



EUROPEAN PRO BONO SUMMIT

Paris, October 12,13 & 14, 2016

Review

The first European Pro Bono Summit took place in Paris in October 2016. Pro bono intermediaries working to promote pro bono in Europe and worldwide were joined by corporations as well as key players of the French nonprofit ecosystem to co-create the future of pro bono in Europe!

Thanks to all participants!





An event co-organized by



pro bono lab



Questions? Please contact tatiana@probonolab.org

Many thanks to our partners:



now together



Why the European Pro Bono Summit?

Pro bono has been spreading in more than 30 countries over the last 5 years. Worldwide, individuals share their professional skills with social change organizations for free. They are supported by pro bono intermediaries, connecting volunteers with nonprofits for various projects, from marketing to communication, from strategy to web design.

- Since 2012, the **Global Pro Bono Network** gathers organizations that share the same goal of developing pro bono, with the support of the BMW Foundation and Taproot Foundation.
- This program is a network of pro bono intermediaries from around the world who actively participate in a collaborative effort to share best practices. This contributes to driving the pro bono movement forward: together, these pro bono intermediaries foster a global support network for the field of pro bono service.



Within the Global Pro Bono Network, **Global Pro Bono Europe** is a cooperative group of 14 organizations working together to promote and develop pro bono service in Europe.

As members of Global Pro Bono Europe, Pro Bono Lab and Passerelles & Compétences co-organized **the first European Pro Bono Summit in Paris.**

- This event, the first of its kind, convened European pro bono intermediaries, members of the Global Pro Bono Network, together with corporate, public and nonprofit partners, to engage leaders and organizations in pro bono development.
- During these three days, participants were able to raise the profile of pro bono by promoting its practice in Europe and beyond, to share successful pro bono models and to network and learn from each other.

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DAY 1

Opening session – Maison de l'Europe

The opening session of the Summit was an opportunity to listen to various **speakers** on the importance of civil society in public action.



- **Catherine Lalumière**, President of la Maison de l'Europe, spoke about the importance of engagement and volunteering today in Europe.
- Afterwards, **Tatiana Heinz**, Global Partnerships Officer at Pro Bono Lab and **Patrick Bertrand**, Founder of Passerelles & Compétences, explained how their organizations, both members of the Global Pro Bono Network, promote pro bono and why they chose to host the European Pro Bono Summit.

- **Antoine Colonna d'Istria**, co-founder of Pro Bono Lab, member of the Global Pro Bono Advisory Council and Coordinator of Global Pro Bono Europe, moderated a panel discussion on civil society in public action. For many reasons today, public action is questioned because the world is moving fast and becoming more and more complex. Many feel that civil society and citizens now have a major role to play in public action. But how to cooperate? Instead of fostering competition everywhere, pro bono promotes sharing one's skills as a driver for collaboration and collective impact.
- Pro Bono Lab gathered panelists to tell about their experience of pro bono and cooperation between public powers and civil society:
- **Flore Berlingen**, CEO of ZeroWaste France, a network helping people to reduce the garbage they produce, and co-founder of OuiShare, a think-tank dedicated to collaborative economy
- **Claudia Strasser**, Program Manager at the BMW Foundation, which supports the development of pro bono worldwide
- **Alberto Alemanno**, professor of Law and co-founder of The Good Lobby, a pro bono intermediary supporting nonprofits working on European issues
- **Joerg Bauer**, President of General Electric Hungary, dedicated to promote pro bono service in Hungary



- As nonprofit and corporate leaders, or pro bono intermediaries, the panelists highlighted how pro bono can be useful for nonprofit organizations, with benefits as various as skills, an outside point of view and the development of the staff. There is an incredible demand today in Europe for civil society talents to help address the needs of European citizens and organizations.
- Pro bono can reduce the gap between corporate and non-corporate interests by bringing together stakeholders and players: it is a win-win.
- It is also a way to forge responsible public and corporate leaders. Eventually, these leaders can support pro bono intermediaries, as key agents to foster social change.

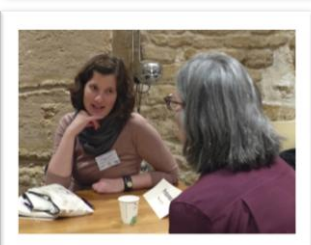
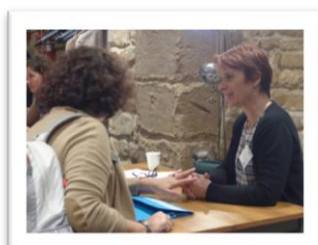
DAY 1

“Speed dating” - Maison de l'Europe

After the Opening Session, participants got the chance to meet the European pro bono intermediaries and find out more about their vision and programs.



Amaldi, Germany ; C@rma, Turkey
Centre for the Strategic
Research and Development of
Georgia ; Hazloposible, Spain;
Inspiring Scotland, United Kingdom ;
Passerelles & Compétences, France
; Proboneo, Germany ; Pro Bono
Lab, France
Smart Kolektiv, Serbia; The Good
Lobby, EU ; Time Heroes, Bulgaria ;
Work for Social, Spain



DAY 1

Site visits (1/2)

In the afternoon, participants were invited to gather in groups and take part in site visits to organizations promoting pro bono!



Another group of participants visited **InFocus**, whose team shares a building with other nonprofit organizations such as Animafac.

InFocus leverages the power of video for the public good. As a nonprofit production company and an expert in social and environmental issues, InFocus makes communication videos, web series and documentaries to raise awareness and increase engagement for nonprofit organizations and causes.



Another group went to **Sciences Po Paris**, which hosts **Junior Consulting Sciences Po**.

Its goal is to enable Sciences Po students to apply what they learn at school to professional consulting projects. The organization also conducts pro bono activities, which were presented to the EPBS participants: **pro bono projects for the benefit of nonprofit organizations in the fields of education and youth**, thanks to the involvement of twenty students every year and a unique “foundation” model.

DAY 1

Site visits (2/2)



A group of participants visited **Planète Urgence**, whose aim is to break down the barriers to cooperation between the developed and developing world. Created in 2000, **the organization offers short-term volunteer assignments to professionals who share their skills with project developers.**

webassoc



Other participants met with **Webassoc**, a **community of web professionals who volunteer their skills to support small and medium-size nonprofit organizations.** Thanks to these web skills, nonprofit organizations get stronger.

Webassoc has an interesting model, with no paid employees and no bank account: only a website to support intermediation!

The last group of participants went to **La Défense**, Paris business district, to meet **Defacto**, the public institution responsible for managing, promoting and energizing the public areas of the business district.

The organization promotes the well-being of the employees working in the district, notably thanks to pro bono projects, and has recently launched Revolution@Work, an international project for business districts to support innovation at work.

EPBS participants had the chance to meet the EDF Foundation, a big pro bono supporter, and were invited to a guided tour of La Défense.



DAY 1

Cocktail Party at Café A

After the site visits, participants met up to have some food and drinks at Café A, a great venue in the heart of Paris.



For each site visit group, it was the opportunity to present the organization they had met in the afternoon, and tell the rest of the participants about their visit!



DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #1: How to engage more corporate and public partners in pro bono? (1/2)

Why is it difficult to engage corporate and public players in pro bono?

- *The impact of pro bono*: there is a lack of measurement of pro bono impact and no clear vision of its benefits, for nonprofit organizations as well as for corporate or public entities
 - *The experience of pro bono*: with little practice of pro bono among corporate and public entities, it is hard to get a sense of what its potential is. There is also a lack of resources (time, relevant volunteers)
 - *The notoriety of pro bono*: in some countries, there is no research about pro bono, employee engagement, ... And no public policy incentive.
- A lot of nonprofit organizations lack the capacity to create an impact on society
- Pro bono is not really famous or trendy in some countries, making it hard to have an appeal
- There is a polarization of society, with people not talking to each other and leaders not knowing their community well

Which leaders can be approached?

CEO and Board members

Decision-making people and managers

People with access to CEOs or Board members

Mayors and other local public players

“Influencers” and media leaders

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #1: How to engage more corporate and public partners in pro bono? (2/2)

What can be done?

Approach

- Do a mapping of the employee engagement practices among companies to develop a strategy per type
- Find the key personal issue for the leader ("talk to their heart")
- Make business cases, not only social cases, for pro bono
- Provide tools for companies on the internal management of pro bono
- Act local: approach global headquarters to support local initiatives
- Work closely with municipalities to slowly raise awareness and improve policies

Communication: Make pro bono fancy and trendy, a brand

- Streamlined global campaigns demonstrating the value of pro bono
- Get support from press clients to get media influence
- Use the popularity of leaders engaged in pro bono to make the case
- Inform leaders about the impact and benefits of pro bono

Impact

- Develop tools to measure the impact of pro bono on employees' skills
- Develop mechanisms/tools to measure the social impact of pro bono
- Focus on one goal/cause

Networking

- Leadership exchanges with other countries
- Create contextual values depending on countries/societies and grounded in reality
- organize networking events for CEOs
- Train more pro bono ambassadors
- Create a direct relationship between leaders and beneficiaries
- Favour a small ecosystem with community, companies and media

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #2: How to get more nonprofit organizations ready and willing to get pro bono services? (1/2)

Why is it difficult to engage nonprofit organizations in pro bono?

Misconceptions and fears

- Lack of awareness and understanding of pro bono by nonprofits
- Nonprofits think (or used to) that someone outside the aid sector "won't get it" and therefore can't help or add value; and that they would need to train the volunteers first
- Nonprofits sometimes feel that they are "used" as tools by the companies and don't want to be involved with the corporate world
- Some nonprofits are afraid of the corporate concepts/language/profit-driven point of view
- Sometimes, nonprofits are only looking for the money that companies could give them

Lack of structures and processes

- Pro bono is time-consuming for nonprofits (diagnosis, onboarding of volunteers...)
- Some nonprofits are reluctant to rethink their whole strategy and to follow a whole process
- There is no formalized volunteering management within some nonprofits
- It is hard for nonprofits to adapt their projects to the volunteer's availability or wishes
- Nonprofits might not see the value of the job done versus the time spent when it comes to pro bono
- Some people can feel insecure when external help affects their role

- **Missed opportunities** and frustration, both for nonprofits and for volunteers
- Nonprofits spend a lot of money to have access to consulting companies skills that are **not always adapted to their issues**
- **Mistrust** is reinforced if something goes wrong or if the volunteer work does not meet expectations
- **Mismatch of skills and needs**, disengagement in consequence
- The **reputation** of the pro bono intermediary, or the **relationship** with the nonprofit can be damaged
- For pro bono intermediaries, it is **time-consuming and expensive** to find missions
- **Corporations are not educated enough to CSR and pro bono**, which does not help nonprofits awareness

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #2: How to get more nonprofit organizations ready and willing to get pro bono services? (2/2)

Tools for nonprofits

- Design a **portfolio of short missions**
- Create a **digital matching platform** BUT still staff someone to validate the missions. Digital is one tool among a toolkit and does not replace the human touch
- Find **pro bono volunteers to be "detached" or "embedded" in the nonprofits** and be the contact for the intermediary/pro bono advocate
- Help nonprofits to organize **volunteer management**
- Develop **good practices** as standards in the pro bono practice network
- **Standardize the process of scoping the pro bono project**, to reduce time spent and make the nonprofit more active

Advocacy for the readiness of pro bono

- Leverage the **professionalization of the nonprofit sector** to foster cross-sector collaboration and stronger awareness and engagement
- **Value the skills of the Pro Bono Volunteer**: explain the market price of the volunteer and the number of hours with success stories
- Bring together nonprofits and corporations to think about how they can work together, thanks to **events** such as Forum Convergences in France
- Formalize powerful **pro bono case studies** to educate both nonprofits and corporations, therefore allowing contextualization and agility

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #3: How to explain the impact of pro bono for society in new and powerful ways? (1/2)

Why is it difficult to explain the impact of pro bono for society?

- Pro bono is not well-known
 - Pro bono can be associated with big corporations only in some countries
 - Many professionals want to share their skills, but have no idea of the possible projects and actions
 - Pro bono can be seen as expensive and time-consuming
- Lack of funding for pro bono projects
- Lack of interest from corporations
- People engage in pro bon work without knowing that it is pro bono

What can be done?



And also:

- Have a clear definition of pro bono
- Make storytelling
- Give specific examples from different sectors
- Show it in numbers
- Tell visual stories
- The world without pro bono – what we would lack
- The impact of pro bono: what was achieved in terms of social impact
- The benefits of pro bono for the volunteer/employer

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #3: How to explain the impact of pro bono for society in new and powerful ways? (2/2)

Storytelling as a tool to promote pro bono

For nonprofits

- Provide tools to collect the right information to tell
- Create a platform to share information
- Provide capacity-building communication (examples, tools)

For pro bono intermediaries

- Provide concrete success stories
- Communicate on evaluation and impact
- Have a diverse set of examples to use, depending on the sector



For corporations

- Show the benefits and impact, the business value of pro bono
- Highlight personal stories inside the corporation
- "Pro Bono highlight of the month"
- Create a platform

For individuals

- Create a platform for the volunteers to share their experience
- Encourage them to give the full picture (+/-)
- Make them ambassadors to give useful tools
- Share the value of a pro bono experience for an individual

For foundations

- Show the impact of pro bono on grantees
- How 1\$ went further
- Clean guidelines for the grantees to communicate
- Use examples and concrete success stories



Potential partners to create, implement and scale this solution

- Global pro bono network and partners, with Summits and platforms
- Governments - Initiatives like "la France s'engage"
- Media

Potential next steps to make the solution effective

- Communicate around us
- Make a movie (inFocus)
- Make a media campaign – Pro Bono Week
- Share experience (webinars, Moocs...)

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #4: How to communicate the value of pro bono intermediaries?

Why is it difficult?

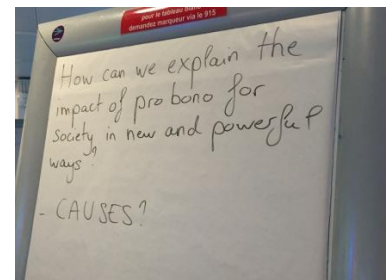
- Lack of interest for the pro bono concept: more evidence needed of the value of pro bono for companies
- “Zero marginal cost” is a target, but using an intermediary implies “transaction costs”: corporations can prefer to “do it themselves” rather than doing it with intermediaries
- Intermediaries are an “invisible hand”: they are successful when everyone is happy and did the job
- The word “intermediary” has bad connotations



What can be done? A few ideas to better communicate on the intermediaries value

Explain the systemic value of pro bono intermediaries (to individual donors or to influencers)

- Clarify the different “roles” in the society: Provider / Enabler / Advocates-Influencers
- Write a paper on “The value of pro bono intermediaries”
- Use economic theories (efficient markets; leverage effect) and prospective (workforce, etc...)
- Use tribunes and op-eds in medias, addressing the right messages to the right audiences
- Build partnerships with the government to convey messages



Explain the operational/core value of pro bono intermediaries to corporations

- Collect testimonies from companies that tried without intermediaries (anonymous quotes “never doing this alone again”)
- Create a communication campaign with an analogy with other intermediaries such as dating sites (“If only I had known about you sooner”)

Keep working on the quality of pro bono projects and the readiness of nonprofit organizations

- Provide a better evaluation of the impact of giving money
- Recall all the ingredients to make a successful project (scoping, matching, training, supervision, evaluation...)
- Create a culture that allows more “zero marginal cost” opportunities
- Have more efficiency on the skills marketplace

Change the name of pro bono intermediaries

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #5: What kind of research would be useful to increase the appeal or the impact of pro bono work? (1/2)

Goal of research about pro bono: inspire and raise awareness

- Give examples of pro bono projects
- Create and share models that can be customized
- Give recommendations by sector
- Identify some leaders

Quality of research

- A consistent methodology
- Targets: who will use the research?
- Milestones
- Communication and events at the right time

Topics and targets

Topics	Targets
Pro bono in different countries	Governments, general public, pro bono intermediaries, nonprofits, international corporations
Pro bono in the same country	Governments, general public, pro bono intermediaries, nonprofits, international corporations
Pro bono programs implemented by Corporations	Corporations, nonprofits (to approach new companies) and pro bono intermediaries
Pro bono programs in different corporate sectors (banks, etc.)	Corporations, nonprofits (to get new skills), pro bono intermediaries
What are the brakes to pro bono? What kind of solutions can be offered?	Corporations, nonprofits, the general public, pro bono intermediaries, governments
Economic value of pro bono	Governments, general public, pro bono intermediaries, nonprofits, international corporations
Democratic/social value of pro bono	Governments, general public, pro bono intermediaries, nonprofits, international corporations

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #5: What kind of research would be useful to increase the appeal or the impact of pro bono work? (2/2)

Research contents and formats to inspire

- **Testimonies** from nonprofits (what they did thanks to pro bono) and volunteers (benefits from their experience)
- **“Sexy” testimonies:** influent, famous people talking about their pro bono experience
- **Crossed interviews:** organization and volunteer/corporation engaged in a partnership (who approached the other, how they designed the partnership together)
- **“Before and after”** for nonprofits
- **Results of a pro bono project:** concrete examples, with quantitative and qualitative information (surveys)
- **Empty tables to fill** (number of employees, number of hours, type of skills used)
- Present **different formats of pro bono projects:** individual/collective, 2 days/1month..etc
- **Videos** (interviews, etc.)
- **Cases studies** using the same framework



DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #6: How to collaborate with corporate, public and nonprofit partners to raise awareness of pro bono opportunities? (1/2)

Causes

Nonprofit organizations

- Untimely/inadequate use of volunteers
- No clue on how to access pro bono
- Expanding definition and understanding of pro bono
- Self-consciousness about asking for help
- Help will only be short-term
- Hidden costs

People & corporations

- How to engage?
- What skills can be shared?
- Cultural issue: why do skill-based volunteering? How come there is no payment?
- Building trust between corporations and nonprofits
- Misperceptions among nonprofits, clients and volunteers

Consequences

Nonprofit organizations

- Under-resourced
- No time to organize pro bono
- Not aware that pro bono intermediaries exist

People

- Under-utilized resources
- Frustration / loss of engagement
- Lack of community-building

Corporations

- Not engaged as a whole

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #6: How to collaborate with corporate, public and nonprofit partners to raise awareness of pro bono opportunities? (2/2)

Solutions

Existing solutions

- Awareness campaigns
- Inviting volunteers and corporations to share experiences
- Social media use
- Corporate programs to support nonprofits
- Retirement

Communication

- Webinars
- Communicate to corporates the benefits of pro bono thanks to case studies, using newsletters
- Media publications and articles about pro bono
- PR to traditional media
- Creation of an international social media of pro bono

Corporate programs

- Integrate pro bono into graduate programs
- Highlight pro bono experience in CVs and raise awareness among HR professionals in companies
- Promote engagement in companies via training management (HR and foundations)
- In the public sector, give companies incentives to do pro bono work

Education

- Educate the public sector and the foundations: if they can't help, pro bono can
- Leverage professional charities
- A program to educate at school how to help anyone with your skills
- Develop student pro bono programs to raise awareness

Meetings and events

- Corporate Lunch & Learn events
- Events where volunteers share their story with their colleagues, inviting the nonprofit
- Have skilled workers organize an event for nonprofits (ex: how to manage your social media accounts)
- Meetings with nonprofits to explain how pro bono programs work
- Develop programs with corporations, nonprofits and volunteers on one territory to involve a community
- After presentations, events, meetings, send out short blurb that attendees can share
- High-level breakfasts: find allies in the corporations and public sector
- Pro bono programs in schools (engagement culture)

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #7: How to customize pro bono opportunities for different sectors and design relevant pro bono programs? (1/2)

Demand

Educating people
Communication
IT – Design
Fundraising
Board members

Causes

No knowledge of how to engage all skills
No need for every skills
For some skills: "not service oriented, consulting skills"
People not working in a company
Not the same culture
Difficulty to commit
Lack of awareness
Lack of support from company/culture

Supply

Business developers / sales
Factory workers
Students
Jobseekers, Professional associations, Engineers, Retired people, Mums, Career changes, Consultants, Freelancers, Professional migrants, HR

What can be multipliers for engaging people in pro bono?

Approach HR teams:

- Promote how people can use their skills (testimonies, ...)
- Having references of past experiences to create trust
- Present pro bono as a leadership development tool
- Introduce nonprofits working in the field the company has an interest in (youth, environment...)
- Bring statistics and business cases
- Show how pro bono can be integrated into many HR tool : seminars for new employees, graduate programs, training development for future managers, programs for high potentiel employees...

Other multipliers:

- Use alumni networks
- Team up with leadership programs in business schools
- Contact embassies
- Use professional associations

For factory workers

- Create products
- Lean methodology (Social excellence program)

For salespersons

- Support social entrepreneurs and open pop-up stores
- Trainings on fundraising and C to C
- Trainings on making a pitch
- Mentoring for unemployed people

- Surveys to know what employees already do and what skills they can share
- Scoping part with the corporate volunteers to be as accurate as possible
- Having pro bono business cases for each sector

DAY 2

Pro Bono Sprints - Accenture



Pro Bono Sprint #7: How can we customise pro bono opportunities for different sectors and design relevant pro bono programs? (2/2)

How to engage unreachable people, such as retirees?

- Use LinkedIn and social media
- Create incentives
- Work with transportation firms whom you can ask free ads
- Webinars for part-time workers
- Work with organizations working with these populations, making the sourcing and the scoping

Examples:

- Companies alumni networks as Allianz Senior Expert Service
- Mama Bono from Japan

How to mobilise every skill in a company?

Name	Shared Bono
Description	Administrative outsourcing for nonprofits to enable them to focus on their core skills. Impact: <ul style="list-style-type: none">• Firms : leverage build-up infrastructure including some skills as IT, software, audit, fundraising, legal, language ...• nonprofits : more time on what they do the best, less cost, quality stamp – they can participate to trainings if they want to get professional on these subjects
Key beneficiaries	nonprofits and their beneficiaries
Key partners	Companies and their networks – HR, legal to deal with responsibility and tax issues
Next steps	One pilot : 1 or 2 existing middle-size nonprofits from different areas – already quite professional, well-managed

How to integrate HR formats?

Interns	Codesigning part-time internship / Student –employee marathon Involving interns in corporate pro bono programs
Trainees	Talent development: Training plan ; Pro bono after « in class » training ; Coaching ; Measurement
High potential	Long term / On demand
Seniors managers	Board placement / Intergenerational program / Transitioning to the NP world Ideas with values/ Networking

DAY 2

Knowledge Sharing Workshops - Accenture

1) Partnership development, by Lela Khoperia, from the Centre for the Strategic Research and Development of Georgia

This session on Partnership building was attended by pro bono intermediaries, as well as corporate representatives.

Lela Khoperia presented two cases from her experience:

- **the creation of the Georgian Pro Bono Network**, which is a voluntary initiative of Georgian and international companies operating in Georgia who wish to provide pro bono services;
- and the second case about **attracting corporate partners to organize Creative Pro Bono Marathon**.



Afterwards, the workshop participants shared their experience and discussed the challenges related to the partnership building. In particular, they touched upon the following issues:

- What is the **motivation of the companies to engage**; is there any difference between the business case for large corporations and SMEs?
 - What are the benefits of the **long-term partnerships**; what are the challenges?
 - How to **attract new partners**;
 - What is the **role of pro bono intermediaries** - What do companies expect from these mediators?
 - What pro bono intermediaries can do to **assist companies in motivating their employees to engage**;
 - Is this a role of pro bono intermediaries to assist companies in **evaluating the social impact of their pro bono programs**?
 - **Role of the Global Pro Bono Network** in promoting partnerships
-

2) Pro bono around the world: success at a global scale, and with deep local impact, by Joel Bashevkin, from Taproot Foundation, US

This session explored **trends, best practices and models for pro bono** and how it can thrive in various countries.

The attendees sought to understand how strong pro bono programs have influenced how professionals work together to address important social issues and meet personal and company expectations.

Attendees shared examples of **favorite programs that could be replicated elsewhere**.



DAY 2

Knowledge Sharing Workshops - Accenture

3) How pro bono helps one in eight young people from deprived backgrounds in Scotland into education, training or employment, by Elaine Crichton from Inspiring Scotland

All Inspiring Scotland's pro bono supporters work with charities whose common characteristic is that they are aiming to **improve the lives of disadvantaged young people in deprived areas of Scotland**.

Inspiring Scotland charges **no fee to match their supporters with charities**: Elaine's role is purely one of successfully matching the pro bono skills to the requests she gets from over 200 charities.

However, **the number of pro bono hours is recorded**, and **there is value put on these hours** depending on length of deployment and experience of the pro bono supporter.

The thrust of this workshop, with the examples of Callander Youth Project and Calman Trust, is that **this non-financial support is transformational to these organizations** and truly can move them to becoming sustainable and not so reliant on external funding. This transformational element only becomes apparent through case studies not though reporting on pro bono hours or value.

Inspiring
Scotland



DAY 2

Knowledge Sharing Workshops - Accenture

4) Cross-border pro bono: taking skills-based volunteering to the next level, by Daniel Elliott from Pyxera Global, US

Presentation available

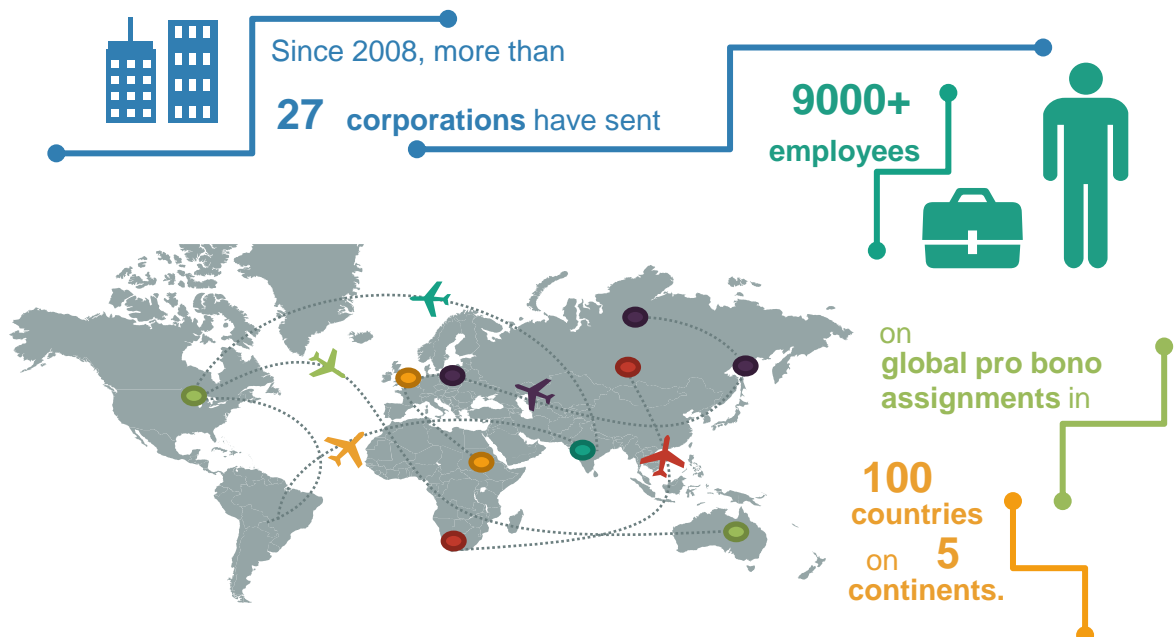
The workshop dealt with global pro bono: **international corporate volunteerism (ICV)** as it is also known, is a corporate practice growing in popularity, which includes such initiatives as “those which provide cross-border skills-based opportunities that engage the professional skills of employees in countries in which they do not normally live or work on a regular basis.”

Today, **more than 39 companies around the world** leverage their corporation’s top talent to foster social impact, economic growth, and leadership development in 80 countries around the world through global pro bono programs.

Global pro bono programs can be designed to address a variety of issues, including providing experiential learning opportunities for high potential employees, directly engaging employees in corporate social responsibility strategy in critical future markets, developing their global perspective, and addressing critical design and innovation challenges. Global pro bono programs can vary in length, geographic focus and target audience.

The presentation was notably focused on **the SAP Social Sabbatical program** and moved on to discuss **the employee, local and business impact of cross-border pro bono**.

GLOBAL PRO BONO AT A GLANCE



DAY 2

Knowledge Sharing Workshops - Accenture

5) Measuring the impact of your global pro bono program, by Amanda Bowman from Emerging World, UK, and Christine Bourdarias from Passerelles & Compétences, France

Presentation available

“Without data you’re just another person with an opinion”

Global pro bono programs provide a way to simultaneously address social issues while positively impacting the business and the volunteers themselves. The workshop drew on the experience of the facilitators as well as participants to explore **the benefits gained from impact measurement, the processes used to conduct an assessment; the results one can expect as well as the next steps for the Network on this issue.**

WHY IS IMPACT ASSESSMENT IMPORTANT?

To the Volunteer	To the Partner	To the Business	To the Intermediary
<ul style="list-style-type: none">• Measure impact on skills and competencies• Assess understanding of civil society, its role, its players• Check that personal impact achieved	<ul style="list-style-type: none">• Ensure program delivering impact and benefits to communities• Establish if program is delivering against objectives	<ul style="list-style-type: none">• As programs grow, and more resources are put into it, the greater the need to justify those resource – people, time, money, etc	<ul style="list-style-type: none">• Improve our practice/work• Recognise and validate the work done by volunteers and staff• Prove to financial/ partners that their money is spent well



DAY 2

Knowledge Sharing Workshops - Accenture

6) Doing good with lean methodology: introduction to the Social Excellence program, by Inga Hoffmann from Proboneo, Germany

This workshop presented the **Social Excellence program**, designed and implemented by Proboneo in Germany.

Social Excellence is **both a unique and innovative talent development program and a high impact corporate volunteering program**. By matching lean-trained professionals for an intensive one-week pro bono experience in a nonprofit organization, the program enables process optimization, one of the key levers of high impact for nonprofit organizations: getting things done with less resources, eliminating process waste, defining a to-be process... Many well know tricks from manufacturing that can be applied in the social sector context as well.

The session enabled Proboneo to share their knowledge on **how to operate a blended training and a pro bono program**.

Program Key Facts



Target group

- Talents: managers, leaders and experts with:
 - 3 to 10 years working experience
 - (ideally) experience with process or quality management tools
 - a profound interest in the social sector

Program history

- Designed in 2009 at Allianz with more than 200 corporate alumni supporting over 50 social organizations
- In 2015 transferred to pro bono matchmaking platform Proboneo to scale throughout Europe

Scientific evaluation

- 97% of the Social Excellence volunteers would participate again
- Job satisfaction, commitment and responsible behavior on the job increases significantly for the corporate participants
- Volunteers significantly improve their soft, as well as their consulting skills
- Average of 3.6 new beneficial business contacts have been established

DAY 2

Bar Camp - Accenture

1) The Global Pro Bono Advisory Council

What is the Global Pro Bono Advisory Council?

A group of six people, the Advisory Council:

- explores resources to enhance knowledge sharing capabilities
- identifies methods to further engage Network members and develop relevant criteria and structures to accommodate Network growth
- advises on the Global Pro Bono Summit design
- promotes messaging around the Network and the Global Pro Bono Movement to both Network members and external stakeholders.

Accomplishments in 2016

- Formal process for membership application with 3 main criteria:
 - Pro bono must be the (or one of the) current and future primary initiatives of the organization with dedicated programmatic staff working specifically on pro bono service
 - Demonstrated pro bono services with multiple professions
 - Organizations must demonstrate work helping to build the pro bono ethic in their community, like articles, campaigns, marathons, pro bono awareness events or activities, etc.
- Working on a website
- Advice and organization for the Summits

2) The future of the Global Pro Bono Network organization

The primary mission of the Network is to build the capacity of capacity builders in as many countries as possible.

Problem: sometimes these capacity builders do not have the same maturity.

Question: Subsidize them directly or indirectly?

It is sometimes an issue to separate the missions of our organizations and the missions of the network

- > Build a set of tools (Pro bono in a box/nonprofit in a box)
- > Build a (global) marketplace with project opportunities

Online training

- MOOC: Open SAP + training online and competition, in 4 languages
- Singularity University / Coursera /
- Email / collaboration tools / templates / hotline

Taking the MOOC can be a requirement to enter the network: there is a need for translation.

DAY 2

Bar Camp - Accenture

3) Pro Bono Week

This global celebration of pro bono takes place every year in the last week of October. Pro bono intermediaries organize events to raise awareness.

A new website has been launched: probonoweb.org. Pro bono intermediaries, as well as any organization willing to organize an event, can get an access to this website and create a profile. It is also possible to upload the logo of the partners who supported the events (sponsors), as well as some information.



Ideas

- Ask the nonprofit organizations to contribute if they want, by publishing on probonoweb.org or on their own website
- A pro bono Marathon for several companies, with a sponsor so that volunteers would not have to pay
- A Give-on-game day, similar to a Good Deeds day, which can attract a lot of media coverage and create communication impact
- Change the Pro Bono Week logo
- List of European and Global weeks to be found on Google (European Volunteer Week : use that week to promote pro bono / International Volunteer Day on Dec 5th, Social Good Week)
- Incorporate pro bono to all other existing weeks: Pro bono Season / World day of pro bono / World month of pro bono
- Start sourcing events from the companies
- Contact business federation or international networks (CSR networks, Chamber of commerce)
- Have a GLOBAL PARTNER for one year, and then another for another year

4) Catalog and design of pro bono models

What do we need to know about a model to be able to catalog it?

- Target group to receive skills (nonprofits, social partners)
- Target group to share skills (corporate or individual volunteers)
- Who pays? Corporate (HR), Foundations, Government, Individual donors, Universities?
- Time investment
- Management effort
- Professional skills needed? General, specific or specifically licensed
- Open source or franchisable?

DAY 2

Bar Camp - Accenture

5) Train the matchmakers/project managers

How to train matchmakers/project managers?

■ What?

- Input on the history of the organization
- Input on the criteria of selection/project-screening
- Input on how to monitor the project

■ How?

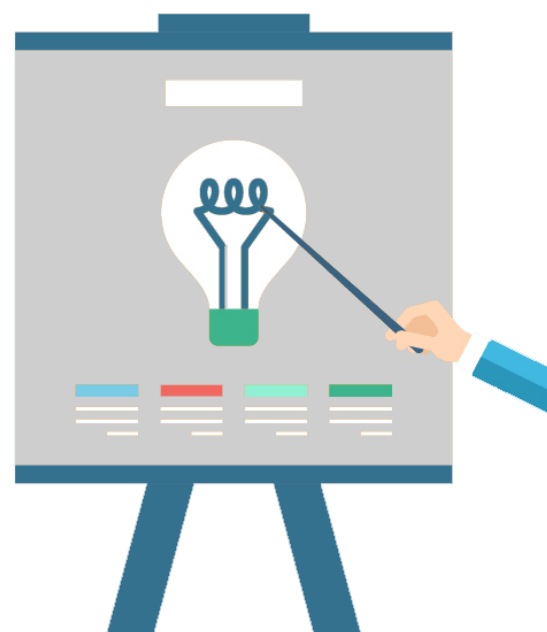
- Learning by doing
- Hire people for soft skills/train for hard skills
- Webinar series
- Handbook
- Sessions with current matchmakers
- One week onboarding schedule with Q&A with managers (be realistic and include management time)
- Shadowing
- Observe/participate/do - three supported interactions before doing it on their own
- Annual retreats to improve programs
- Spend time onsite with nonprofits
- Interview former volunteers to understand needs
- Online courses in problem solving and interview techniques
- Peer communities
- Use/share case studies - linked to webinars/online video chat & consultations

Target groups

- Staff of pro bono intermediaries
- Corporate pro bono staff
- New pro bono intermediaries

Skills needed for a matchmaker/project manager - hard skills and soft skills

- Project management skills
- Diagnosis skills
- Ability to work with different backgrounds
- Good listeners
- Ability to manage deadlines
- Work experience in the nonprofit and business sectors
- Love pro bono!
- Service-oriented
- Communication skills
- Writing skills
- Ability to build trust
- Previous experience with pro bono projects
- Creative problem-solving skills



DAY 2

Bar Camp - Accenture

6) Branding, certification, standard and good practice

What do pro bono intermediaries need?

- Quality assurance, monitoring and evaluation
- Acknowledgement of volunteers (certificate)
- Key indicators for scoping - what makes a successful match/mission?
- Clear goals, to be able to measure impact
- What does quality look like? What does impact look like?
- Methodology in place
- Pro bono management system, for consistency and coherence
- Baseline and benchmark
- Training modules for the staff
- Transparency vs privacy restrictions

→ Policy making, advocacy, lobbying for the cause

7) Pricing strategy

What do the various pro bono intermediaries charge for their work?

- Working with corporations as consultants, with a daily rate for each person.
- Get a sense of what corporations are willing to pay (be ready to customize)
- The more beneficiaries there are, the more corporate are willing to pay a bigger amount of money.
- for some corporations pro bono should be free
- CSR departments tend not to have so much money, contrary to HR departments
- Corporations can agree on the price at the beginning, but then ask for a lot of other services. It is crucial to be clear before you sign the contract!

Examples among participants: charging the corporations versus charging the nonprofits

- **Inspiring Scotland** does not charge anybody, as it is a fund of the Scottish government.
 - **BNP Paribas** thought of not making nonprofits pay for the service. But if it's free, are they going to take care of the volunteers? The CSR department also wondered how they could translate into numbers what people are doing when they are volunteering, instead of just reporting the number of volunteering days.
 - **Proboneo** charges the nonprofits with a small fee, depending on the importance of the consultancy they get. It is more or less a percentage and depends on how many hours or days a pro bono consultant spends with the nonprofit.
 - **Passerelles & Compétences** has the same kind of approach: they ask the nonprofits for a fee to be a member of the organization. This fee is linked to the nonprofit budget. **AMAIDI** is thinking of a pricing policy depending on the budget of the nonprofit which is going to be supported.
 - **Hazloposable** discovered that they were very cheap: therefore it is important to study the market and do a benchmark.
- The psychology of pricing is very complicated and it comes to what people think is the value of something. It is important to know the costs of everything, before looking to charge everything.

DAY 2

Bar Camp - Accenture



8) Nonprofits in a box

What are the things that every nonprofit needs?

What are the basic things you need? An office? A telephone? Webassoc is particular: no office, no bank account, no paid employees, no bank... Only a website that costs 10 euros a month and 500 volunteers who commit to digital projects.

The biggest challenge for nonprofits today is to deliver high-quality services => important to have qualified staff.

- Tools are part of the solution, but not the solution itself.
- Nonprofits are very diverse, different sizes, funding models...
- An issue is that nonprofits have to know where to find these useful tools and information, and understand that it can be useful to them.
- A lot of things are available: how can all of this be combined and be useful for NGOs? (If you want to fundraise, this is where you should go. If you want to manage your people, this is where you should go).

- Google, Microsoft, Salesforce... have digital tools for NGOs.
- Nonprofitready.org
- Techsoup
- Incubators, integrators
- Cornerstone onDemand Foundation wants to compile a toolkit for nonprofits about HR and talent management.
- Communication tools are available too: templates, doing a webpage.

- ➔ There is no centre for international resources: role for the Global Pro Bono Network?
- ➔ Are pro bono intermediaries the players supposed to offer these kind of resources and services to nonprofits? They shouldn't be recreating the wheel, as so many resources are available already.
- ➔ Start gathering resources, and then create an online community for people to share.

9) Funding for pro bono intermediaries

Diversify funding, not relying too much on one single source

- Fees from supported nonprofits
- Grants from foundations (sometimes the partners can be expecting something in return)
- European funds
 - Erasmus +, with several European organizations. Specific dates to apply. Global Pro Bono Europe tried it but failed.
 - Outreach to European MPs before reaching out to the European Commission
- State funds
- Online donations: in Germany big websites enable you to upload a project, and then you get some money (not much, but it is an extra). Some organizations also enable you to have a pop-up window on Amazon.
- Charity miles: the more you run, the more money is for an organization.
- European Voluntary Service