



Internal guidelines

for Multi-National Pro Bono
Programming (MNP)

Last update February 2018

This guideline for Multi-National Programming (MNP) is written for internal use by the Global Pro Bono Network (GPBN) members only. It contains guidelines for the various steps from the first corporate meeting to final evaluation and impact measurement.

These guidelines are intended to be helpful for GPBN members willing to engage in multinational pro bono programmes (MNPs). However, they should serve as a reference but not as the rigid structure for how to conduct such a program. Please use and enrich these guidelines with your own experience.

If you have any comments or questions regarding this guideline, please turn to the project team:



Tatiana Heinz (Lead)

Global Partnerships Officer
Pro Bono Lab
tatiana@probonolab.org



F. Tóth András

Executive Director
OKA
ftoth.andras@onkentes.hu



Tanja Siebert

CEO
AMAIDI International gGmbH
tanja.siebert@amaidi.org

GLOSSARY	4
1 EXAMPLE OF A 12 MONTH TIMELINE.....	5
2 CORPORATE DIAGNOSIS OR PROGRAM DESIGN	6
2.1 Lead a corporate diagnosis with your Corporate Partner.....	6
2.2 Information to collect.....	6
2.3 How to conduct the diagnosis meeting.....	6
2.3.1 <i>Before the meeting</i>	6
2.3.2 <i>During the meeting</i>	6
2.4 Involvement of pro bono intermediaries as Project Partners.....	7
2.5 Write a Partnership Proposal	7
2.6 Ensure Communication and Coordination.....	8
2.7 Roles & Responsibilities	8
2.8 Get a written agreement with your Corporate Partner	9
3 PROGRAMME SCOPING.....	9
4 SELECT BENEFICIARIES FOR THE PROGRAMME.....	10
5 SCOPE THE NEEDS OF THE BENEFICIARIES.....	10
6 RECRUITMENT AND BRIEFING OF VOLUNTEERS	11
6.1 Recruit corporate volunteers	11
6.2 Brief corporate volunteers	11
7 PROJECT IMPLEMENTATION.....	11
8 EVALUATION AND REPORTING	12
9 IMPACT ASSESSMENT AND MEASUREMENT	12
9.1 Quantitative measures.....	12
9.2 Financial measures.....	12
9.3 Qualitative measures.....	13
9.4 Impact measures.....	13
9.4.1 <i>Input – Output – Outcome – Impact (IOOI) Method</i>	13
9.4.2 <i>Online tool for reports on the company’s social and business impacts</i>	13
10 ORGANISE A MEETING TO ASSESS THE PARTNERSHIP	13
11 GLOBAL PRO BONO NETWORK COLOURS.....	14

Glossary

While reading these guidelines, you will come across these Key terms listed below. They are important for you to know because you are likely to see and use them abundantly in your communication within the Global Pro Bono Network (GPBN).

Beneficiaries	The organisations benefiting from the MNP by participating in the various pro bono projects. They can be NGOs, NPOs or social enterprises.
Corporate Partner	The global corporation willing to engage in a MNP with the support of one or several GPBN members
Corporate Volunteers	The employees of the Corporate Partner participating in the pro bono projects in the different countries
Leading Corporation (LC)	The Corporate Partner employee who is responsible for managing the MNP; therefore, he or she is the main contact person for the Project Leader throughout the programme, as well as the main contact person for Local Corporate Contacts in each country participating in the programme.
Local Corporate Partner [Country name] (LCP)	A Corporate Partner employee in charge of implementing the MNP in one of the countries participating in the program; therefore, he or she is the main contact person for the Project Partner responsible for implementing the programme in this given country.
Multi-National Projects (MNPs)	Multinational Pro Bono Projects (MNPs) are performed by different branches of a global corporation in close cooperation with GPBN member organisations simultaneously in several countries. These programs will have congruent goals and outputs even if local implementation varies from country to country.
Pro Bono Intermediaries (PBI)	They are Global Pro Bono Network members and participate in the MNP as service providers for the global corporation willing to initiate this programme.
Pro Bono Projects	The activities carried out throughout the MNP and coordinated by Project Partners in partnership with the Corporate Partner.

Example of a 12 month Timeline

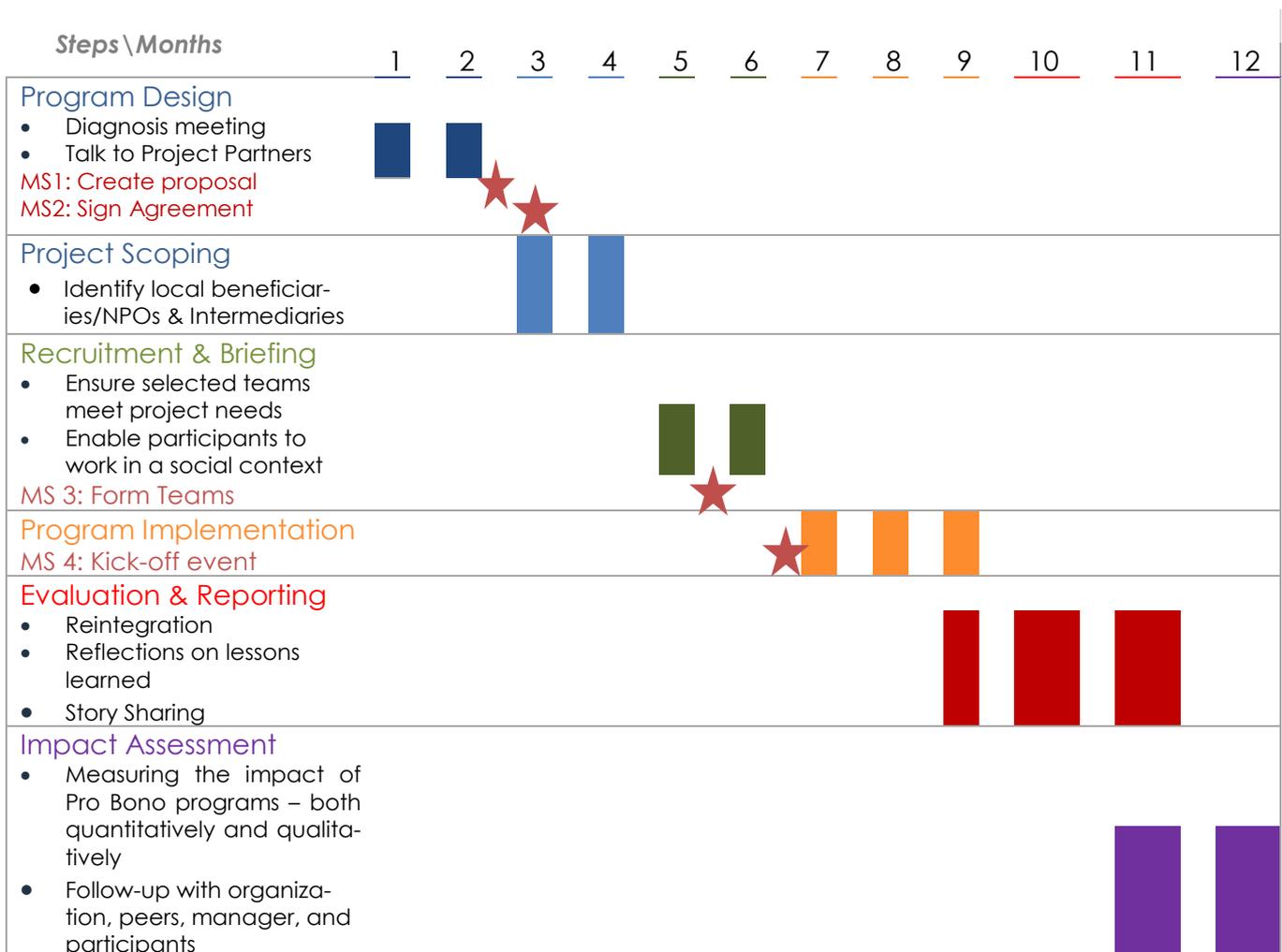
Leading Intermediary (LI)

The pro bono intermediary who initiated the MNP thanks to its relationship with the headquarters of a global corporation. The Project Leader has also a specific coordinating role in the programme and is supporting other pro bono intermediaries participating in this programme as Project Partners.

Local Intermediary Partner [Country name] (LIP)

The pro bono intermediaries participating in the MNP in the countries where the Corporate Partner is willing to implement this programme. With the support of Local Corporate Partner, they manage local pro bono projects. The Project Leader is actually one of the Project Partners, but with a specific coordinating role.

1 Example of a 12 month Timeline



2 Corporate Diagnosis or Program Design

2.1 Lead a corporate diagnosis with your Corporate Partner

A global corporation has read the [Multi-National Pro Bono Programme proposal](#) and contacted you with an interest in designing and implementing a MNP in partnership with pro bono intermediaries. In order to learn more, and to initiate program design, conduct a diagnosis meeting with your prospect.

2.2 Information to collect

We developed a questionnaire that should be used as a “meeting guideline” in order to gather all necessary corporate information in one file. It will guide you through all meetings with the corporate, and builds the base for the multinational pro bono program design. (see “[Questionnaire for Program Design](#)” for more details). Questions indicated with are mandatory for the proposal writing.

Depending on the **readiness and past experiences** of the corporation it will **need more than one meeting to fill in the whole questionnaire.**

- Basic information about the company
- **Context:** Why does the company want to engage in a MNP?
- Why does the company need a pro bono intermediary?
- **Readiness & stakeholders:** Are there existing national or international pro bono or engagement programs within the company? If so, what were the budgets and project management styles for these initiatives? Who were the beneficiaries and the partners?

Please note that there is no need to fill in the whole questionnaire within the first meeting. It is recommended to take an internal decision before how many meetings you do for free as part of the selling process or for which ones you charge a day/hourly fee for consulting.

2.3 How to conduct the diagnosis meeting

2.3.1 Before the meeting

Collect relevant information about the company, using its website (notably pages on CSR, HR and recruitment, and/or the foundation if one exists) and the LinkedIn profile of the person you are going to meet.

2.3.2 During the meeting

Some tips and recommendations

- Always have an open, positive attitude.
- Favour paper and a pen over a laptop or a phone.
- To ensure that your contact person can express his/her need(s), favour open questions and do not interrupt him/her.
- Then, to agree on the needs of the corporate, ask closed questions and rephrase what your contact person tells you.
- If there is a negotiation, you do not have to respond right away! You can discuss internally before responding.
- If you commit to do something (such as sending additional documents, etc.), you have to do it!
- Write minutes of the meeting

- After the meeting: stay available for another meeting, questions, adjustments, etc.

Do not leave the Questionnaire for Diagnosis Model with the corporate. All unanswered questions or incomplete answers should be addressed in another meeting.

2.4 Involvement of pro bono intermediaries as Project Partners

After the Diagnosis meeting, you should know where to look for Project Partners. Either the Corporate Partner has expressed an interest in implementing the MNP in specific countries or you can suggest some countries given your knowledge of the GPBN which members are eager to participate in MNPs.

Get in touch with the relevant pro bono intermediaries and inform them about the Corporate Diagnosis. Once they have agreed to take part in the partnership, write the proposal.

2.5 Write a Partnership Proposal

To start writing a proposal:

- Share the filled Questionnaire with the pro bono intermediaries that will be Project Partners in the MNP, so that you can include their names in the proposal and request their help writing it if need be
- Have a clear idea of the budget that the Corporate Partner is ready to allocate to the MNP
- Know who will read the proposal and has the decision-making power to validate it
- Be sure the Corporate Partner's needs are clearly identified
- Include the activities and actions of the MNP that were clearly selected during the Diagnosis meeting: for instance, the Corporate Partner would like its employees to participate in short-term pro bono projects (such as Pro Bono Marathons) or long-term ones, in their country or abroad, etc.
- Collect relevant information about the number of pro bono projects, the timeline, the place(s)...
- Be aware of some deadlines that your Corporate Partner could have
- Check if your Corporate Partner needs more information (external studies, invitation to an event, etc.)
- Check-in with the operational teams of each potential Project Partner: they can help you define the scope of the proposal in terms of time spent by the Project Partners in the different countries, and therefore the budget
- Propose a clear program design that is created in consultation with the Corporate Partner
- Propose a clear timeline with the main milestones of the project

Once the proposal - and the included Partners and budget - is accepted, next steps can be taken.

2.6 Ensure Communication and Coordination

Throughout the duration of the MNP, the Project Leader is the main coordinator and as such, must communicate on a regular basis with the following people:

- Leading Corporation:** not only during the main phases of the project management but also through brief meetings or phone calls to ensure that everything is clear and goes smoothly. **We recommend weekly meetings, even if they only last for a few minutes.** The Project Leader is also the link between the Corporate Partner and the Project Partners in the different countries where activities are taking place, and can organise meetings if needed, for instance between the Lead Corporate Contact, the Local Corporate Contacts in a given country and the Project Partner in this country.
- Intermediary Partner [Country name]:** to ensure that the program is going smoothly and meets the objectives set by the Corporate Partner with the support of the Project Leader. **We also recommend monthly or bi-monthly collective meetings with all the Projects Partners involved,** as well as individual meetings to address specific situations in each country participating in the program, at least once a month and more often if need be. These meetings should be an occasion for constant learning, by identifying what works well and what does not in given countries and identify if some positive aspects can be applied in other countries.

2.7 Roles & Responsibilities



Programme scoping

2.8 Get a written agreement with your Corporate Partner

- A form of a written agreement or some kind of contract is necessary between the Project Leader and the Lead Corporate Contact: **check if the corporation already has a contract, a written order, an estimate or another form of contract.**
- Also, do not forget that you work in a multinational context: therefore, there should be a **contract between you as the Project Leader and the other Project Partners involved** in different countries written in English.
- Finally, the Lead Corporate Contact might want a contract with each of the Project Partners involved in the MNP.

Key elements required in the contract with the client:

- Terms of Payment, When and How the payment will be done (including the fact that payment should be split in numerous parts)
- Key contact person
- Terms of communication
- Main deliverables
- Plan of implementation as annex

We recommend splitting the payment into 3 parts: 1st when order is signed, 2nd when Project is executed, and 3rd when Impact measuring is done.

3 Programme scoping

As the Project Leader, agree on the main elements of the project with your Corporate Partner **BEFORE** starting the project and ensure that your Project Partners in other countries agree to on these components. **Some tips and recommendations on how to do that.**

Plan a meeting with the Lead Corporate Contact and **write a scoping note** with the following elements:

- What, when, where, who: Core elements such as the type, date(s) and place(s) of the activities planned, and the number and profile of participants, i.e. volunteers
- The objectives of your Corporate Partner for this program and the evaluation process: for instance, offer a program for a specific group of employees, that will enhance team-building... Which indicators should be used to assess the extent to which these objectives are reached?
- The profile of the beneficiaries (non-profit organisations/social entrepreneurs, specific cause, size, etc.) and the process for selecting them.
- The roles in the program management team: who does what? Select the beneficiary NPOs, scope their needs, recruit volunteers, facilitate the activities, and take care of logistics and/or other aspect/services requested....
- Submit the scoping note to your Project Partners to ensure they agree
- If necessary, modify some elements in the scoping note and send it back to the Lead Corporate Contact for final approval.

Once the scoping note is approved, insist on the fact that its main elements should not change for the duration of the MNP, unless it is absolutely necessary. For instance, once the dates of the pro bono projects are planned, they should not change: NPOs, volunteers, Project Partners and so on will block these dates and changing them can be risky.

4 Select beneficiaries for the programme

The process for the selection of beneficiaries must be defined during the scoping phase.

As a pro bono intermediary, one of your added values is your network of non-profit organisations/social entrepreneurs and your ability to suggest some and connect them to your Corporate Partner. However, some partners have specific beneficiaries they want to work with. In this case, your expertise lies in your capacity to advise your Corporate Partner about the readiness of the beneficiaries they have selected. Also, it is worth considering an open call for beneficiaries as there might be good organisations that you don't know.

We recommend that in each country of the MNP, the local Project Partner should be in contact with the Local Corporate Contact, in order to select the beneficiaries according to the project-wide criteria and the selection process defined during the scoping phase.

The Project Partners may contact the Project Leader for any question regarding these criteria or the selection process, so that the Project Leader can ask the Lead Corporate Contact for clarifications if needed.

5 Scope the needs of the beneficiaries

Each Project Partner, as a pro bono intermediary, should conduct a diagnosis meeting with each of the beneficiaries selected in his/her country. GPBN members typically have lots of relevant experience in this area. The Corporate contacts are welcome to participate in this meeting, or someone with a specific role, such as a Local Corporate Project Leader selected among the corporate volunteers. This could also be done entirely by the Local Corporate Project Leader in agreement with you as Project Partner, and you could plan training or attend the Diagnosis meeting as an observer.

The Diagnosis meeting should enable you, as a Project Partner, to prepare the beneficiary for the project and to scope the project: objectives, required skills, work plan and expected deliverables, given the format that has been defined during the scoping phase (short-term, long-term, one-day, etc.). **Write a project brief to present these main elements to both the beneficiary and the Local Corporate Contact.**

Project Implementation

First, the beneficiary should agree with this project brief. Then, you must send the project brief to your Local Corporate Contact, so that he or she can use it to recruit corporate volunteers.

6 Recruitment and briefing of volunteers

6.1 Recruit corporate volunteers

The recruitment process must be defined during the scoping phase. As a Project Partner, you should remain available for your Local Corporate Contact if they need to organise an event, or to be provided with communication materials, to mobilise and sensitise volunteers. The Project Leader can prepare common communication materials for the Project Partners to use.

However, you should make clear that recruitment for corporate volunteers should be the responsibility of the Local Corporate Contact inside the company. As an external actor, you will never have the access and the knowledge that is necessary to recruit the right people and create the best teams.

Once the recruitment is launched in the various countries participating in the MNP, regular meetings should be organised between the Project Partners to ensure that everything is going smoothly, and that Project Partners who need support can get it.

6.2 Brief corporate volunteers

Once the recruitment process is completed, each Project Partner must organise briefings with the corporate volunteers taking part in pro bono projects in his/her country. These briefings can be collective or individual, and should enable the volunteers to prepare for the project and get a sense of what their participation will require. **The format of these briefings should be defined during the scoping phase.**

If there are several pro bono projects happening in the same country, this briefing phase can also be used to staff each volunteer on the most relevant project, depending on their profiles and motivation. This can be done together with the Local Corporate Contact, and the staffing must be validated by this person at a minimum.

Don't forget to send an email with practical information to the volunteers taking part in the pro bono projects you supervise (time and place, access, schedule, relevant documents about the beneficiaries, etc.).

7 Project Implementation

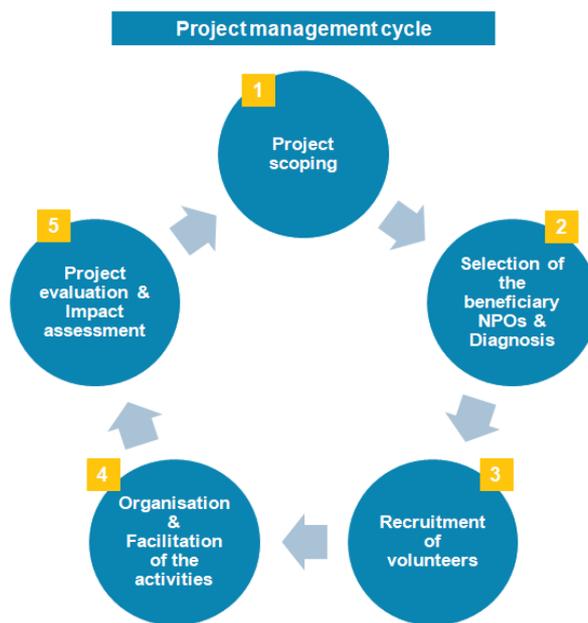
The role of the Project Partners in the facilitation of the activities must be defined during the scoping phase. The Project Partners can play a facilitating role, but it can also be delegated to Local Corporate Project Leaders, chosen among the volunteers for their leadership skills and motivation to have a more significant role in the project.

During the activities, the logistics are crucial too. You should act like a host of the event, welcome participants alongside the Local Corporate Contact and Local

Corporate Project Leader if there is one. You should prepare beneficiaries and volunteers ahead of time but you can highlight some key information at the beginning of the project.

8 Evaluation and Reporting

The evaluation and assessment process must be defined during the scoping phase, including the timing and deadlines. It can involve the sending of questionnaires or interviews with the volunteers or the beneficiaries to collect data. Your role as a Project Partner is then to analyse this data and to present conclusions and/or recommendations to your partner.



Each Project Partner should be responsible for collecting relevant data in his/her own country and for each activity that was part of the MNP, with the support of the Local Corporate Contact if need be. Then, the Project Leader is responsible for collecting all the data and presenting it to the Lead Corporate Contact.

9 Impact assessment and measurement

As there are many methods and ways to measure the impact, we herewith give you a little overview:

9.1 Quantitative measures

Databases can be programmed to track multiple parameters and determine whether service correlates with other outcomes important to your organization.

9.2 Financial measures

Calculating ROI is one of many methods that exist to determine the organization's return on investment, by placing a value on volunteers' time. Points of Light's [2010 Points of Light EVP Reporting Standards](#) further explore impact metrics and the tracking and measurement process.

Organise a meeting to assess the partnership

9.3 Qualitative measures

Decide how to measure success to maximize volunteer engagement. Meetings with staff supervisors, volunteer leaders, and employee volunteers are necessary to garner feedback. It is important to report volunteer involvement successes and highlight accomplishments through internal and external channels, especially since community involvement often helps to garner positive attention in the community and provides positive PR for your organization. It is also important gather ideas for things that can be changed for the future so the corporate knows that the projects will continue to evolve and improve with more experience.

9.4 Impact measures

9.4.1 Input – Output – Outcome – Impact (IOOI) Method

With 20,000 German-language copies in circulation, PHINEO's non-profit guide to impact orientation is now available in English! We proudly present: "Social Impact Navigator – the practical guide for organizations targeting better results." The guide helps non-profits systematically integrate impact orientation into their daily work. It offers useful tools, tips and practical examples, and draws on the know-how derived from more than 800 civil society organizations.

PHINEO_Social_Impact_Navigator.



Download – your free (PDF) copy [here](#) with checklists and easy-to-use templates.

9.4.2 Online tool for reports on the company's social and business impacts
Points of Light in partnership with True Impact, developed the [Volunteerism ROI Tracker](#), an online tool that helps generate private, custom reports on the company's social and business impacts.

10 Organise a meeting to assess the partnership

As the Project Leader, you must meet with the Lead Corporate Contact once the MNP is completed. During this meeting, you can present the results of the MNP eval-

Global Pro Bono Network colours

uation. Emphasise what worked well and offer suggestions and/or solutions for the the difficulties that were experienced during the program.

Finally, try to gauge the interest of your Corporate Partner to renew the partnership.

11 Global Pro Bono Network colours

Colors	Hex	RGB
Blue	#1F3346	R31 G52 B70
Yellow	#FD8E2E	R253 G142 B46
dark grey	#515151	R81 G81 B81
light grey	#aaaaaa	R170 G170 B170