

FROM
FEBRUARY 24-27TH, 2014,
TAPROOT FOUNDATION AND
BMW FOUNDATION CONVENED
OVER 200 LEADERS AT THE

GLOBAL PRO BONO SUMMIT

IN SAN FRANCISCO

These leaders represent over 60 companies, professional service firms and nonprofit organizations from more than 15 countries,

who come together in this intimate, invitation-only event to engage in interactive discussions and design sessions that enable the sharing of best practices and spark field changing ideas for the pro bono movement.

This year, for the first time, the four-day conference was held simultaneously with the 17th annual BMW Transatlantic Forum, which empowers Responsible Leaders to champion pro bono within their professions, making pro bono service an expectation in all fields. Additional participant tracks of the 2014 Summit included US-based nonprofit pro bono providers (referred to as intermediaries), corporate pro bono program leaders, and this year's cohort of Global Fellows. The Global Pro Bono Fellows program is a network of independent nonprofits from around the world, who have been inspired by the Taproot Foundation to develop their own pro bono programs.

The Summit aims to grow the global pro bono movement by identifying barriers and bright spots common across markets & industries. By strategically addressing key topics, the Summit creates

a venue to share expertise and set clear next steps to make more, high-quality pro bono service available to social change organizations around the world.

Here's what we found...

BRIGHT SPOT

There is a global network of pro bono providers that exists and is growing.



HEARD AROUND THE SUMMIT

Many Global Fellows are the only ones in their country doing pro bono work, but in coming to the Summit, they feel part of the greater of pro bono movement. For them, attending the Summit was valuable because it showed them that they are not alone, but instead key part of a larger global network.



HOW CAN WE MAKE IT SHINE BRIGHTER?

Global Fellows discussed creating regional working groups to continue to foster and strengthen existing relationships.

Attendees also discussed the shared value of industry-wide guidelines and standardization for measurement and benchmarking.

BRIGHT SPOT

The current players in the pro bono space know about each other, collaborate well, and share a **commitment to quality**.

Competition among pro bono providers was notably absent at this year's Summit. Attendees acknowledged that there is a lot of experience in this sector, and sharing that experience enhances the quality and impact of the pro bono services.



CONTINUING THE DISCUSSION

How can we take collective action to collaborate and serve the whole pro bono movement?

How can we empower pro bono practitioners to move beyond just *knowing about* each other and toward engaging one another in collaborative, field-building initiatives?



HEARD AROUND THE SUMMIT

The pro bono field is a sector to itself - and we should harness its collective power.

Pro bono providers collaborate well, but the next step is to work together toward more concrete goals. Partnerships, city collaboratives or joint-dollar asks, for example, are ways to harness the **power of the network** to achieve individual market goals.



BRIGHT SPOT

Pro Bono Week brought the whole pro bono movement together in a concentrated week to create and showcase a critical mass of pro bono service across **industries, regions and program models**.

Pro Bono Week 2013 was a national and international success. 85% of Summit attendees said they participated, including breakthrough collaboratives that launched for the first time. Business and legal pro bono thought leaders joined forces to learn from one another and build a more cohesive professional movement.



HOW CAN WE MAKE IT SHINE BRIGHTER

Pro Bono Week is now an annual tentpole event for the pro bono movement. It shines a spotlight on our cause and gathers momentum each year.

Save the Date: Pro Bono Week 2014 will be October 19-25, 2014

How are you planning to celebrate Pro Bono Week?

Have you made your commitment yet?



THERE IS A GLOBAL PRO BONO MOVEMENT ALREADY, MADE UP OF ALL THE FOLKS IN THIS ROOM.”

MEG GARLINGHOUSE,
HEAD OF LINKEDIN FOR GOOD

BARRIER

Intermediaries, Global Fellows, and corporations can have very different perspectives on pro bono, what the process entails, and what it takes to be successful.



CONTINUING THE DISCUSSION

How can we share best practices and standardize project outlines to avoid redundancy and maintain quality of service?

How can we standardize the skills for which we recruit, manage, and use in our pro bono projects?



HEARD AROUND THE SUMMIT

Intermediaries, Global Fellows, and corporations each have a different touch-point into the pro bono process. **Common language** for assessing skills and describing our work needs to be a long-term priority.



PRO BONO IS ALIVE AND WELL ACROSS THE GLOBE.”

ANN BURROUGHS,
EXECUTIVE DIRECTOR, TAPROOT FOUNDATION
LOS ANGELES

BARRIER

Models, expectations and understanding of pro bono can vary across cultures.



CONTINUING THE DISCUSSION

How can we share **best practices, models, and lessons learned** across cultures while still leaving room for experimentation, cultural relevancy, and growth?



HEARD AROUND THE SUMMIT

Cultural translations can be a challenge. Many Global Fellows reported trouble adapting pro bono models to local cultural norms and across tech barriers.

In some countries, for example, the charity and volunteering culture is there, but not discussed. In Europe and Asia, in particular, people and companies make donations, but don't advertise it.

Global Fellows had an interesting debate about whether and how to charge for pro bono services. In some countries, charging a fee to corporations - and even to pro bono consultants and volunteers - is standard practice. Elsewhere, the dynamic between the public and private sectors can be more of an obstacle.

The Summit is a reminder that we are not alone in our challenges. Especially among the global community, more collaboration is essential to overcome these cultural barriers.





WHERE IS IT MANIFESTED?

This barrier is a challenge for all of the participants of this year's Summit: Corporate, Intermediaries, Global Fellows.

Among corporate attendees, the #1 priority for the coming year is unraveling the mystery around tracking, reporting and/or evaluating program metrics.

BARRIER

Measuring and demonstrating pro bono's impact and ROI is essential, but challenging.



CONTINUING THE DISCUSSION

How can we best **define and capture** the value of our pro bono work?

What are feasible measures?

How can we work together to collect data and benchmark?

HEARD AROUND THE SUMMIT

Intermediaries are craving common standards and unifying metrics across the pro bono field. It is important to measure impact in simpler ways – but how do we communicate the return on investment for the business professional donating their skills?

Corporate attendees need ways to **measure, evaluate, and report on** the pro bono they are doing. There are tools through which we can measure the dollar value of pro bono services – but how do we evaluate the impact of that pro bono service on the community?

Both corporate attendees and intermediaries felt that there needs to be more collaboration and that companies and intermediaries need to work together on **standard benchmarking and impact** measurement platforms.



THE BIG QUESTION IS WHAT IS THE ROI, BUT IT'S HARD TO MEASURE THE IMPACT AND IT SOMETIMES TAKES MORE THAN A YEAR TO FIND OUT. ”

PEYTON ROWE,
EXECUTIVE DIRECTOR, CREATEATHON

PRO BONO BRAND

BARRIER

Pro bono doesn't yet carry clear brand power outside our small group of pro bono practitioners.

WHERE IS IT MANIFESTED?

This barrier is a challenge for all tracks who attended the Summit: Corporate, Intermediaries, Global Fellows.

BMW Foundation asks the question: Why would anyone do pro bono? in this video that explores the illogicality of working for free, which you can access [here](#).



HEARD AROUND THE SUMMIT

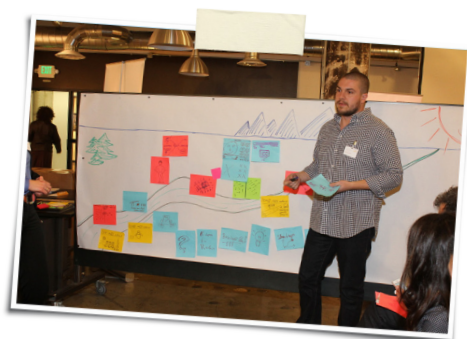
Everyone in our peer group understands the power and potential of pro bono. It's the Swiss Army knife of nonprofit and corporate business: it brings concrete capacity building benefits; it's about employee engagement, development, and retention; it improves both business practice and community. But **outside** this room, pro bono doesn't carry such clear brand power. We need to **rebrand pro bono** so that everyone outside this room gets how valuable pro bono is, in a really tangible way.

People think of pro bono as a massive undertaking, but it is a lot more accessible than most people realize. Companies are interested in doing pro bono, but there is still confusion around the definition of pro bono, billable hours, and legal implications.

A key challenge that intermediaries and corporations alike face is leadership and employee buy-in for pro bono projects. Buy-in is directly related to how we communicate the value of pro bono.

CONTINUING THE DISCUSSION

How can we improve the pro bono brand and make it more tangible and accessible, especially among the social change organizations that need these services?



WHERE IS IT MANIFESTED?

This topic popped up in discussions among everyone who attended the Summit, from Corporate, to Intermediaries, to Global Fellows.

Global Fellows discussed strategies for convincing HR of the value of pro bono, and corporate attendees focused on ways to integrate pro bono programming into their company's HR goals.

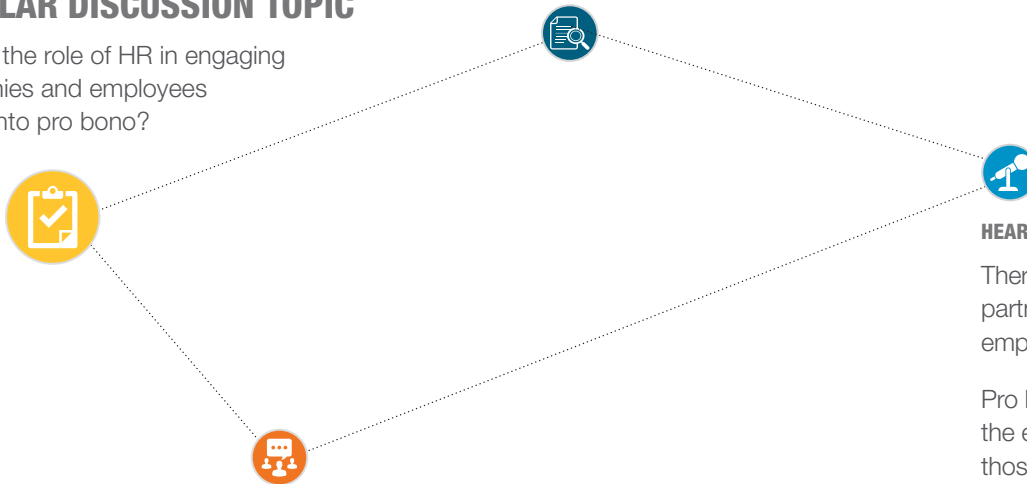


PRO BONO ISN'T WORKING FOR FREE, IT'S WORKING FOR PURPOSE. ”

RESPONSIBLE LEADER,
BMW FOUNDATION TRANSATLANTIC FORUM

POPULAR DISCUSSION TOPIC

What is the role of HR in engaging companies and employees to buy into pro bono?

**CONTINUING THE DISCUSSION**

How can we better integrate pro bono into employee training?

How can we gain more buy-in from or integration with HR departments in various companies?

HEARD AROUND THE SUMMIT

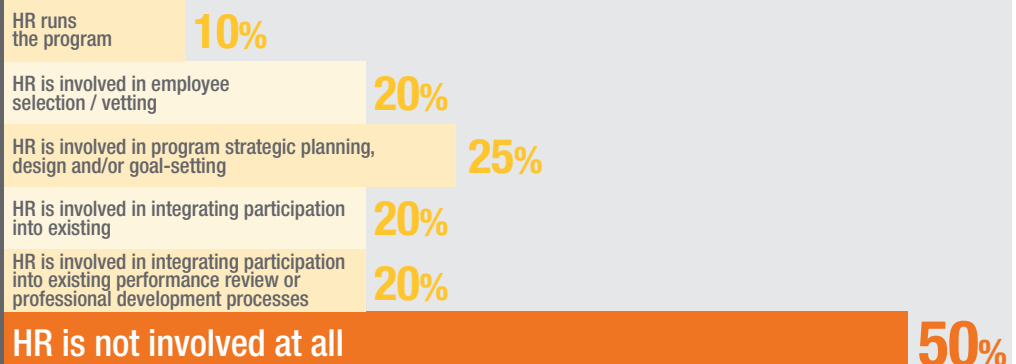
There is a burgeoning trend of partnership between HR and CSR on employee engagement issues.

Pro bono programs that bubble up from the employee level are “stickier” than those implemented from the top down. Successful pro bono engagements often have employee leadership to build on the ground buy-in so the program doesn't seem forced.

HR departments, millennial employees, and young leaders can be important pro bono champions within companies and can be important channels to empower the company to do pro bono.

HOW IS YOUR HUMAN RESOURCES DEPARTMENT INVOLVED IN YOUR PROGRAM?

(CHECK ALL THAT APPLY:
SELECT THE EXPECTED FUTURE
APPROACH IF NOT YET LAUNCHED)



*Survey of corporate attendees

IMPACTFUL PRO BONO ENGAGEMENTS

WHERE IS IT MANIFESTED?

When corporate attendees were asked about their top priorities of issues to tackle in the upcoming year, their #3 concern was: Finding appropriate and ready recipient organizations.

According to Taproot's 2014 report, the State of Intermediary-Led Pro Bono, the most common reason for turning away a nonprofit applicant was that the intermediary did not think the nonprofit was prepared to manage the pro bono engagement or implement the deliverable in a sustainable way.

BARRIER

Nonprofit organizational readiness is essential - and challenging.



HEARD AROUND THE SUMMIT

Nonprofit readiness - or the ability of a nonprofit partner to fully and effectively engage pro bono services - is a problem that crossed all tracks at the Summit. Nonprofits need support in managing pro bono effectively, and leveraging the deliverable for maximum impact.



CONTINUING THE DISCUSSION

How can we make pro bono a well-known, must-have resource in the nonprofit sector?

How can we help nonprofits prepare for maximally impactful pro bono engagements?

The State of Intermediary-Led Pro Bono report discusses the concept of nonprofit readiness at length. Based on Taproot Foundation's field research, 92% of nonprofits say they could use more pro bono. But, intermediaries, Global Fellows, and corporate partners all identify nonprofit readiness as a top challenge they face. According to the report, general awareness about pro bono - and the availability of pro bono services - could contribute to the gap.



WHAT'S NEXT?

CORPORATE ATTENDEES COMMITTED

TO



Think **big** about pro bono possibilities

Identify how to use pro bono as a **career accelerator**

Develop a pilot pro bono program for **social entrepreneurs**

Work with **at least three people** I met today

Ask about **pro bono experience** during recruitment screening calls

Make it easier for employees to say **“yes”** to volunteering

WHILE INTERMEDIARIES AT HOME AND ABROAD AND RESPONSIBLE LEADERS, PLEDGED TO THEIR PEERS

TO



Convene an **Asian Pro Bono Forum** in Tokyo

Commit technology support to the **online pro bono marketplace**

Deploy **BMW Foundation's Responsible Leaders** around the world to promote pro bono

Encourage **design students** to do pro bono design work

Popularize the **pro bono philosophy** in China

Collaborate on one or more projects with another intermediary present at the Summit