasters, but overall engagement in other stages of HA operations remains low. When moving forward in this scheme of company core business integration, the circle becomes smaller and more selective. The good practice examples shared in Chapter V. show that Employee Volunteering programmes allowing for the deployment of volunteers to HA situations is limited to a specific profile of companies. Chapter IV. presents some Good practice in cross-sector agreements that are typical arrangements in this context through multi-sector alliances, platforms and sector clusters⁵⁵.

Among the reasons of the low rates of involvement of Private for – profit involvement in HA, pointed out by different authors is that traditionally there has been a lack of understanding and mistrust between different actors⁵⁶.

⁵³ Source: self-elaboration. Lot 3 (2013).

⁵⁴ It must also be stated that different approaches can happen at the same time with companies both providing grants for HA purposes as well as developing complex business solutions to solve major HA challenges.

⁵⁵ Annex VI.1. Business and Humanitarian Aid Platforms

⁵⁶ PRANDI, M; CANO, J.A. y ARENAS, D. (2011). *Empresas y crisis humanitarias: dilemas y retos*. ESADE



The most mentioned constraints are:

- lack of trust and interface at all levels;
- insufficient knowledge of each other's "world";
- lack of awareness of how to get involved;
- lack of common language;
- absence of engagement from the start of the processes or lack of specialised knowledge within Private Sector.

All these reasons can be effectively summarised as "lack of understanding and mistrust". "The lack of a common 'language' between private sector actors and humanitarian actors' poses challenges for private sector engagement", emphasise specialists of Humanitarian Futures Programme⁵⁷.

Additionally, a better understanding of the motivations of private sector for getting involved in HA is needed as well as of HA Sector to collaborate with companies. Private for-profit sector actors engage for a wide variety of reasons, in their majority, not related with direct financial revenues. Marketing, Corporate Social Responsibility or mere Philanthropy are also driving forces.

The literature review in this field identifies the most frequently mentioned motivations to be:

- Positive branding
- Staff motivation
- Knowledge transfer and learning
- New markets access/consolidation
- Ethical and philanthropic demands from different stakeholders

It is relevant to note that the private sector is less inclined to support HA in relation to man-made disasters. The vast majority of initiatives are related to natural disasters, rather than conflict settings⁵⁸. Considering the motivations already mentioned the involvement in certain man-made disasters could be complex and even, counter-productive in relation to achieving certain benefits such as positive branding, for instance.

<<The majority of non-commercial initiatives in the scoping exercise focus on major sudden-onset natural disasters rather than man-made disasters, such as conflicts, or gradual-onset disasters, such as droughts. Interviews with company representatives suggest that corporations tend to avoid post conflict disaster relief because of the associated dangers – related to their security and their standing in relevant communities. Post-natural disaster relief is 'easier to navigate' and involves fewer complex questions about liability and insurance for company staff working at the site of the disaster. Engagement in post-conflict relief may also raise reputational issues, such as being associated with the conflict or being forced to take sides. In cases where businesses do engage in post-conflict disaster relief, it is usually not in the form of

⁵⁷ Humanitarian Policy Group, Vantage Partners and UN OCHA emphasise a new joint study being conducted by the Humanitarian Futures Programme, Humanitarian Policy Group, Vantage Partners and UN OCHA. Through literature

⁵⁸ See Chapter V. Good Practices. - Conclusions.



partnerships but indirectly, for instance through fundraising or providing technology to be implemented by traditional humanitarian agencies.>>

BINDER, A. and WITTE, J.M (2007). *Business engagement in humanitarian relief*

The HA sector considers that the private for-profit sector should support long-term investments (disaster preparedness, risk reduction, capacity building, etc.), in addition to the most visible initiatives for disaster response. According to HA expert professor Carbonnier, “companies should seek not to limit themselves to natural disasters or high-profile cases – positive image is based on credibility and, in the long run, responding to greatest need will contribute more to such credibility than opportunistic efforts”.

At the same time the HA sector recognises that collaborating with businesses can bring much needed technical expertise and added capacity, and partner selection should be based on a correlation between identified gaps, the skills and capacities on offer and the ability of the agency to manage the collaboration⁵⁹.

Interest to collaborate further is growing from both sides, and funding sometimes is the first approach needed to instigate a deeper engagement. It is important to mention that according to different experts the private for-profit sector prefers acting in alliances rather than alone. This means that there is a disposition and opportunity for progressing in their involvement in HA field.

According to the Humanitarian Futures Programme, traditional HA actors could have a determinant role for achieving an effective private sector engagement: “*There could be a potential role for international humanitarian actors to help private sector actors understand ways of engaging with the diversity of actors involved in humanitarian action*”.

It seems that the current climate is an appropriate context, as the HA sector is looking for new sources of funding, innovation and effectiveness improvement (new skills and technologies). In addition to this companies seek to have a better image, reach the markets of the future, maintaining employees motivated in a crisis period with frequent job losses and, last but not least, just be more responsible with their environments and the global society.

4. 2. Overall context about EV in HA in Europe

The field of EV in HA is characterised by a lack of figures and data and absence of specialised documents in the topic of EV in HA. Only specific cases and articles about concrete initiatives⁶⁰

⁵⁹ CARBONNIER, G. (2001). *Corporate responsibility and humanitarian action What relations between the business and humanitarian worlds?*

⁶⁰ STADLER, L. (2012). *The logistics emergency teams: pioneering a new partnership model*. INSEAD Social Innovation Centre.



can be found in literature. This is a reflection of the limited instances of the phenomenon given that EV in HA initiatives are carried out by a very limited number of stakeholders.



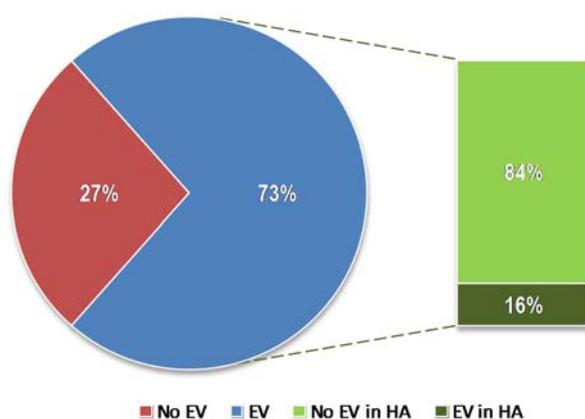
As it is described in section '4.3. Definitions', there is a general association of ideas between Humanitarian Aid and Disaster response. This preconception and the general lack of knowledge and awareness about other Humanitarian Aid actions and areas of activity means that there are a large number of employers that are not aware of "how much they can help NGOs to improve their work. They are not aware how much knowledge they can transfer"⁶¹.

Also connected to this association between the concepts of HA- and disaster response, there is a general barrier among employers related to the risks and safety of their employees: "deploying employees in crisis response initiatives is very risky and do more harm than good".

According to the data gathered for this study, Employee Volunteering in Humanitarian Aid in Europe is still a marginal and relatively unknown phenomenon. As previously explained, the online survey was disseminated through different CSR networks and volunteering platforms across Europe in order to get information from employers and Humanitarian NGOs with respect to their EV activities in general and EV in HA in particular.

A total of 203 answers were gathered. According to the field survey, just 16% of the large companies from the 73% that are active in EV are involved in EV in HA initiatives (see Graphic IV.1). The percentage is 18% in the case of SMEs and 37% in the case of Public Sector employers.

Graphic IV. 1. Large companies involvement in EV versus EV in HA

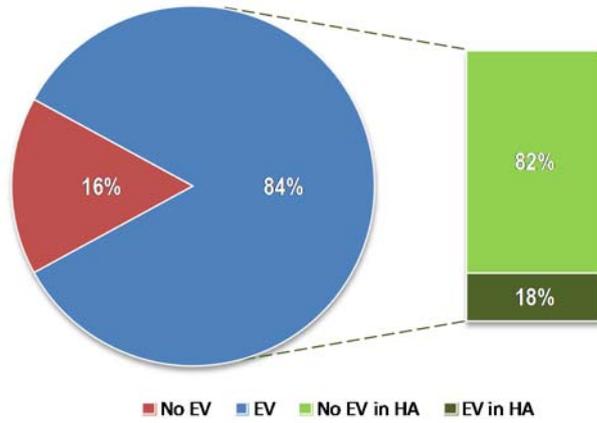


Source: Lot 3 own elaboration based in survey results.

⁶¹ Interview with a Humanitarian Aid actor – Has been included as reference quote of a general vision among the different stakeholders consulted.

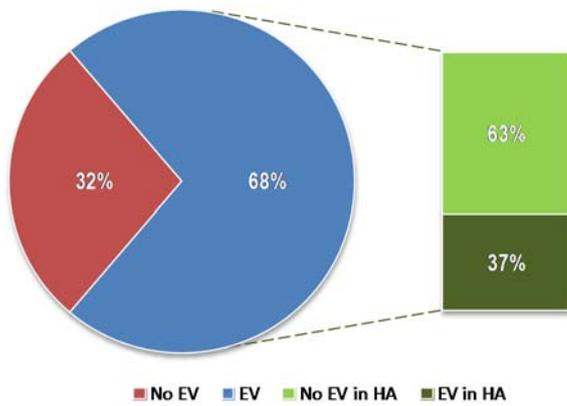


Graphic IV. 2. SMEs involvement in EV versus EV in HA

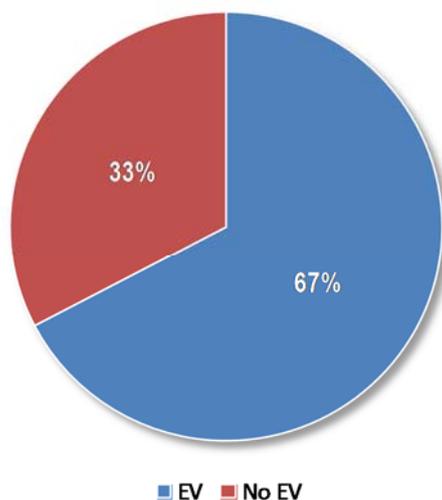


Source: Lot 3 own elaboration based in survey results.

Graphic IV. 3. Public Sector involvement in EV versus EV in HA



Source: Lot 3 own elaboration based in survey results.

Graphic IV. 4. HA NGOs/agencies involvement in EV in HA

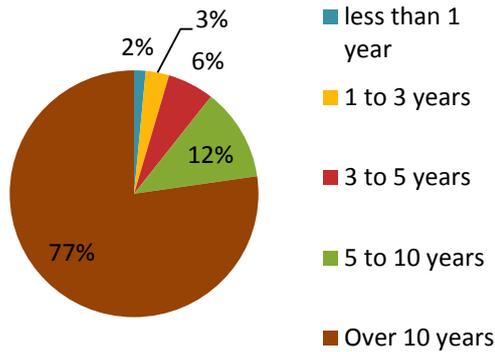
Source: Lot 3 own elaboration based in survey results.

Due to the specialist nature of the topic of the study (EV in HA), the field survey conclusions inevitably have a bias. It should be noted that the majority of the respondents of the survey answered it because they felt they could contribute with their experiences and opinions, as they already were undertaking EV initiatives or even EV in HA actions. The majority of employers (77%) and NGOs (43%) that have answered the survey mention that they have an average of over 10 years of experience regarding EV (see Graphic 4).

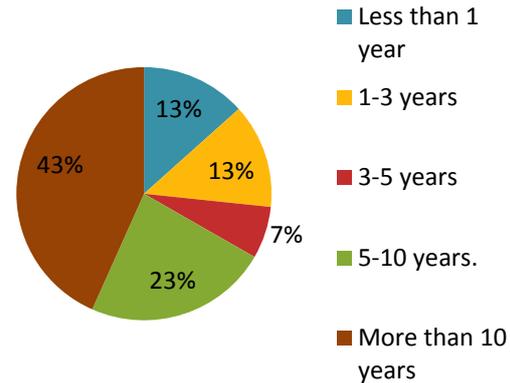


Graphic IV. 5. For how many years have you been receiving employee volunteers in your organisation?

EMPLOYERS



NGOs



Source: Lot 3 own elaboration based in survey results

It should be taken into account that throughout the study the team has used an inclusive definition of Employee Volunteering in Humanitarian Aid, considering a wide range of activities, including not only field deployments, but also fundraising activities carried out by employees and support provided at NGO headquarters in Europe. This is further explained in section 4.3. As described in the previous Chapter III. "Employee Volunteering in Europe", a relevant number of companies undertake EV involving fundraising activities in order to support NGOs and agencies initiatives.

The HA sector seems to be divided in defenders and retractors of Private for-profit Sector involvement in HA. Independently of that, and even when EV is perceived as an interesting tool, some specific stakeholders of the HA sector have some confusion about EV in general, and particularly in relation to 'being volunteer vs being paid' dilemma and reputation issues:

"Organisations are realising that they can benefit from business - this is a dramatic change in attitudes over recent years"

"The immediate thought is that it is confusing what different terms means. Are we talking about EV as an example where companies lend their personnel out in times of need, while they still pay the person's salary? Or are we talking about companies allowing their personnel time to assist on their own time and money? Or are we talking about EV as something where people will get a small allowance from the EU when they help out in times of need? It is difficult because we add another layer to the already confusing area of what volunteering actually means".



“One of the potential risks is the reputational one, both for NGOs to be associated with some companies, and vice versa. Another one is that the company sticks to cooperating with one NGO only, and chooses not based on real needs, but based on potential for higher media profile”.

“NGOs will always have fears related to losing or damaging their reputation if they establish an alliance with some companies that have reputational risks”.

Big differences in perspectives and views on the issue can again be seen between European countries. According to the literature review and the data collected through the field surveys and other interview tools such as the Good Practice analysis, the most advanced countries are United Kingdom, Netherlands, Germany and Spain. There are also substantial differences concerning the availability of data between the different EU Member States, taking into account that specific data about EV in HA is not available in any European country, but can only be found in information about EV in general.

Not to forget in European Union, actors from United Kingdom, France, Germany and Spain have traditionally taken the main role in the implementation of European HA policies. An important part of European countries are currently planning their external aid strategies for the first time, as it is the case of the majority of UE13 Members. Therefore, HA sector development in those zones is emergent.

4. 3. Definitions

In contrast to the general EV field, where a wide range of definitions have been developed, no definitions have been specifically coined for EV in Humanitarian Aid. Even when talking about types or models of EV, HA is not mentioned as a specific model by itself⁶².

Therefore, a specific definition has been created for the aim of this study with the support and contribution of DG ECHO:

*“For the purposes of Lot 3 research, **Employee Volunteering** refers to volunteering organised and/or supported by private or public employers, be it through financial incentives; through provisions for special leave; by special rewards or other means of direct support.*

*Meanwhile, **Humanitarian Aid** in the sense of the European Consensus on Humanitarian Aid covers activities and operations intended to provide needs-based emergency assistance aimed at preserving life, preventing and alleviating human suffering and maintaining human dignity in the face of man-made crises or natural disasters. It encompasses assistance, relief and protection operations in humanitarian crises or their immediate aftermath, supporting measures to ensure access to people in need and to facilitate the free flow of assistance, as well as actions aimed at reinforcing disaster preparedness and disaster risk reduction, and contributing towards strengthening resilience and capacity to cope with, and recover from, crises.*

⁶² See as example in Chapter III. EV in Europe, section of Models of EV, where different types of EV are defined and HA is not considered as an option.



Employee Volunteering in Humanitarian Aid refers to a broad range of Employee Volunteering activities, and includes not only field deployments for emergency response but also: support at headquarters, training and capacity building for disaster prevention and preparedness, post-crisis recovery and resilience, pro bono assignments, online volunteering, awareness raising on “forgotten crises”, and fundraising initiatives implemented by volunteers directly supported by their employer.”

Volunteering networks and CSR platforms were asked to give their definition of the concept of ‘employee volunteering in humanitarian aid’. The analysis of their responses proves that there is a sufficient understanding of the term although several answers limited the concept to emergency and disaster situations. For instance, the quantitative analysis of the definitions expressed by the respondents indicates that the word “disaster” was one of those more used in their definitions.

Figure. 1. Key-words cloud for defining EV in HA



Source: Lot 3 own elaboration based in survey results.

As in the case for general Employee Volunteering, EV in Humanitarian Aid is also widely understood as an initiative associated with Private for-profit sector contribution to the HA field (at a first glance, it is not conceived as an initiative related with public sector employers or third sector organisations as employers)⁶³. In this sense, even when stakeholders have relevant experience in general Employee Volunteering the HA field is perceived as a very complex setting and is widely preconceived as a synonym of ‘crisis response deployment’⁶⁴.

⁶³ Idem

⁶⁴ Lot 3 - Information from interviews, questionnaires and conversations carried out specifically for the present Preparatory Action The 2013 Preparatory Action for EU Aid Volunteers.



4. 4. Particularities of EV in HA

With regards to other kinds of Employee Volunteering, EV in Humanitarian Aid presents some particularities that should be taken into account:

- Wider and long-term commitment
- International dimension
- Agreements with HA agencies or NGOs
- High level of awareness and training
- Long-term missions in case of deployment
- Security issues and risk management

Wider and long-term commitment

In 'Chapter III. Employee Volunteering in Europe', an overview of general Employee Volunteering has been presented. As it has been explained, employers are developing a wide range of activities in the EV field, from punctual EV tasks and volunteering days to long-term or ad hoc EV initiatives. Therefore, in the case of general EV, actions can be wide but in many cases also very specific and can incorporate limited contributions without any other added commitment.

EV in HA is in many cases integrated in a wider commitment between the employer and the HA actor. Generally the employer gives support to a project, a programme or even a specific NGO or HA agency. The nature of EV in HA activities and the need to invest relatively high resources promotes a wider and long-term commitment. It should be mentioned that a common international EV model is one in which the employers co-fund development projects or provide donations to the NGOs, and also, assumes the deployment costs of their employees (flights, per diems, vaccines, visas, accommodation, etc.).

International dimension

Employee Volunteering models in which deployment is required, such as international employee volunteering or Employee Volunteering for Development are considered the most complex type of EV, as is the case of EV in HA.

The international management dimension is a barrier for many organisations. In the case of private for-profit sector organisations without presence in the country where the HA initiatives are taking place, it makes it difficult for CSR managers to 'justify' their involvement internally, to shareholders and boards. In the case of some multinationals, it is usual to find that CSR policies focus on local needs and present restrictions with regards to actions outside their national frontiers. In many cases when international initiatives do occur CSR or EV central/global departments manage them.

This is one of the reasons why engagement can be seen to be largely limited to large multinational companies (with financial and staff resources) of very concrete sectors related with HA have achieved relevant EV initiatives in this field. Normally, a coordination and management team is specifically created within these companies for this kind of programmes. Even though the majority of the relevant EV in HA cases have this international dimension (i.e. involving deployment), other kind of volunteer support in capacity building in Europe or online volunteering devoted to bring support to HA operations could be integrated under this concept.



Agreements with NGOs and with agencies

In contrast with general EV, where alliances are normally established with NGOs, EV in HA initiatives are implemented both with NGOs through bilateral agreements, but also implemented in the framework of bilateral agreements with HA agencies as WFP, ECHO, etc.; or multilateral agreements (see Chapter VI. Good Practice in Cross-Sector Agreements).

High level of awareness and training

Particularly when deployment is needed, EV in HA requires extensive training of volunteers. This is one of the reasons EV in HA is one of the most complex kinds of EV.

Long-term missions in case of deployment

So far, EV in HA is related with long missions involving deployment (more than one or two months). This is also a restriction, because the absence of one or more employees in their workplace adds a 'problem' to some companies. This issue is referred by employers (especially by SMEs) as one of the main barriers to develop EV in HA. In a few cases, companies pre-define a longer-term framework for employee engagement in EV in HA.

Security issues and risk management

In the case of deployment, all types of employers perceive certain risks in this kind of EV. Not all companies are willing to send their employees to unstable contexts. Security of volunteers and risk management should be considered as a critical point, and in most relevant cases and good practices, specialised staff are integrated in the teams and specific training in this area is provided to the employees.

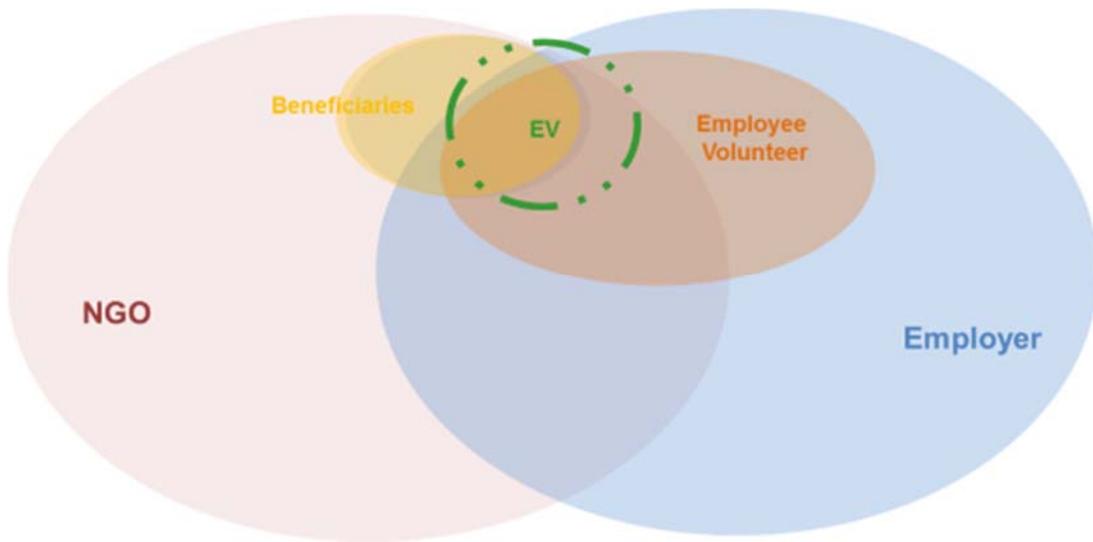
4. 5. Stakeholders involved and cross-sector collaboration

As in the case of general EV, where collaboration with different stakeholders is, as a general rule, required, EV in HA requires cross-sector alliances. It should be mentioned that in the cases



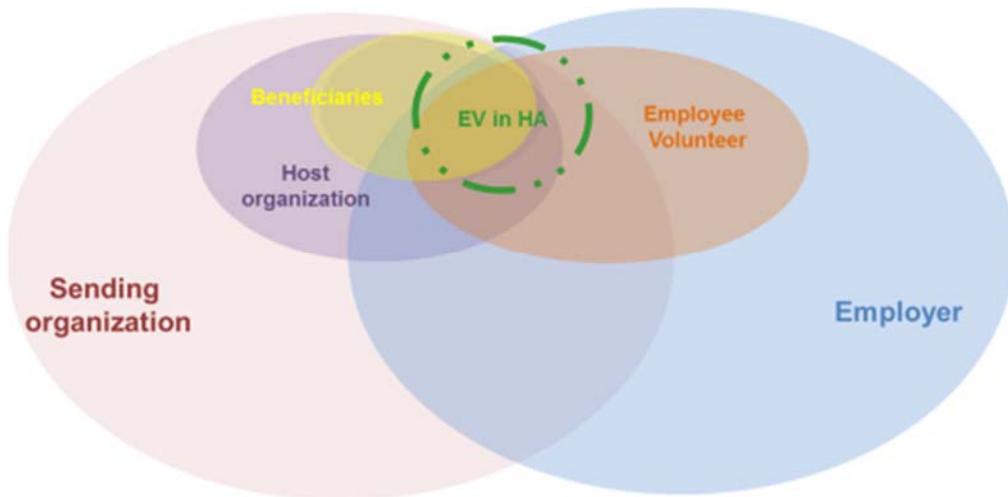
where EV in HA implies deployment, a new actor, the hosting organisation, is integrated into this scheme.

Graphic IV. 6. General EV scheme



Source: Lot 3 self-elaboration (2014)

Graphic IV. 7. EV in HA stakeholder's scheme



Source: Lot 3 self-elaboration (2014)

In EV in HA the most common roles are:



- **Sending organisation.** It is the manager of the HA project or initiative. It should guarantee and adequate training to the volunteers, and holds the more direct relation with the employer. It could be an international NGO or a HA agency. It normally takes a relevant role in the selection of the volunteers.
- **Hosting organisation.** It is the organisation that manages the employee volunteer in the field. Local offices of international NGOs, local offices of HA agencies or local NGO partners or governments.
- **Employer.** It is the organisation that promotes employee participation and supports its staff to do so, under certain guidelines and criteria. In general, employee volunteers mainly come from companies, but public and third sector organisations can also foster employee volunteering among their staff.
- **Employee.** It is part of the staff of the employer, and voluntarily decides to contribute to a HA initiative. They may still receive their salary during the volunteer placement but the decision to take part is based on their own free will.
- **Beneficiaries.** They are the final expected recipients of the support and the main objective of the Employee Volunteering contribution. They are the people in need that the activities of the HA agency or the local organisation in the field are designed to assist. Sometimes the employee has a direct contact with them or their volunteering can contribute indirectly through the support to the HA project in a variety of ways.

A point on which employers and NGOs agree is in the fact that the quality of the collaboration within the partnership is a relevant driver for success within EV in HA initiatives. The majority of the relationships between organisations implementing EV in HA cannot be considered as real, strategic 'Partnerships', but should be considered 'transactions'⁶⁵ or 'collaborations' (see Chapter 8. Final Recommendations).

"The ideal is to have a partnership in the true sense of the word, less bureaucracy but full accountability, mutual trust, transparency etc."

"NGOs look after the possibility to collaborate in more strategic projects through their EV programme with companies".

"For a company the question of with whom I am setting a partnership is important (reputational issues, past relation of the company with such NGO, etc.)".

The importance of collaboration was also underlined in addition to the difficulties of establishing useful and durable relations that could be really considered as 'Partnerships':

"Development of serious partnerships takes time, almost 3-5 years of work to build up trust to figure out the processes and mainly the trust and communication."

"I think one of the most difficult things, when you are a company that wants to implement an EV initiative, is to find a good partner. The difficulties are related to find an NGO with same values, vision, etc."

The organisations whose opinions have been sought as part of this study consider that EV requires a different management process to the management of individual volunteering. On the crucial aspects is the importance of an adequate relationship management. Stakeholders and experts consulted highlight that both employer and NGO should have (or train) a responsible expert in 'partnering' and external relations. The conclusions of Chapter V. "Good

⁶⁵ IAVE (2013) "Leading together in the face of Disaster, The Global Dialogue on Corporate-NGO Volunteer Partnerships",



Practice in Employee Volunteering” also show that a key driver for success in EV initiatives is to have specific teams of managers in both sides of the collaboration: employers and NGOs⁶⁶.

EV in HA practices can be established by bilateral agreements (e.g. between a company and an agency; between a company and a particular NGO, between a company and a bilateral agreement with a group of NGOs, etc.) or via multilateral agreements (e.g. a pool of companies with an agency; a pool of companies with an NGO, etc.). The first model will be analysed in depth in Chapter V. Good Practice, and the second one in Chapter VI. Good Practice in Cross-Sector Agreements. In both cases, the general context reflects that long-term and wider collaborations embrace EV initiatives.

It should be mentioned that in some cases there could be a ‘promoter’ or ‘platform’ of these EV opportunities. In these cases, the promoter of the EV in HA initiative coordinates and makes the matchmaking of needs and employee volunteer’s profiles. In the cases where there is a multi-alliance between different organisations, the role of one main coordinator is required for the daily operation of the alliance. Promoters or coordinators of the multi-alliances are normally Public Sector actors or HA agencies (e.g. emergency.lu, coordinated by Luxembourg Government through its Aid and Civil Protection Agency (ASS); and Logistics Emergency Teams -LETs-coordinated by WEF).⁶⁷

For employers (especially from the business sector) it is important to have a sound and reliable partner when they collaborate in fields where they do not have experience. For instance, companies are not usually experts in the social field and, consequently, they need guidance and support in this area of work. Several examples were mentioned among the employers participating in this study:

“We don’t have any special interest in EV in HA unless our partner expresses its interest. So far, our agreement is with XY but if they tell us that there is an interesting option there, we will analyse it then”. Multinational Company

“We usually work with the same organisations year after year. We sign an agreement with them”.

“If a company is already working with some specific NGO ... why would they send somebody to start working with other new organisation?”

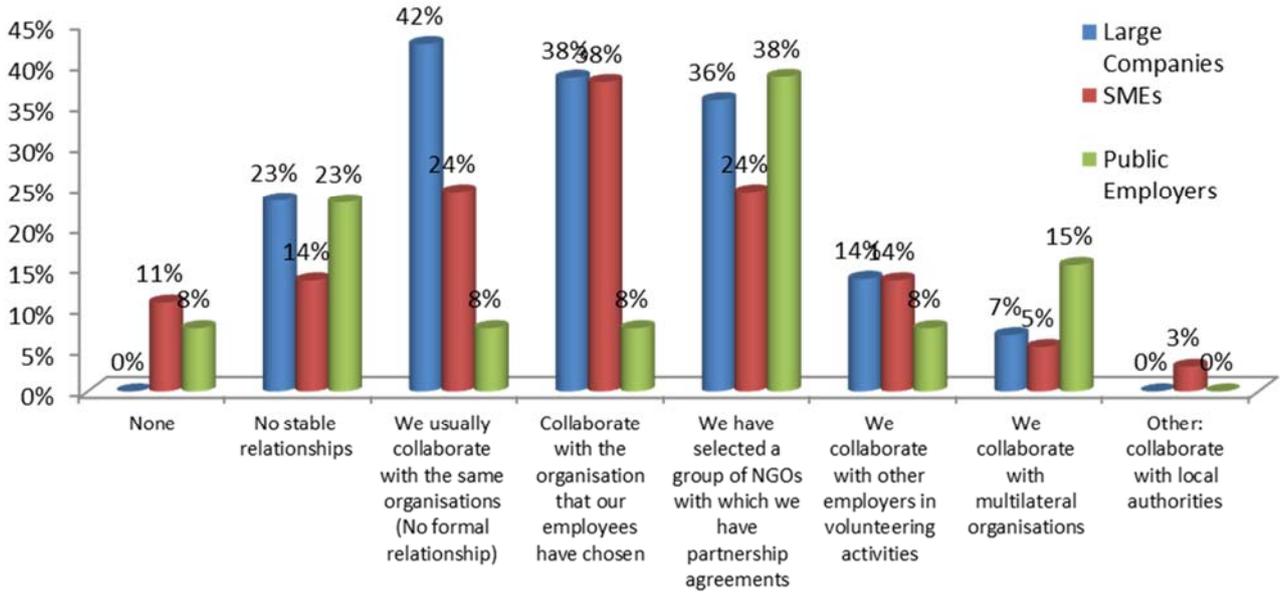
The data collected through the field survey shows that the most common collaboration models are: collaboration with the same organisations; collaboration with NGOs recommended or chosen by the employees; and selection of a stable pool of organisations (see Graphic IV.8). Effectively, all these models imply having a solid collaboration as a relevant point for the employees, particularly in the cases of large companies and SMEs. This is also relevant in the case of the NGOs, who mention that the most common models are those in which they collaborate with the same employers (see Graphic IV.9).

⁶⁶ See also point 5. 4. Good Practice. Elements Comparative Analysis

⁶⁷ See VI. Good Practices in Cross Sectorial Agreements

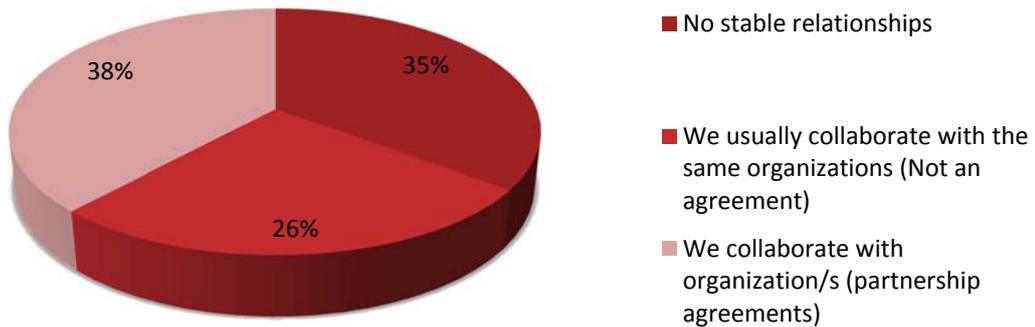


Graphic IV. 8. Kind of collaborations established by employers with HA actors in relation to EV in HA initiatives



Source: Lot 3 self-elaboration (2014)

Graphic IV. 9. What kind of support does your organisation (HA NGO/agency) provide to employee volunteers?

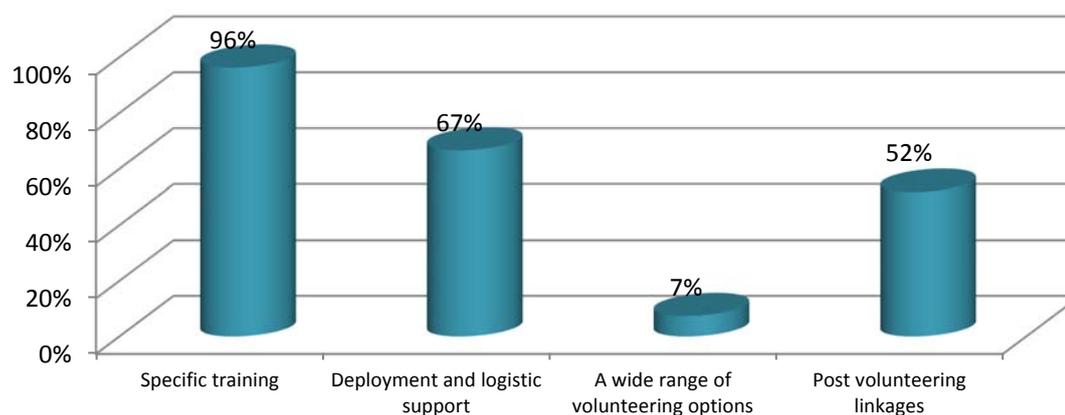


Source: Lot 3 self-elaboration (2014)



With regards to the roles of each partner there is a common understanding that NGOs and HA actors should provide training and preparation for employee volunteers since they are the experts in the field. This point is also ratified according to the answers gathered among the field survey (Graphic IV. 10) from the NGOs perspective. Also, logistic support is provided as a relevant service for volunteers.

Graphic IV. 10. What kind of support does your organisation (HA NGO/agency) provide to employee volunteers?



Source: Lot 3 self-elaboration (2014)

4. 6. Main EV in HA activities

As has already been mentioned there is a preconception about the concept 'EV in Humanitarian Aid' as being related to actions that are carried out in the field and involve deployments in emergency response. In order to provide a wider approach about other kinds of contributions to the Humanitarian Aid field that could be provided through EV, a range of possible activities were suggested in the survey⁶⁸ and were asked to Employers and NGOs separately:

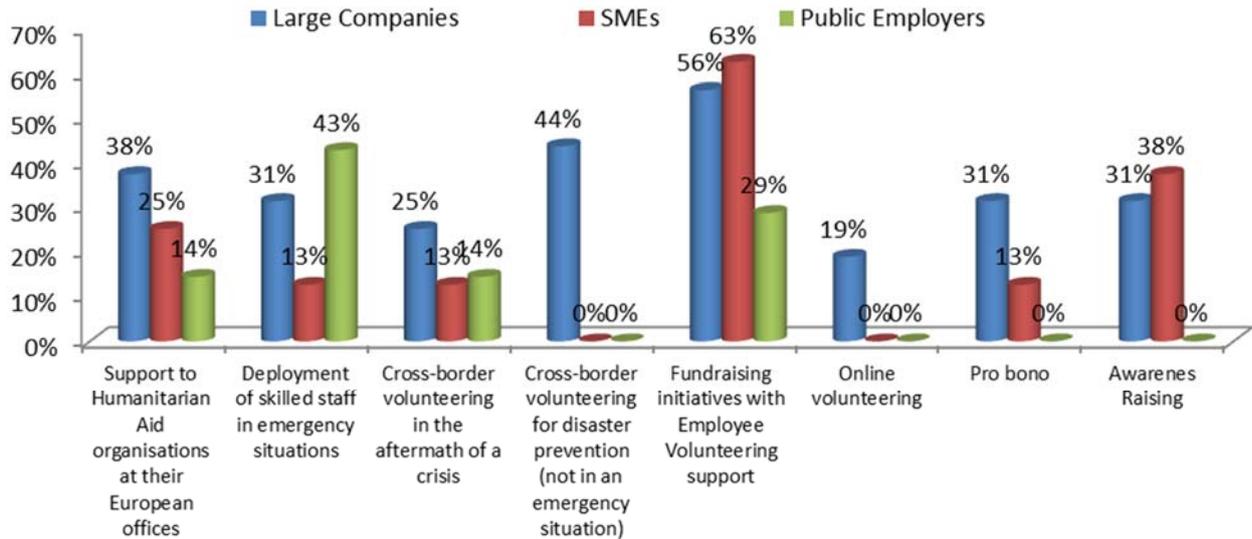
- Support to Humanitarian Aid organisations at their European offices
- Deployment of skilled staff in emergency situations
- Deployment of volunteers for post-crisis recovery
- Deployment of volunteers for prevention, Disaster Risk Reduction and climate change adaptation
- Deployment of volunteers for disaster preparedness
- Training/capacity building activities
- Fundraising initiatives with Employee Volunteering support (not in an emergency situation)

⁶⁸ Additionally, during the different interviews, questionnaires and focus groups, the research team explained EV in HA in this wide framework in where online support, deployment for disaster risk reduction and post-disaster initiatives and support in Europe offices is included as part of the support that could be provided through EV to the HA field.



- Awareness raising
- Online volunteering
- Pro bono

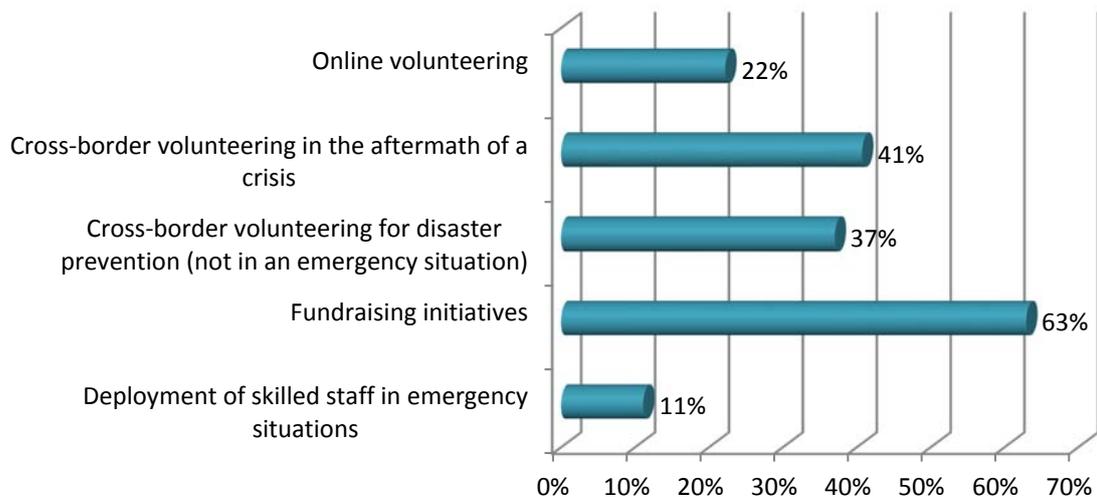
Graphic IV. 11. Employers answers to the question: In what kind of activities is your organisation involved in Employee Volunteering in Humanitarian Aid?



Source: Lot 3 self-elaboration (2014)

Graphic IV. 12. NGOs involved in Employee Volunteering: In what kind of activities does your organisation receive support from employee volunteers?

Source: Lot 3 self-elaboration (2014)





According to the responses to the survey, in the case of large companies, the main kind of EV activities in the HA field are fundraising initiatives (56%), followed by cross-border volunteering in disaster preparedness (44%) and support to Humanitarian Aid organisations in their European headquarters (38%).

In specific reference to deployment, different stakeholders and experts interviewed mention that EV in crisis response is considered too complex and implies security risks for the employees, so deployments are best undertaken in other phases of the HA response. This type of volunteering is also related to the major barriers from the perspective of the employers, which is the cost associated to deployment.

Other ideas consider that emergency response should be done by primarily, even exclusively, by professionals in the sector. For this reason, EV is more useful in post and pre disaster assignments (considering that those contexts have more safe environments).

“Large HA actors (Red Cross, Oxfam) have experience in partnering with corporate, even do some EV activities but do not have that much experience in international EV and are not attracted to the idea if it is related to emergency situations. They see the added value of international EV if it is a part of a partnership and support to development or post-crisis action”.

“NGOs are informing companies about different options for companies to be involved, not only sending people to the field”.

In the case of SMEs, ‘Fundraising initiatives’ carried out through EV schemes are the most common kind of EV support (63%), followed by ‘Awareness raising’ (38%) and ‘support to HA organisations at their European offices’ (25%). In this case, all these kinds of support do not involve deployment, but the support can be provided from the place of employment. This is aligned with one of the main barriers cited by this kind of employer, which is the lack of funding (see section on barriers).

“It is also necessary to try to work with smaller companies, but maybe in very short missions. Because it is very difficult for them to be involved in long-term missions”.

In the case of public sector employers, ‘deployment of skilled staff in emergency situations’ is the most common practice (43%), followed by ‘fundraising initiatives’ (29%). This could be related to the fact that intentional missions of public sector employees are normally supported or/and coordinated by national aid agencies and civil protection systems.

As it is showed in [Graphic IV. 12. NGOs involved in Employee Volunteering](#), reflecting the responses of the employers, NGOs mentioned that they receive the major support in fundraising activities.



4. 7. Comparative analysis of differences of EV between different stakeholders

- **Main reasons why employers and HA organisations collaborate with Employee Volunteering in HA**

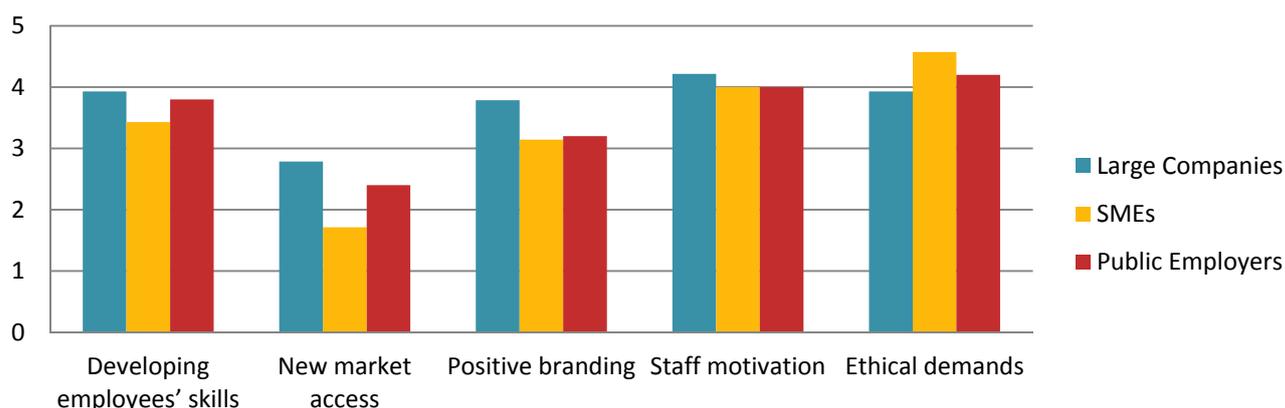
In Chapter III. “Employee Volunteering in Europe’, different benefits related to EV have been presented. In addition, EV in HA could bring different benefits both for employers and HA actors, given the particularities related to this specific kind of EV mentioned in point 4.4 of this Chapter. In this context the reasons why employers and HA actors decide to get involved in EV in HA are also different to the reasons why general schemes of EV are implemented.

In order to provide a concrete framework, a range of different motives for employee’s engagement in EV in HA were presented in the survey⁶⁹:

- Developing employees’ skills
- New market access or market consolidation
- Positive branding
- Staff motivation
- Ethical and philanthropic demands from different stakeholders

In the case of large companies, ‘staff motivation’ and ‘skills development’ among their employees are recorded as the main reasons why they implement this kind of initiatives. SMEs’ main reasons to implement these initiatives are ‘ethical demand from different stakeholders’ (as it could be the case of internal employees) and promoting ‘staff motivation’. This could be related to the reasons already mentioned in section ‘4. 5. Stakeholders involved and collaboration, because normally employees who are already collaborating with NGOs, look for support of their companies. Staff motivation and ethical demands are also the main reasons for Public Employers.

Graphic IV. 13. Reasons Employees involved in Employee Volunteering. (1 = strongly disagree / 2 = disagree / 3 = neutral / 4 = agree / 5 = strongly agree)



Source: Lot 3 self-elaboration (2014)

⁶⁹ Annex A1. EV and EV in HA Survey



Regarding the NGO perspective, they were asked about the elements that would encourage organisations to use more employee volunteers. Among the possibilities, the following range of answers was established:

- Long-term partnerships with an organisation
- High level of technical skills from the volunteers
- Access to a large number of volunteers
- Time disposition and flexibility of the volunteers
- Additional financial support to our organisation from the sending organisation
- Ability to spread our values and mission with other stakeholders from other sectors

According to the answers gathered through the survey, there is a balance between achieving 'Additional financial' support and to 'Establish long-term partnerships with the employers' (see Graph IV.13).

Different stakeholders also highlighted those different added values through the interviews. In this sense, financial support is cited as one of the main benefits that could be brought by EV collaborations. Some respondents consider that not many organisations are seeking volunteers but rather financial support and, although NGOs have resistance to collaborate with companies, as it was mentioned by one interviewee, "there is a lot of money in play"⁷⁰. This is a point highly emphasised not just by NGOs, but also by experts on the field of EV and agencies:

"It is underlined the importance of involving companies and that those companies contribute financially to the NGO's actions on HA. "

"The deployment of the volunteer needs to be associated with funding, as part of the company's Corporate Social Responsibility (CSR)"

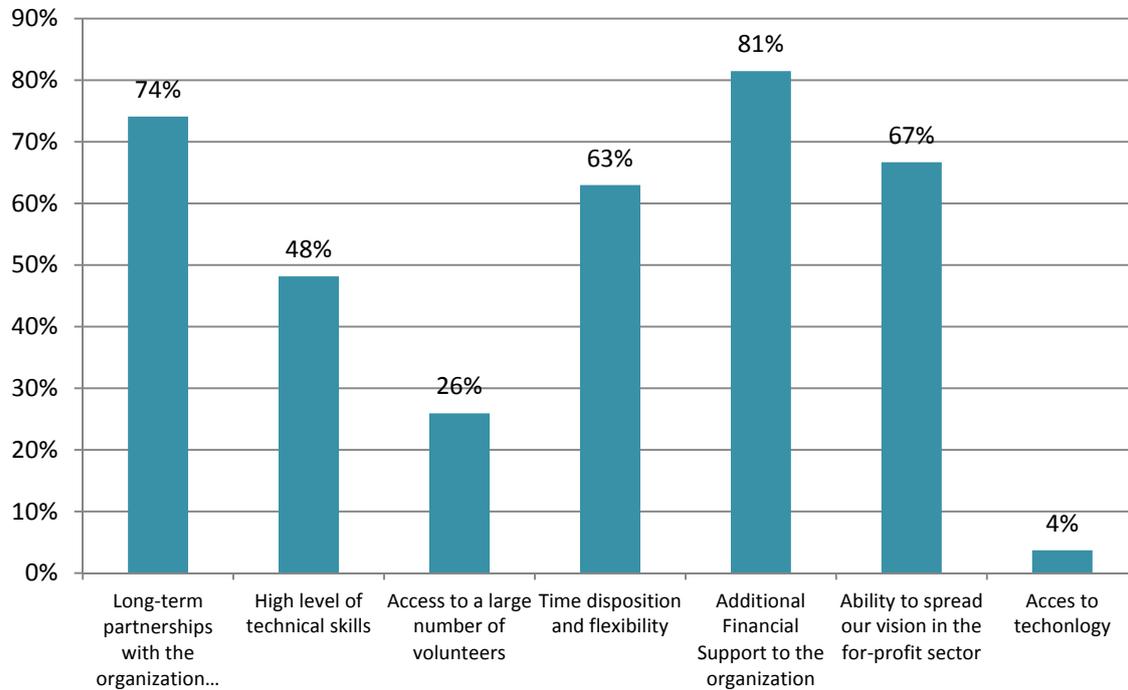
Although technical support has not been cited among the three main reasons, experts interviewed noted that "EV in HA can bring technical skills, depending of what kind of volunteering we are talking about; you can find very specialised people".

Finally, the third most valued reason is the consideration about EV providing the opportunity to spread NGOs' values and vision among different social sectors. It spreads them to very distant sectors from the Humanitarian Aid field, as it is the case of for-profit sector and their employees.

⁷⁰ Representative quote gathered through different qualitative research tools applied during the LOT 3 Research.



Graphic IV. 14. What elements would encourage your organisation (HA actors) to use more employee volunteers?



Source: Lot 3 self-elaboration (2014)

- **Main barriers related with Employee Volunteering in HA. Comparison between employers versus Humanitarian Aid sector opinions**

According to the field survey responses, 'funding' is the major barrier for SMEs and for large companies that already have been involved in EV in HA initiatives. In the case of companies this is due to CSR departments that, as a general rule, dedicate limited resources to EV.

Apart from this main reason, each kind of employer shows different opinions in relation to the barriers they have encountered. Large companies mentioned that providing adequate training is also a relevant barrier, at the same time as the level of safety of their employees.

"Training is always required. Without training, there is not EV. It is a condition of our process." – NGO interviewed

"Involvement of companies is much related to their concern on security issues. Several companies elaborate risk list countries where they are not going to send their employees." NGO

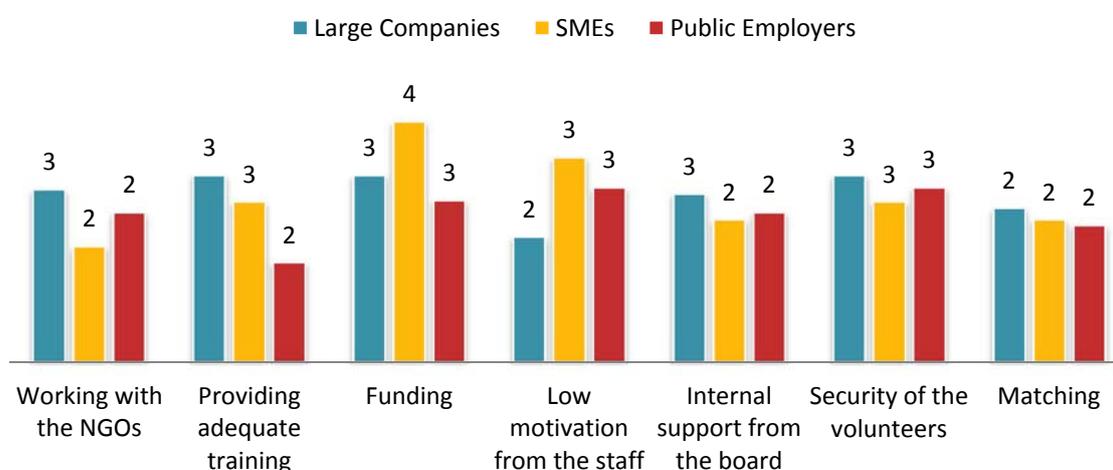
"I think that for organisations probably in pre-emergency and post-emergency phases, it could be much easier. Unless you can set up a specific scheme for early deployment of skilled professionals that probably might be more relevant for the emergency response". Employer



SMEs mentioned as the second most important barrier ‘Staff motivation’. According to different interviews undertaken SMEs have an added difficulty related to EV in HA when there are deployment schemes due to the fact that they have smaller groups of employees. When an employee has to leave their work for a period of time this not only supposes a problem for the employer but also for the employee as it is unlikely that anyone is available to cover their post.

From the Public sector the most frequently mentioned barriers are ‘safety of their employees’ and ‘low motivation of their staff’.

Graphic IV. 15. To what extent would you agree that the following are barriers that your organisation (employers) has encountered in Employee Volunteering in Humanitarian Aid? (1 = strongly disagree / 2 = disagree / 3 = neutral / 4 = agree / 5 = strongly agree)



Source: Lot 3 self-elaboration (2014)

On the side of the NGOs, ‘funding’ was the major barrier encountered when they collaborated with employers through EV schemes. That could be derived from the fact that some EV schemes promoted mainly by private for-profit sector do not imply providing financial support for the NGO; maybe NGOs were not aware about that or even when they were aware, they were expecting a contribution from the company⁷¹.

“NGOs have the fantasy of EV as a first step to a larger collaboration. With a long term relationship you can talk about a partnership. Most NGOs have seen EV as a way to get money from companies. The sad thing is that they do not always get it...”

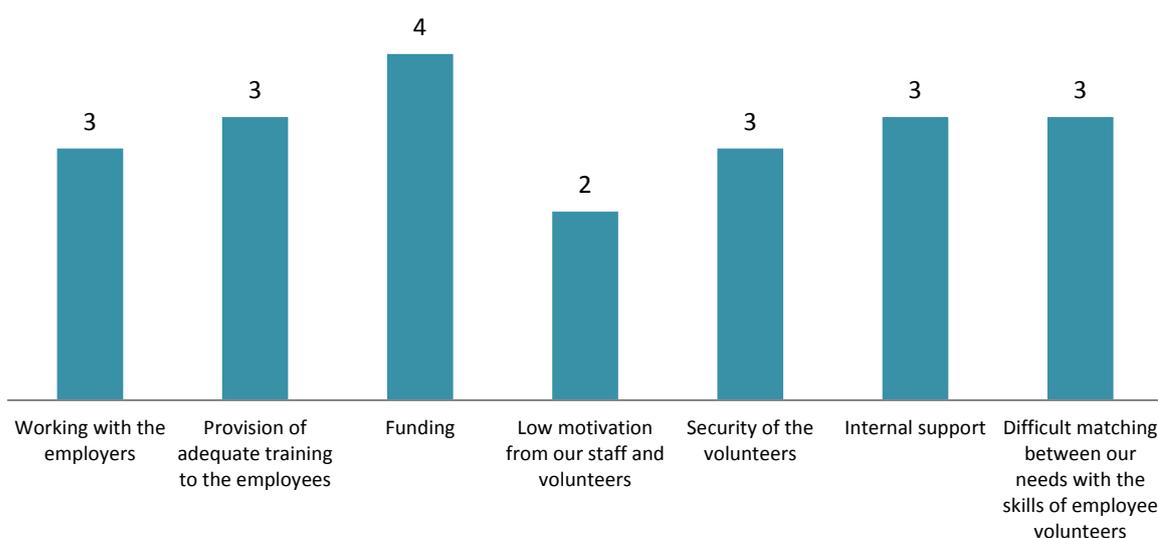
In addition, NGOs consider the main barriers the ‘provision of adequate training to the employees’, the ‘difficult matching between our needs with the skills of employee volunteers’ and the ‘lack of internal support’. All those reasons are related with the already mentioned management differences that EV implies in respect to individual volunteering management. As can be seen in Graphic. IV. 16, ‘lack of knowledge about how to manage EV’ is precisely the most mentioned factor why HA NGOs do not undertake EV initiatives.

⁷¹ Representative quote gathered through different qualitative research tools applied during the LOT 3 Research.



“Think you need, in the case of the NGOs, to be open to take in some people for a few days... And they need the time to do that (teach the method of work, etc.)”

Graphic IV. 16. To what extent would you agree that the following are **barriers** that your organisation (HA actors) has encountered in Employee Volunteering in Humanitarian Aid? (1 = strongly disagree / 2 = disagree / 3 = neutral / 4 = agree / 5 = strongly agree)



Source: Lot 3 self-elaboration (2014)

- **Main factors that would contribute to promote more involvement of EV in HA. Comparison between employers versus Humanitarian Aid sector opinions**

As it has been described before the majority of the employers that are undertaking EV activities do not include HA support actions under their EV schemes. In order to identify the reasons why employers, despite being involved in EV programs, do not provide support to the HA field through their volunteering initiatives, and what elements would contribute to reduce this gap. A framework of possible answers was established:

- We have never thought about the possibility
- It would be very costly
- It would be very risky for our employees
- It would take too much time from our employees
- We think the volunteers would need too much additional preparation
- We think it would be limited to a few employees
- We do not think our employees would be interested in this kind of initiative
- We do not know if our employees would be useful in that context
- It is not under our responsibility (e.g. volunteering activities under our responsibility are limited to a national level)



In the case of large companies the main reasons cited (by a huge difference in respect to the other reasons mentioned) are ‘Lack of awareness about if their employees would be useful’ (58% of the total of large companies) and the ‘risks for the employees’ (49%). The reason is directly related with the preconception regarding EV in HA support involving deployment in disaster response situations. It has been demonstrated through different interviews and conversations that once employers are aware about other phases of the HA field not related with disaster response they do start to consider that they could have a role and possible provide an interesting contribution:

“Companies can be interested in participating in EV in HA in pre and post situation but not in emergencies situations, due to security reasons”.

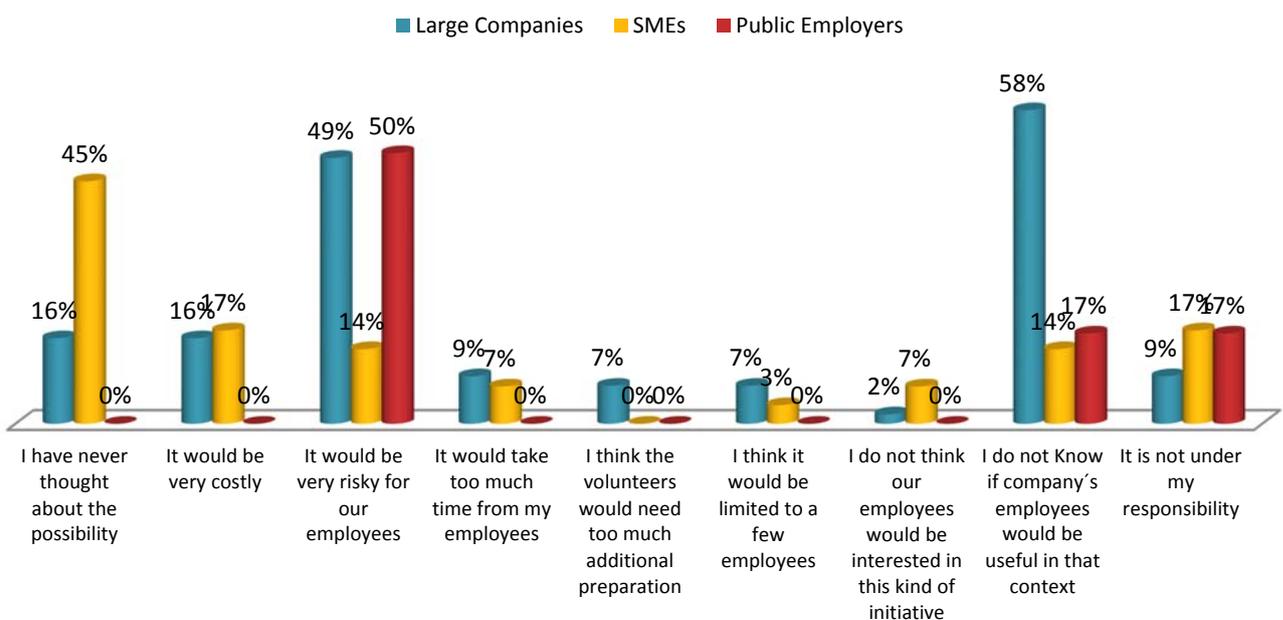
“Companies’ involvement should be done taken into account if the EV is going to be useful. He agrees in EV is useful in areas as pre-disaster and post-disaster (but more in the field of ‘development’ and less in HA). In this regard, our company won’t deploy employees in crisis response initiatives is very risky and do more harm than good”.

The constraint most frequently mentioned by SMEs about deciding to get involved in EV in HA is that they ‘Have never thought about this possibility’.

Lastly, 50% of the public sector employers that have answered the survey mentioned security risks of employees as the main concern related to EV in HA (see Graphic IV.17).

In order to solve these gaps, all different kind of employers agreed in that a ‘Better understanding of the benefits that volunteering would bring to our organisation’ and to have ‘More information/training on how to implement Employee Volunteering’ would be the major support in case they decide to undertake EV in HA initiatives.

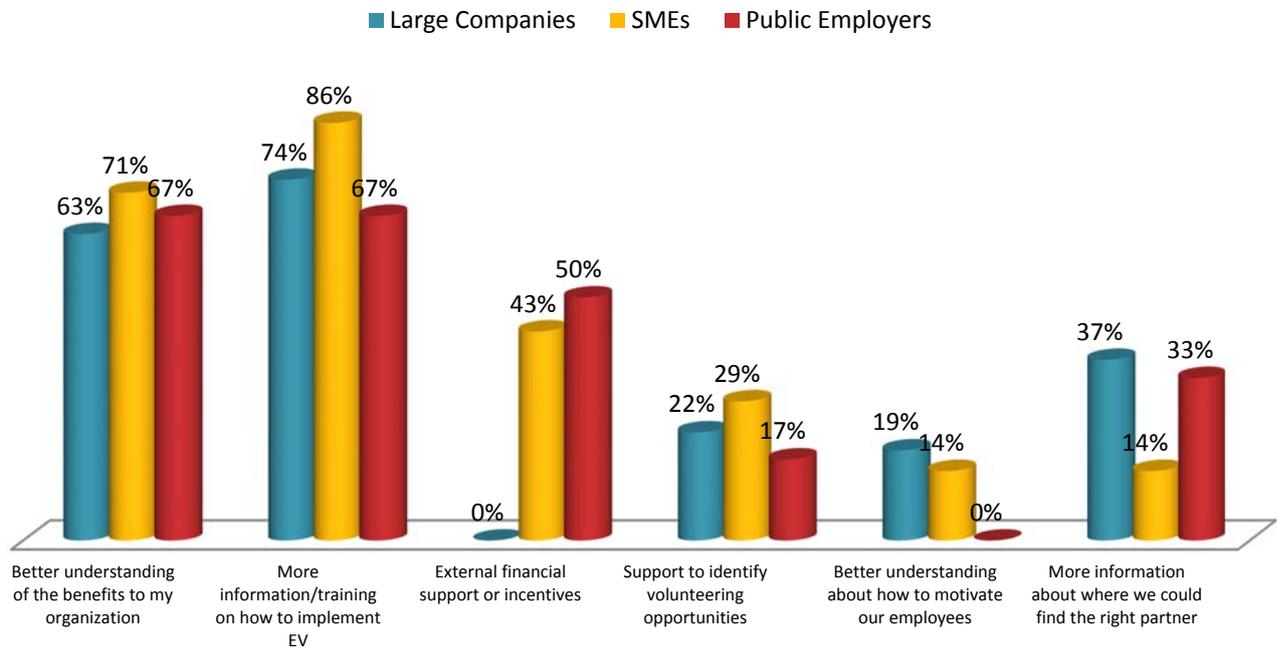
Graphic IV. 17. Reasons why employers involved in Employee Volunteering are not involved in EV in HA



Source: Lot 3 self-elaboration (2014)



Graphic IV. 19. What kind of support would facilitate implementing Employee Volunteering initiatives in your organisation?



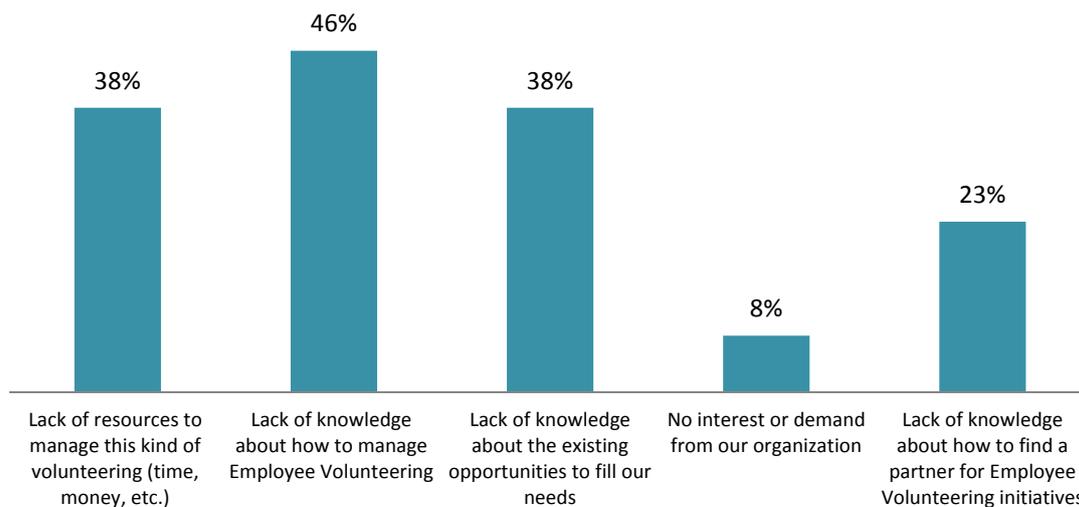
Source: Lot 3 self-elaboration (2014)

NGOs in the HA sector mention that the main reason why they are not undertaking EV projects is because they do not know how to manage this kind of volunteering. The issue of volunteer management is one that has been highlighted as a relevant constraint and in fact, as a key driver for success in this kind of initiatives. Consequently, the first need demanded by the HA sector is to have 'More knowledge about EV Management'.

'Lack of resources to manage this kind of volunteering' and 'Lack of knowledge about the existing opportunities' are the second most mentioned constraints. Both issues are in fact closely related with the knowledge about how to manage EV, given that time and resources for training and searching for opportunities and alliances with employers is needed. Related to this the most mentioned factor that would promote NGOs involvement within EV schemes is to have access to additional financial resources.

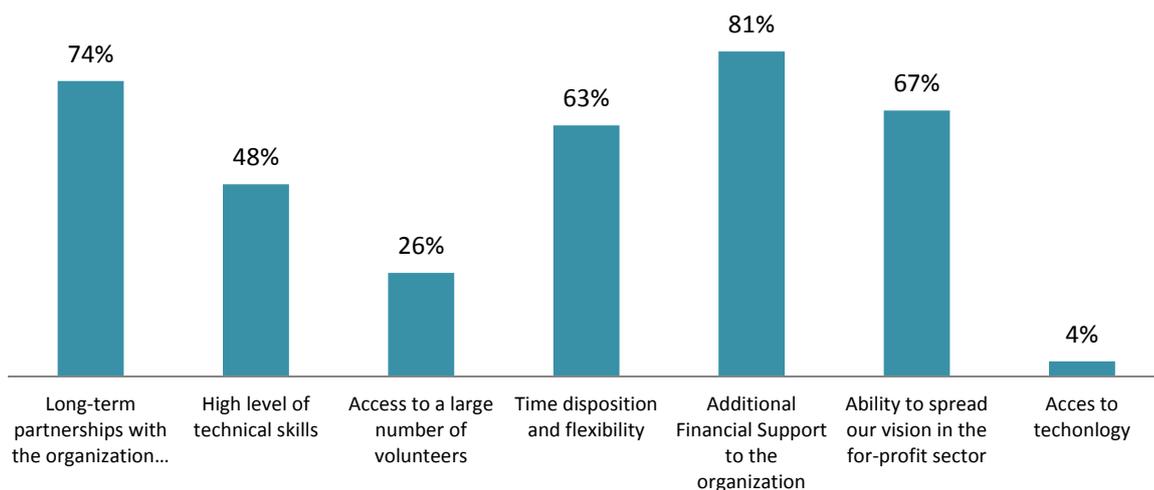


Reasons why NGOs are not involved in Employee Volunteering



Source: Lot 3 self-elaboration (2014)

Graphic IV. 20. Needs mentioned by NGOs in order to get involved in Employee Volunteering



Source: Lot 3 self-elaboration (2014)



V. Good Practice in Employee Volunteering in Humanitarian Aid and International Volunteering

5.1. Approach to good practice analysis

According with the findings mentioned in Chapter IV. EV in HA in Europe, EV in HA initiatives can be classified in different areas depending on the nature of the activities carried out by the employees:

1. Deployment in emergency response and capacity building involving deployment (resilience + risk reduction + climate change adaptation + post emergency)
2. Fundraising in the EU
3. Humanitarian Aid sector support (European headquarters support, training and capacity building to HA actors in EU)
4. Online volunteering and/or other types

Relevant practice in the field of international Employee Volunteering in Development have been included as good practices given that some of the partnership models and management processes could be relevant for the EU Aid Volunteers initiative. In addition to this some of the international EV Programmes develop part of their activities in circumstances that could be labelled under the “grey” zone between Development and Humanitarian Aid operations (those related with either prevention or post emergency and reconstruction), so lessons learned and recommendations can be gathered as some of these Programmes have relatively extensive experiences and standardised processes that can be used for reference.

During the stocktaking phase of the identification of good practice 47 Employee Volunteering initiatives related to Humanitarian Aid were identified and classified according to the above mentioned types⁷². Pre-selection was established according these criteria:

- Clear needs assessment and identification process
- NGO or Humanitarian Aid Actor- Employer match
- Volunteer management
- Evaluation tools
- The innovative factor
- Usefulness to EU Aid Volunteers

⁷² Annex. Good Practices Analysis Table reflects a complete list and classification of all EV in HA initiatives identified.



The final selection of 10 practices was established according to these criteria:

- Relevance and notoriety of the initiatives: references in different academic documents, business school cases, literature on the topic of support to HA or international Employee Volunteering
- Maturity of the initiatives: more than 3 years from their origin, lessons learned compiled, etc.
- Deep involvement with HA sector or, in some cases, development sector: participation of the implicated organisations in different platforms and reference spaces (London IAVE – special workshops; Corporate Partnerships in HA Platforms; additional partnerships with HA agencies, etc.)
- Representative sample: selection of number of initiatives according to the models (deployment, capacity building in EU, fundraising and online/others) that exist.
- Stakeholders variety: examples of initiatives with participation of public sector, Private – for profit sector, private NGOs and HA agencies.
- Relevance for EU Aid Volunteers: concrete points of interest regarding the processes established in this initiative.

5.2. Overall context

The initiatives identified are implemented by HA agencies, public sector employers, NGOs and the private for-profit sector. So far EV in the HA field has been led by the private for-profit sector and the majority of the initiatives have involved the participation of (large) companies, who, according to the results of this study are the major provider of (employee) volunteers.

In 83% of the EV in HA cases identified the volunteers come exclusively from companies (e.g. DPDHL, Ericsson Response, UPS, GSK, etc.); in 9% come from public and private for profit sector, as the promoter is an NGO or a HA agency open to the contribution of employees for supporting HA field (e.g. Irish Rapid Response, initiative promoted by Irish Aid agency for emergency



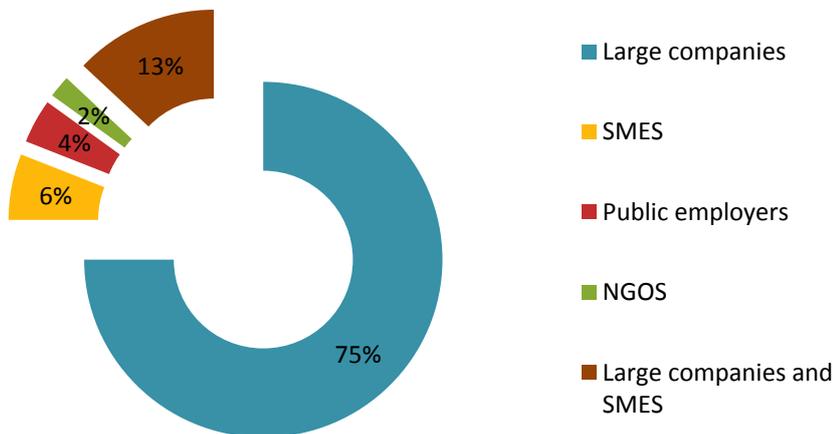
response) and other 6% are initiatives in where employees come exclusively from public sector, both public administration and public companies.

Graphic V. 1. Employees origin in HA practice identified



Source: Lot 3 self-elaboration (2014)

Graphic V. 2. Size or nature of organisations identified in EV HA practices identified



Source: Lot 3 self-elaboration (2014)

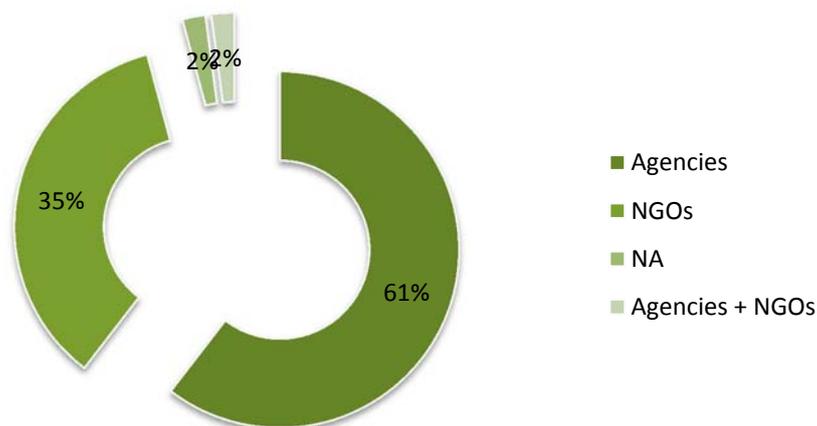
There is a clear predominance of large companies. The rapid evolution of CSR in the last decade and the increasing recognition of the contribution of EV to staff development and HR



management has mobilised large companies to take action in areas traditionally exclusive to the third sector.

In the cases identified, EV in HA practices can be established by agreements with NGOs or with HA agencies. From the 48 cases identified, 61% are established with HA agencies.

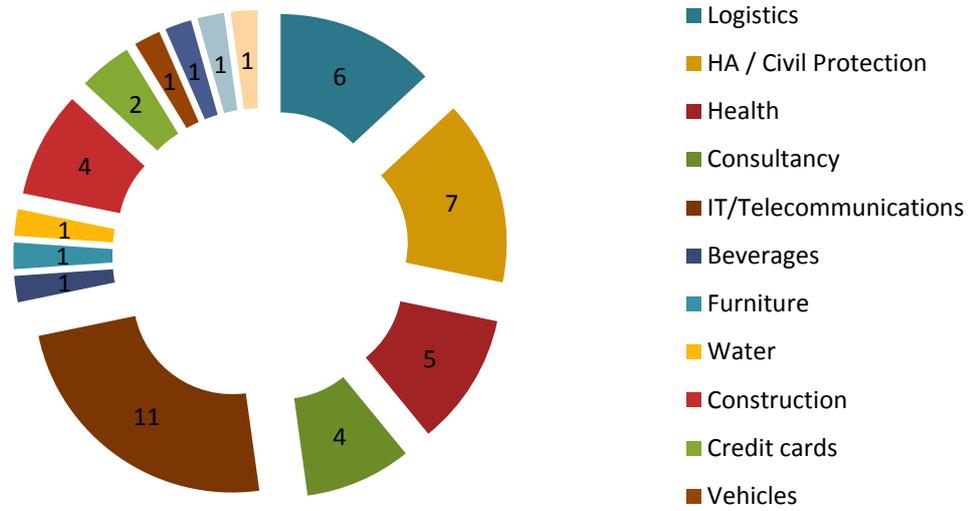
Graphic V. 3. EV agreements of employers



Source: Lot 3 self-elaboration (2014)

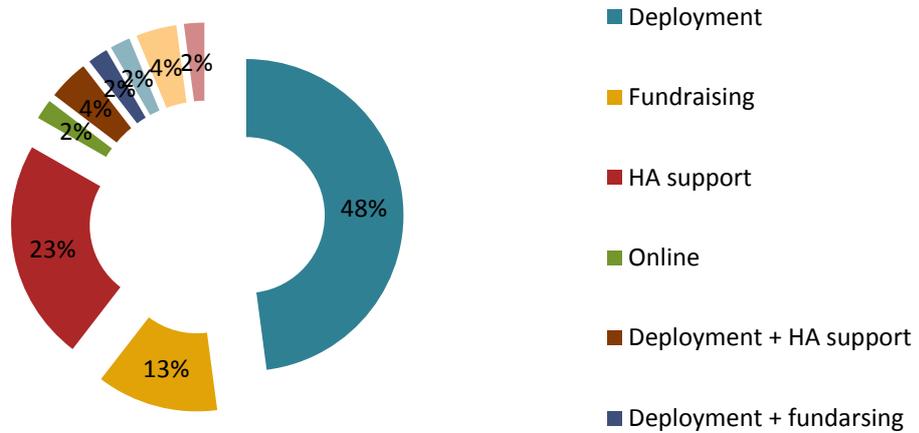
For the private for-profit organisations involved in HA initiatives there is a predominance coming from sectors with business interests in the HA field and from sectors with a special relevance to needs during emergency situations and disaster response such as Information technologies (IT) and telecommunication; logistics or health. In these cases EV is skills-based and tries to support HA actions through the technical expertise of the employees. It is important to mention that 7 of the 18 initiatives analysed are EV contributions of HA and civil protection. In this case employees can support HA initiatives both with their professional skills (e.g. firefighters deployed in HA context), but also with other kind of transversal areas (e.g. food and supplies delivering in during crisis response phase).

Graphic V. 4. Business Sectors involved in HA initiatives



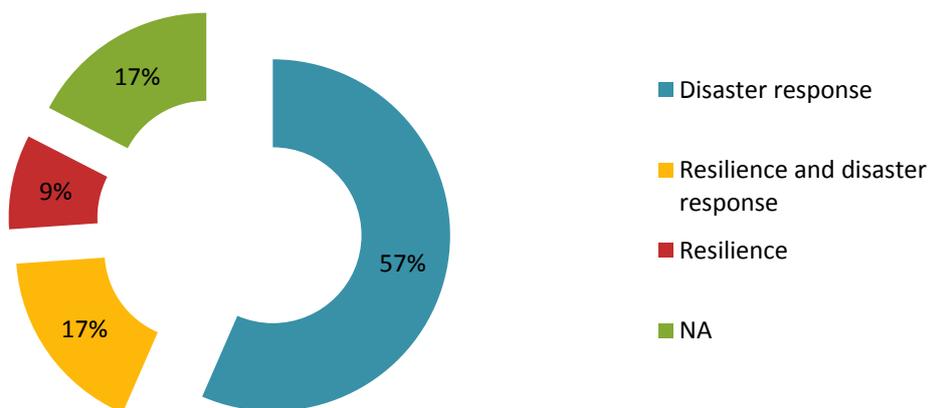
Source: Lot 3 self-elaboration (2014)

Graphic V. 5. Contribution area of EV in HA initiatives



Source: Lot 3 self-elaboration (2014)

Graphic V. 6. Kind of actions that involve deployment in EV in HA initiatives identified



Source: Lot 3 self-elaboration (2014)

The majority of EV in HA cases involves the deployment of employees and more than a half of those are focused in deployment for emergency or disaster response.

The current context could be described as having a predominance of:

- Large and multinational companies
- long-term alliances with HA agencies
- business sectors related with HA field
- technical, skilled and experienced employee volunteers
- deployment of employee volunteers for crisis response

These kinds of models have common characteristics: previous existence of a partnership (normally long-term alliance) with HA agency (in the majority of cases) or NGO; and usually, the collaboration emerge in order to develop an ad hoc solution for a problem identified in different areas of HA context. In this framework EV is implemented in order to meet this need using the professional skills and technical experience of the employees in emergency or disaster response.



5.3. Selected practices

From the 47 pre-identified EV practices 10 initiatives have been selected according to the described criteria taking into account the relevance of the practices for UE Aid Volunteers initiative.

The selected cases are:

- DPDHL – Get Airports Ready for Disaster (GARD)
- GSK – Pulse
- Vodafone – Vodafone Instant Network
- IBM – Corporate service Corps
- Irish Aid – Irish Rapid Response Corps
- Deloitte – Humanitarian Innovation Programme
- “la Caixa” Foundation – CooperantesCaixa
- Ericsson – Ericsson Response
- Canal de Isabel II Gestión – Canal Voluntarios
- KPMG – Advising Microfinance Institutions in Ghana.

The selected practices are presented focussing on three main aspects:

1. General description of the initiative. Data and descriptive information: origin, partners, number of employees, characteristics of EV used, etc.

2. EV processes: The following areas of analysis have been included:

- Identification – refers to how the volunteering opportunity is identified: needs assessment processes; technical profiles descriptions; and how the call reaches the corresponding EV volunteering initiative – communication channels used,.
- Training – how training processes are delivered: length; methodologies; content; risk protocols; etc.
- Recruitment – employees application process; selection mechanism used and profiles prioritised; commitments assumed by the employee; etc.
- Deployment – terms of agreement for the deployments; duration; cost covered (per diems, accommodation, flights, etc.); safety and security processes; preparation of the work plan to be implemented during the deployment; existence of EV management processes in hosting organisations, etc.

3. Points of interest. Description and analysis of most relevant issues to maximise EV benefits, and points to be considered in UE Aids Volunteers. Amongst others:

- Post deployment plan: engagement actions and capitalisation of experiences and transmission to the rest of the employees/organisation
- Existence/absence of mechanism to evaluate the impact of the volunteers and the initiatives
- Method and value/relevance of training
- Multi-stakeholder alliances and agreements established
- Project engagement processes (long/short term partnerships; call for proposals; etc.)



5. 3. a. Factsheet Good Practice | Deutsche Post DHL. GARD

FACTSHEET CASE | Deutsche Post DHL

Go Help Programme - Get Airports Ready for Disaster initiatives

- Main characteristics of the initiative



Sector/Nature	Private for profit
Employees from...	Private
Area of impact	Global
Type of activity	Disaster Management: Disaster Response through Disaster Response Teams (DRT) and Disaster Preparedness Trainings through Get Airports Ready for Disaster Program
Nature of the support	Resilience/Capacity building
Size	Large
Partnership	Direct partnership with HA Agencies
Long/annual/punctual	Long-term partnership
Individual/Pool	Agency
Receptors of the support	Agencies and national airports
Working time	During working time
Competences	Business core
Profiles	Logistics/ airport specialist
Recruitment	High level specialists
Budget	Relevant budget
Training	High level
Deployment	Short-term assignments
Internal structure	Specific team
Individual deployment/teams	Teams



Brief description of the initiative

The initiative in a few words

'DHL Disaster Response Teams' (DRTs) is Deutsche Post DHL's (DPDHL) Humanitarian Aid Employee Volunteering programme in which over 400 DPDHL employees from all over the world have been specially trained to assist on calls for deployment from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) to attend in response to natural disasters at airports within 72 hours. In 2009, 'GoHelp' created a capacity building in resilience programme called GARD "Get Airports Ready for Disaster". Through this programme DPDHL volunteers provide capacity-building and prepare airport personnel and staff from disaster management agencies for the logistical challenges posed by natural disasters and their aftermath. In this occasion, the alliance was established with another UN agency: United Nations Development Programme (UNPD),

Company's general information

Deutsche Post DPDHL is one of the world's leading postal and logistics companies. It is present in over 220 countries and territories across the globe. With a workforce exceeding 285,000 employees⁷³ DPDHL provides solutions for an almost infinite number of logistical requirements.

Origin

DRTs Employee Volunteering programme is part of 'GoHelp' program, the strategic disaster management partnership of DPDHL with the United Nations (UN). The first deployment of DTRs took place in 2004 to provide logistical support and expertise in the aftermath of the Indian Ocean Tsunami.

Due to his emergency response deployment experience, Chris Weeks, now Director of Humanitarian Affairs, realised that airports really became bottle-necks and the supply of aid-relief was hampered because of difficulties at the airports (e.g., airplanes could not land and take-off in time, things like incoming goods or unpacking and repacking them was not done properly, etc.). The idea that employees who already have knowledge and experience of working in airports could be trained for disaster situations was presented.

The GARD programme was developed in 2009 and emerged as a capacity building in resilience initiative providing training and support to airport staff in disaster prone areas. It is the logical evolution of the disaster response experiences in DTRs, given that GARD tries to minimise negative impacts of disasters through the creation of better prepared staff in airports which, in an emergency situation, can give an effective response.

⁷³ DPDHL's website, December 2013. [www.dpdhl.com]



Partners

The GARD programme is run in close partnership with the United Nations Development Programme (UNDP) in a long-term partnership.

DPDHL and UNDP decide together about the countries that will be assessed, and UNDP connects DPDHL with the airports. Since 2009, 21 airports around the world have received on-site logistics support in disaster preparedness.

Types and characteristics of the volunteering

The kind of EV promoted by DPDHL is skills-based and core business competences aligned. It focuses on a specific profile within the company since in its business structure DPDHL has professionals who are aviation experts. Experts from this division are the volunteers who become the GARD trainers. There is a lead trainer who has been involved since the beginning of the initiative and will continue to be part of this program and is the expert who guarantees the continuity of content and quality of the assistance provided.

Internal structure and budget

The EV programme is managed by a dedicated internal staff team integrated in the Corporate Social Responsibility department based in the headquarters in Bonn (Germany). The team is responsible for both programmes, GARD and DRT, and they are employed full-time to manage them. There is one person exclusively responsible for GARD.

• **Employee Volunteering cycle**

Identification

DPDHL has a long-term partnership with UNDP and the decision is taken annually about the countries that could be assisted. Usually, three countries per year are selected for assistance and following that joint decision suitable airports for this programme are identified.

UNDP gets in contact with the airports that could be interested in the programme and then connects the actors in order to start to work towards agreement on when and where the programme can be implemented. According to DPDHL, "It's not a process that you can break-down into every single step and repeat it with every other country but rather it's an individual process run by the country office of the United Nations"⁷⁴.

Recruitment

In its business structure, DPDHL has professionals who are aviation experts and form part of the senior aviation division. Some of those aviation experts are the volunteers of the program, being the GARD trainers. In this sense, they choose who will be next generation of GARD trainers, and select them from their own teams.

⁷⁴ DPDHL's interview – January 2014. Lot 3.



In the case of GARD, it is not about applying, but rather about having the experience and being able to run the training at the airports (to implement the workshops, the assessments, etc.).

As it has been mentioned, there is a lead trainer who has been involved from the beginning of the initiative and who has a long-term commitment with the program. This person is the one who decides whether someone can become a GARD trainer.

Training

Volunteers in the GARD programme have to be aviation experts with extensive experience in the field. The main preparation of GARD experts is based in understanding and learning the content and process of the capacity building programme (workshops, their topics and methodologies of implementation). The previously mentioned GARD lead trainer is the responsible to transfer this knowledge to the rest of the GARD trainers.

Most of the time, the GARD leader trainer is present at the workshops and therefore is actively involved in training new or future GARD trainers.

Deployment

The above mentioned aviation experts are deployed to selected airports for the implementation of the training, which consists in a 3-5 days' workshop. This methodology includes a mix of classroom elements and on-site assessment work and provides an 'Airport Assessment Report' in order to provide a clear action plan to increase the airport surge capacity.

During deployment the team provides support by assessing the airport and identifying possible bottlenecks or issues that might occur during a disaster and anticipating a situation that a disaster could trigger. DPDHL covers all the costs associated with their employees, while costs related to the coordination with third parties, as it is the case of the selected airports, are covered by UNDP.

Additionally, in December 2012 GARD trainers developed a follow-up programme called 'GARD plus', which allows repetition and application of the workshop content 6-12 months after the GARD workshop. Therefore, it contributes to a sustainable implementation of disaster preparedness activities.

• **Points of interest to be considered for EU Aid Volunteers**

- EV is **part of a wider collaboration framework with the UN**. It is included in a strategic disaster management long-term partnership with the UN through DPDHL's GoHelp program. The partnership with UN OCHA has allowed for the integration of employee volunteering in more complex needs based solutions that create a difference in the HA sector.
- **Proud to lend their core business competences to the HA sector**. The GoHelp program is the key CSR initiative at DPDHL and has become the emblem of the company. The skills-based approach is emphasised: "we support global relief efforts by volunteering our logistics expertise"⁷⁵.

⁷⁵ DPDHL's website, December 2013. [www.dpdhl.com]



- **Annual planning.** GARD's interventions are annually planned, so the expert team can be aware of when they will be implementing their programme and consequently, the aviation division can plan their work in advance.
- **Specific profile and limited scope.** GARD EV actions can only be implemented by a very specific profile of DPDHL employees since it is not simply oriented to aviation professionals but experts within that department. Focus is on the provision of effective support to disaster prone countries rather than increasing the number of employees participating in the initiative.
- **Volunteers as active actors of the management of the EV program.** Employees have the power to propose new initiatives within the company – in fact, originally, GARD was proposed by an employee. This demonstrates that if an employer encourages volunteering and is open to allow staff to identify new ideas, gathers these proposals and supports different possibilities new initiatives could emerge.
- **Company is considered an HA actor.** DPDHL describes their company as a relevant actor in the HA field with the potential of 200,000 employees and presence in 220 countries. "Rather than providing direct financial support to humanitarian relief missions, DPDHL seeks to support its humanitarian relief partners, such as the UN, primarily by contributing its core competency in transport and logistics.
- **Proud to be UN collaborator.** According to Deutsche Post DHL, giving in-kind through expertise and employee volunteers has kept the fixed costs, after the initial set up, relatively low. The partnership is also 'the perfect way to demonstrate our strong commitment to Corporate Social Responsibility', according to Monika Wulf-Mathies of Deutsche Post DPDHL (see Deutsche Post World Net, 2006). It has reportedly enhanced productivity and decreased staff turnover. It is recognised that the partnership allows DPDHL to increase its brand visibility and to work with the UN, which is chosen as a partner due to the UN's 'credibility and legitimacy and, of course, its global reach'⁷⁶.

⁷⁶ BINDER, A. and WITTE, J.M (2007). *Business engagement in humanitarian relief*



5. 3. b. Factsheet Good Practice | GlaxoSmithKline. PULSE

FACTSHEET CASE | GlaxoSmithKline - GSK

PULSE

- **Main characteristics of the initiative**



Sector/Nature	Private for profit
Employees from...	Private
Area of impact	Global
Type of scheme	Deployment in the field or locally.
Support provided to	Development/Resilience/Capacity building
Size of the organisation	Large
Partnership	Direct partnership with NGOs
Long/annual/punctual	Annual partnerships
Individual/Pool	Pool of NGOs
Recipients of the support	NGOs
Volunteering time	During working time
Competences	Transversal profiles + business core
Profiles	Wide range of profiles: Health/administration/marketing
Recruitment	Open to all staff
Budget	Relevant budget
Training	2 days of intensive training
Deployment	Long-term assignments (duration between 3 to 6 months)
Internal structure	Specific full time 5 people team
Individual deployment/teams	Individual



- **Brief description of the initiative**

The initiative in a few words

The PULSE Volunteer Partnership is GSK's skills-based volunteering initiative. Through PULSE, GSK's employees volunteer with a non-profit organisation that runs programs that impact on health, which is the main business area of GSK, for periods of three or six months using their professional skills. The support can be provided in the volunteers own country or they can be deployed overseas in other country.

PULSE has a win-win approach. The program provides employees with a learning experience with leadership, behaviour and capabilities development in challenging environments and the NGO partners benefit from strategic planning, operational improvements and communication and marketing strategies and materials provided by the volunteers⁷⁷.

Company's general information

GSK is a science-led global healthcare company that researches and develops a broad range of innovative medicines and brands. Their products are used by millions of people around the world.

They have three primary areas of business in pharmaceuticals, vaccines and consumer healthcare. They create innovative new products and try to make them accessible to as many people as possible. By achieving this, they are able to grow their business and provide benefits to patients, consumers, society, employees and shareholders.

Origin of the Employee Volunteering programme

In 2008, GSK areas of Human Resources and Corporate Responsibility proposed to the CEO the idea of creating an Employee Volunteering program. The proposal was accepted with enthusiasm and in December 2008 in the CEO's bi-annual global employee broadcast he announced this program was going to be launched during the following year. The program was launched in April 2009.

Partners

PULSE provides support to NGOs that are undertaking health-related programs. In this framework, some of those NGOs are Humanitarian Aid actors.

In 2013, they were working simultaneously with 48 different non-profit partners around the world. Over the years PULSE has worked with 85 Partners in 57 countries, supporting non-profit and NGO organisations that work on healthcare access and children issues. Some of them are Save the Children, CARE International and Philadelphia Education Fund. Some of the partners work on Humanitarian Aid but they are not selected intentionally in that sector.

⁷⁷ GSK – website [www.gsk.com/responsibility/our-people/employee-volunteering.html]



The current partnering process of PULSE has their starting point in the CSR area. New partners are identified if they are NGOs that are already working with GSK in their CSR initiatives, and recommendations on NGOs that could be potential partners are provided by the CSR area.

Then, PULSE team holds a meeting with the NGOs in order to explain them PULSE initiative and to evaluate if they are interested in receiving employees support and explore possible projects which would be a good fit to work together.

Once the collaboration is defined, a memorandum of understanding (see Annex V.2. GSK 2014 PULSE Partner Toolkit) is signed. In this agreement, GSK and NGOs' responsibilities are established.

Types and characteristics of the volunteering

The employees use their professional skills to create a positive and sustainable change for non-profit partners and the communities they serve. GSK allows deployments from 3 to 6 months to implement the missions, while the employees still are being paid. Therefore there is a high commitment both from the company's side and from the volunteers as they often move to a new country for 6 months.

PULSE Employee Volunteering support can be provided in either cross-border missions (duration of 6 months) and within organisations from the same country of the volunteers (duration of 3 or 6 months). During the deployment employees are assigned full-time to their missions and become part of the NGO teams.

Since its origin in 2009, PULSE has empowered nearly 400 employees from 45 countries to serve as volunteers. Currently, there is a target of 100 volunteers each year.

Internal management

PULSE program is managed by a team composed of five professionals. They manage all the different aspects of the program, from the interaction with the NGOs, to the joint definition of the scope of the assignments.

The annual budget for the programme is a maximum of 2 million pounds per year. It includes staff salaries, training and preparation and deployment costs of the volunteers -100 volunteers- (all costs related to the volunteers deployment - travel, accommodation, insurance and vaccines- except food per diems).

- **Employee Volunteering cycle**

Identification

NGOs are invited to put forward specific assignment proposals. PULSE has developed an online application form for the NGOs where they submit the specific requirements for their individual projects (see Annex V.2. GSK 2014 PULSE Partner Toolkit).

In this form, they have to specify what type of skills they need from a volunteer. Some of them are general categories of skills (using the same categories that are normally used within GSK) and they can also more specifically define what type of skills they are looking for.



Recruitment

There is an annual recruitment among GSK employees. Interested employees fill in an application form in which questions related to motivations, skills and learning objectives are defined by the potential volunteer. There is no restriction, and all GSK employees can apply to the EV program.

GSK employees go through a very comprehensive selection process in order to analyse if they are suitable for the assignment. PULSE team reviews each application and makes a pre-selection of the potential volunteers.

Telephonic personal interviews are held with those preselected volunteers in order to understand why they are interested and what skills they can offer. In the recruitment, PULSE team evaluates that the volunteers meet 'GSK behaviours' (Enable & Drive Change, Building Relationships, Flexible Thinking, Continuous Improvement, Customer Driven and Developing People). Three main aspects are considered in particular: building relationships, flexible thinking and enable and drive change, meaning to be effective in leading and implementing project work (Annex V.3. GSK_Competerences Framework).

Once volunteers are selected the PULSE team proceeds to the matchmaking process. During a specific week the PULSE team dedicates itself to achieving the most adequate match of the volunteers' profiles with the NGO's proposals.

Training

Before volunteers start their assignment, groups of around ten to fifteen people spend two days of training. Training is also included in the time attributed to the EV initiative, so it is also implemented during working time.

The training is focused on understanding NGO environment, international development sector and how NGOs work (funding, actors in the international development context, agencies, culture in NGOs, etc.)

Online sessions complement the training regarding the logistics of the programme (allowed expenses; accommodation recommendations, etc.). Additionally, the GSK intranet contains a "PULSE Sharepoint site" that is accessible to volunteers as well as their line managers—providing for all the information and materials needed to ensure a smooth process.

Deployment

There are two types of assignments: a volunteer can either engage in a three or six-month home assignment located in the same region as his/her current work site or sign up for a six-month international assignment taking place in another country.

In both cases, PULSE volunteers work full time with the partner non-profit or non-governmental organisation, using their expert skill-set and knowledge to make a significant impact on communities in need.

For example, if an employee is supporting an NGO in marketing issues they will use their marketing skills and may work at an NGO to help to improve a fundraising campaign and the materials they use for fundraising; if it is an employee who works on developing medicines, they could get involved in health education in a community group to help increase understanding of how to prevent malaria.



During this period, the rest of the team working in the same company's area takes on the responsibility of the work of the person who is volunteering. Exceptionally, additional support is required and additional resources may be recruited. In most of cases however it is not needed and the work of that employee is shared among the team.

Once the volunteers return there is an evaluation and managers and home teams are asked to assess whether they think they have developed behaviours and skills (e.g. like learning agility; adaptation to the new experience in the new environment; cultural awareness; leadership skills, etc.)

- **Points of interest to be considered for EU Aid Volunteers**

- **Previous collaboration with potential NGOs or partners.** The current partner identification process starts by recommendations of the CSR department, from where donations and in-kind support is provided to the NGOs through different CSR programs.
- **Needs assessment structured process.** In order to identify potential volunteering opportunities, PULSE established an annual "call for applicant's" procedure where NGOs can express their needs. Formats and forms have been created in order to gather relevant and concrete information related to the possibilities of the volunteering actions.
- **Specific and strong management team and internal resources dedicated to the programme.** PULSE has a strong management team and relevant investment of resources from the company. The team is in charge of managing partnerships and alliances with the NGOs; the matching of needs and volunteers profiles; implement the training; do the follow-up the deployments; evaluate the skills and behaviours development, among other responsibilities.
- **Strong alignment with corporate culture and values and focus in skills development and learning.** One of the objectives or reasons why GSK created the PULSE program was the learning and competency development of their employees. It is conceived in part as an investment in employee training and skills development. It is also aligned with development of GSK behaviours and as a way to achieve employee engagement with corporate culture values. There is an evaluation related to the development of behaviours and skills after the volunteering experiences.
- **Thorough profile-need matchmaking process.** The PULSE team acts as an intermediary between NGO needs and volunteers profiles. In other cases, this part of the procedure is external (undertaken by other intermediaries or by the NGOs), but here it is one of PULSE team roles. Important efforts are dedicated to assure the most adequate matchmaking.
- **Strong communication strategy,** both internal and external, making a special effort in trying to reach employees from all around the world and encourage them to apply to the PULSE EV program, creating the ambassador's figure to talk about the voluntary experience and the creation of a blog in which volunteers give feedback about their experience.
- **Improvement of cross sectional competencies.** By putting them to work outside their usual comfort zones for three to six months, PULSE has strengthened these skills and capabilities among the participants – skills such as creativity and teamwork; but also a widespread understanding for the need of simplification. These are all valuable skills when working in different environments on the ground and especially useful in offices back home.
- **Proud to see how their work benefits society.** The volunteers seem to understand the larger benefits of GSK's work for society and realise the concrete contribution



provided to society by healthcare companies such as GSK. This, in turn, can make volunteers re-evaluate the relevance of their own work and contribution and change their attitudes toward their daily job.



5. 3. c. Factsheet Good Practice | Vodafone. Vodafone Instant Network

FACTSHEET CASE | Vodafone

Vodafone Instant Network

1. Main characteristics of the initiative

Sector/Nature	Private for profit
Employees from...	Private
Area of impact	Global
Scheme	Deployment
Areas of support	Disaster response
Size of the organisation	Large
Partnership	Direct partnership with NGOs and agencies
Long/annual/punctual	Long-term partnership
Individual/Pool	NGO + agency
Receptors of the support	Agencies + NGOs + final beneficiaries
Working time	During working time
Competences	Business core
Profiles	IT / Telecommunications
Recruitment	Open to all staff (preference for technical skills)
Budget	500.000 GBP annually
Training	High level: 4 days intensive training and updating sessions
Deployment	Flexible: short-term assignments with possibility of replacements
Internal structure	Global coordination by Vodafone Foundation
Individual deployment/teams	Teams of at least two volunteers

2. Brief description of the initiative

The initiative in a few words

'Vodafone Foundation Instant Network Programme' is the initiative through which Vodafone expresses its commitment to the Humanitarian Aid field. It is based on three main areas of support: a capacity building for HA actors and disaster preparedness initiative called 'IT Emergency Management Training' (in alliance with UN WFP); a fundraising initiative through SMSs called 'Red Alert'; and a disaster response programme, providing communication services through Vodafone Foundation's Instant Network, a telecommunications facility that is used at the heart of disasters with the assistance of Vodafone's volunteer employees (in alliance with Telecoms Sans Frontieres and Huawei).



The present case is focused in this last initiative, the Instant Network facility, where Vodafone's Employee Volunteering plays a relevant role. Instant Network is defined as "an ultra-portable Global System for Mobile communications network that packs into 3 cases weighing a total of less than 100kg. The cases are transportable on commercial flights and allow emergency response partners and their own employees to respond immediately to any disaster, travelling with emergency communications equipment. Once on location a network can be established in less than 40 minutes"⁷⁸. In this regard, Vodafone Foundation's Instant Network Programme is considered as an initiative that has brought innovation and contributes to facilitate the effectiveness of the Humanitarian Aid assistance.

Company's general information

Vodafone is an UK based global leading telecommunication company. Vodafone operates in 30 countries reaching more than 403 million customers around the world.

Origin

Vodafone Foundation – the charity branch of Vodafone's humanitarian aid involvement started in 2002, through the support to TSF emergency response and disaster relief missions.

Through more than a decade of collaboration, the involvement of Vodafone Foundation in the Humanitarian Aid field has progressively increased. Its long term collaboration with the HA sector led them to realise that when a catastrophe occurs, the national telecommunication network is affected, and therefore, country-based support cannot be a definite solution. Rather a global solution should be established.

This understanding of HA contexts vs company's capacities led to the co-design in 2011, with the collaboration of Huawei (ICT solutions provider), of 'Vodafone Instant Network system'.

Consequently with this involvement, an Employee Volunteering scheme has been integrated as part of the contribution of Vodafone Foundation to the HA field. Through EV, Vodafone Employees can be trained and deployed for attending different kind of humanitarian missions related with telecommunication, including the installation of the Instant Network.

Partners

Vodafone Foundation undertakes this initiative in collaboration with different Partners', as it is the case of Telecoms Sans Frontiers (TSF), Red Cross, United Nations World Food Programme (WFP) and Huawei.

This alliance is complementary: Vodafone provides their technical experts and the systems; TSF are experts in technology provision in emergency contexts and deploy professional staff in case of disaster within 48 hours, in order to establish communications centres and humanitarian calling operations that provide information about the situation of people affected by disasters; Red Cross provides its expertise in Humanitarian Aid; WFP brings the logistics capacity; and Huawei is the manufacturer of the system and provides technical support to the programme.

⁷⁸ Vodafone Foundation website

[www.vodafone.com/content/index/about/foundation/instant_network.html]



Types and characteristics of the volunteering

The Employee Volunteering component of Vodafone Foundation's Instant Network Programme is focused in the core competences of Vodafone: IT and telecommunications. There is a special effort and attention in the adaptation of the staff's knowledge to humanitarian crisis contexts, and therefore specific and intensive training is provided to the volunteers.

There are three geographic locations holding one Instant Network system ready to be deployed and a team of at least two experts is responsible for managing the system in the case of an emergency.

Additionally, a network of two-volunteer teams was created in each country in which Vodafone is present, in order to provide support in the setting up of the system in less than 12 hours. In this regard, Vodafone employees from around the world are trained in the area of emergency telecommunications response, including the deployment of Vodafone Instant Network.

Currently, there are a total of 67 volunteers from 20 countries across Europe, Africa and the Pacific. They remain on standby to be deployed at short notice.

Internal structure and budget

Vodafone Foundation's Instant Network Programme global coordination is under the umbrella of Vodafone Foundation. Vodafone Foundation coordinates the programme at Group level and works closely with Vodafone Technology, Security, CSR and Vodafone Foundation in local markets for global roll out and expansion.

Given that, the global coordination is managed by Vodafone Group Foundation, while each national local Foundation or CSR/Sustainability department manages its own volunteers.

The Instant Network Programme has an annual budget of around 500,000 GBP managed by the Vodafone Foundation, in which stations maintenance and volunteers deployments' costs are included.

3. Employee Volunteering cycle

Identification of the needs

Vodafone Foundation created the 'Emergency Committee', in which Vodafone Group Foundation evaluates with its partners TSF, Red Cross and WFP, the pertinence of deploying Vodafone's volunteers and Vodafone Instant Network.



Recruitment of the volunteers

When Vodafone Foundation's Instant Network Programme was created, an internal call to volunteers was launched among all Vodafone staff through each national Vodafone operators via local Foundations and CSR/Sustainability areas.

The idea was to create national teams formed by at least two volunteers in each country (Spain has 5 and has been a key part of the programme). Given that, when the initiative was communicated at national level, it was established that only two posts were available. The call was launched among all the company with a focus in technical profiles.

During the recruitment process, different requirements were established: (1) it was volunteering, up to the decision of each employee; (2) there was no minimum term of belonging in the company; (3) the candidate should have the acceptance of his or her manager.

Potential candidates should present the following documentation: (1) an updated Curriculum Vitae; (2) a cover letter in which the employee would explain their motivations; (3) a letter of agreement signed by his/her manager; and (4) a special medical certificate related to the candidate's availability for working under difficult conditions.

The call was successfully welcomed among Vodafone's professionals in all countries⁷⁹. In this regard, a demanding selection process was carried out by the national Foundations or CSR/Sustainability national departments, in order to find the two most adequate candidates for their national teams. In this process, the technological background was specially valued as well as previous experience in international volunteering.

Training

In order to become full member volunteers, Vodafone's employees had to successfully complete an initial intensive training during 4 days. The group of volunteers selected in the first call had to complete in-person training implemented in close collaboration of Vodafone Foundation Instant Network partners TSF and Red Cross.

Theoretical contents related to the Humanitarian Aid field are provided (actors of the HA field; how logistics operates in emergency; tips about how to deal with challenging situations and lack of resources, etc.). Then, practical training is structured in three different modules: A. How IT and communications technologies should be used in emergency situations (especially satellite systems); B. How Vodafone Foundation Instant Network satellite works, and how on the field volunteers have to coordinate with administrative offices of the stations; and C. One full-day simulation provided by TSF and Red Cross, in which a catastrophe situation is represented, and volunteers have to face different challenges.

Additional modules are provided depending on the position the volunteers would cover (e.g. specific sessions for leaders of the emergency teams related with how to manage teams in an emergency situation).

Vodafone's national volunteer teams have updating sessions implemented in their own countries, in order to refresh their knowledge and to keep them involved and active.

⁷⁹ Especially in the case of Spain, where 67 volunteers applied for 2 posts. Given the high interest of Spanish Vodafone professionals in the initiative, the team of this country was established by 5 volunteers instead of 2, as it is the case of the rest of the countries.



Deployment

Vodafone Foundation initiates the deployment in consultation with humanitarian partners (TSF, Red Cross, UNHCR) or local partner operators (Smart in the Philippines, Zain in South Sudan, etc.). When deployments are required, a team of the nearest countries is deployed and the closest one of the three Vodafone Instant Network stations is also mobilised, bringing the system to the disaster area where it is requested. The global coordinator of the initiative (from Vodafone Group Foundation), takes also part in the mission. All in all, Vodafone Foundation has created this network in order to provide a quick-response in less than 12 hours.

Thanks to the setup of this system, Vodafone Foundation provides ICT network to different groups affected by the disaster: they provide with communication systems to humanitarian aid agencies and NGOs working on the field and final beneficiaries. Additionally, Vodafone volunteers establish fixed points for calls, available for free to every person who wants to contact with others or wants to call in order to communicate he or she is fine.

Deployment length is completely flexible an up to the needs of the mission. In case a deployment requires being on the field for several weeks, a new team from other country makes the replacement.

• **Points of interest to be considered for EU Aid Volunteers**

- **Long trajectory and commitment with HA field.** Vodafone involvement in HA sector began more than a decade ago. The commitment of the company with the HA field has been increasing since then and long-term partnerships with different and relevant HA actors have been established. In the case of Vodafone Instant Network the TSF – Vodafone partnership is especially relevant. They collaborate since 2002 in emergency response, in order to deploy mobile and satellite technology for emergency relief missions. Vodafone has been supporting TSF missions, whose mission is to deploy professional staff in case of disaster within 48 hours, in order to establish communications centres and humanitarian calling operations that provide information about the situation of people affected by disasters. The evolution of the TSF-Vodafone partnership led to the design of Instant Network solution in 2011 (in collaboration with Huawei).
- **Innovation in the HA field.** Vodafone Instant Network is an innovative solution considered as a “breakthrough” within the Telecommunication field in the HA sector. In this framework, the added value of the Employee Volunteering programme is that apart from the technical contribution that the volunteers do with their general knowledge regarding Information Technologies and Telecommunications, they are able to set up the system that allows restore connectivity in disaster affected zones.
- **Relief/replacements of volunteers.** Vodafone provides with all the required time for training, preparation and deployments of their national team, but in cases when it is needed to be deployed during more than one month, a new team from another country could take the replacement of the team originally deployed in the aftermath of the crisis. This is a very interesting point for chronic humanitarian relief cases.
- **Complementarity with other EV initiatives.** As it has been shown, Vodafone Instant Network requires a high –technical knowledge, and for this reason, in addition to increased efficiency and effectiveness, teams of two volunteers per country were established. One of the main barriers that EV managers face when they try to implement high skill-based international EV programs is that it is a kind of volunteering



restricted to specific professional profiles within the companies. For that reason, Employee Volunteering programmes try to complement their volunteering opportunities with other kind of EV actions, as it is the case of Vodafone. In addition of Vodafone Instant Network, they have a wide range of EV and social programmes to guarantee all their employees could find a good opportunity to contribute to society.



5. 3. d. Factsheet Good Practice | IBM. Corporate Service Corps

FACTSHEET CASE | IBM

Corporate Service Corps

- Main characteristics of the initiative



Sector/Nature	Private for profit
Employees from...	Private
Area of impact	Global
Scheme	Deployment
Nature of the support	Development/Resilience/Capacity building
Size	Large
Partnership	Direct partnership with NGOs
Long/annual/punctual	Long-term partnership
Individual/Pool	Pool of NGOs
Receptors of the support	NGOS
Working time	During working time
Competences	Transversal profiles + business core
Profiles	IT / Telecommunications
Recruitment	Open to all staff
Budget	No data
Training	Three months of preparation – near to 60 hours of pre-work
Deployment	Short-term assignments
Internal structure	Specific team for the management of this global initiative
Individual deployment/teams	Teams between 10 and 15 employees



- **Brief description of the initiative**

The initiative in a few words

With the Corporate Service Corps (CSC) programme IBM contributes with the time of paid employees to provide high skilled, pro bono consulting services to communities around the world. Its aim is to “empower IBM employees as global citizens” and “to provide IBM employees with high quality leadership development while delivering high quality problem solving for communities and organisations in emerging markets”⁸⁰.

IBM employees, known as IBMers, are deployed during 4 weeks to contribute to development projects in developing countries through their professional skills and knowledge. Since its origin, the Corporate Service Corps has had a positive impact on over 140.000 beneficiaries from Africa, Asia, Eastern Europe and Latin America, but its indirect impact reaches millions of people, as CSC produces relevant contributions in healthcare and education systems, for example.

Origin

The Corporate Service Corps program was launched in 2008. It has its roots in an article by IBM’s Chief Executive Sam Palmisano published in 2006 in *Foreign Affairs* magazine. He laid out IBM’s goal of becoming what he called a “globally integrated enterprise.” The idea was that the entire model for doing business internationally had to change, and corporations had to be global and local at the same time.

That meant IBM had to change. They had to develop thousands of global leaders who were able to understand how to function in unknown and different emerging markets. The idea was to force people out of their comfort zones by placing them in modest accommodation in an alien environment with a team of peers—and demand quick results. IBM wanted them to have a transformative experience so they would be shaken up and walk away better equipped to confront the challenges of the 21st century⁸¹. CSC was setup as a tool to achieve such goals.

Partners

There are three principal partners: Pyxera Global – (former CDC Development Solutions), Australian Business Volunteers and Digital Opportunity Trust.

Pyxera Global is an international engagement organisation creating ground-breaking partnerships between the public, private, and social sectors and leveraging the strengths of corporations, governments, social enterprises, educational institutions, and individuals to solve complex problems and attain mutually beneficial goals. Australian Business Volunteers provides effective business skills training to small and medium sized enterprises across the Asia Pacific region using highly skilled and experienced professionals. The third partner, Digital Opportunity Trust, is a leading international social enterprise that aims to provide access to information and communication technologies (ICT) in order to create education, economic and social opportunities.

⁸⁰ IBM’s corporate website [www.ibm.com/ibm/responsibility/corporateservicecorps]

⁸¹ IBM, (2011). *IBM’s Corporate Service Corps: A New Model for Leadership Development, Market Expansion and Citizenship*. Consulted in February 2014

[www.ibm.com/ibm/responsibility/corporateservicecorps/pdf/IBM_Corporate_Service_Corps_Essay.pdf]



IBM has worked with the three partners for nearly the whole of the program. They are strategic partners integral to its success. Among their responsibilities is the provision of logistical support to the employees. Partnerships are annually renewed and collaboration with them implies a grant.

Characteristics of the contribution

It is a skills-based contribution. Under the vision of CSC management it is not volunteering as such given that the selected experts are specialists from different IBM competence areas such as technology, scientific research, marketing, finance, human resources, law and economic development.

An average of 32- 36 teams are sent per year in teams of between 10 and 15 employees. In 2013, around 500 IBMers from 52 countries took part in CSC. A total of 2.400 employees dispatched, deployed in 34 countries during these 5 years.

The CSC participation is at least of 6 months with three months of pre-work, one month on the ground and at least two months of post service. In all the cases, IBM maintains the employees' salaries for the entirety of the programme.

Internal structure and budget

The CSC is managed by a specific global team with centralised leadership in IBM Corporate Headquarters in Armonk, New York (USA).

- **Programme cycle**

Identification of needs

CSC and its NGO partners have progressively improved their record for identifying needs within development projects. As often as possible, the goal is to work on strategic projects that are aligned with national agendas and have the potential to produce demonstrable economic and improving quality-of life impacts.

CSC team works with its partners and establishes a planning based in 15-month calendar basis. Among this work CSC and its NGO partners work together on the goals of the programme and the specific objectives to be achieved for each location, including key focus areas for the programme.

Recruitment

There is an annual application process that is highly competitive for a finite set of participants. IBM works with each NGO Implementation Partner to staff the teams.

Each year, IBM seeks applications from high-potential employees who are top performers. Participants are selected based on their expertise and suitability for the program. Teams of eight to 15 people are assigned to particular locations based primarily on their geographical preferences matched to the skills required.



Training

CSC IBMers receive education about corporate citizenship, IBM growth strategies, development in their host countries, project problem statements, and are provided with time for team building via teleconferences and social networking websites.

For three months before they are deployed, they do “pre-work” led by CSC team of IBM. In this framework, there are weekly meetings via teleconference, to get to know one another and learn about their host countries and their projects. The total length implies approximately 60 hours of work.

Deployment

Deployment is in teams of 10 to 15 employees and involves a month of work in the field.

During deployment the safety of IBMers is the priority for CSC managers. It is managed with the support of IBM Security area and partner NGOs are also responsible to guarantee employee safety and security conditions. After the deployment, employees have at least 2 months of post service in order to complete their specific assignments.

During the post-deployment phase the teams place documents they've gathered and prepared on a central Web site where the material is available for others to see. The three partner NGOs prepare detailed reports after each engagement.

In most cases IBM sends CSC teams once to a particular location and after their return, they are required to share what they have learned with other IBMers and often serve as mentors to succeeding teams.

In the framework of CSC initiative, IBMers cannot be deployed more than once. After their participation, IBM expect employees to continue their community service; demonstrate leadership in global teams, and support the communication of the goals of the program and contribute to the programme management.

• **Points of interest to be considered for EU Aid Volunteers**

- **Corporate culture values within the heart of the initiative.** The origin of CSC is closely related to the vision of the CEO of the company about how the future of the company should be: “a globally integrated enterprise”. In this sense, CSC contributes to develop leadership skills and global vision (a new generation of global leaders) among the employees, as part of the transformation of the company. In addition, it is important to mention that as a general rule, one of the key drivers for success in this kind of programs is to have the support of the board of the organisation. In this sense, CSC is completely aligned with the corporate culture of the company, and it is an integral part of the channel for the corporate values and vision transmission among the IBMers.
- **Multi-country and multicultural teams.** In alignment with this vision of development of the future global leaders within the company teams are created on a multicultural basis and collaborate together from the pre-work phase working in remote collaboration before being together physically in the field when they are deployed.



- **Emerging markets positioning approach.** CSC has also objectives of improving IBM image in emerging markets where employees carry out their missions. It is a path to achieve the 'social licence to operate'. Under this kind of Corporate Social Responsibility strategies companies aim to improve their performance in new or potential markets. It is understood that they have to share value to the new society in which they want to operate in addition to the economic value generated by the business. In this sense, IBM is providing technical support and sharing its knowledge with local communities under no-commercial basis, as part of its social contribution.
- **Annual Planning and pull of partner NGOs.** CSC's activities are annually planned. Many new programs find problems related to the planning if newcomer managers are not aware of the complexity that development projects have. As a general rule, it takes months to achieve a good match between the needs of a project with the concrete profiles that a company can provide. In the case of CSC, they have developed a very structured programme in which the scheme plans that this time is needed and the long-term partnership with the NGOs have assured also an annual activity for the EV program.
- **Post-deployment phase & remote volunteering.** CSC work continues during the following 2 months after deployment. Once each member of the team has returned to their respective country IBM office, they continue to contribute to the project through online or remote volunteering.
- **Intensive preparation.** Within the three months before the deployment, employees are prepared through weekly meetings via teleconference. This is a relevant space in where the team members get to know each other and they prepare the on-the-field work thanks to the support of the CSC managers.
- **The CSC is not considered a volunteering programme.** IBM provides its employees and its internal knowledge in same quality standards to their clients in order to benefit communities to get their problems addressed free of charge. In this sense, CSC managers do not consider the initiative as an Employee Volunteering program, but a pro bono initiative.

**5. 3. e. Factsheet Good Practice | Irish Aid. Irish Rapid Response Corps****FACTSHEET CASE | Irish Aid****Irish Rapid Response Corps**

- **Main characteristics of the initiative**



Sector/Nature	Public
Employees from...	Private/public
Area of impact	Global
Type of activity	Deployment
Nature of the support	Disaster risk reduction/Disaster response/post disaster
Partnerships with private/public sector	No direct partnership with employer - direct call to the volunteer/employee
Long/annual/punctual	Long-term partnership
Individual/Pool	Bilateral partnerships with UN agencies
Receptors of the support	UN Agencies, NGOs and final beneficiaries
Working time/personal time	Leave of absence
Profiles	HA / Civil Protection / Social sector (e.g. child protection specialists; gender and gender-based violence; public health officers, etc.) and technical professionals (e.g. information technology specialists; engineers and environmental officers, etc.), among others.
Recruitment	High level specialists
Budget	1.7 EUR million
Training	High level
Deployment	Short-term (3 to 6 months) and long-term assignments (up to 12 months)
Internal structure	Specific team assigned to the initiative's management
Individual deployment/teams	Individual

- **Brief description of the initiative**

The initiative in a few words

The Irish Rapid Response Corps (IRRC) is a standby roster of highly skilled and experienced independent, public or private sector professionals from specific sectors, available to deploy at short notice to humanitarian emergencies or short-term needs anywhere in the world.

Organisation general information

The Development Co-operation Division of the Department of Foreign Affairs and Trade (also known as Irish Aid) manages the Irish Government's programme for overseas development.



The fight against global poverty and hunger is a central and integral aspect of Ireland's foreign policy⁸².

Origin of the initiative

The initiative was conceived in 2007 out of a belief that “donors like Ireland must be in a position to provide direct help in response to sudden-onset emergencies” and the recognition that “there were gaps in the current system of humanitarian assistance and we wanted to be prepared to respond quickly and effectively to any future crises”⁸³.

In 2007, Irish Aid became involved in the Standby Partnership Program of the UN, primarily as a consequence of the lessons learned after the response to the 2004 Tsunami. “We thought it would be appropriate for Ireland to have a roster with people that could be deployed when it was needed”, affirms the IRRC coordinator.

The UN's Standby Partnership Program started in 1994. At that time, UNCHR did not have sufficient resources to deal with its numerous mandates. Originally, the UNHCR had only the support of the Norwegian Refugee Council and the Danish Refugee Council but since then, 20 more partners have joined the program, including Irish Aid.

Partners

The IRRC works with the United Nations Standby Partnership Program where agreements have been established with four agencies: OCHA; UNCHR; UNICEF and WFP.

On a number of occasions the IRRC has deployed experts to NGOs however such instances are rare. In those specific cases, deployments are up to 3 months and there is no specific agreement between Irish Aid and the NGOs.

Furthermore, in the case of employees working and wanting to take part in the scheme, there are no direct agreements with their companies; employees have to ask for a leave of absence in their workplace and each case is governed between the employee and the company by the arrangements established under the company's Corporate Social Responsibility policies. As a result, the number of volunteers coming from private sector is very small (3 of 208 volunteers in total).

⁸² Irish Aid website: <https://www.irishaid.ie/>

⁸³ Rapid Response Corps website: <https://www.irishaid.ie/get-involved/volunteering/rapid-response-corps/>



There are formal arrangements in place that allow public servants to be deployed in times of emergency where the individual can apply for a career break. If a public sector employee wishes to volunteer, there is a special leave that allows them to be deployed for a maximum for 3 months while still being paid. When they return they are reimbursed their salary and the deployment costs.

Characteristics of the volunteering

IRRC responds to calls from UN agencies when they have a position they want to cover by short term deployments of up to six months. The kind of missions does not just involve disaster response, but other complex emergencies (capacity building for disasters risk reduction, post-disaster and reconstruction, etc.).

As a result, a wide range of skills are available such as child protection officers; engineers and environmental officers; gender and gender-based violence (GBV) officers; information technology officers; or public health officers, among others.

The call for applicants is open to any EU citizen with the requisite skills and experience whether they are working in the public or private sector. Since its origin, IRRC has deployed individuals 220 times in response to emergencies. Currently, the roster is composed of 208 candidates.

Internal structure and budget

IRRC is run by a team of three from Irish Aid who work full-time on the management of the initiative. The average annual budget is 1.7 EUR million which includes all costs related to the deployments and training.

- **Employee Volunteering cycle**

Identification of the needs

When needs arise within the Standby Partnership Programme based in Geneva a Terms of Reference defining the profile of person needed together with the task description, when it should be covered, etc., is circulated to the 20 different partners.

Recruitment

Once the Terms of Reference reach IRRC Coordinator, the team looks into their roster and see if they have someone with the specific profile. The Terms of Reference are then circulated to roster members with the required profile and the CVs of those that are available for deployment are shared with the interested UN agency.

The IRRC is aware that there are other 19 partners going through the same process, so potentially a total of 20 CVS from different organisations can be submitted for one post. The requesting UN agency, in consultation with the local office, reviews the different proposals submitted by the various partners and decides upon the most appropriate candidate. If it is one from the IRRC, they re-confirm with the candidate their availability and continued willingness to be deployed.



Once a year a new recruitment process is launched and out of an average of 60 applications around 20 new people are recruited. Within those, there can be employed people and professionals that have agreed with their own companies to be part of the programme and the, participate as individuals, without any specific requirement for their employers. For those taking part in the recruitment process they should demonstrate conclusively that they have the necessary skills and experience for the position. All the applications are vetted and scrutinised against a set of criteria and, if they meet the standards, they go forward to the interview stage that lasts about 6 or 7 days. Volunteers selected should be available for a 2 years period for deployment.

Training

To get into the Rapid Response Corps volunteers must go through a selection and training process, which includes military and logistical training at the Curragh Camp in Kildare.

There is an 8 days training based in two modules. The first module is 4 days long and provides training around the principles of humanitarian action; gender issues; child protection, international humanitarian law; civil military coordination. The training includes presentations from former volunteers who speak about their experiences. Additionally, personnel from one of the UN partners explain what they expect from the volunteers and what is involved in working within the UN system.

The second module, also over 4 days, is focussed on security awareness. It is organised in partnership with the military college of the Irish Defence Forces where issues such as negotiation skills, weapons and mine awareness, together with general safety, are addressed.

This training includes a simulation exercise where the 20 volunteers are divided in 4 teams and they have to work in complex emergency scenarios. Different exercises are implemented, such as engaging with an official military checkpoint, dealing with an injured person in need of urgent medical attention and how to deal with a kidnapping situation.

Deployment

Deployments last either 3 or 6 months however there is a provision to extend for a further six months in which case the volunteer can take a break of 1 month prior to the next deployment period.

For those volunteers from the private sector the general rule is that volunteering is considered to be similar to a career break. They do not receive any salary from the employer and Irish Aid pays the different costs associated with the deployment.

During deployment all costs are covered by Irish Aid such as international travel, stipends of 160 Euros per day, rent allowance, subsistence allowance and insurance.

The receiving UN agency supports the volunteer by covering in-country travel costs and providing technical materials (laptop, official mobile phone, etc.). During the period of deployment the IRRC team stay in regular contact with the volunteers.



- **Points of interest to be considered for EU Aid Volunteers**

- **Inclusive approach to skilled professionals.** The focus of the programme is on EU citizens and is open to anyone with professional skills working within the public or private sector, unemployed or retired.
- **No specific and direct relationship with the employers.** In the case where the volunteers are employees from the private sector the relationship is with the employees directly, so the company does not manage the volunteering activity and does not act like an intermediary between the employee and the agency. The commitment of the company is set aside, and they just have to sign a Memorandum of Understanding (Annex V.4) in where it is established that they will allow the employee leave in the case that they would be selected. Under this approach it is up to the CSR policies of the companies if they are willing to allow the employees to take a break in their careers. The number of employees participating in the programme has been relatively low.
- **Facilities in the legal framework for public sector employees.** For deployments up to 3 months, employees of public sector can undertake missions without losing their salaries and at the end of that period their costs are reimbursed. There is no specific legal framework for employees from the private sector.
- **Equal management procedures.** As the focus is the individual, all the volunteers are managed under the same standards, and there is no distinction as to whether they are public sector, retired, unemployed or private sector workers.



5. 3. f. Factsheet Good Practice | Canal de Isabel II Gestión. Canal Voluntarios

FACTSHEET CASE | Canal de Isabel II Gestión

Canal Voluntarios

- Main characteristics of the initiative

Sector/Nature	Semi-public company
Employees from...	Private
Area of impact	Global
Type of activity	Deployment
Areas of support	Development/Resilience/Capacity building
Size	Large company
Partnership	Direct partnership with NGOs
Long/annual/punctual	Annual partnerships
Individual/Pool	Pool of NGOs
Receptors of the support	NGOs and final beneficiaries
Working time	During working time
Competences	Business core
Profiles	Water engineers and related specialists
Recruitment	High level specialists
Budget	Relevant budget
Training	High level
Deployment	Long -term assignments (average one year of remote support and 3 deployments as average)
Internal structure	Specific team
Individual deployment/teams	Teams of two volunteers





- **Brief description of the initiative**

The initiative in a few words

Canal Voluntarios is the EV program of the Public-private water supply company Canal de Isabel II Gestión. It was created in 2007 to support international emergencies or catastrophes where there was an urgent need for access to water. The evolution of the initiative has led to a greater focus on the support to development projects, this being currently the main field of activity. They also integrated specialised training activities as part of their volunteering programme.

Canal Voluntarios has established three main types of volunteering actions: training and awareness; emergencies response and development, the latter being the subject of this case study.

Company's general information

Canal de Isabel II Gestión was created in 1851 as a public company responsible for the management of the whole water cycle within the Madrid Region (Spain). Currently it is a private-public company with the responsibility to guarantee the water supply, in both quantity and quality, in the cities where it operates. With more than 2,300 employees, Canal de Isabel II Gestión is an industry sector leader on an international scale. Canal de Isabel II Gestión is also the parent company of Canal Group, serving more than 9 million people in Spain and Latin America⁸⁴.

Origin

Canal Voluntarios was established in 2007 as a practical tool for achieving the Corporate Social Responsibility commitments of Canal de Isabel II Gestión that were created in accordance with United Nations Global Compact initiative. Through Canal Voluntarios, Canal de Isabel II Gestión wanted to materialise its global social commitments.

Partners

Canal Voluntarios was created with a series of partnership agreements with relevant NGOs in the Humanitarian Aid sector: Red Cross, Bomberos Sin Fronteras (Firefighters without Borders) and Caritas.

Because of the public origin, Canal de Isabel II is considered as part of the public structure of Madrid's regional government and when a catastrophe occurs and aid is officially requested to this government, Canal Voluntarios teams can be called for deployment.

After several changes among the objectives and activities of the programme, partners are currently development NGOs selected through an annual call for proposals. This annual call aims to both grant funds and provide support from employee volunteers to development projects in the field of water and sanitation. Humanitarian NGOs can apply also to the call. An agreement is signed with the selected organisations (see Annex V. 5. Canal Voluntarios_Call for proposals guidelines).

⁸⁴ Canal de Isabel II Gestión website [www.canalgestion.es/en/compromiso/voluntarios]



Types and characteristics of the volunteering

Volunteers contribute with their professional expertise and technical knowledge. The initiative applies core business competences and the company lends and transfers its resources to emergency and development projects. Therefore, volunteers have a high technical level: water engineers; quality of water analysts; civil engineers, etc.

Canal Voluntarios is currently composed of a group of 128 water technical expert volunteers.

Internal structure and budget

A special area to manage Canal Voluntarios was created from the start under the Security Department of the company. Canal Voluntarios has its own staff and eventually has been established as an organisation by itself. Canal Voluntarios coordination is managed by a specialist in development who is specifically hired for this purpose. The annual budget of the initiative varies between 500.000 and 700.000 euros with 95% of the budget assigned to fund the selected projects of the call for proposals.

- **Employee Volunteering cycle**

Identification of needs

Spanish Development and HA NGOs can apply for funding and technical support from employee volunteers through Canal Voluntarios' call for proposals⁸⁵. Once a year there is a competition to select projects relating to access to drinkable water or sanitation. Canal Voluntarios pre-selects the 7 or 6 more suitable projects according to a series of criteria established in their call for proposals guidelines.

A final selection is defined after an identification mission is carried out by Canal 's employees, once they have studied the needs of the projects in the field. The objective of these missions is to guarantee the efficiency and impact of the investment of company 's resources by selecting the best projects and also to define adequately the assignment for the volunteers that requires a good matching between the required skills from the NGO and the skills that can be provided by the company.

The call for proposals guarantees that a minimum of 4 projects are funded, but as general rule, 6 are finally implemented.

Recruitment of the volunteers

At the start of the initiative a call for employee enrolment was launched among the over 2,300 employees of the public company. 140 employees responded to the announcement and expressed their interest in volunteering and in finding out more about the call for participants in this new initiative. Then, 75 company employees were selected after face-to-face interviews carried out with the director of Canal Voluntarios and the management team of the Canal Voluntarios.

⁸⁵ See Annex V. 5. Canal Voluntarios_Call for proposals guidelines



In 2011 and 2013, a new call was launched specifically to the 300 employees that were in concrete posts – not only engineers, but also technical staff with deep knowledge of water-treatment plants. Canal Voluntarios employee volunteering pool is currently formed by 128 high level experts.

Once the projects have been selected the Canal Voluntarios coordinator does the matchmaking between the needs of a concrete project and the profiles of the volunteers on their pool of employees. As a general rule, teams of two volunteers are assigned to a project.

In addition to the technical aspects in the matchmaking process, Canal also looks for complementarity among the profiles leading for example to the choice of professionals who are working in different departments of the company in order to promote the knowledge exchange among their areas. Providing the project would not be negatively affected, the deployment of people who have never been deployed or who has been deployed less times than others is prioritised. Teams are frequently led by a volunteer with previous experience.

Training

Training is a fundamental part of the EV program, and it is conceived as a volunteering activity by itself and so is undertaken during working time.

There are a wide range of training activities: one day conferences about water and cooperation; courses related to volunteering in international cooperation projects; or internal one day meeting for sharing learned lessons based in volunteer's experiences, among others.

Additionally, as Canal Voluntarios Volunteers can be called to collaborate in disaster response initiatives (requested by Madrid regional government) they are all trained to be prepared for emergency interventions. In this sense, Employee Volunteers of Canal de Isabel II Gestión are continuously trained in specific development and Humanitarian Aid areas such as first aid; how to manage a crisis situation from a psychological perspective; earthquakes situations management. Also, specific training in water management in crisis response situations is provided, as how to set up emergency water pumps frequently used in HA. This training process is carried out in collaboration with different NGOs such as Bomberos sin Fronteras or agencies like the Red Cross and other specialised organisations.

Deployment

In development projects, the frequency of deployments varies depending on the specific needs of the projects. As a general rule, teams of two or three volunteers work together and closely collaborate with the NGOs for all the project cycle. As an average, three deployment phases are involved: first deployment for technical needs assessment, gather information and to verify final selection of the winning initiatives; second deployment to implement the working plan established for covering the identified needs; and final deployment for training, local staff capacity building and evaluation of the initiative. Each deployment has an average duration of two weeks.



The work of the volunteers is not limited to the deployments. They are assigned to provide support to the projects for their whole duration. Therefore, they work in collaboration with the NGOs' headquarters in Spain, and also they provide remote support to the field.

In all cases (deployments and remote support), time is provided by the company, and is its considered part of the volunteer work. In addition, all expenses related to deployment, training and preparation of the volunteers are covered by Canal Voluntarios and the development projects are also fully funded by Canal Voluntarios.

- **Points of interest to be considered for EU Aid Volunteers**

- **Training as a component of Employee Volunteering by itself.** Training in development and HA is provided as an Employee Volunteering activity by itself. As deployments are limited, the idea of including training is useful to establish the sense of continuous engagement within the volunteers. Even if they are not deployed, they are continuously engaged with the HA and development sector in the framework of training processes that are annually being refreshed.
- **Volunteers as trainers for other volunteers.** Due to their experience and continuous training, some Canal Voluntarios volunteers have achieved a deep knowledge in water management in developing and humanitarian contexts. Therefore, they have become trainers and, as part of the Employee Volunteering program, they provide their knowledge to the rest of the volunteers and newcomer volunteers.
- **Deep commitment of the company with the project.** Canal Isabel Gestión provides funding to the projects, as the company understands that the commitment with an initiative should be global and recognises the need of funding of development and HA projects. They also provide the time needed to the volunteers (not just for deployment, but also related to support that could be provided from the headquarters of the company) and other in kind resources and materials.
- **Deep commitment of the volunteers with the project.** Volunteering activities do not limit the contributions of the volunteers to the period of deployment, but employees are also committed for the entire project duration. The volunteer team assigned to a project is committed during the whole of the project cycle, and a mixed team of volunteers and NGO staff is created. Volunteers are therefore in the position to share relevant decisions related with the management of the project and the actions that should be implemented. In this way they collaborate closely with the NGO's staff in making critical decisions related to the projects and become involved in their success.
- **Business core alignment.** The contribution of the company is focused in water projects, which is the core business of the company. Therefore, volunteers have high technical expertise in this field and volunteering opportunities are oriented to concrete specific profiles of the company staff.
- **As a company that applies its technology to HA and development contexts.** Through Canal Voluntarios, the company does not just contribute with technical expertise, but also with their technology and innovation potential. Therefore, techniques and systems that are applied to their business are used also for the EV program (e.g. water mapping systems, etc.)
- **Deployment as part of the needs assessment and working plan definition.** In a first approach, technical needs are exposed by the NGOs through the annual call for projects of Canal Voluntarios. But in order to establish the concrete assignment for the volunteers and the action plan within the project, volunteer technical experts identify the technical and specific needs on the field in a first deployment. For example, in the call an NGO shows that a concrete rural community has no water access and the social and economic consequences of this situation, and provides a first approach to a solution (e.g. the provision of water tanks is identified as a possible solution).



In the first deployment when the engineers study the context and the real possibilities, in order to create the solution (e.g. after their first visit, it is confirmed that the provision of water tanks is not the best solution, but there is a possibility of dig a well because they have found out that the zone has aquifers, for instance). This scheme was introduced as a learned lesson, given that they realised that NGOs they support (not specialised in water cooperation projects, but with relevant needs in this area), did not always enough knowledge about technical water issues, and they need this technical support all along the project (not just punctual support, as it was in the initial experiences of Canal Voluntarios). Their aim is to support NGOs that have a gap of knowledge in this field and, in fact, that is the reason why Canal Voluntarios contributions are so relevant and complementary.



5.3.g. Factsheet Good Practice | Deloitte. The Humanitarian Innovation Programme

FACTSHEET CASE | Deloitte

The Humanitarian Innovation Programme

- Main characteristics of the initiative



Sector/Nature	Private for profit
Employees from...	Private
Area of impact	Global
Type of activity	Headquarters/strategic support to the organisations
Nature of the support	Resilience and capacity building
Size	Large
Partnership	Direct partnerships with selected NGOs
Long/annual/punctual	Annual
Individual/Pool	Pool (two NGOs selected per year)
Receptors of the support	Humanitarian Aid NGOs
Working time	During working time
Competences	Business core
Profiles	Wide range of profiles – consultants
Recruitment	High level specialists
Budget	No data
Training	Not specific training provided
Deployment	Short-term assignments
Internal structure	Specific team within the CSR department
Individual deployment/teams	Teams



- **Brief description of the initiative**

The initiative in a few words

Deloitte's Humanitarian Innovation Program is a pro bono initiative aiming to improve Humanitarian Aid sector's capacity of response in crisis situations.

In order to achieve this objective, professionals of Deloitte's member firms collaborate with humanitarian organisations in order to co-design, co-create and implement solutions to the sector's most pressing challenges. In this sense, projects within the Humanitarian Innovation Programme framework aim to contribute to the Humanitarian Sector as a whole, and given that, once specific NGO projects are complete, Deloitte will share the ideas and solutions developed so that the whole humanitarian sector can benefit and scale them up⁸⁶.

Company's general information

Deloitte is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, tax and related services. These firms are members of Deloitte Touche Tohmatsu Limited (DTTL, also known as Deloitte Global), which does not directly provide services to clients⁸⁷.

Deloitte's network involves 200,000 professionals at member firms in more than 150 countries. Revenues for fiscal year 2013 were US\$32.4 billion.

Origin

Deloitte has been supporting the Humanitarian Aid field through different actions such as donations and internal fundraising initiatives among its employees. Deloitte has also collaborated with the academic sector in Humanitarian Aid research projects, as it is the case of the Platforms for private sector-humanitarian engagement report elaborated by the Humanitarian Futures Programme of King's College, UK.

In recent years Deloitte has increased its involvement in the Humanitarian Aid field. Through their experience and direct contact with humanitarian actors they realised that professionals of this field have to work in extremely difficult contexts, not just because of the challenging physical conditions but also because generally they are required to implement projects in a framework characterised by a general lack of resources (small teams, limited budgets, etc.).

From these experiences it was realised that improving organisational efficiency could be an important contribution and some concrete gaps were identified that could be filled with Deloitte's experts through the supply of skills that could be useful for different Humanitarian Aid projects. In order to know the opinion of HA actors regarding how the company could support them through their experts' skills, HA actors and other different experts in the field were asked: what kind of skills do you think Deloitte has that could be useful for your organisation and for the HA field?

⁸⁶ Depending on the project, the results could be shared by different mechanisms (e.g. workshops, learning documents, etc.)

⁸⁷ Deloitte's official website, 2014. [www2.deloitte.com/global/en/pages/about-deloitte/articles/about-deloitte.html]



It was concluded that contributions to improve the efficiency and increase the innovative approach of these organisations in disaster risk reduction related initiatives could be very useful. It was also concluded that the most appropriate process to identify the concrete support Deloitte could provide would be that HA organisations could directly let the company know their needs and how they thought their professionals could help them. On this basis a call for applications process was established.

Partners

Partners within the Humanitarian Innovation Programme framework are selected via call for proposals. In 2013, two partners of the initiative were selected: AtrocityWatch and International Organisation for Migration.

Characteristics of the contribution

The Humanitarian Innovation Program is mainly a pro bono initiative. Therefore, Deloitte's professional works for a project with exactly the same standards as they do within Deloitte's consulting projects with clients. In this sense, the particularity of the scheme is that employees are not volunteers (nor voluntarily propose themselves because of being interested in the programme) but are rather selected due to the required skills, as in any other consulting services project of the company.

The general objective of the initiative is to improve the efficiency of HA organisations and the HA sector as a whole. Given this approach, the outcomes and results of already supported projects are foreseen to be public, in order to share this knowledge with the whole HA sector.

Additionally, the programme follows internal motivation objectives among employees, as it was identified Deloitte's professionals interest in the HA field.

Internal structure

The Humanitarian Innovation Program is a global initiative, and therefore its coordination is held by Deloitte Global (DTTL).

The program is promoted by the global Corporate Social Responsibility (CSR) Department. Within this area, four professionals manage all the different CSR policies, and one manager, among different responsibilities, is responsible for the coordination of the programme. The main roles of the coordinator are to implement the call for proposals` process; the relationship management with the NGOs, and the recruitment of Deloitte's professionals for the pro bono projects.

- **Employee Volunteering cycle**

Identification of the needs

Partners of the Humanitarian Innovation Programme have been selected via an open call for applications. Given this was quite a new initiative, Deloitte made a dissemination and communication effort prior to the launch of the call. The initiative was presented and announced in different reference spaces related with the Humanitarian Aid sector, in order to reach a relevant number of NGOs and inform them about the initiative.



Deloitte's CSR team established a criteria framework for the evaluation of the proposals, in which the main factors evaluated were: scope of the project; link with the skills that could be provided by Deloitte; the innovative approach; objectives of the proposals with respect to achieving better response to crisis; scope of the impacts; potential extension and scalability; and usefulness for the whole of the Humanitarian Aid sector. In this sense, the CSR department established a procedure based in three main phases and created specific forms to guide NGOs' proposals (Annex V. 6. Deloitte Case_Humanitarian Innovation Program Full Application Form 2013 (susceptible to be changed in 2014).

The first phase is called (1) the 'Expression of Interest' phase, in which potential partners send a brief description of their project (needs identified, possible solutions, skills from Deloitte required for undertaking the proposed solutions, etc.). In the first phase, twenty expressions of interest from different NGOs from 12 different countries were submitted in 2013; ten of them were preselected.

In the second phase, preselected entities are invited to submit a (2) 'Full Application' of their project. In this case, a more complete version of the first application should be completed, including details about the expectation they have from the assigns that Deloitte could provide them. In this second phase, CSR Department selected five organisations in 2013 process.

Finally, there is a (3) virtual Interview with the finalists. It is important to mention that during the scoping process, the programme coordinator works collaboratively with the organisation in order to define the specific skills that could be provided to support the projects (NGOs normally have a general idea about what kind of profiles the company has, but not the very specific nature and the exact skills that can be provided). So in this phase, interviews are implemented with the collaboration of a number of senior professionals from the Advisors Panel of Deloitte, including strategic leaders of the firm and internal experts in the Humanitarian Aid sector. Following the collaboration of those experts, the final decision on the two selected projects is made.

Recruitment of the professionals

The Humanitarian Innovation Programme is not based on volunteering, so the professionals involved do not apply or express their particular interest in working in these kinds of projects. They are selected following the same internal procedures Deloitte follows for team composition for their regular clients, within their consulting projects with clients.

In this sense, the manager of the initiative searches among Deloitte's professionals profiles. As the main purpose is to provide support with the most adequate professionals, this searching process is global, and therefore, professionals from different countries can be selected as part of the team.

Training

No specific formal training is provided to the professionals that participate within these projects. They hold a half-day virtual meeting session where CSR Department presents their work with the Humanitarian Aid sector.

The projects are implemented collaboratively with the NGOs and usually there is no direct work with final beneficiaries. Deloitte's team support is provided to very specific aspects related with the improvement of the NGOs efficiency, so it is understood that their professionals have the required knowledge to undertake such tasks.



Deployment

Given the projects are implemented with the same standards as any other commercial-based project, Deloitte's professionals are deployed to the local offices or work in the headquarters of the organisations, according to the nature of the assignment.

There is also flexibility regarding the duration of the assignments. Although it has been estimated an average dedication between 3 and 6 months, it depends on the scope of the project and of the internal situation of the organisations.

In the cases selected in 2013, AtrocityWatch did not have an office space. They operated as a virtual team and worked with individual team members from around the world. Given that, Deloitte's support was virtual as well, and focused on helping them shape the development of a mobile solution which would use person driven data from around the world to provide early warning of potential mass atrocities.

Regarding the International Organisation for Migration (OIM), based in Geneva, professionals from Deloitte Switzerland will work together to improve coordination of response on the ground and interagency information management.

• Points of interest to be considered for EU Aid Volunteers

- **Vision of contribution to the whole HA sector.** The main objective of Deloitte Humanitarian Innovation Program is to make a contribution to the Humanitarian Aid sector as a whole. Therefore, although they support concrete projects of concrete organisations, they should include replicable solutions with potential for being adapted or/and used by other HA organisations and professionals.
- **Focus promotion of innovation in HA sector.** Given that Deloitte identified a gap related to the innovation of HA organisations (consequence of the lack of resources and small teams, not of the lack of ideas, knowledge or capacity), Humanitarian Innovation Program's aim is to support and complement the innovative ideas of the organisations. In this sense, innovation is also related with the way that projects are implemented, as the idea is to co-create those solutions in close collaboration with HA sector. In this sense, the collaborative work among two different sectors, with quite different kind of professionals, provides inevitably a new way of doing things.
- **Pro bono approach.** It is also relevant that Deloitte applies the same rules and quality standards as they do in commercial (for-profit) consultancy projects. In this sense, they provide all the required time to their employees for undertaking those projects with excellence. It should be underlined that Consultancy sector has a particular method of work, client-and-service-oriented. Generally, this approach implies an important workload to the employees. This is one reasons why Consultancy firms employees contribution are normally undertaken under pro bono schemes, as it would be difficult for their professionals to get free personal time for carrying out skills-based volunteering.
- **Three phases call for applications.** Another interesting point is that they have adapted their language and procedures to the HA sector. In this sense, it could be noticed that the call for applications is adapted from the "traditional" Humanitarian Aid and Development large donors, as it is the case of the European Commission DEVCO, for instance, which implements its call for applications in two main phases (Concept Note submission and, in case of approval, Full Application submission).



5.3.h. Factsheet Good Practice | “la Caixa” Foundation. CooperantesCaixa

FACTSHEET CASE | “la Caixa” Foundation CooperantesCaixa

- Main characteristics of the initiative



Sector/Nature	Private for profit
Employees from...	Private
Area of impact	Global
Type of scheme	Deployment
Nature of the support	Development/Resilience/Capacity building
Size	Large company
Partnership	Direct partnership with NGOs
Long/annual/punctual	Long-term partnerships on an annual basis
Individual/Pool	Pool of NGOs
Receptors of the support	NGOs and final beneficiaries
Working time	Employees holidays
Competences	Business core
Profiles	Finance/business administration/economics
Recruitment	Open to all staff (that belongs to the volunteering associations)
Budget	Relevant budget
Training	1 in-person day and 40 hours of online training
Deployment	Short-term assignments (average between 3-4 weeks)
Internal structure	Specific team
Individual deployment/teams	Teams



- **Brief description of the initiative**

The initiative in a few words

CooperantesCaixa is the International Corporate Volunteering Program of the Spanish bank “la Caixa”. It seeks to support economic, financial and monetary based development projects through employee experience and the know-how of the company.

It is characterised because of its emphasis in the final beneficiaries. Therefore, the program has its focus in capacity building of local communities and low-income populations. With the aim of seeking the sustainability of the projects and long-term impact on the beneficiary populations, knowledge transfer is the main purpose of the volunteering initiatives.

Origin

The International Cooperation programme of “la Caixa” Foundation was established in 1997 because of internal demands of “la Caixa” employees, who demanded that the 0,7 %⁸⁸ of the revenues should be invested in development initiatives. Through this program, “la Caixa” provided economic support to development projects in Africa, Latin America and Asia.

The Employee Volunteering programme of “la Caixa” was established in 2005, as a programme through which their employees could volunteer in social projects in Spain. In order to structure the initiative, different local and regional Volunteer Associations were established (later they joined together to become a National Federation of Associations). In 2007 the international dimension was created under the name of CooperantesCaixa.

Partners

“La Caixa” Foundation has stable agreements with Spanish NGOs which are implementing socio-economic projects in development countries. Currently, there are around 15 NGOs who are stable partners of CooperantesCaixa.

New potential partners are identified in two different ways. The great majority are NGOs who are supported and funded by the International Cooperation Programme, which has an annual call for proposals in which Spanish NGOs can apply for funding.

In other specific cases new partners can be identified directly by CooperantesCaixa’s team, because it is involved in the Spanish development sector, and part of their work consists in knowing the development environment and being close to development organisations and other social actors. If an NGO shows interest and expresses its needs, then the CooperantesCaixa team holds different meetings with the organisation and evaluates the potential impact of their volunteer’s contribution in order to solve those needs. This second approach does not involve economic support or donations to the specific project in which the volunteers collaborate.

⁸⁸ The 90s were years of social movements in Spain, when society backed the birth and growth of the so-called “0.7% movement,” demanding that 0.7% of the GDP be destined to developing countries.



An agreement is signed in all cases. It is specified in the agreements that the NGOs have the freedom to request the volunteers return if it is considered that the person is behaving inappropriately.

Characteristics of the volunteering

It is based on the volunteer's skills and their professional experience. The supported projects have a socio-economic approach (support to cooperatives and microenterprise assistance in low-income communities, etc.). The most common volunteer profile is a specialist in business administration or economics.

One of the main characteristics of this programme is that "it is very demanding with the employees", according to Sergi Burrull, manager of CooperantesCaixa. "This programme is not conceived to provide life experiences for the employees, but to provide a real and substantial support to the final beneficiaries".

As it has been mentioned, the focus is on the final beneficiaries, so in this sense, volunteers are encouraged to undertake their assignments close to the final beneficiaries directly in the field.

The programme is concerned about the quality of the volunteer's contribution and not the quantity of participating volunteers. This approach has made a profound and sustainable impact on the area of intervention – the most important asset that the programme contributes is the volunteer as an expert and conveyer of knowledge and skills.

Since its beginning, CooperantesCaixa has implemented 240 deployments of 164 volunteers.

Internal structure and budget

A coordinator who is a specialist in International Development and Humanitarian Aid manages the programme. CooperantesCaixa has responsibility for two areas of activity the International Cooperation Area and the Employee Volunteering programme.

The main tasks covered by the coordinator are: to select the volunteers; to manage the relations with the NGOs; to match social needs and volunteering profiles; provide orientation and coaching to the volunteers; to assure the commitment of the volunteers, etc.

- **Employee Volunteering cycle**

Identification of the needs

Needs assessment is mainly provided via a call for development proposals that the International Cooperation area of "la Caixa" Foundation launches annually. Within the framework of this call for proposals it is positively valued that the NGOs consider the support of "la Caixa" employees as part of their requirements.

The other means are direct volunteering opportunities identified through the management team in their contact with the development sector. These cases are exceptional, as the regular procedure of needs assessment follows the call for proposals flow.



Recruitment of the volunteers

Given that the programme has a strong purpose of efficiency and impact of the volunteer's intervention the selection process is rigorous. The professional profile of the volunteer is a key element for the success of the programme and therefore for the selection. This involves a fundamental challenge in programme management, as volunteer selection has to be detailed and specific for each case with defined requisites and parameters for each of the projects in which the volunteers are involved.

In order to take part in CooperantesCaixa employees should be previously registered in the general Employee Volunteering program (being part of a volunteering association of "la Caixa"). This is important for the managers, as it is an indication of their general interest in collaborating with social projects. Once an assignment is identified, an internal call is launched through the volunteering federation, reaching all the different volunteering regional and local volunteering associations and the volunteers already registered. Currently⁸⁹, there are 5.721 volunteers and the call is open to all those volunteers. While there is an average between 70-90 applications per year there is an annual limit of 40 assignments.

As it is a demanding programme with the volunteers the motivation and reasons why the employees want to be part of the initiative are carefully explored in the selection process. Therefore candidates are interviewed for each specific opportunity.

The matching between the NGO needs and the skills provided by "la Caixa's" volunteers is undertaken by the management team of the initiative.

A team of 2 professionals per project is selected. Normally, the coordinator of the initiative selects one expert (former volunteer) in each 2-people team meaning that the teams are normally composed of a volunteer with previous experience who has been already deployed with CooperantesCaixa, and a newcomer. In this sense, the volunteer with previous experience has the role of mentor of the volunteer without experience.

Training

As part of the training and knowledge sharing an annual meeting is organised to which all the participants in CooperantesCaixa are invited. The training has informative and formative purposes and covers basic concepts of international development. It also provides an opportunity for in depth discussion on the goals of the programme and to work on aspects related with the management of expectations.

Volunteers from CooperantesCaixa are also required to successfully pass the online course 'Voluntariado de Cooperacion para el Desarrollo' (Volunteering for Development Cooperation), provided by the Spanish Coordinator of Development NGOs. This online course has a length of 40 hours. Training is undertaken during the personal time of the volunteers.

Additionally, each NGO can provide specific training to the volunteers regarding the country and zone in where they are going to be deployed, as well as cultural specifications and particularities of the work they are going to undertake during their volunteering.

⁸⁹ February 2013 data



Deployment

The average duration of the deployment is between 3 and 4 weeks. The volunteering is implemented during employee's holidays and the company supports them with the coverage of the cost of flights, vaccines and with the provision of a mobile phone. It is part of the employee's commitment to cover their own living costs and accommodation.

During the deployment, volunteers apply their skills and try to transfer their professional knowledge through different assignments such as for example the creation of business plans for low-income communities' cooperatives; training related to accountancy and microbusiness management; business and organisational development etc.

• **Points of interest to be considered for EU Aid Volunteers**

- **Focus in the social impact.** Maybe because the program is managed by “la Caixa” Foundation, the social arm of “la Caixa” Bank, the program has the social impact as the main and highlighted priority. Other kind of possible benefits such as image improvement; skills development among the participants, etc. are considered as added value. There is no specific strategy or intention other than the contribution to development projects and to make a difference with employee's contributions.
- **High commitment of the volunteers.** Employees who want to participate in CooperantesCaixa have to show their previous commitment with volunteering and have to be part of the Employee Volunteering program of “la Caixa”. Additionally, the volunteering is implemented during their holidays, so it depends on their decision and commitment to dedicate their free time using their professional skills to collaborate in development projects.
- **Demanding level of understanding about the programme purposes.** In the selection process the coordinator explains clearly what the program implies, and the response of the potential volunteers to this is relevant in taking the final decision about the selection. In this process it is emphasised that the aim of the programme is not to provide life-changing experiences to the employees, but to make a real contribution to local communities.
- **Management integrated in the International Cooperation area, not in the Employee Volunteering Program.** From the experience of the company, international volunteering cannot be considered with the same parameters as the social projects supported within the Employee Volunteering Program focused in Spain. Therefore different management process were established and professionals with large experience in the HA and Development sector were appointed to run the programme.
- **Bottom up: social Demand of the employees.** The support to development projects was initially promoted by the employees. The consequential and increased involvement of “la Caixa” Foundation with the development sector led to the possibility to integrate the contribution of employees skills and knowledge.
- **Creating sustainable impact.** After internal evaluation of the programme and adaptations to improve its effectiveness several interesting measures were introduced. This enabled CooperantesCaixa to better adapt the short term skills offered with the time and large perspective sometimes required in complex development solutions. One is the concept of “volunteer's chain” through which an assignment is defined with a long term perspective and subsequent teams of La Caixa volunteers are involved in the same project. Each team provides a debriefing report that serves as a basis for the work of the next team. Additionally, volunteers can repeat and participate several times



in the same or different projects, which create a base of experienced volunteers that provide internal support to new volunteers and also provide in their teams, their already existing experience and knowledge of development contexts. Additionally, adequate, concrete and realistic definition of assignments due to the experience of the management team makes the best of the 3 week assignments. Impact evaluations are undertaken periodically.



5.3.i. Factsheet Good Practice | Ericsson. Ericsson Response

FACTSHEET CASE | Ericsson Ericsson Response

- Main characteristics of the initiative

Sector/Nature	Private for-profit
Employees from...	Private
Area of impact	Global
Type of activity	Deployment
Nature of the support	Disaster response/disaster relief operations
Size	Large
Partnership	Direct partnership with HA Agencies
Long/annual/punctual	Long-term partnership
Individual/Pool	Bilateral and multilateral partnerships
Receptors of the support	HA Agencies and NGOs
Working time	During working time
Competences	Business core
Profiles	IT / Telecommunications
Recruitment	Open to all staff
Budget	Relevant budget
Training	High level (average??)
Deployment	Short-term assignments (duration?)
Internal structure	Specific team
Individual deployment/teams	Teams





- **Brief description of the initiative**

The initiative in a few words

Ericsson Response is “a global initiative that provides communications expertise, equipment and resources in times of need”⁹⁰. The aim is to assist humanitarian relief organisations with communications technology and competence to contribute to a better and faster response to human suffering when disaster strikes.

Company’s general information

Ericsson is a world-leading provider of communications technology and services “enabling the Networked Society with efficient real-time solutions that allow us all to study, work and live our lives more freely, in sustainable societies around the world.”

The company offers services, software and infrastructure within Information and Communications Technology for telecom operators and other industries. Today 40 percent of the world’s mobile traffic goes through Ericsson networks and customers’ networks servicing more than 2.5 billion subscribers are supported.

Ericsson has more than 110,000 people working with customers in more than 180 countries. Founded in 1876, Ericsson has its headquarters in Stockholm, Sweden. In 2013 the company’s net sales were SEK 227.4 billion (USD 34.9 billion). Ericsson is listed on NASDAQ OMX, Stockholm and NASDAQ, New York stock exchanges.

Origin

Ericsson Response was founded in April 2000 when employees expressed a wish to contribute their experience and skills in disaster relief situations. Since then, hundreds of employees from all over the world have volunteered, been trained and deployed to various disaster relief operations. For over 13 years, Ericsson Response has supported more than 40 relief efforts in more than 30 countries.

Partners

Ericsson Response works in partnership, through direct agreements, with many of the United Nation’s (UN) different humanitarian agencies, as it is the case of UNICEF, OCHA, the WFP and UNHRC, and the Swedish Rescue Service Agency, to meet their communication needs in times of disaster, as well as in close cooperation with the International Federation of Red Cross and Red Crescent Societies (IFRC).

In this framework, Ericsson Response takes part in the most relevant initiatives related to disaster response telecommunications assistance. It is part of the Emergency Telecommunications Cluster (ETC); Emergency.lu and it is Standby partner in the United Nations Standby Partnership Programme.

⁹⁰ www.ericsson.com/thecompany/sustainability_corporateresponsibility/ericsson_response





Characteristics of the volunteering (skill based – etc.)

The Employee Volunteer programme is focused in the internal knowledge of the company, which has more than 150 years of experience in the telecommunication sector.

The idea is to enhance the efficiency regarding Telecommunications in the Humanitarian Aid sector. The philosophy behind the programme is to leverage the company's core competency i.e. its ICT knowledge and at the same time provide employees with the possibility to contribute to society. Volunteers carry out tasks related to IT and the communication field (e.g. setting up of networks for voice and data communication; supporting partners in training and knowledge sharing, etc.).

Ericsson Response has also an internal objective to give employees the opportunity to contribute to a major social cause. There is an identified need and interest coming from the employees: they want to contribute to society with their knowledge. This is the main reason for establishing the programme.

All in all, Ericsson funds 100% of the EV activities including training and all costs related with deployment and all the time needed for training, deployment and all the rest of actions related with the programme.

Currently, Ericsson Response is composed of 140 active volunteers that can take 4 weeks per year for volunteering in the framework of the programme.

Internal structure and budget

Ericsson Response is mainly managed by a Programme Manager.

Although it works as an independent initiative (with their own procedures, staff, etc.), it is linked to the Sustainability and Corporate Responsibility strategy of the company.

- **Employee Volunteering cycle**

Identification of the needs

The official call for employee's deployments is requested by Humanitarian Aid agencies (WFP, UNHCR, UNICEF and OCHA) and following their procedures. As it has been mentioned, Ericsson Response collaborates with the main disaster response telecommunications assistance clusters and alliances, including the Emergency Telecommunication Cluster (ETC)⁹¹.

ETC Cluster is the main disaster response and relief coordinator within the telecommunication humanitarian aid actors. In cases where and when IT and telecommunication profiles are needed, the demand reaches the Ericsson Response coordinator through the general call to all Stand-by members affiliated to ETC cluster.

⁹¹ See ETC Case in Chapter VI. Good Practices in Cross Sectorial Agreements .



Recruitment of volunteers

The volunteers have different backgrounds, for example Engineers, IS/IT specialists, project managers, logistics and communication. In order to become an Ericsson Response volunteer, employees need to apply to the programme and undergo training (time provided by Ericsson).

Training

The training for Ericsson Response volunteers consists of a Basic Training Course of one week, provided by Ericsson. There are usually instructors from the Humanitarian partners present. Regarding theoretical knowledge, training includes concepts related with how the Humanitarian Aid sector works. According to the former coordinator of Ericsson Response, “this kind of knowledge is highly valuable for private sector volunteers, because it helps us to understand the order, procedures, rules and the logic of the NGOs and agencies”. In the case of practical training, different simulations are implemented. For instance, exercises include one full day of disaster simulation including psychological preparedness and security awareness.

Deployment

When an Ericsson Response volunteer is deployed, they become part of the Humanitarian Aid agency staff, and they have to follow all the procedures as part of their teams. Those partners are responsible of staff safety when the volunteers are deployed on the field.

Ericsson volunteering teams usually involve the integration of both senior and junior staff.

In order to keep volunteers engaged, periods without deployments are covered by training activities and can involve employees taking part in conferences and other reference spaces, as part of Ericsson Response team.

• **Points of interest to be considered for EU Aid Volunteers**

- **Considered a Humanitarian Aid actor.** Ericsson Response collaborates with different cross-sector alliances related to disaster response telecommunications assistance, as it is the case of Emergency Telecommunications Cluster (ETC) and Emergency.lu, among others. Since its origin, has taken part in near to 15 disaster response initiatives with high standards of professionalism⁹². The deep involvement showed by Ericsson Response among its trajectory has led to be considered one actor more within the HA field.
- **Complementary activities.** Fortunately, emergency response is not frequently required. EV managers should take this into account, as in this kind of programmes, employees' expectations are to be deployed in order to help⁹³. As opportunities for volunteering are infrequent it is needed to implement other parallel activities in order to provide constant activities within the EV programme framework, keep people engaged and promote enthusiasm among the employees. Otherwise, a sense of deception can set in and they lose the faith and the sense of disappointment extends among the employees reducing the engagement and take up rate.

⁹² Interviews to different stakeholders of the HA field mention Ericsson Response contributions as relevant and implemented with High quality standards and professionalism. Lot 3 Research Team

⁹³ See Chapter IV. – point 5.3.f. Factsheet Good Practices | Canal de Isabel II Gestión. Canal Voluntarios.



- **Accomplish internal demands of the employees.** The programme was originally launched also with the objective of satisfying internal objectives such as the internal demands of the employees who were aware of the lack of IT resources in emergency situations, and were demanding that a big company such as Ericsson should do something to solve the gap. According to Patricia Polvora, former manager of Ericsson Response, “There was an identified demand or interest coming from the employees: they want to contribute to society with their knowledge and for this reason the programme was established in order to respond to these internal demands of Ericsson employees. Ericsson Response tries to give to the employees opportunities to contribute to a major social cause.
- **High commitment as a company.** Ericsson provides with all the time required for training, preparation and deployment. Additionally, they invest into adapt their technologies and providing with innovation to the Humanitarian Aid field⁹⁴.
- **Professional training provided.** Ericsson Response volunteers receive the same training that HA professionals could have for cases of disaster response interventions. This point is underlined by the company, as it was a turning point for the initiative, given it made the managers of Ericsson Response to understand how the HA field actors work and that business methods and procedures (their way to do the things) could not be applicable in those contexts. So they should to be flexible and follows NGOs and HA agencies procedures and logics. This point is critical en EV programmes, due to the great gap between social and for-profit sector related to language and ‘ways to do the things’, and in order to achieve a common understanding.

⁹⁴ See Chapter VI– Emergency.lu Factsheet.



5.3.j. Factsheet Good Practice | KPMG. Advising Ghana Microfinance Institutions

FACTSHEET CASE | KPMG Foundation

Advising Ghana Microfinance Institutions

- Main characteristics of the initiative



Sector/Nature	Private for profit
Employees from...	Private
Area of impact	Ghana
Scheme	Headquarters support – online/remote volunteering
Areas of support	Development/Resilience/Capacity building
Size of the organisation	Large company
Partnership	Direct partnership with NGO
Long/annual/punctual	Punctual partnership
Individual/Pool	Individual NGO
Receptors of the support	MBA students - NGOs
Working time	Working time
Competences	Business core
Profiles	Finance professionals
Recruitment	High level specialist - senior consultants
Budget	No specific budget
Training	Not specific training provided
Deployment	Short-term assignment
Internal structure	Team of KPMG Spain Foundation partially dedicated to EV program management
Individual deployment/teams	Teams four volunteers



- **Brief description of the initiative**

The initiative in a few words

The project "Advising Ghana Microfinance Institutions" has been an Employee Volunteering initiative carried out by KPMG Spain with the collaboration of the NGO Financiers Without Borders (FsF) and Instituto de Empresa (IE) Business School. Within this project high-level professionals of KPMG have provided their advice to IE Business School Master in Business Administration (MBA) students who in the framework of their training were tasked with designing business plans for Microfinance Institutions in Ghana. The volunteers have also supported the development of commercial presentations in order to attract investments and funds that allow for the implementation of the business plans designed for these institutions.

Company's general information

KPMG is a global network of professional firms providing audit, tax and advisory services. KPMG International is a Swiss cooperative and it coordinates a global network of independent firms under the KPMG brand. Member firms are located in 155 countries and they employ more than 155,000 people.

The KPMG Foundation is the firm's tool for coordinating and fostering its CSR through various initiatives and programmes that strengthen their collaborative ties with the communities in which they work through the development of their staff and the relationships with clients.

Origin of the initiative

The collaboration between KPMG Spain and FsF has a personal origin, given one of the associates of KPMG Spain belongs to the Board of the NGO.

Through this direct and personal connection FsF presented the request to KPMG associates. FsF identified that it would be useful to support IE Business School students with advice and mentoring from KPMG professionals to enable them to achieve better results in their missions in Ghana.

Partner/s of the initiative

KPMG's partner is FsF, an NGO born within IE Business School as a response to the need to strengthen the microfinance sector in Africa. The objective is to provide access to those with the potential to generate micro-productive activities to the tools needed to affect change. In this way, overcoming challenges and seizing available opportunities to foster sustainable individual capitalism⁹⁵.

FsF puts the both the creative potential of IE Business School students as well as staff and educators' professional experience at the disposal of the microfinance institutions. These institutions can be an appropriate tool when it comes to helping micro entrepreneurs, and to individuals or private entities that want to realise their ethical and social commitment.

⁹⁵ FSF website [www.fsf-ngo.org] – Consulted on February 2014.



The mission of FsF is to capitalise on the knowledge, creative potential and professional experience of students, faculty and staff of IE Business School in order to find new ways to provide technical assistance to strengthen Microfinance Institutions.

Types and characteristics of the volunteering

This volunteering project aims to provide indirect support to the final beneficiaries. The volunteers support the MBA students who are in direct contact with the Microfinance institutions and will travel to Ghana in order to implement the business plans expertly designed thanks to the collaboration with KPMG professionals.

The assignments last four months and the volunteering initiatives are implemented during working time, but due to the high commitment of the volunteers, they also dedicate part of their personal time. A total of 16 volunteers took part in the project, organised in four teams. Each of those four groups of KPMG professionals were established in order to provide mentoring and support to the four MBA students teams, who would work in collaboration with four Microfinance institutions in Ghana. In the framework of this initiative, one of the KPMG volunteers travelled to the field together with the MBA student teams.

Internal structure

The project is a specific initiative of KPMG Foundation Spain. Due to its configuration as a global network of independent national firms under KPMG's umbrella, each national body has independency to carry out their national social programs.

In this sense, in KPMG Foundation Spain acts independently and has their own team to manage their social initiatives.

1. Employee Volunteering cycle

Identification

The needs of support were identified through the collaboration with the NGO FsF, created by IE Business School.

FsF was carrying out a development project in Ghana with the aim of promoting Microfinance for low income communities in the country. In this framework, FsF identified 4 Microfinance institutions that need different support related with their performance and internal organisation.

Through the partnership with the IE Business School, four groups of MBA students of the MBA were established, in order to provide strategic support to the Microfinance institutions, as part of their training in the framework of the MBA programme.

Given the MBA students were in a training process, some support was required. Here is when IE Business School ask to KPMG to collaborate with them through the provision of their experts as supporters and mentors of the students.



Recruitment

According to the procedure of KPMG employee volunteering program, KPMG Foundation launches a global call (via email) to all KPMG employees' database. In this call, different volunteering opportunities are advertised. Each volunteering initiative includes information about the social project, a summary of the main tasks to be carried out, the timing and a profile definition of skills required to undertake the volunteering support.

Given that, although the call for volunteering is launched to the whole company, it is up to the potential volunteers to value if they will be able to accomplish the assignment.

Due to the nature of the support required the participation of high-level financial specialists was needed so the profile specified in the call was very precise and focused in finance specialists. Consequently consultants of this area were the main applicants to this concrete initiative.

In the selection phase, it was defined that it would be necessary to recruit at least four high-level or senior consultants, in order to lead the four different MBA student groups. Therefore, the selection of the leaders of the volunteering teams was oriented to recruit a senior consultant highly specialised in finance and with knowledge and experience in the microfinance sector. Another twelve KPMG professionals were recruited as part of those four teams, adding up a total of sixteen volunteers.

Training

No specific training was provided to the volunteers for this particular project. Due to the nature of their assignments, which do not involve direct contact with final beneficiaries (except the case of one of the volunteers, who eventually travelled to Ghana with the MBA students), it was assumed that the knowledge required to undertake the volunteering initiative was already in the expert KPMG's team, as the senior profiles leaders of each team had previous experience and knowledge about the Microfinance sector. Additionally, the rest of the volunteers were also experts in finance and people with knowledge of the microfinance sector were involved in the different groups.

Documents and relevant information of the microfinance institutions and their social and business context in Ghana were shared between MBA students and KPMG's volunteers.

Implementation

During a period of four months, KPMG professionals dedicated time to assess MBA groups of students of IE Business School.

KPMG volunteers trained the MBA in specific aspects of the financial sector, and planned the work that should be carried out by the students, following KPMG procedures. In order to establish coordination spaces, bimonthly meetings were established and the global project was planned to be in deliverable and specific products.

Employee volunteers from KPMG acted as tutors and mentors of the students, and reviewed their development, gave them support, orientation and advice to improve their assignments, but KPMG also provided knowledge related to their professional working methods, the way they undertake their consultancy projects in terms of time planning, outcomes delivery, etc.



Virtual or online volunteering was included in this project, as KPMG professionals were constantly in touch with the students and carried out task of work revision, strategic advice and training via email, phone, etc.

In the framework of this initiative, one of KPMG's volunteers travelled to the field together with the MBA students teams. All costs related to the travel were fully funded by KPMG.

Finally, the support of the volunteers was also oriented to create attractive presentations for potential investors interested in supporting Ghana's Microfinance Institutions. Due to this some funds were achieved for implementing the business plans created for these institutions.

- **Points of interest to be considered for EU Aid Volunteers**

- **Supporter's model.** This is an example of an Employee Volunteering program in which employees provide support and knowledge to people with less experience. This could be an example of how senior employee volunteers from the corporate sector could provide support to EU Aid Volunteers (mainly to young EU Aid Volunteers profiles although senior volunteers could be supported as well in specific specialisations).
- **Senior and high-level expert's involvement.** The recruitment and selection process took into account that the support required senior finance professionals, with large experience in consultancy projects management and knowledge of the microfinance sector.
- **No specific training provided to the volunteers.** Due to their background and the indirect contact with final beneficiaries and on-the-field development sector (hosting organisations), no specific training was delivered to the volunteers.
- **Virtual/online volunteering as part of the assignment.** Volunteers carried out part of their assignments at a distance, given the nature of part of the tasks (orientation, MBA outputs revision, etc.).
- **Knowledge transfer, but also 'working method' transfer.** This is also a value that for-profit sector could provide to HA sector, as it could bring ideas related to work planning and project management that could be interesting for the HA sector.
- **Support to achieve funds.** In this case, there is no direct donation of the company to the development project, but the value of the time and professionals provided is relevant if it is applied to the real market terms. Although there was not direct donation, thanks to the contribution the volunteer's relevant funds were achieved from different investors.



5. 4. Good Practice. Elements Comparative Analysis

Good practice procedures, structure and objectives have been analysed from a comparative perspective in order to identify relevant elements that are common in the majority of the cases and are the factors and drivers that are essential for the success of these initiatives. A comparative description of the main components of the programmes is provided in Table V.2. Several main common factors are analysed in order to focus the attention in those relevant elements that should be taken into account in these kinds of EV and pro bono initiatives.

Table.V. 1. Comparative description of Good Practices

INITIATIVE	ORG.	SECTOR	AREA OF IMPACT	TYPE OF SCHEME	NATURE OF THE SUPPORT	PARTNERSHIP	LONG/ANNUAL/PUNCTUAL	RECEPTORS OF THE SUPPORT	BUDGET
Get Airports Ready for Disasters (within GoHelp Program)	DHL	Logistics/ airport specialist	Global	Deployment	Resilience/Capacity building	Direct partnership with HA Agencies	Long-term partnership	Agencies and national airports	No data
Corporate Services Corps	IBM	IT / Telecommunications	Global	Deployment + remote volunteering	Development/Resilience/Capacity building	Direct partnership with NGOs	Long-term partnership	NGOS	No data
Vodafone Instant Network	Vodafone	IT / Telecommunications	Global	Deployment	Disaster response	Direct partnership with NGOs	Long-term partnership	Agencies + NGOs	No data
Irish Rapid Response	Irish Aid Agencies	HA / Civil Protection / Social sector	Global	Deployment	Disaster response	Direct call to the volunteer/employee	Long-term partnership	Agencies, NGOs and final beneficiaries	1,7 mill EUR
Ericsson Response	Ericsson	IT / Telecommunications	Global	Deployment	Disaster response	Direct partnership with HA Agencies	Long-term partnership	Agencies and final beneficiaries	No data
PULSE	GlaxoSmithKline	Health	Global	Deployment	Development/Resilience/Capacity building	Direct partnership with NGOs	Annual partnerships	NGOs	1.8 - 2 mill. EUR
Canal Voluntarios	Canal de Isabel II	Water	Global	Deployment + remote volunteering	Development/Resilience/Capacity building	Direct partnership with NGOs	Annual partnerships	NGOs and final beneficiaries	500,000 - 700,000 EUR
Humanitarian Innovation Programme	Deloitte	Consultancy	Global	HA support/Deployment	Capacity building	Direct partnership with NGOs	Annual partnerships	NGOs	No data
CooperatesCaixa	LA CAIXA	Finance	Global	Deployment	Development/Resilience/Capacity building	Direct partnership with NGOs	Annual partnerships	NGOs and final beneficiaries	No data
Advising Ghana Microfinance Institutions	KPMG	Consultancy	Ghana	HA support + Deployment	Development/Resilience/Capacity building	Direct partnership with NGOs	Punctual partnership	MBA students - NGOs	No data

Source: Lot 3 self-elaboration (2014)



Different sectors and different EV focus

Organisations from sectors related with infrastructure (e.g. logistics, telecommunication) have focused their programmes in disaster response. The logic behind this approach is that their knowledge and the support they can provide during the first moments after a disaster is essential and could be extremely critical. Their contribution is typically focused on the recovery of communication systems (Ericsson Response, Vodafone) and the organisation of the delivery of international aid (DPDHL in the case of Disaster Response Teams).

Programmes in which a wide range of professional profiles can give support (IBM, GSK, KPMG, “la Caixa”, Deloitte, IRRIC), have focused their contributions in improving the efficiency and internal structures of the organisations (including organisations formed by final beneficiaries – e.g. “la Caixa” improves the efficiency of cooperatives).

Global scale for global impact

In all the cases, EV programmes have a global scale. Companies have not limited their contributions to the countries where they are present, but as the majority of those programmes are from multinational and global companies, it can happen that the interventions of the employees can be implemented in countries where they have operations.

Formal partnerships

Cases can be classified by those that have direct partnerships with NGOs or HA agencies (UN agencies) and those with annual call for proposals that work with a pool of organisations.

In the first case, as a general rule, direct partnerships have a long-term collaboration perspective as they are providing a complementary and strategic support to HA initiatives. These are cases such as DHL, Vodafone or Ericsson, that base their interventions in their knowledge of a specific sector and they are also providing standby capacity; logically, their commitment should be permanent.

In the cases that work with a pool of organisations, as general rule, they have established annual or periodic partnerships with NGOs. Given that the focus of the contributions is based on the provision of support to NGOs in order to improve efficiency, once the contribution has been made and the objective has been achieved, the programme moves on to a new project, in order to provide support to other organisations (e.g. IBM, GSK, “la Caixa”, Deloitte, etc.).

The majority of these programmes work under a call for proposals process that has been found to be a very effective tool to gather needs identified by potential NGO partners and adequately manage and select the number of organisations and sectors they are able to support.

Working time

In the majority of cases, volunteering activities are implemented during working time. Time is allocated for deployment, remote support, training and preparation activities. The time required to undertake these kinds of projects needs significant preparation time not only regarding deployments, but also in capacity building or strategic advice in organisations’ headquarters (e.g. KPMG, Deloitte).



In cases where there is no internal scheme and employees who want to contribute should take a leave of absence (as it is the case of IRRC employees participation and the case of emergency.lu⁹⁶), it could be noticed that the number of employees participating is relatively small.

Core competences or professional skills

EV or pro bono programmes are usually based on the contribution of the organisation's core business knowledge (Vodafone, Deloitte, DPDHL, Ericsson, etc.).

In some specific cases in addition to those core competences, and as the programmes have an inclusive approach (e.g. GSK, IBM), the contribution is complemented with the provision of a wide range of transversal professional profiles and skills, normally related with administrative or supporting areas of the organisations (e.g. administration, Human Resources, marketing and communication, etc.).

Training requirements

As a general rule, programmes that involve deployment have an intensive training requirement, and preparation begins months before the employee is actually deployed (e.g. GSK, "la Caixa", IBM, etc.). This is especially intensive when the interventions are focused on the provision of support to local NGOs or could require of direct contact with final beneficiaries (e.g. GSK, Ericsson, Canal de Isabel II, IRRC). When contributions are focused on the provision of strategic support to organisations in their headquarters (Deloitte, KPMG) no specific 'formal' training is provided.

Budgets

In a small number of cases the research team has had access to the budgets of the initiatives. In the cases where the budget has been provided, it should be noticed that those budgets cover all costs related with deployments and in cases where the pro bono or EV programmes are related to a call for applications, the budget additionally covers the grants assigned to the selected organisations. In some minor cases, employees co-fund their deployment costs.

Deployments length

EV and pro bono programmes supported by private for-profit sector are generally of no more than six months duration.

In cases where the programme is oriented to provide specific technical support, missions have a minimum of 2-4 weeks ("la Caixa", Canal de Isabel Gestión). When the programmes are oriented to provide strategic support to the organisations, the length of the deployments or assignment ranges between 4 to 6 months (GSK, 6 months; KPMG, 4 months; Deloitte 3 to 6 months). Just in the case of IRRC, also focused on the provision of strategic support to the organisations and beneficiaries, the length of the assignment could be up to 13 months, but an employee's participation normally implies that they have to take a leave of absence, and the general average sits around 6 months.

⁹⁶ See Chapter VI. emergency.lu Factsheet case



Team work in deployment

In almost all the selected initiatives, employees work either in teams of two professionals that are deployed to work jointly in the same project (Vodafone, Canal de Isabel II Gestión, “la Caixa”) or in groups (IBM: 10-15 employees).

Good Practice. Other factors of interest

- **Structured processes**

In all the cases promoted by for-profit private sector, organisations have created their own processes related with the management of Employee Volunteering or pro-bono programmes. Each organisation has defined specific procedures, material (e.g. forms) and mechanisms related with needs identification, recruitment, training, assignments and deployment.

It should be taken into account that in cases in where employee participation is allowed but there is not an internal EV policy the participation could be very limited. This limitation is increased in the countries where there is no legislation that allows employees to take a leave of absence or special leave for volunteering.

EV and pro bono initiatives have flexibility, meaning there is not a unique model that could be applicable for all the kind of sectors and employer. Each employer has implemented the type of programme that best fits their business models (e.g. Deloitte has established a model in where the assignments are undertaken on same basis as consultancy projects, given it could be almost impossible to provide that kind of high-level professionally profiled people under a volunteering scheme).

- **Internal and external objectives**

Although all the programmes have a mix of internal and external objectives inevitably one part has more weight than other depending on the pro bono or EV programme internal strategies or objectives. It is the conclusion of this study that good practice in the field can be classified in two ways:

- Strategic for the employer, based on strategies related with internal and external objectives.
- Based in CSR or global citizenship strategies

In this second case, it should be mentioned that in the cases of Ericsson, Deloitte or “la Caixa”, the origin of the programme is connected with an internal demand from their employees.

- **Specific management staff**

In order to accomplish organisational objectives and due to the complexity of these kind of programmes, in all the cases, EV or pro bono programmes are run by a manager, who is partially or, in the majority of the cases, fully assigned to the management of the initiative (Canal de Isabel Gestión, Deloitte, “la Caixa”). There are some cases in which there is a full team behind



the programme (GSK, IBM, IRRIC). Humanitarian or development professionals are often engaged in this role as opposed to engaging staff through an internal recruitment.

External relations with partners and other stakeholders are also typically the responsibility of the programme manager meaning that for an NGO or HA agency the relationship and communication is not usually direct with the employee but rather with the management team of the initiative. It is therefore advisable and beneficial for NGOs and HA agencies to engage someone with a specific profile for managing the relations with the employers.

- **EV as part of a more global contribution**

In the majority of cases, EV is not an objective in itself, but a tool to contribute to a social cause.

Additionally, it should be noted that several employers that have created their own EV programmes (and collaborates bilaterally with NGOs or HA agencies) are also engaged in different kinds of cross sector initiatives. IT international company Ericsson⁹⁷ or telecommunication multinational Vodafone are just two examples. In the first case, Ericsson created its EV disaster response program 'Ericsson Response', through collaboration with bilateral alliances with Red Cross, UNHCR or WFP, among others. But additionally, Ericsson takes part as 'Technical Partner' in Emergency.lu, a cross sector agreement with different stakeholders of Luxembourg and international as the Administration des Services de Secours (Luxemburg civil protection agency), WFP and the Emergency Telecommunication Cluster (ETC). In the case of Vodafone, a part from their partnership related with Vodafone Instant Network (TSF, Red Cross and WFP). They are also part of the ETC, among other HA global initiatives.

- **Knowledge and 'how-to' transfer**

The good practice examples show that it is often the case that the contribution of the employees implies that those professionals are not just transferring knowledge related to their technical or professional knowledge but they are also transferring the method of work of their employer regarding procedures, techniques, materials and even formats used internally (e.g. KPMG, "la Caixa"). In addition, in some cases are also transferring technologies applied or designed by their employer (Vodafone, Canal de Isabel II, and Ericsson).

This is also a value that for-profit sector could provide to HA sector, as it could bring ideas related to work planning and project management that could be interesting for the HA.

⁹⁷ See Chapter V– Good practices – Ericsson Response case



- **Online volunteering understood as remote volunteering**

Some good practices use online or remote volunteering to provide support to the initiatives and to the organisations as a complementary part of their contributions. Remote online support is used during the preparatory and the post-deployment phases (e.g. IBM) as well as during the assignments (KMPG, Canal de Isabel II).

This kind of ‘online’ or ‘remote’ support differs from the general understanding of ‘online volunteering’ identified by the respondents in the study. The results from the study conclude that the latter is widely understood as a kind of volunteering through which volunteers can support organisations with specific tasks, limited in time and related with concrete outputs: translation of documents; design of a logo; web editing, document layout, etc., from their home or office at a distance from the actual location of the project or organisation that they are assisting and using ICTs to facilitate their work. Other online volunteering involving mentoring local volunteers or staff or providing them with training to increase their capacities was also mentioned. One example of this is the Business Council for Peace (Bpeace) who recruits business professionals to donate their time mentoring entrepreneurs in conflict-affected countries. It is interesting to note that the majority of these volunteers interact with BPEACE staff and entrepreneurs online rather than face-to-face; yet, the term virtual volunteering is not mentioned on their web site. Online volunteers are also seen to assist in HA operations by monitoring weather or seismic data or analysing and assessing photographs of disaster zones such as the role played by the Humanitarian OpenStreetMap Team following typhoon Haiyan. Online volunteers also play a big role in family reunification by supporting the development of online repositories of displaced people such as “Refugees United”

In the best practice cases considered as part of this study online support does not correspond to these types of opportunities however.. For instance, CSC of IBM has established a preparation phase during the three previous months to the deployment in which different members of the team work from their national offices and prepares their assignments through virtual meetings. In addition, after the deployment, they have two months in order to complete their assignments. In the case of Canal Voluntarios of Canal de Isabel II Gestión, as employees commitment and participation is provided through all the project cycle, a part from the three deployments established, they still work for the projects in a remote basis, and the company gives them time for undertaking tasks related with the projects once they are back in their workplace.



VI. Good Practice in Cross Sector Agreements in Humanitarian Aid

6. 1. Approach to good practice analysis

In this Chapter, good practice examples of cross sector agreements between different stakeholders (business federations, public sector and non-governmental actors) active in Humanitarian Aid field will be presented.

The analysis is based on the study of 20 cross sector initiatives, structured in schemes such as clusters, networks, alliances or platforms in which organisations join to collaborate in HA actions, from disaster risk reduction (DRR), resilience and preparedness, to disaster response and post-disaster (in some cases, situated in a grey line where the actions are closely related with development):

- The Aid Matrix Foundation
- Fleet Forum
- Global Hand
- Nethope
- Partnerships for Quality Medical Donations (PQMD)
- World Economic Forum Logistics Emergency Team (WEF/LET)
- Disaster Management Alliance (DMA)
- Pacific Humanitarian Team (PHT)
- Pacific Platform for Disaster Risk Management (PPDRM)
- Business for Peace Alliance (BPA)
- Business in the Community (BITC)
- Ci yuan
- Corporate Network for Disaster Response (CNDR)
- Disaster Resource Network (DRN)
- Kenyans for Kenya (K4K)
- US Chamber of Commerce Business civic Leadership Center (BCLC)
- OCHA
- World Food Programme
- Emergency Telecommunication Cluster (ETC)
- Emergency.lu

This study is based on desk-based research of materials (reports, academic documents and secondary literature on), listed initiative's websites analysis and interviews with stakeholders.

After the analysis, 3 cases have been selected and analysed more deeply due to their relevance for the EU Aid Volunteers initiative.



6. 2. Overall context

The HA sector is experiencing a period of rapid change with the main HA agencies opening new areas of collaboration with non-traditional actors. In this framework, cross sector agreements emerge, as a tool to achieve an effective integration of these new actors.

In this changing context, traditional HA actors such as NGOs lack a wide experience of collaboration with other non-traditional actors such as the private for-profit sector. Business-NGO alliances are relatively new and, so far, this partnering field can be seen to have the following characteristics⁹⁸:

- Lack of a common language and understanding of 'partnership'
- Lack of understanding of what partnership means in practice and an appreciation for what it takes to make it happen
- Lack of human capacity including the specific skill set necessary to build effective partnerships
- The tension of simultaneously holding both collaborative and competitive relationships between organisations
- A lack of mutual understanding between the private for-profit sector and humanitarian actors

In spite of this, HA agencies demonstrate an increasing willingness to collaborate with the private for-profit sector, and actually are leading this movement through the creation of different cross sector agreements in which these agencies collaborate directly with their counterparts from other sectors. This typically involves HA agencies launching an initiative in which different stakeholders can take part and, eventually, collaborate together in the framework of the initiative created. **Clusters** are one of the most common models in which different HA traditional and non-traditional actors work together and involve a cross sector agreements based in collaboration in technical areas related with key HA sectors such as logistics, telecommunication, health, nutrition, etc.

Good examples are United Nation's clusters such as the Emergency Telecommunication Cluster (ETC) This cluster is led by WFP and formed by NGOs such as Telecoms sans Frontieres, World Vision or NetHope; 'stand by partners' such as the multinational Ericsson (through Ericsson Response EV Programme) and Vodafone and public administration like Irish Aid Agency, the German THW or the Norwegian Refugee Council, amongst others.

Platforms are other kind of agreements that also promote multi-stakeholder collaboration. They could be described as networks or intermediary mechanisms, either engaging in partnership with traditional humanitarian agencies, or as humanitarian actors in their own right⁹⁹. According to the Humanitarian Futures Programme, "platforms have already made, and have the potential to continue to make, significant contributions to facilitating effective private sector engagement in humanitarian action". In this sense, it could be said that platforms have a more general objective, which could vary from improving HA sector general coordination in a concrete area or country, or to act as a 'matchmaking' initiative between needs and providers of solutions; to establishing a permanent or temporary alliance

⁹⁸ *The Humanitarian Programme. The Partnering Initiative of International Business Leaders Forum*

⁹⁹ OGLESBY, R. and BURKE, Joanne (2012). *Platforms for Private Sector-Humanitarian Collaboration*. Humanitarian Futures Programme, King's College, London



for engaging private sector in HA field. Platforms are formed by agencies, employers, NGOs and other HA actors seeking to improve HA sector.

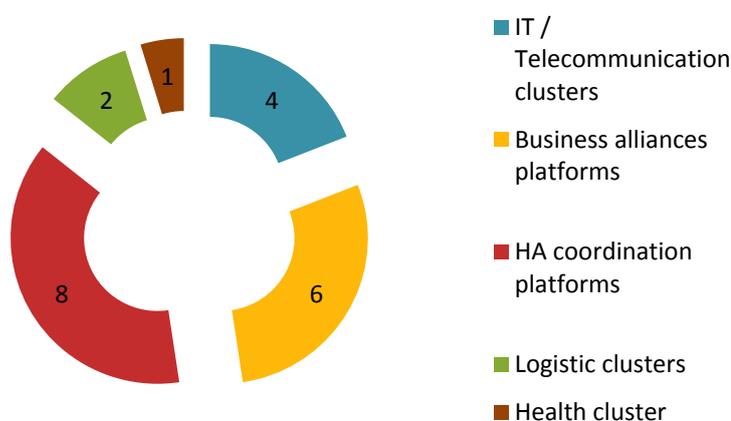
It could be summarised that HA multi-stakeholder cross-sector agreements could be established from different approaches:

- Clusters, focused in collaboration regarding a specific technical sector.
- Platforms, more oriented towards improving HA sector coordination and effectiveness.

According to the analysis made for the present study, there is a predominance of the platform model. In the case of HA coordination platforms (40%), it seems that the most common reason that motivated their origin was the need of coordination and quality improvements in HA initiatives. Consequently, these platforms provide a space for private sector involvement, which is considered as part of the solution and provider of new skills, technologies and resources for HA field¹⁰⁰. In the case of platforms based in Business alliances and CSR networks (26%), the origin is the demand of a space for the private-for profit sector in HA field.

In relation to the clusters model, it should be mentioned that it has a limited scope regarding the number of initiatives. Since the objectives are to establish technical sector coordination it is logical to conclude that a large number of initiatives would not be established. As the graphic 'Nature of the agreements in cross sector initiatives' shows no more than four initiatives per technical sector have been identified.

Graphic VI. 1. Nature of the agreements in cross sector initiatives



Source: Lot 3 self-elaboration (2014)

Regarding the area of intervention, 53% of platforms and clusters operate globally, while 14% do it at regional and 33% at national level. In this last case, most of the initiatives are business and CSR alliances and HA coordination platforms based in countries affected by huge dimension disasters (Philippines,

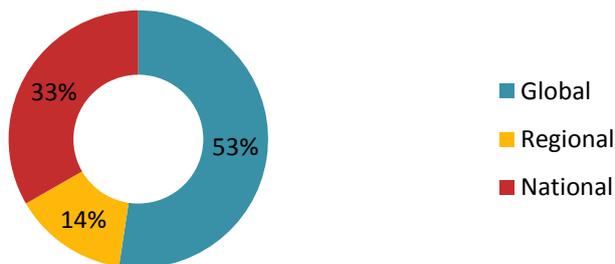
¹⁰⁰ See Annex. Business and Humanitarian Aid Platforms



China, Sri Lanka, etc.) or humanitarian emergencies (Kenya, India, etc.). In all cases, clusters act globally (see Annex. Business and Humanitarian Aid Platforms).

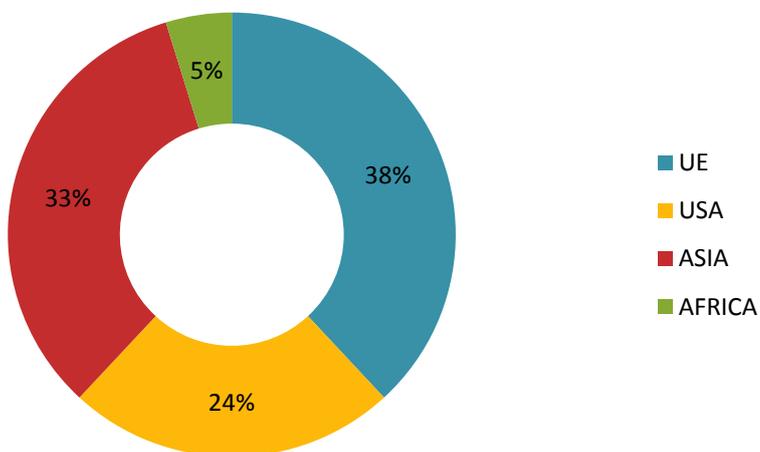
Finally, there is a balance regarding the geographical origin of the initiative between North American – USA- (24%), European (38%) and Asian (33%) regions.

Graphic VI. 2. Area of intervention in in cross sector initiatives



Source: Lot 3 self-elaboration (2014)

Graphic VI. 3. Location of the initiative in cross sector initiatives



Source: Lot 3 self-elaboration (2014)

It is important to note that although HA agencies and business are the main promoters of the majority of these initiatives, NGOs participate as collaborators and partners.

In specific cases cross-sector agreements involve Employee Volunteering. Logistic Emergency Teams (LETs); Emergency Telecommunication Cluster (ETC) and emergency.lu are three examples detailed in the following parts of this chapter.





6. 3. Selected Examples of Cross Sector Agreements in HA field

- **Factsheet Cross Sector Agreements | Case. LETS**

FACTSHEET CASE

LETS - The Logistics Emergency Teams

1. Main characteristics of the initiative

Sector/Nature	International agencies and private for profit
Employees from...	Private Sector
Area of impact	Global
Type of activity	Deployment
Nature of the support	Disaster response
Size of the partners	Large companies
Partnership	Multilateral agreement between the partners (direct partnership between agencies and companies)
Long/annual/punctual	Long-term partnerships
Receptors of the support	UN agencies
Working time	During working time
Competences	Business core
Profiles	Logistics specialists
Recruitment	High level specialists
Training	High level
Deployment	Short-term assignments
Internal structure	Specific team (coordinated by WEF)
Individual deployment/teams	Teams (multi-company teams)





2. Brief description of the initiative

The initiative in a few words

The Logistics Emergency Teams are groups of experienced logistics personnel (such as warehousing, fleet, air and reports officers) from sectorial leader companies as TNT, UPS, Maesk or Agility, ready to be deployed to an emergency within a timeframe of 48 hours after WFP's request made on behalf of the Logistics Cluster, for which WFP is the lead agency. The initiative is coordinated by the World Economic Forum (WEF).

Origin

In the aftermath of Indian Ocean Tsunami, different companies of the World Economic Forum met in order to discuss about their role in disaster response situations. That was the origin of 'Humanitarian Response Initiative', in which companies of sectors related with critical HA disasters response field as engineering, construction, healthcare, telecommunications and logistics would work together. But difficulties appeared soon, and divergences among companies and sectors made the initiative finally transformed into more sector-based initiatives (clusters)¹⁰¹.

Partners

Aware of the relevance of logistics in disaster response, leading commercial logistics companies as UPS, TNT, Agility and DHL joined the WFP under the coordination of WEF. LETs was officially created in January 2005, when this companies announced their intention to collaborate.

After a first experience in Bangladesh, DHL decided to cease the collaboration in LETs. DHL still working in Humanitarian Aid initiatives among bilateral partnerships with UN agencies¹⁰². It was in 2011 when another relevant company of the logistics sector, Maersk, joined LETs to for the current composition of the initiative.

In order to avoid misunderstanding, an agreement related to the 'Deployment criteria' was established under the following aspects: (1) probono basis; (2) upon request of the Logistic Cluster; and (3) in the event of a disaster affecting more than 500.000 people.

These four logistics companies share the vision that the most relevant value they can provide to the HA sector is their expert employee's know-how and skills. Additionally, they emphasize their local offices and local staff as an important value for HA initiatives. In this sense, volunteer teams are mainly local staff of those companies.

¹⁰¹ STADLER, L. (2012). *The logistics emergency teams: pioneering a new partnership model*. INSEAD Social Innovation Centre.

¹⁰² (see DHL case in chapter V)



Internal structure and budget

The initiative is coordinated by WEF and a specialist in Logistics and Transport Industries is responsible of the management.

It should be mentioned that each organization holds its own Employee Volunteering program, through other EV collaborations with NGOs or other agencies are established and this initiative is a complementary to their own EV programmes.

For instance, in the case of Agility also collaborates with the NGO International Medical Corps and its EV program HELP (Humanitarian & Emergency Logistics Program). According to HELP's website, the program is founded on their core logistics capabilities and knowledge of local markets, culture and language. Since 2006 Agility has donated relief to 20 disaster locations including 2010 Pakistan floods; Hyderabad floods, India, 2009 and 2010 Chile earthquake. Just as another example, in the case of UPS, they have the UPSers.

Regarding employees commitments, all the professionals of the four companies that want to become part of LETs team can apply for becoming part of the LETs team, and a 2-years commitment is signed with the initiative.

During 2008-2013, around 150 trained volunteers are on standby (roster model). According LETs' website LETs volunteers have been deployed in the Philippines, Mozambique, Myanmar, Haiti, Indonesia, Pakistan & Chile. LETs have also carried out Logistics Preparedness Assessments in several high-risk areas around the world on behalf of the cluster.

3. Employee Volunteering cycle

Identification of the needs

Identification of the need and the specific call for support are provided by WFP, which through the Logistics Cluster coordinates the logistical response of the humanitarian community at times of disaster.

Recruitment

According LETs' website, recruitment is done internally and staff voluntarily signs on for a two year commitment. Chosen personnel read through LETs booklets and guidelines and build an understanding of what is operationally expected from them. What novices do not expect is the sudden upturn their lives will face once on the ground.

The respective internal structures of EV programs of each of LET's partners are taken into account as an appropriate pre-identification or pre-recruitment tool for potential employee volunteers for LETs corps.



Training

Training takes place yearly. The 'LETs training' aims at preparing the pool of these companies' logistics personnel on the standby roster for potential deployment to an emergency environment. Once the disaster occur and deployment is required, people do not receive any specific additional training.

Deployment

Ready to be deployed to an emergency within a timeframe of 48 hour after WFP's request made on behalf of the Logistics Cluster, for which WFP is the lead agency.

In this sense, deployments follow the above mentioned 'Deployment criteria' and are established in a three to six weeks period, early in the phase of the humanitarian response.

4. Points of interest/ to be considered for EU Aid Volunteers

- **Direct agreement with companies.** WEF and WFP are the main coordinators of the initiative and have established a direct agreement with those specific companies. WFP and WEF are relevant global actors, with high social reputation and reliability. The role of these organizations was decisive in order to call different for-profit and large companies to collaborate and share their sectorial knowledge, when they are actually competitors. During this research, it has been demonstrated that companies are attracted to be involved with relevant global agencies, as it could be the case of ECHO. NGOs alliances are not as appealing as alliances with agencies, overall when talking about multilateral agreements. It would be difficult to establish an initiative like this one if the promoter would have been an independent NGO, for instance. Direct agreements with agencies are highly valuable for for-profit sector.
- **Companies have also their own EV programs.** The participation in LETs is complementary with companies' EV programs, offering additional volunteering opportunities in the framework of their EV programs portfolio.
- **Two – years of commitment. Although each company has their own EV program,** all employees selected for taking part of LETs should sign a commitment of two years – they should be available for deployment in case they are required.
- **Inter – enterprise teams.** Deployments are undertaken by employees coming from the different companies. In this sense, the deployments allow to share different knowledge and internal methods of each company, putting together the best of each company for a common objective.
- **Specific organization (cluster) created.** An industry-based alliance was created as a consequence of the learned lessons resulting after the Humanitarian sector experience in 2004 Tsumani. As a result, different clusters were established in order to coordinate Humanitarian Aid, public and private sector actors specialized in concrete sectors (as it is the case of logistics) that would have a relevant contribution in the aftermath of crisis and disaster response in case of major catastrophes.



- **Factsheet Cross Sector Agreements | Case. Emergency.lu**

FACTSHEET CASE

emergency.lu

1. Main characteristics of the initiative

Sector/Nature	International agencies and private for profit organisations
Employees from...	Civil protection system (individuals and private and Public sector employees)
Area of impact	Global
Type of activity	Deployment
Nature of the support	Disaster response and chronic relief situations
Partnership	Different categories of partnerships related to the different roles of the actors: Technical parties; Operational partners; and Technical partners.
Long/annual/punctual	Long-term partnerships
Receptors of the support	Humanitarian Aid professionals
Profiles	Information Technologies and Communication specialists
Recruitment	High level specialists via Civil Protection system
Training	High level – official Humanitarian Aid courses
Deployment	Short-term assignments
Internal structure	Specific team created for the coordination and management of the initiative
Individual deployment/teams	Teams





2. Brief description of the initiative

The initiative in a few words

Emergency.lu is a public private partnership in the form of a satellite-based telecommunication platform that could be airborne two hours after a crisis alert. It is understood as a global public good as part of the contribution of the Luxembourg Government through access to the satellite capacity that is made available free of charge to the global humanitarian actors.

In this sense, it is focused on the provision of emergency telecommunication services after a disaster, when communication systems are unavailable. It can also take part in chronic situations, in order to provide connectivity in relief operations to HA workers and to improve their working conditions.

The initiative addresses the challenge of worldwide rapid response capacity and preparedness for humanitarian emergencies by providing a solution to fill the communication gap in the first hours and days after a large-scale disaster.

With the ability to rapidly deploy these systems to the crisis site, emergency.lu can assist major disaster relief and other emergencies, independently from existing infrastructures. These abilities create a pioneering platform that will promote efficiency in rapid response and facilitate the processes¹⁰³

Additionally, emergency.lu is involved in training to HA actors, in order to prepare deployments teams specialised in HA. In this sense, it contributes to different international training programmes in this field.

Origin

The days following the Haiti earthquake in January 2010 showed that, despite great efforts in preparedness and response capacity worldwide, the humanitarian response to a disaster can be undermined if communication breaks down.

Consequently, the Luxembourg government decided to set up a solution to help fill the communication gap during the first days after a large-scale disaster.

With emergency.lu, the Grand Duchy of Luxembourg puts at the disposal of the International Community a global public good comprising the technical capacities and required logistics to answer the requirements of disaster relief.

Partners

There are three categories of partners: (a) Technical parties (HITECH, SES and Luxembourg Air Ambulance S.A); (b) Operational partners (Administration des Services de Secours - is the governmental agency for civil protection and rescue services in Luxembourg; WFP and the Emergency Telecommunications Cluster) and (c) Technical partners (Ericsson Response and Skype).

¹⁰³ Emergency.lu website: <http://emergency.lu/index.php/about>



Regarding the Technical Parties the Luxembourg company HITEC, a leading telecommunication company, was invited to be part of the alliance and to contribute with the design of telecommunication facilities that would be developed under this framework. This was the case also with SES, a world-leading satellite operator. Additionally, and as complementary partners who could provide logistic services, the Luxembourg Air Ambulance S.A (an ambulance global medical and evacuation company) takes part in this initiative. This private sector partners provide services under commercial basis within the initiative, although their involvement highly exceeds the rewards established in their contracts.

The Technical Partners Ericsson and Skype were already working with the Emergency Telecommunications Cluster, under the lead of WFP. Ericsson is a member of the ETC; and Skype had a collaboration with ASS in a former project. There are no written contracts or agreements with the Technical partners, and it is a friendly partnership and they support the initiative with in-kind contributions, as it is the case of Ericsson, who provides technical support among its Employee Volunteering programme Ericsson Response¹⁰⁴.

The contribution of Ericsson to the Cluster is focused in access control through systems they had already designed. In order not to duplicate efforts and as the emergency.lu aim was focused in the satellites systems they joined both facilities and created a complementary system. When they attend a mission both systems work together: Emergency.lu services and satellite capacity, and Ericsson response complements with the access control system.

Despite the complementarity of the alliance in which each partner plays a specific role the focus is on the development of innovative technology and the different partners have very complementary contributions.

Characteristics of the volunteering

There is no dedicated Employee Volunteering scheme integrated as part of emergency.lu initiative but Ericsson Response is the structured EV programme through which Ericsson contributes to the initiative.

In all other cases recruitment of volunteers is made under the Civil Protection system. As an example, two employees of HITECH have become members of the Civil Protection systems in order to contribute to the initiative.

The law establishes that members of Civil Protection (and fire brigades) who are working for private or public sector can take 42 in their life (8 days per year) to carry out actions related with civil protection activities (e.g. training, attending to conferences, etc.) in a national context. For international missions the law does not foresee such a limit. Luxembourg volunteers are only deployed for 7 to 10 day maximum; WFP staff and/or volunteers from other ETC partners can then take over and maintain the equipment on site.

Additionally, there is a law that facilitates participation of employees both from private and public sector in the Civil Protection system (June 2004). The law says that employers should give the possibility to employees involved in Civil Protection to participate in interventions if needed. In the case of volunteers coming from private sector, the civil protection system

¹⁰⁴ See 5. 3. i. Factsheet Good Practices | Ericsson. Ericsson Response.



reimburses the salary for these employees for the time they were absent (not in case of employees from public sector, as they already receive their salaries from the Government).

The contributions within emergency.lu are focused on skills-based volunteering, in particular technical expert profiles related with telecommunication. The CP voluntary pool responding with emergency.lu has a total of 15 volunteers from ASS.

Internal structure

The initiative is managed by a specific team formed by three professionals. One main manager and coordinator, one technical advisor and specialist in civil protection systems (see below – the recruitment process is made via Luxembourg Civil Protection system); and a logistics assistance.

3. Volunteering cycle

Identification of the needs

The call is usually made by the ETC Cluster. It can also emanate from the EU, from a single UN agency (WFP, UNHCR, UNICEF or OCHA), from a disaster-affected country, or from an EU member state requiring connectivity for consular services. When a disaster occurs, as soon as the alert is being issued and the deployment approved, emergency.lu mobilises and makes everything ready, in order to prepare the plane with the system in less than 2 hours.

Recruitment of the volunteers

Recruitment is mainly made via Civil Protection system. It is open to citizens living in Luxembourg and not living in Luxembourg (e.g. they have cases of people with Belgium nationality and they are part of Luxembourg civil protection). Within this system, a dimension for international missions and volunteer deployments is included.

Under this inclusive approach, everybody can apply, and candidates have to accomplish a series of conditions: to pass a general medical test and follow a specific training.

In the case of the international dimension, recruitment is open to everyone who is already part of the Civil Protection System and it is also open to specific technical expert profiles (e.g. telecommunication engineers) without being a member before.

To become members prepared for international missions volunteers are required to pass a more intensive medical test and have to completed specific training modules. Once the applicants have passed the training, it is decided if they are able to be deployed or not. Therefore, training is in fact part of the recruitment process.

Training

All emergency.lu volunteers (also Civil Protection members) should accomplish specific training to carry out international missions. Among the different training initiatives, it could be mentioned the EU CP mechanism training program, the IT Emergency Management Training provided by WFP; THW international trainings or the International Humanitarian Partnership (IHP) trainings. Most of these trainings have an average length between 5 to 8 days.



Deployment

Deployments in the framework of emergency.lu have a maximum length of 10-14 days. It depends on the availability of the volunteers (for instance, in the case of the intervention in The Philippines there have been volunteers deployed from 2 weeks to 4 months). Deployments are 100% funded by the Luxembourg Government (ASS).

4. Points of interest to be considered for EU Aid Volunteers

- **Innovative solutions as core idea of the alliance.** The main objective behind this initiative has been the development of an innovative and unique solution designed in order to provide communication and connectivity within the first moments of a catastrophe situation. The aim is to improve the capacity of response of humanitarian aid workers within the first hours after a disaster occurs, so the solution is able to be released in a few hours: in less than 2 hours since the alert is issued, everything is ready to depart.
- **Public – private partnership.** The alliance model of Emergency.lu is a public- private partnership, in which roles are complementary depending of the nature of the partners (corporations, government and NOGs/UN agencies). In this case, funds are provided by the public sector, from the Luxembourg Government; companies have contributed to the development of the innovative solutions; volunteers are provided by employers or are individuals, and the HA agencies and NGOs (HA professionals and final beneficiaries) receive the support and complements with the skills of their own staff. It is complementary and efforts are put together to make a coordinated and effective job.
- **Direct agreement with the Technical parties and friendly agreement with Technical Partners.** Technical parties are HITECH, SES and Luxembourg Air Ambulance S.A, and there is a contractual agreement, as they are providers of services or/and co-designers of the innovative solution. Technical Parties do not have an Employee Volunteering scheme on their own, as they are actually providing their services on a commercial basis. When employees from those companies want to collaborate, they have to become Civil Protection members, and their contributions would be outside the working time, which is allowed by law.
- **Civil protection system allows the participation of employees in social initiatives.** The Law of Luxembourg allows Civil Protection members specially trained for international missions to be deployed in third countries in case of emergencies, even if they are currently working for private or public sector. In the case of private for-profit employers, the law establishes that employers will be compensated for the absence of their employee (salary costs will be reimbursed for the time the employees are absent).



- **Factsheet Cross Sector Agreements | Case. ETC**

FACTSHEET CASE

The Emergency Telecommunications Cluster

1. Main characteristics of the initiative



Sector/Nature	UN Humanitarian Aid Agency
Volunteers from...	Individual, public and private
Area of impact	Global
Scheme	Deployment
Nature of the support	Crisis response/Resilience/Capacity building
Size	Large
Partnership	Direct partnership with NGOs, Governments and corporations
Long/annual/punctual	Long-term partnership
Receptors of the support	HA Agencies and NGOS- HA professionals and final beneficiaries
Profiles	IT / Telecommunications
Recruitment	Each member has its own recruitment process
Budget	No data
Training	10 days training (ETC has developed its own IT specialised training courses)
Deployment	Flexible assignments
Internal structure	Specific team for the management of this global initiative (5 members)
Individual deployment/teams	Teams



2. Brief description of the initiative

The initiative in a few words

The Emergency Telecommunications Cluster (ETC) is defined as a network of organisations led by the World Food Programme (WFP) that act in coordination in order to provide shared communications services in humanitarian emergencies. In its interventions, ETC members provide vital security communications services and voice and internet connectivity to assist humanitarian workers in their life-saving operations¹⁰⁵.

ETC has achieved a coordination mechanism among its member that makes it possible to respond within 48 hours after a disaster. ETC also has capacity of intervention in chronic humanitarian crisis (e.g. South Sudan 2013).

Additionally, one of the main fields of activity of ETC is training or capacity building. The initiative provides a variety of training opportunities in order to improve Telecommunications and Information Technologies knowledge among HA actors.

It is important to note that ETC is not a volunteering initiative. It is an alliance among different actors. Its main aim is to coordinate different efforts related to IT and communication support in humanitarian relief initiatives. In this sense, ETC members that work with volunteering schemes that can contribute within ETC framework initiatives.

Origin

The World Food Programme (WFP) led the establishment of ETC in 2007. Since then, relevant actors from the Humanitarian Aid sector and companies related with Information Technologies and Telecommunications have joined this global initiative. Since its origin, ETC has been activated in 25 countries.

Partners

ETC Cluster membership requests are open to all Inter-Agency Standing Committee (IASC) members. Non-IASC members can submit a request to the ETC Secretariat to attend the bi-annual Plenary Meetings as an observer and submit a formal membership application¹⁰⁶. Interested organisations of the humanitarian field should request membership to the community submitting their applications via email, and within 24 hours ETC notifies the status of the application. ETC Emergency warns that not all applications are approved.

The partnership structure of ETC Cluster is established in four categories, depending of the nature of the partner, not by the role they play in the cluster: (1) Non-Governmental Organisations; (2) Governments; (3) Corporate Partners and (4) Stand-by partners.

Non-Governmental Organisations partners are Net Hope, Telecoms sans Frontiers and World Vision. These NGOs work together with the ETC through the World Food Programme “enabling timely, predictable, and effective Information Technology and Telecommunications services to be supplied to humanitarian operations in emergencies”.

¹⁰⁵ ETC Cluster official website [www.ictemergency.wfp.org]

¹⁰⁶ ¹⁰⁶ ETC Cluster official website [www.ictemergency.wfp.org]



In the case of Governments, they provide punctual support to ETC (also through WFP) in order to achieve an effective inter-agency telecommunication services to support humanitarian operations in emergencies. Governments that have collaborated with ETC are: Luxembourg; Ireland; Germany; The Netherlands; Spain; Liechtenstein; Italy; UK; Denmark; Sweden; USA; Canada; Japan Iceland; Australia; and Norway. ECHO support is also included in this category.

Corporate Partners are invited to be part of ETC cluster and to contribute to the ETC's mission in different ways: (a) Cash Donations; (b) In-kind Donations (goods, services, visibility campaigns or human resources – as it is the case of Vodafone Foundation through their employee volunteering scheme); and (c) becoming Stand-by Partners (as it is the case of Ericsson Response).

Stand-by Partners are organisations which provide additional capacity in personnel and facilities to support the WFP to respond to emergencies. Stand-by Partners hold a roster of personnel who are ready to be deployed within 72 hours upon request. Standby partners are: Danish Refugee Council, emergency.lu, Ericsson Response, France Coopération Internationale, Irish Aid, and Norwegian Directorate for Civil Protection & Emergency Planning, Norwegian Refugee Council, RedR Australia, Swedish Civil Contingencies Agency and German Federal Agency for Technical Relief.

Characteristics of the volunteering

Although there is no 'formal' Employee Volunteering within ETC, partners can provide in-kind contributions. In order to meet the HR demand within the scheme some of the members usually work with volunteers. In concrete cases, participating in the scheme involves Employee Volunteering, as it is the case of Vodafone and Ericsson or Irish Aid or Emergency.lu¹⁰⁷.

Profiles required within ETC are generally professionals related with Telecommunications and IT specialists, and are provided by the partners.

Through the collaboration of its partners, ETC provides the following services¹⁰⁸ : information management services; voice and data connectivity services; security communication services; coordination services; and customer support services related with IT and telecommunication systems.

Internal structure

It is coordinated by WFP and a five-member team based in Rome (Italy) is responsible for the specific management of the initiative: one Head of Emergency Telecommunications Cluster; an IT Emergency Coordinator; an Engagement Manager; a Project Manager - Information Management; and an IT Officer.

3. Volunteering cycle

Identification of the needs

ETC is coordinated by WFP and they are responsible to submit the alert call among ETC members when an intervention is required. In order to enhance a quick response, ETC is supported by WFP local offices, and therefore is the leader of the coordination also at a country level.

¹⁰⁷ See Chapter 6. 3. Selected Practices of Cross Sectorial Agreements in HA field – Emergency.lu case - .

¹⁰⁸ See full details at [ictemergency.wfp.org/es/web/ictopr/etc-service-catalogue]



Recruitment

Each member has its own volunteering or/and employee volunteering initiative, and therefore, recruitment follows the concrete process of each case.

Training

ETC is one of the major providers of IT and communication training within the Humanitarian Aid field. ETC has set up training courses such as 'Introduction to IT Emergency Management' (2 days); 'IT Emergency Management Training' course (10 days); or 'VSAT – Very Small Aperture Terminal - Field Skills' workshops (2 days).

ETC's training offer is considered a resource for the entire ICT community to learn about and access training opportunities for ICT professionals, covering IT, Telecoms and Electrical skill sets. Those training courses are implemented in-person and there is no fixed location for their implementation.

According to ECT, "some Stand-by Partner staff members have been trained in WFP processes and technologies and can therefore assimilate into the team quickly. Because WFP is lead of the ETC for Data and Security Communication, Stand-by Partner staff work under the management of WFP".

Deployment

When deployed, ETC provides IT and telecoms services to help humanitarian workers carry out operations efficiently and effectively. Within 48 hours of a disaster, the ETC provides basic security communications services and shared voice and internet connectivity to humanitarian actors in the field.

According to ETC website, some examples of the actions carried out on the field are those implemented by IT officers who implement and maintain major local area network (LAN) and wide area network (WAN) projects; telecommunications officers, required to install, maintain and repair radio and satellite communications equipment; electrical engineers who provide electrical services for emergency operations, including the installation, maintenance and supervision of installations; or project managers to oversee the operational and financial aspects of a project and preferably have experience in IT, telecommunications and electrical engineering.



4. Points of interest to be considered for EU Aid Volunteers

- **Main objective: coordination of actors in IT related with telecommunication provision in HA field.** The membership is related to the global coordination in this field, and within this global framework of possible contributions, volunteering or EV is a very concrete part but it is not the main focus of the alliance.
- **Different categories of partnership, same possible roles.** Although three different categories of partners have been established due to their nature or sector: Governments (public sector); Corporate Partners (for-profit private sector); and Non-governmental Partners (NGOs – social or third sector), all these kind of partners are invited to contribute through three main possible lines: Cash Donations; In-kind Donations and Standby Capacity (Stand-by Partners). Given that, actually, there is not distinction about the possible roles or contributions each sector could provide to ETC, and they are considered with equal standards regarding their potential of contribution e.g. they all could be Stand-by Partners or provide Human Resources -staff or volunteers- among their in-kind contributions.
- **No specific volunteering or EV scheme.** ETC has not structured a common scheme for in-kind contributions. Just in the case of the Stand-by partners, maybe the UN Stand-by Partnerships Programme procedures are followed¹⁰⁹.

In the in-kind contributions dimension, different partners have their own volunteering or Employee Volunteering schemes, and they follow their specific recruitment and training procedures.

¹⁰⁹ See Chapter VI.5. 3. e. Factsheet Good Practices | Irish Aid. Irish Rapid Response Corps



6. 4. Conclusions about cross sector agreements

- **Coordination and leadership carried out by a specific entity.** In the different cases described, one institution holds the role of coordinator of each cross sector alliance. In the case of emergency.lu is the Luxembourg Government through ASS; in the case of LETs, the World Economic Forum; and in the case of ETC is the WFP.

According to Austin y Reficco¹¹⁰, experts in cross sector alliances, this is a relevant element for multi alliances success: "A collaboration hardly can work whether partners assume that can operate in 'automatic pilot'". Alliances should be managed by a concrete team or manager who should take care of the relationships between the members.

The management of the alliance is especially significant in areas where there remains a significant gap of understanding between for-profit sector and NGOs. For instance, HA actors could have a didactic role in order to 'translate' their world to the corporate sector.

- **Equal and direct relationship between all the members of the alliance.** In the three cases analysed, different members of the alliance maybe have a different role, and maybe this role depends on the kind of partner they are (or their nature – public sector, private for-profit or third sector), but as a general rule, all them have a space for interaction in equal bases.

Mutual recognition of the strengths offered by each member within the alliance is, in fact, one of the key drivers for success in the alliances (see Point 4.5. Stakeholders involved and cross-sector collaborations). Mutual respect and trust in the capabilities of different parties is something that needs to be specifically considered by the leader (coordinator, manager) entity of the alliance. For instance, within the framework of emergency.lu, the coordination team of the alliance has recently organised a 'Reception event' for the volunteers returned from their interventions in The Philippines (in response to the Typhoon Haiyan catastrophe). In this event there was a specific action to acknowledge companies for the time provided by their employees for this mission.

- **Relevance of direct agreements with Humanitarian Aid agencies** The research and the case analysis have also demonstrated that the for-profit sector highly values direct contact and agreements with relevant Humanitarian Aid agencies, as it is the case of United Nations agencies (WFP, OCHA, UNICEF, UNCHR, etc.) or would be the case of ECHO. Different sources in this study have concluded that direct contact with ECHO would be an incentive for companies in order to get involved in UE Aid Volunteers initiative.

In all the cases analysed, companies have a direct relation with the agencies and HA actors, all of them relevant global actors with high social reputation and reliability. Those mentioned organisations are in a perfect position for the coordination of the different initiatives.

¹¹⁰ AUSTIN, Jane y REFICCO, Ezequiel. 2005. *Alianzas Sociales en América Latina: Enseñanzas Extraídas de Colaboraciones entre el sector privado y la sociedad civil*. Inter-American Development Bank.



- **Employee Volunteering schemes as facilitator for employee contributions.**

There is a relevant difference related with the participation of employees in relation to whether there is an EV scheme or not. In the case of LETs, it should be noticed that all the corporate partners have internal EV programs and, consequently, they channel their employee's contribution following their internal procedures. So there is an internal procedure and rules are clear for all those employees that want to become volunteers. In these cases, as it has been stated before, the existence of an EV scheme is complementary with companies' EV programs, offering additional volunteering opportunities for their employees.

In cases where there is no existing EV scheme, employee participation is reduced as they find different internal 'barriers' in their companies when they want to participate in Humanitarian Aid missions. In some way, they should 'break the ice', as it could be that for the first time in a company's history someone is asking for the possibility to volunteer. In this way employees can be seen to be assuming a kind of 'risk', as they do not have precedents and they could be faced with the fact that the idea is not very well received by their managers.

Even when the law allows employee participation and the employer is reimbursed and compensated (see emergency.lu case), it seems that the incentive is often not powerful enough to establish internal EV initiatives.

- **Sector approach.** It should be highlighted that, in all the cases, there is an industry-based alliance (LETs – logistics; and emergency.lu and ETC – Information technologies and telecommunications). This is also a relevant point since each business sector has their own operational frameworks and the knowledge of different actors (both for-profit companies but also HA actors and NGOs). It would be possible to achieve greater understanding among the partners and collaboration could even lead to the creation of new and innovative solutions, as it is the case of the system created in the framework of emergency.lu, for instance.

- This is also highlighted in the Good Practice chapter, as in the case of Vodafone Instant Network, the close collaboration with a Humanitarian Aid actor that is also an expert in telecommunications, as Telecoms Sans Frontieres (TsF) has led to the design of this innovative system.



VII. Final conclusions

General conclusions about EV and EV in Humanitarian Aid panorama in Europe

- ✓ **Embryonic CSR and EV in some European countries.** In certain countries where CSR is embryonic or in development difficulties in setting up and managing EV Programmes are presented.

This is largely due to the fact that CSR managers, where they exist, do not have the necessary skills or knowledge to do so and NGOs are generally not prepared to offer the possibility for structured volunteer collaboration.

Additionally, there is little knowledge of EV within the volunteer support organisations in many countries in Europe, especially in those with a limited level of EV development. There are some countries where these organisations run their own programmes or bring assessment services on the topic but the latter happens normally in countries where EV is a relatively well-known phenomenon.

Despite these limitations, in the majority of EU countries, EV is an increasing trend and more and more employers will be attracted to this kind of social contribution.

- ✓ **Different understanding about EV across Europe, different legal frameworks regarding general volunteering and general absence of specific EV legal framework could be a barrier.** Currently there are different understandings of EV and even though skills-based volunteering is an increasing trend, employers have different visions and priorities when they develop EV schemes and often place the focus on greater participation than in skills provision.

In these cases, EV activities are neither technical EV nor related to the 'core business' of the employer. As reflected however in the analysis of the good practice in Chapter IV, large programmes are mainly based on the possibilities offered by technical, skills-based volunteering.

- ✓ **Major focus in local volunteering rather than international assignments for employers with no previous experience in EV.** For SMEs and other employers with a low level of EV development, the normal steps in establishing EV schemes involve starting with local activities, in areas and needs that are close to the employer's operations.

Some stakeholders doubt whether EV in HA could be of any interest to these kinds of employers. Even some multinational organisations are restricted by their CSR policies to develop their social or community engagement activities locally. In such cases, only those that have global EV Programmes or able to invest resources in the context of developing markets, could have the capacity to become involved in international EV in HA.



- ✓ **Distance and lack of mutual knowledge between employers and HA sector.** Employers and the Humanitarian Aid sector use different “language” and understanding each other is often challenging. There is a need to use commonly understood language in order to be able to identify the opportunities for collaboration among the private for-profit and public sectors and the Humanitarian Aid sector.

Additionally, there are employers that are active in EV in development but are reluctant to consider the possibility to get involved in HA. There is a lack of knowledge about Humanitarian Aid and that HA operations also cover actions such as resilience, climate change adaptation, disaster-risk reduction or post-crisis recovery that are all areas of operation very close to development activities. Also, there is a lack of awareness that some capacities applied in development contexts sourced through the skills of their employees might be useful in Humanitarian Aid.

“For most companies the language of HA is known. So if we look at the skills, they are doing things in this field, but they do not call it like that”.

“The different languages used depending on the stakeholders is one of the reasons why it is needed more awareness rising between the sectors”.

- ✓ **Lack of awareness of HA and the relevant skills an employer can provide to HA through their employees.** Due to a lack of knowledge of the needs of the Humanitarian Aid sector it can be seen that many employers do not know what skills to provide and this leads also to a lack of interest in EV in HA.

According to the results of the survey conducted as part of this study the main reasons highlighted by employers with experience in EV related to why they do not are involved in EV in HA is because they are not sure if their employees could be useful (58% of large companies) and because they never thought about that possibility could be in their scope (45% of SMEs).

- ✓ **High costs associated to international volunteering and small programmes from the perspective of employee participation.** Some barriers identified by stakeholders of EV in HA are the common barriers associated to international skills-based volunteering: International EV is more costly than other EV Programmes (in money and in the sense of the time required of the employees and of the employer when it involves deployment; also the cost of replacing the employee when there are long term missions or even the costs of training), more complex in terms of partnerships and management of volunteers and relatively “small” programmes, only allowing for participation of a limited number of employees.

“The main constraints will be cost of sending EVs to our field operations (abroad) and also ensuring their security”.

“The emergencies and conflict situations are also a big impediment for voluntary activities since the environment remains largely insecure”.



- ✓ **Security of employee volunteers.** A recurrent concern from both the employers and the HA actors' side is safety and security of the employees. Full control and commitment of the sides intervening in the management of the volunteer are absolutely crucial for any long-term involvement of employee volunteers in certain HA contexts. Some employers have internal policies that limit the countries where their staff can travel to.

“Security remains the biggest impediment in the way of EV activities and they don't have any interest in reviving their EV programmes (it was cancelled due to security reasons)”.

- ✓ **Difficulty to fulfil time requirements.** Both NGOs and employers recognise that the time required for volunteers to become effectively involved in HA can be too long with respect to the time an employee can be available. If several weeks of training are combined with several weeks of employee volunteer time many employers will be unable to participate. This is costly and difficult to manage from the perspective of the employer. This is especially difficult for SMEs but the evidence gathered also identifies several large companies with comparatively large resources share this perspective.
- ✓ **Skills-based Employee Volunteering is associated to the idea of linking Employee Volunteering with Humanitarian Aid operations.** Even though Employee Volunteering in general takes various forms and skilled volunteering is not always the kind of EV activities companies undertake, there is a general affinity to the idea that the added value that Employee Volunteering will bring to the HA sector is relevant skills and, more concretely, technical knowledge associated with the professional experience of the volunteers.

There has been hardly any association of Employee Volunteering as a form of solidarity where people undertake tasks not directly related to their professional profile.

“One of the main added value is that EV could provide experts that otherwise could not be involved in the initiative because they won't be able to leave their careers or take a break in their careers for doing this contribution. And it is important to mention there are a lot of people within private sector with desire of make a social contribution, and otherwise they wouldn't have time to do so”.

- ✓ **Private for - profit sector has an initial perception that Employee Volunteering in Humanitarian Aid is rather complex, insecure and difficult for their staff to be able to contribute.** The majority of inputs to this study from the private for-profit sector show a pre-conception about Humanitarian Aid being related nearly exclusively with the idea of crisis and emergency response. This resulted in immediate concerns about the security of the volunteers when asked about this possibility. Some CSR or Employee Volunteering managers also foresee internal barriers for company buy-in of the idea due to this same preconception. Due to the idea of “volunteering activity developed during crisis response”, several corporate respondents immediately mentioned that their employees' skills were not suitable to help in such circumstances. This is the case even for companies that run



international development Employee Volunteering Programmes where employees are systematically deployed to developing countries.

- ✓ **Employee Volunteering in Humanitarian Aid could more easily fit in disaster risk prevention and resilience and also in post- natural disaster assistance and reconstruction.** According to the opinion of most of the stakeholders, these situations seem to provide better and more stable contexts for receiving and making the best of the contributions made by employee volunteers. There is greater concern with post-conflict interventions as these contexts might be in tension for quite a long time and mistrust and security concerns are normally higher.

“Humanitarian Aid was easily associated (in the mind of an EV manager or company) with intervention in crisis response so it is something that companies see with some distance and concern (concern for security, complexity, etc.)”.

- ✓ **EV in Humanitarian Aid involving deployment is perceived as one of the most complex kinds of EV in general.** EV in HA involving deployment combines the difficulties associated with international volunteering (in terms of management, time dedication from the employees, partnership establishment with NGOs, high costs due to deployment, etc.), with the more complex scenarios of HA operations. It is conceived as a costly option that offers limited opportunities in terms of numbers of employees participating. The opportunity to offer volunteer support to the HA sector without deployment or using online resources seems interesting to many actors both from the NGO side and the corporate and employer side.
- ✓ **Lack of support to deployment in emergency response.** None of the stakeholders involved in this study either from the NGO sector or the employers sector considered deployment of employee volunteers in emergency situations as recommendable. There is no clear demand for volunteers in such contexts from the HA sector and they perceive insurmountable difficulties associated with volunteer management in these circumstances. The outcomes of this study show that the idea of linking EV to emergency response was in most cases rejected from the NGO side. From the perspective of the employers it is also perceived as too risky and even inefficient as employees will not, in most of cases, have the required skills to make a valuable contribution. It is appreciated that EU Aid Volunteer resources could be better invested in promoting EV involvement in pre-disaster or post-disaster support. Deployment in emergency response could be useful when there is a specific programme established for that purpose and employers invest resources in an well-planned initiative.

“EV provides opportunities in a broader range of contexts where the employees provide support (post disaster, etc.; not in disaster response)”

“There is no demand from our emergency teams of this kind of volunteer support....Post recovery or development contexts can be much more appropriate”

- ✓ **EV has the potential to bring additional capacity to HA sector.** Many stakeholders perceive EV as an element that could bring added value to EU Aid Volunteers. It could bring into the sector additional capacity in terms of numbers of qualified volunteers available and important and relevant skills and technical



knowledge. Many stakeholders consider that one of the main added values of involving Employee Volunteers in the EU Aid Volunteer programme is that it will facilitate access to useful technical skills. In this respect the added value is directly related to technical knowledge and hard skills.

“EV could promote innovation and could bring new resources to HA field”.

“In the case of companies (and in many sectors) they are not aware how much they can help NGOs to improve their work. They are not aware how much knowledge they can transfer...”

- ✓ **Expectations about the idea that EV can promote longer term partnerships and involvement and bring additional funds to Humanitarian Aid sector.** EV is not always managed within a partnership framework between the employer and the NGO and in many occasions it is a simple transaction between two partners. In such cases, the NGO identifies a need and the employer provides suitable employees that undertake the task.

This approach does not require the establishment of long-term collaboration nor does additional collaboration happen. Nevertheless, among the NGOs, there is an expectation that EV can bring the opportunity for a corporate-NGO partnership and from this partnership, additional resources derived (especially additional financial support). This can and does happen in practice if the collaboration involves certain characteristics such as good communication flow, transparency, mutually respect for each party's objectives and a shared long-term vision.

This idea of longer term partnerships between employers and the HA sector is commonly associated to EV from the NGO perspective and is perceived as an important added value that the EC could seek within EU Aid Volunteers and recommend that the whole scheme should promote and support. Some examples of how this involvement can increase include: funding provision to support the same projects where the employees are present (as presented in the Good Practice section EG. Canal; Deloitte); involvement of additional staff through fundraising campaigns among employees; or even, development of specific “solutions” for the Humanitarian Aid sector, where EV plays a role (EG. Ericsson Response, Google, etc.). It should also be noted that the evidence collected as part of this study has shown that the main demand from the HA sector with respect to for-profit sector support remains is the provision of financial support to HA operations. It is also relevant to note that most of the good practice examples analysed in Chapter IV. involve long-term partnerships between employers and the HA community.

“NGOs look for the possibility to collaborate in more strategic projects through their EV programme with companies”.

“The vast majority of interactions between NGO and companies cannot be considered a partnership, they are rather transactions. Most are relatively short term. Many are a one shot collaboration”.

Opportunities and barriers for Employee Volunteering promotion from the perspective of the Humanitarian Aid sector



- ✓ **Reputational issues and preconceptions.** Some HA actors are unwilling to forge partnerships with private for-profit actors and some are even completely opposed to these collaborations, whereas others are open to it. Some HA actors are simply not interested in EV as they run their own individual volunteering programmes and do not see the added value of EV and some are even clearly against it.

“NGOs have resistance to collaborate with companies...NGOs will always have fears related to lose their reputation if they establish an Alliance with some companies that have reputational risks.”

- ✓ **Lack of resources or knowledge about how to manage EV.** EV is recognised as a type of volunteering that requires more preparation and organisation by the sending and hosting organisations as there is a third party (the employer) that enters the scheme and has particular objectives and expectations that should also be managed. In practical terms, the capacities of local organisations vary greatly and many of them do not have enough human resources to become involved in schemes that require the management of employee volunteers.

There is also a lack of knowledge of how to manage EV and this creates additional barriers. Sending organisations have a relevant role to play in this respect since they are the ones that could more easily (due to their closeness to the employers) acquire the knowledge and awareness of the particular issues that can be important for the employer (eg. accurate information regarding the assignment, the accommodation, security issues, visibility guidelines, reporting, etc.)

“Good management is key for the success of the EV”

“It is needed time availability for the field teams to manage these volunteers”.

“One of our main barriers is that we have limited HR systems for managing employee volunteers and by limited HR for supervising and guiding volunteers”

“The capacities and resources of our local partners varies greatly from one country to another...Some of them will have difficulties to participate“

- ✓ **Cost efficiency of international deployment vs promotion of local employees volunteering.** Some concerns, mainly from the HA sector, refer to the lack of cost-efficiency in deploying international employee volunteers when compared to the involvement of local employees based in the field. This issue was also raised as a concern among global companies that have presence in countries affected by disasters where they also have their local staff. They expressed that it would be hard for them to become involved in a programme that treats European volunteers differently to local volunteers.

Whilst Humanitarian Aid actors and local organisations in many countries support the involvement of local employees in their activities there are other countries and situations that show little support for local private for-profit sector involvement in their



work¹¹¹ and in such contexts providing international volunteers represents a useful option. Additionally, some cost-efficient measures mentioned by some stakeholders refer to the use of “on-line volunteers” for undertaking certain tasks.

“For companies it is much more complicated to participate when the action involves international travelling. For local disasters for instance companies are more willing to participate”.

“Moving people from third countries or regions to the ground can be not a good idea. There are several problems like visa requirements in the country. It is better to try to involve people from the same region or country”.

Opportunities and Barriers to high-impact of Employee Volunteering assignments in Humanitarian Aid field

- ✓ **Adequate matching and selection.** One of the most important and recurrent challenges identified by the HA organisations is matching the needs of the sector with the skills that can be provided by the employers and the development of adequate and feasible assignments for them to contribute. This implies involving volunteers who are highly qualified professionals, with good skills and the right motivation and matching them with meaningful roles where they can make a substantial contribution and feel satisfied that they have made an impact.

Getting the right volunteers could well be the biggest challenge overall due to the massive gaps between those interested, the skills required and the possibilities to involve the most appropriate and suitable employees as volunteers.

- ✓ **Duration of the assignments.** There are some concerns both from HA sector and employers regarding the complexity of fitting assignment requirements with employees’ time availability and having the required flexibility to adapt to difficult circumstances. Some stakeholders from the HA sector mention the need for assignments of at least 6 months duration. Shorter term assignments are conceived as feasible but that they require a much higher investment in terms of planning and preparation in order to ensure the quality and impact.

“Volunteer assignments of less than a year are not realistic to envisage. It depends however on what they are there to do. “There could be shorter assignments envisaged, like for instance 6 months, in which case EVs would come in as a sort of “consultants”, there to advise on work on specific aspects. Specific to this, there was little to no concern over the EVs potentially taking away jobs from the local population, as there is very limited capacity”.

“On the time concern, it is most likely more efficient to look as assignments project or task related. For project management and

¹¹¹ This is specially the case where local private sector is rather unaware of CSR or not really prepared to initiate EV programmes. This issue was raised by HA actors present in post-conflict affected countries.



overall capacity building initiatives, employee volunteers would need to stay longer”.

- ✓ **Fitting timing of needs with availability of employees.** This concern, mostly arising from employers, refers to the idea of how to match HA needs while guaranteeing the availability of the employee and the period in which the employee can be available. This concern is associated to the idea of the rapid response required when needs arise in an emergency.

Normally, employers that run international Employee Volunteering Programmes solve this by planning assignments and commitments enough in advance so that the employee is able to organise their time away from their normal job with sufficient time. Other programmes, especially those where the volunteering takes place outside working hours match the timing of the initiatives with employee’s holidays and vacations during certain times of the Year (summer holidays, etc.).

- ✓ **How to ensure sustainability of the work undertaken by volunteers.** Some concerns identify the challenge of ensuring that the contribution provided by Employee Volunteers is sustainable. Well-defined assignments and post-assignment management of the results can be considered.

There are certain features of an EV programme that can make it more sustainable such as the enabling of continued involvement of volunteers using a combination of face-to-face and online activities and the use of ‘volunteer chains’ as described in the chapter on best practice (Fundación “la Caixa” Case”).

- ✓ **Difficulty to find the right partner.** One of the concerns from both employers and potential host organisations in the HA sector, and also a clear obstacle to success in EV schemes, is the identification of appropriate partners. Many employers would be interested in EV in HA if they could find a trustworthy NGO partner or other organisation that could guarantee adequate processes and matching with the potential contribution of their employees. Other, less tangible aspects are also critical for partnering success such as the compatibility of vision and values.

The role of intermediaries or matchmaking organisations in helping stakeholders identify appropriate partners is perceived as very useful, especially when concerning stakeholders from both the NGO side and employer side who are new to EV.

“We have the support of an Employee Volunteering network in order to find adequate companies who collaborate with”

“I think one of the most difficult things, when you are a company that wants to implement an EV initiative, is to find a good partner. There are some initiatives that make matchmaking between partners. I think intermediaries could be very helpful...”

- ✓ **Employee Volunteer adaptation to complex contexts.** This is a concern mentioned by stakeholders operating in HA contexts in the field where poverty, tension and



mistrust, along with relevant institutional and political problems that hamper development (corruption, etc.) are prevalent.

Facing these circumstances can be challenging for employee volunteers without previous contact with such circumstances. Shorter assignments that can be continued by other employee volunteers also on short assignments are identified as potentially useful in these cases. Pre-deployment preparation and training is also identified as very relevant in this sense.

“We couldn’t just introduce a volunteer in the ground, it’d have to be quite strict process. The tasks expected to be done in the ground are very sensitive, therefore it will be difficult to include a volunteer in these tasks”.

- ✓ **Challenges related to the training of the employee volunteers.** Technical skills are generally identified as necessary but certain background knowledge about Humanitarian Aid is also deemed necessary for volunteers.

Through interviews with different stakeholders undertaken during the field visits, some relevant skills for such contexts were mentioned by the different stakeholders: accounting, logistics, report-writing, strengthening the health systems, building the capacity of local staff and mentoring, project management skills, health professionals, education, IT, marketing, governance, finance, human resources, disaster preparedness and management (flooding), engineers, environmental/climate change specialists, capacity building of local organisations, planning, advocacy and analysis. As has been previously mentioned, allowing adequate time for the required training in the EV programmes is challenging for employers.



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EU AID Volunteers



Humanitarian Aid and Civil Protection

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