



THE SMART COMPANY

DEVELOPING UNDERSTANDING AROUND Summer 2007 NON-FINANCIAL SUPPORT

A research project carried out for the The Nationwide Foundation,
Abbey Charitable Trust, and Volunteering England
by The SMART Company



*Supporting communities
nationwide*



PART OF THE SANTANDER GROUP





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Background and brief

Capacity-building is currently a key issue in the expanding voluntary sector. The Charity Commission's last annual report (2006-2007) indicated a steady increase in the number of charities being set up, with the current figure standing at 190,469. Just over 5000 of these were registered in 2006-2007 alone. In addition to this increase in numbers, there is a widening of the scope of causes supported, with the establishment of more groups focusing on local environmental issues and religious community support.

Volunteers are vital for the sustainability of this growing sector, and the role that companies can play in providing non-financial support is increasingly being explored both for the benefit of the community, and for the benefit of business.

Non-financial support refers to the different types of donations to charities, excluding contributions of cash. Therefore, NFS can take the form of consultation, training, volunteer time, donations of equipment, etc. For the purpose of this study, 'NFS' refers to the donation of skills-based support, such as consultation and mentoring, etc.

Abbey Charitable Trust and the Nationwide Foundation, both grant-making charitable foundations supported by Abbey and Nationwide Building Society respectively, each noticed the number of funding requests being received from charities needing to purchase skills-based services, which companies like Abbey and Nationwide could in theory, provide. Following this, Alan Eagle, Manager of Abbey Charitable Trust, and Lisa Parker, Chief Executive of the Nationwide Foundation made contact with

Rob Jackson, Director of volunteering development and grant making at Volunteering England to identify skills-based support offered to charities through volunteering, levels of uptake, and its effectiveness. As a result, the three agreed to undertake their own research and circulated a questionnaire to some of the charities that had received funding from each them, to explore their views, experiences and knowledge of non-financial support. The findings of this initial study established the following:

- NFS has a clear value to charities;
- However, there is an anomaly between the apparent need and apparent uptake

The SMART Company was commissioned to explore these issues further, with the following key objectives:

- To understand the factors which influence the consideration of NFS as a potential offering from companies/foundations
- To understand the barriers and issues which impact on securing NFS
- To understand the experience of providing / receiving NFS
- To provide insight into what can be done to improve the provision and uptake of NFS

Methodology

The SMART Company conducted the following:

In-depth telephone interviews with key representatives from:

- Six charities of varying size, with a range of experiences around NFS. Interviewees were a mix of organisations either with links to the Abbey Charitable Trust/Nationwide Foundation/Volunteering England, or were drawn from The SMART Company's Community Panel.
- Six companies that have all donated NFS to varying extents. Interviewees were from the internal community investment/corporate responsibility team, or from the corporate foundation.

Desk-based research to:

- Explore the accessibility and profile of sources pointing to non-financial support
- Draw from the experiences of three companies with successful NFS programmes

The SMART Company also drew on Community Panel feedback from a survey carried out in March 2007

The following key areas were explored with interviewees:

1. General awareness and uptake
2. Perceptions of the role and value of NFS
3. Experience of receiving / providing NFS
 - How it came about
 - Approaches and access
 - Details of support – type, source
 - Relationship
 - Outcomes
4. Levels of uptake
 - Barriers and challenges
 - Benefits and drawbacks
5. The future
 - Maximising the value of NFS

Key findings

Headline findings

- General awareness of non-financial support was high amongst charities and companies. However, the term was used to describe a broader range of non-financial contributions including gifts in kind and non-skills based volunteering
- The value of engaging in NFS was perceived as higher for companies than charities, whose views and experiences were more mixed, and often dependent on the size of the organisation
- The experience of providing and receiving NFS was generally positive, and the majority of both the companies and charities would be involved in NFS again in the future
- The main benefits for companies of providing NFS included employee development and increased profile within the community / voluntary sector
- The main benefit for charities of receiving NFS was gaining otherwise unaffordable services that enabled them to develop
- The main challenges to maximising the potential benefits of NFS are communication based – from the accessibility of information on how to identify and source opportunities, to the application process and on-going communication between company and charity

1. General Awareness:

For the purpose of this research, non-financial support (NFS) describes the donation of professional skills that can be used to assist an organisation's development and progress.

Awareness of NFS was high among all organisations interviewed, though the majority refer to it as 'support-in-kind'. The types of support identified by companies and charities as NFS included volunteering, donations of equipment, professional services, and training. From this, it is possible to conclude that NFS was interpreted by many as a broader concept.

"We have not heard of it expressed specifically as NFS – we know it as 'help in kind', however I suspect that (NFS) goes beyond this, involving a human element as well as donations of equipment, etc." (Charity)

For a majority of the charities, awareness and experience of NFS has developed in the last two years. In a number of cases, awareness was driven by a need for such resources, which in turn had been caused by a perceived drop in the number of 'traditional' volunteering streams (e.g. non-employee volunteers).

Uptake

- All six of the companies interviewed had provided NFS in some form
- Three of the six charities interviewed had received NFS

2. Perceptions of the role and value of NFS:

- Companies are increasingly recognising the value that providing NFS has to them
- A majority of charities felt that companies should play a key role in supporting the voluntary sector, and NFS is a core part of that support

In general, charities recognise that they cannot afford to bring in the necessary skills and expertise they need to not only develop, but actually to establish some of the basic management-level infrastructure that companies take for granted.

Most charities valued NFS highly, stating that in their experience, traditional sources of volunteering support are drying up as people have less time nowadays to fit these activities into their lifestyles.

“NFS is very important. In the charity sector, all energy characteristically goes into service delivery and...you need the right equipment and systems to support that.” (Charity)

Companies value NFS for the experience and personal development opportunities it offers employees. This was identified as the key objective for offering NFS, by almost every company - with two also stating that meeting a need in the community and providing charities with skills-based support is also an important motivation for them. Two companies coordinate a skills-based volunteering offering as a core part of their programme, seeing this as a contribution of equal value and importance to more practical, hands-on volunteering.

“Painting is nice, but...capacity-building is just as crucial. We send our staff out to India for a month and they have shared responsibility for the outcome of a project...We offer business consultation advice to develop projects and get over any hurdles” (Company)

Although the majority of views were positive, two of the charities that have never received NFS felt that it is not relevant for them. They expressed some reservations about the role of business in providing this type of support, since there is often a lack of support for organisations that address ‘controversial social issues’. One had invested significant time in trying to access NFS and failed, coming to the conclusion that this was because of the socio-political issues that they address. The other simply felt that NFS was too big a sacrifice in the long run, since it is a ‘favour’, which gives the company an inherent position of advantage to do things their way.

“NFS is a favour - you can’t complain if you don’t like the way it’s being done. ‘Free’ doesn’t actually always mean ‘free’ - it can be very costly in the long term.” (Charity)

The concerns outlined above brought to light the importance of the stage of development of the charity, when judging the value of NFS. Two charities maintained that cash is the most important kind of contribution, especially for a small organisation. For a charity that is at a point of barely being able to balance its accounts, cash is required to pay for resources to build it to a point at which it can then take advantage of NFS. Professional advice and extra volunteers can then help the charity progress to the next stage

of growth. This perspective was echoed by one of the company interviewees: "There's a need for both NFS and cash, but often, throwing money at a cause is an easy option, and not necessarily the right answer. But then sometimes, you can't offer NFS without the backing of someone else's funding for it to be used properly."

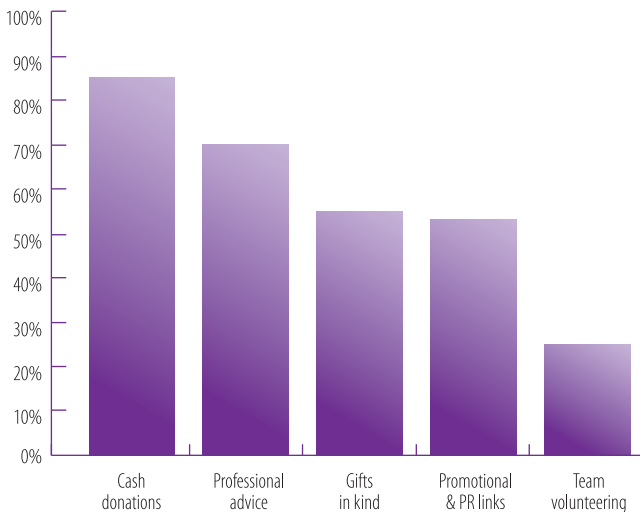
An interesting outcome of the interviews was an interpretation from charities and companies on the role of each other. Five of the charities believe that business has a key responsibility to provide NFS because of their access to high levels of professional talent. The remaining charity had experienced unreceptive attitudes from companies, having tried, unsuccessfully, to obtain various kinds of NFS from local branches of major retailers. This organisation had therefore come to the conclusion that since, in their experience, NFS had always come from sources other than companies; companies must not play a crucial role in provision.

Despite attributing a high level of importance to the role of companies, charities generally perceive corporate contributions to be inadequate. Some felt that companies often engage in NFS to pay lip service, since it is not such a drain on their resources as a cash sum. One charity noted that 'business is well placed to help', but often there is a lack of proper understanding regarding the way the charity operates, the issues it faces and the causes it supports - so volunteer motivation is lacking. This means that neither side gains full benefit from the partnership.

The companies on the other hand, were less aware of these inherent issues, perhaps since they have no problem engaging charity recipients to work with. There was a general impression

that charities need to take a lot more responsibility in steering the relationship. Three companies stated that a greater value could be realized if charities are clearer about what they want, communicate better with corporate partners, and are flexible according to what the company can offer. In contrast, two other companies stated that the onus lies on companies to assess and meet the needs of the charities better.

The following chart summarises some key findings from a survey conducted earlier this year with The SMART Company's Community Panel. This survey demonstrates the levels of usefulness attributed to various types of support that charities have received, or would like to receive from companies. Each type was rated from 1 (not at all useful) to 5 (very useful). The chart shows the levels of support rated at 4 ('useful') or 5 ('very useful').



Skills based volunteering rated highly, coming second only to cash donations. Team volunteering is rated as useful by comparatively fewer organisations, which brings to light a key area of divergence; since this is the core area through which most companies choose to operate their employee based non-financial contribution. This could be because of the one-off nature of team volunteering sessions, which companies feel serves a role in personal development on a number of levels, as well as helping get a task done. Charities noted that this type of volunteering can often feel like a corporate away-day, with no real commitment to the charity or cause. They commented that often it was felt that the time and money could be spent on something more useful.

Our research showed that more companies are developing their programmes to offer professional services in long term partnerships, so the market is developing some way to meeting this need, although the main focus for most is still on the donation of time for help with practical tasks.

3. Experiences of providing and receiving NFS:

- Of the companies, all had provided NFS in some form, with volunteering representing a structured part of the community offering for all but one
- For those that did have a central, structured mechanism to offer non-financial support, three companies operated it directly through the company, and two through a corporate trust
- Three charities had never received NFS
- Of those that had, two had accessed NFS through a broker/venture philanthropist, and one had been directly approached by companies offering support

Accessibility

With regard to the issue of accessibility of information, the research carried out for this study supported the view that 'useful' information on NFS is hard to find, unless you know how to search for specific NFS initiatives or brokers. Links for volunteering do not (for the most part) refer to corporate sources, and it is time-consuming to find out whether companies have skills-based volunteering as part of their offering, and how to apply for it. Information for the companies interviewed was available online, apart from for one company. The rest of the companies outlined their projects very well, but generally did not give information on metrics, measurement, and the strategy for building a relationship with charities chosen as partners. Information was not always easily accessible online – three company websites only outlined the volunteering projects they are running, without further analysis, and one company had nothing available online apart from a link to staff awards for volunteering. One company took a more detailed approach, describing each project along with future plans, opportunities, case studies and relevant contacts, and another provided a detailed and easily accessed online booklet with information on projects, criteria, application methods, contacts and other useful links for volunteering.

The case study research revealed much more information about NFS since we had prior knowledge of the names of the programmes. This confirmed how useful a central register of NFS opportunities would be. Some big companies did outline their NFS offerings on their website, but potential recipients would be required to call for more information on whether their charity fits the company's criteria. This is followed by an application process, which again

emphasises the barriers for uptake for those small companies with less resource to invest in this stage of the process.

Companies offered little information on how objectives are set and how targets are measured. This study identified these aspects as key areas where the charity should be, and wants to be involved, for a more beneficial and informative experience on their behalf. This lack of information and structured communication channels perhaps reflects how most companies at present do not see NFS as a core part of their contribution since it does not warrant the attention in terms of tracking, management and development that other areas of a CSR programme go through.

Some key points came from the discussions regarding experiences of both receiving and donating NFS, which shed light on the barriers to uptake. Two charities accessed significant support through brokers. Business in The Community's ProHelp was used by one charity that had heard through word of mouth, and the experience of the fundraising team, that it had a 'reputation for being well-structured and accessible'. This charity felt that they didn't have the expertise to apply directly to companies and assess their own needs effectively, so accessing support through ProHelp was the solution. Although they had not experienced any difficulties with the application procedure, the charity found that challenges arose after it had been linked with a company through the broker. These challenges included building a sustainable relationship with the company and conveying their needs to volunteers. Therefore, even though channels exist to deliver very experienced volunteers, the issue remains of how to then build a relationship effectively.

The other charity applied to a venture philanthropist for support (financial and non-financial) on a re-branding and development exercise. They found the application and assessment process a difficult experience, since it was lengthy and relatively intrusive. However, it was considered to be worth the time since the venture philanthropist committed three years' funding (£300,000), assistance for the re-branding and revitalisation of the charity, and brokered relationships between the charity and other companies.

“The due diligence process... was a challenge – we felt like we were being taken over”

At least two of the charities also found that occasionally, the volunteers did not involve them enough in key processes (for example where the NFS was helping to develop marketing and PR), so they felt excluded from the partnership. In one instance, the charity actually chose to take back control of the procedure from the volunteers for this reason.

In both cases, the charities were large enough to have corporate fundraising teams that followed up leads to both brokers, and had the time and people to dedicate to the application process. The smaller charities noted that these resources are a great benefit, since accessible information on NFS is so scarce, and without people dedicated to making applications, it is hard to secure this kind of support efficiently. For these reasons, two charities stipulated that they would not try and access NFS in the near future unless it is proactively offered.

One charity had been approached directly by a company offering support, and put this down to theirs being a popular, high profile charity in the local community. Another charity was also approached by a PR firm who wanted to help them, but the interviewee felt that the help was offered mainly because the charity tackles an issue that was particularly prominent in the media at the time, so it was a good opportunity for their own reputational benefit. This charity actually had to step back from the partnership with the PR firm eventually, because of a clash of objectives, so the project was not actually completed jointly. Despite both charities being approached directly, their interaction with the company was not especially close throughout the process, and one put this down to companies perhaps not being fully committed because they are simply paying lip-service to a cause to project a good image in the community.

Some of the other charities also noted that their relationship with companies can be quite distant, with information such as expenditure and general progress being collated and reported to Trustees, but no real targets and objectives being set and reported upon with the company. One charity in particular, asserted that since companies are the donors, they also have responsibility to implement a proper communication and reporting process to realise the value of the partnership for their own purposes.

The discussions with the companies showed great diversity in their approaches. Five companies formally engage charities through NFS, but only two of these had a significant, organised contribution of skills-based volunteering to complement practical volunteering commitments. The only company that did not have

a central policy for NFS outlined the general difficulty in balancing cash-giving and NFS with business needs. This company currently responds to requests on an ad hoc basis, steering the project to the most relevant department where it may or may not be taken up, depending on the availability of volunteers and attitudes of managers. However, the interviewee did realise a business case for carrying out NFS effectively, and noted that the company are planning to formalise the process through training and personnel departments, so the business and its employees can understand the value of being involved.

The companies reported that their NFS partnerships developed either through existing relationships; consultation with local communities; or through the implementation of strategy to project the company's CSR values. One company works with ProHelp to try and find the best option for key community partnerships, whereas the rest rely on their own assessments of applications submitted for support. These assessments are becoming increasingly thorough for many companies. Two mentioned that they do an internal risk assessment / 'health and safety check' on charities to ensure the viability of a sustainable partnership. Therefore, the application process incorporates criteria from a 'soft' angle of whether the charity fits in with the company's CSR priorities and values, and then it has to fit more technical criteria that ensure the compliance/financial health of the partnership. The two companies that outlined these procedures are particularly focused on long-term, sustainable partnerships. Other companies gave equal importance to having a programme that satisfies the needs of charities through a range of one-off, non skills-based volunteering opportunities.

One company noted that they have a programme that completes around 200 one-off challenges like painting and decorating on a yearly basis; however, they are currently short of appropriate opportunities to offer employees. This is perhaps indicative of the changing needs of charities. Also, with regard to finding suitable charities to support, one company stated that the smaller 'less glamorous' charities need to 'make themselves more attractive' to companies. This would seem to reinforce the view of some of the smaller charities, that companies often expect too much when they have such little resource and need help for basic things such as management and finance before they can start expanding and engaging in marketing and PR for their cause.

In terms of reporting and impact measurement, only one company mentioned that they ask for feedback from charities in order to assess impacts and progress. Other companies have fairly high level reports of progress for internal circulation, or through Community Affairs or CSR reports. However, NFS is not necessarily broken down and analysed according to each component type of support. Some companies have processes such as measurement against internal KPIs or LBG criteria. Targets can also be formed and tracked from staff consultation surveys and voluntary databases for personal targets. So essentially, these practices do not involve much consultation and joint objective-setting, measurement or reporting on targets with the charity partner. This may be reflective of the fact that volunteering is coordinated through a CSR or Community Affairs team for all the companies, and is perhaps subject to less progress analysis than if it was part of an HR department, where it could be incorporated into the measurement of wider, more easily quantifiable CSR targets.

4. Levels of uptake - benefits and drawbacks:

As discussed above, there are key areas of benefits and key barriers to uptake that affect the usefulness and prevalence of NFS. These key benefits and drawbacks are summarised below.

Benefits to Companies	Benefits to charities
Good reputation	Access professional services
Employee development	Infrastructural development
Local integration	Raise awareness of the cause
Retention & recruitment	Long term partnerships
Reflection of business principles in the wider community	Links to other businesses

However, there are a number of challenges that need to be overcome for the full value of NFS to be recognised.

Challenges to Companies	Challenges to charities
Lack of understanding / information on the business case	Lack of easily accessible information
Tracking and reporting information	Time consuming application procedure
Management buy-in	Lack of communication – opportunity / partnership
Training volunteers effectively	Conflict in objectives / agenda / work techniques
Deciding which causes to support	Appreciation of resource limitations
Lack of understanding of the needs of charities	Partnership working

It was generally agreed by all parties that there needs to be training for volunteers on the charity's needs, in order to create a greater level of understanding between volunteer and recipient. As one charity noted, "Companies and charities have a high degree of ignorance about each other". This is a fundamental barrier that needs to be overcome for attitudes and stereotypes to be broken down and for partnerships to flourish through NFS, delivering the perceived benefits that both sides aim for.

5. The future:

Both companies and charities had views on how to maximise the value of NFS as the practice develops in future. Most suggestions aim to rectify the problems that stand in the way of effective uptake like accessibility; understanding the value of NFS; understanding the charity's role; and developing a sustainable, mutually beneficial commitment. The key recommendations from interviewees are detailed in the following table:

1.	More publicity and communication (e.g. conferences) for businesses on the value of, and business case for NFS
2.	More information on NFS trends (e.g. uptake, investment, cases studies) to encourage charities and companies to consider NFS
3.	A central register of brokers and relevant resources
4.	Support to enable charities to identify and articulate their own needs
5.	Improved communication between both parties – e.g. project planning; goal setting; sharing of objectives and agreeing responsibilities
6.	Reporting strategies so that targets and objectives can be tracked, managed, and learned from

The interviews identified some specific suggestions from charities and companies:

- Investigate the feasibility of taking charity representatives on internships within partner companies
- Further exploration of the issue of companies feeling that charities need to be more focused on promoting themselves and making themselves 'attractive' and how this can be resolved
- Investigate the different ways in which companies can be matched with charities at different points of their development
- Explore how the application process can become less arduous
- Guidance and support on how to form a successful NFS partnership

Recommendations and next steps:

Following this research, The SMART Company would make the following recommendations on next steps to furthering the Steering Group's main objective of maximizing the potential uptake of NFS.

- Explore feasibility of developing a on-line one stop shop of resources – links to companies; guidance; brokers – drawing on best practice examples
- Consider the feasibility developing guidance / toolkit for charities on NFS, including how to audit and recognise need for NFS; resources; how to apply / seek suitable businesses; approaching businesses; partnerships; communication
- Explore feasibility of doing a similar toolkit for businesses
- Consider running an event for businesses on NFS focusing specifically on the business case, practicalities of the process; and how to ensure the value is captured and reported
- Consider whether an application form template could be developed, potentially drawing on on-line databases, to ease the application process and provide consistency across approaches

IBM 'On Demand Community' programme

Accessibility:

This initiative is well communicated online and information was easy to find when searching the IBM website, as well as when a Google search was run on the name of the project. Full information on the strategy, objectives and impact measurement was also available, which was not covered in particular detail by other companies.

Focus:

On Demand Community aligns with IBM's 'On Demand Business' business strategy (launched in 2003) and is a part of IBM's overall community involvement strategy – 'to combine technology, consultancy capabilities and people in effective partnerships, to bring solutions to some of the systemic problems that impact society'. The initiative encourages IBM employees (including retirees) to use their professional expertise in educational and not-for-profit organisations – particularly those that face challenging circumstances. The objective is to develop capacity within organisations and particularly to help raise achievement within schools. IBM's rationale is that well-educated communities provide a more cohesive and prosperous environment within which everyone, including businesses, can develop and prosper.

The key objective of On Demand Community is summed up in the IBM CR report:

“The heart of On Demand Community is a corporate commitment to encourage and support volunteerism among employees and retirees who want to create positive change in their communities, whether it's teaching problem-solving skills, closing the digital divide, helping teachers use technology to make classroom lessons come alive, or making it easier for people with certain physical disabilities to access the Internet”

Aligning the project with business objectives:

The aim of the initiative is aligned with IBM's commercial strategy; to make technology available to IBM clients in the way they want it and at the time they need it so that in turn, they can deliver to their own clients on demand. The 'On Demand Community' project translates this concept to provide the tools for employees to volunteer effectively 'on demand'. It consists of an extensive Intranet resource that is accessible to employees and retirees, and holds all the resources and training materials that staff would need to volunteer, including; links to organizations offering volunteering opportunities, a tracking system for registering hours volunteered, strategies, programmes and tutorials, and criteria for the related Grants scheme, which recognises sustained employee volunteering.

Scope:

IBM appointed someone at each geographic location to run the implementation of the programme, localising the responsibility while drawing each region together for a common purpose.

Impact measurement:

Targets show commitments to employee engagement (from launch year), as well as the means by which progress is measured, such as numbers of page hits, number of employees exceeding 50 hours of volunteering, community grants awarded (volunteers can apply for grants for charities if they complete a certain number of hours volunteering, since IBM does not actually give time off for these activities). There is also information on IBM's commitment to developing metrics for impacts on communities and staff satisfaction. In 2005, IBM also conducted a community impact study through the Points of Light Foundation, which revealed particularly good opinions from the non-profit sector and educational leaders on the project.

Vodafone Foundation Employee Volunteering programme

Accessibility:

The information available online is brief and requires more details, for example, outlining the actual way in which Vodafone engages the charity once an application is successful.

Background:

Vodafone UK Foundation is one of 24 registered local country Foundations funded by The Vodafone Group Foundation and Vodafone UK Limited. The Foundation calls on the skills and expertise of Vodafone UK employees to support its funded programmes with more than “just money” Each Vodafone UK employee can claim 24 hours (3 working days) paid time off per year to volunteer, through either skills-based or non skills-based activities. Let’s Give! is a system through which UK employees can access information about individual and team activities, from moderating youth chat-rooms online, marketing, website development, mentoring and sharing skills like good interview and presentation techniques through workshops. Teams can also access funding of materials up to £1,000 to support their volunteer project.

Aligning the project with business objectives:

Vodafone UK wants to deliver a brand promise that is accessible to all, but recognises the realities in society. It is therefore committed to supporting the UK Foundation in its work to deliver fairness and

inclusion in society for those who can't "make the most of now". The Vodafone UK Foundation's focus is on helping young people at risk of exclusion from society, by working through charity partners to help effect sustainable change for the better.

The Foundation aims to complement cash donations from the Foundation and from employee fundraising with employee volunteering, to further help the development of charity partners.

The key organisations that it worked with through the previous flagship project, are YouthNet, Samaritans and Shelter, and it also supports a number of other organisations such as MenCap and The Prince's Trust. In addition to these causes, the Foundation has worked at a more local level with a number of partners, including the Fire and Rescue Service to create Hoax Impact - a programme to raise awareness amongst young people of the real cost of hoax calling to the emergency services, recognising that a proportion of such calls are made from mobile phones.

Strategy:

The Vodafone UK Foundation accepts applications from charities that help young adults, and welcomes scope to involve Vodafone employees in the process. It is also due to launch its second 3-year flagship programme, under 'Reach' funding, in April this year.

Impact measurement:

The Vodafone UK Foundation recognises the importance of monitoring and measuring impacts so it works with LBG to both measure and report on the outcomes and impacts of its charitable contributions, and benchmark performance against sector peers.

Accenture – Overseas Development Partnerships

Accessibility:

Information was easily available through the Corporate Citizenship pages of the UK website.

Background:

Accenture positions corporate citizenship at the heart of its business operations, recognising that intangible assets—such as motivation, employee pride and societal awareness—help on the journey to become a high-performance business.

In the UK, the focus is on working towards creating better futures with a specific focus through its community programmes on education, employability and enterprise. Other activities centre on minimizing environmental impact both as an employer, supplier and client. Diversity initiatives and other people programmes are managed with a range of ways for employees to get involved in order to ensure recruitment and retention. Principles are applied in the marketplace with an ethical procurement and a sustainability consulting practice.

Aligning projects with business objectives:

Accenture Development Partnerships is a non-profit group that provides high-quality consulting services to donors, non-governmental organisations and other non-profit entities working in developing countries. This initiative forms part of Accenture's broader Corporate Citizenship agenda.

There is a huge demand for business and technology consulting expertise in the international development arena but, traditionally, the cost of delivery has been prohibitive. The unique formula of Accenture Development Partnerships is based on a delivery framework that is both appropriate and affordable. They deliver tangible value at a much reduced cost with no compromise in the quality or rigor of their contribution. Accenture's core skills of high-quality business and technology consulting is drawn on, and offered to NGOs and donor organizations to help them achieve their goals at rates aligned to development sector norms.

The strategic objectives include:

To help development sector clients achieve their goals by bringing high-quality business and technology skills from the private sector. Uniquely, they:

- Provide access to Accenture's people, knowledge, brand and global network through an innovative non-profit business model
- Broker partnerships to bring the power of the international business community to development challenges
- Focus efforts in areas of greatest need and least access

Impact Measurement:

The website contains information on the Key Performance Indicators (KPIs) that Accenture use to measure their Corporate Citizenship performance and provides access to various reports and publications. Key programme outputs are tracked in the following categories: Community (for example, percentage of employees volunteering, grants); Environment (travel, electricity use, office waste to landfill) and Workplace (diversity, training, leadership development).

Accenture Development Partnerships is also in the process of piloting a tool that will help achieve greater accuracy in measuring impact both within the programme and with its clients and end beneficiaries within the communities in which they operate. This tool is based on Accenture's Public Service Value model and will measure both qualitative and quantitative impacts as well as the catalytic effects on building partnerships.

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Corporate Citizenship is one of the world's leading global corporate responsibility consultancies. Created to help clients make the smart choices that will enable them to thrive in an increasingly challenging business environment, Corporate Citizenship promotes the idea that companies can be a force for good. Companies that wish to create sustainable value for their customers, their shareholders, their own people and their broader community must consider the way they create value long term so that they and the audiences they serve have a mutually advantageous future.

We advise a global client list on CR strategy, reporting, assurance, stakeholder engagement, management of environmental risk, community investment and corporate giving. We also manage the London Benchmarking Group and publish the leading journal, Corporate Citizenship Briefing.