



Planning for Impact Frameworks for CSR Initiatives



ABOUT YOUR FACILITATORS



Siham Nuseibeh is a certified human rights and labor auditor with 10 years' experience in the nonprofit and private sectors. She currently works as an External Relations Analyst for the United Nations Population Fund (UNFPA) in Geneva on issues pertaining to human rights, sexual reproductive health and rights, gender-based violence and harmful practices. She spent the previous five years in the private sector as a labor auditor and trainer specializing in migrant labor and human trafficking issues in the Middle East, Africa and Asia-Pacific regions. Prior to that, she spent time working and researching with various non-profit organizations in Kuwait, Jordan, Lebanon and Egypt with refugees, disadvantaged children, and in the field of corporate social responsibility more generally. She obtained her BSc from Boston University in Journalism, and an MSc in Development Studies from the London School of Economics.

Lisa Philp, based in Abu Dhabi and New York, serves as the senior advisor for Foundation Center, the leading source of information about philanthropy worldwide. Through data, analysis, and training, Foundation Center connects people who want to change the world to the resources they need to succeed. Lisa previously served as managing director and global head of Philanthropic Services for the J.P. Morgan Private Bank. Prior to this, she was a program officer for youth development and education at the Robin Hood Foundation, director of communications and government relations at Philanthropy New York, and manager of the urban consortium at Public Technology, Inc. Lisa earned an M.B.A. in marketing and nonprofit management from the Kellogg School of Management at Northwestern University and received her B.A. in Asian studies and economics from the University of Michigan.



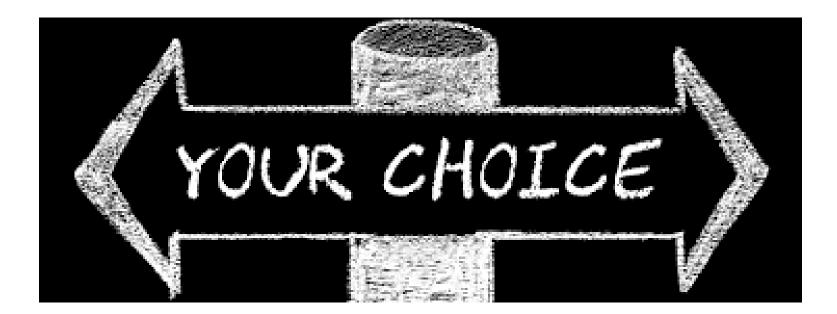
Agenda

Day 1: 17 December 2018

- 9:00 9:30 Introductions
- 9:30 11:15 Understanding the Current State of Play
- 11:15 11:45 Networking Coffee Break
- 11:45 13:30 Overview of and Promising Practices in CSR Program Design
- 13:30 14:45 Lunch
- 14:45 15:45 Speed Dating and Useful Tools

15:45 – 16:00 Wrap-Up

INTRODUCTORY EXERCISE



UNDERSTANDING THE CURRENT STATE OF PLAY: INTRODUCTIONS

1. Who/what is your company?

- 2. What does your company do (sector/services)?
- 3. What kind of CSR or community program does it have?
- 4. What are the main challenges of your CSR program?
- 5. Why are you here today?





GLOBAL TRENDS IN CSR: ESG INTEGRATION



GLOBAL TRENDS IN CSR: TRANSPARENCY



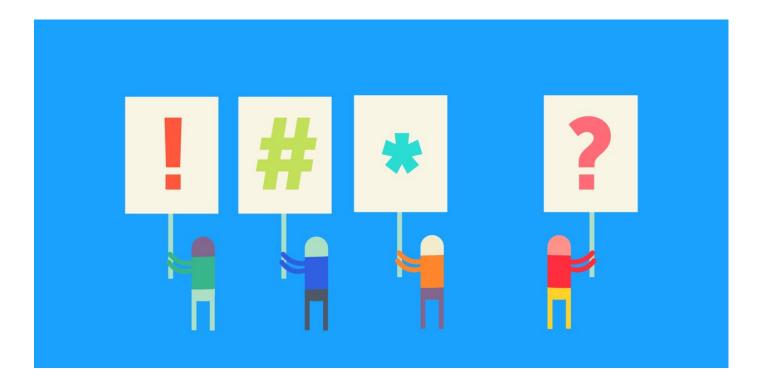
GLOBAL TRENDS IN CSR: PARTNERSHIPS



GLOBAL TRENDS IN CSR: STORYTELLING



GLOBAL TRENDS IN CSR: BRAND ACTIVISM



GLOBAL TRENDS IN CSR: DATA & ANALYTICS





GROUP EXERCISE

- 1. Who are your primary stakeholders
- 2. What opportunity are you trying to tackle or challenge you are trying to overcome
- 3. Top 3 possible solutions









Image source: thecontextofthings.com

CSR PROGRAMME DESIGN: BUSINESS-BASED SOCIAL PURPOSE



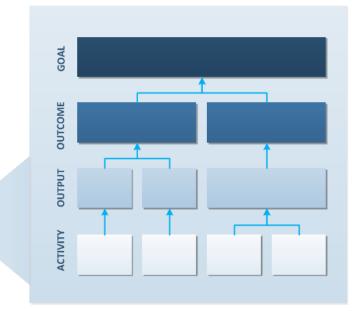
CSR PROGRAMME DESIGN: THEORY OF CHANGE

Shows the big picture with all possible pathways – messy and complex Change

Theory of Change

Logical Framework

Shows just the pathway that your program deals with - neat and tidy



CSR PROGRAMME DESIGN: QUALITY OF INFORMATION



CSR PROGRAMME DESIGN: FOCUS



CSR PROGRAMME DESIGN: FINDING THE RIGHT PARTNERS



MAPPING THE CSR SPACE

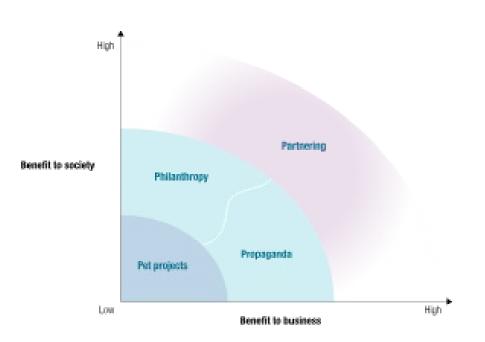


Image source: McKinsey & Company

PROMISING PRACTICES IN CSR



IBM CORPORATION: CORPORATE SERVICE CORPS



The IBM Corporate Service Corps (CSC) provides small businesses, educational and governmental institutions, and community organizations in developing countries with teams of ten to fifteen top-performing IBM employees for one month. CSC provides a philanthropic contribution of premier consulting services to the communities and organizations it serves; it develops IBM leaders with the skills needed for a leadership in a globally integrated world; and it provides IBM with a greater understanding of emerging markets. 24

NIELSEN: MOBILE DATA COLLECTION

nielsen

As part of Nielsen's commitment to skills-based volunteering and the in-kind giving of data and insights, a team of Nielsen data scientists provided guidance to help the United Nations' World Food Development Programme move from solely in-person interviews to incorporating remote mobile data collection into WFP's survey toolkit.

HESS CORPORATION: PRODEGE



PRODEGE is a five-year partnership between Hess Corporation, the government of Equatorial Guinea, and The Academy for Educational Development (AED) to support the government's goal of universal access to quality primary education.

FEDERAL EXPRESS: INCREASING EMERGENCY RESPONSE



FedEx and Direct Relief work together to provide local first-responders in Medical Reserve Corps units with "grab-and-go" med-packs that are filled with critically-needed medical supplies, ensuring continuity of care for vulnerable people during times of disasters. Each med-pack contains diagnostic equipment, supplies, and medications appropriate to provide immediate medical response to people affected by disasters and meet a variety of disaster-related health needs. KUWAIT CSR PROGRAM CASE STUDY



... CREATING SHARED VALUE

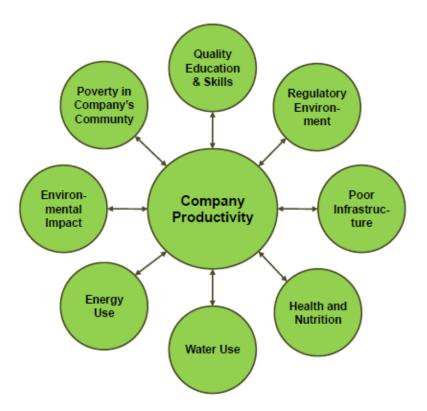


Creating shared value (CSV) is a business concept first introduced in a Harvard Business Review article. Written by Michael Porter and Mark Kramer, the article outlined ways companies have been able to develop deep links between their business strategies and corporate social responsibility (CSR).

The central premise behind creating shared value is that the competitiveness of a company and the health of the communities around it are mutually dependent.

Shared value is created when companies recognize that there are tremendous *opportunities* for *innovation* and *growth* in treating social problems as *business objectives*.

EXTERNALITIES & INTERNAL EFFECTS...



WHAT MOTIVATES YOUR BUSINESS?



LOCAL CASE STUDY: AGILITY



Agility's Corporate Social Responsibility priorities are driven by the feedback of its key stakeholders – its shareholders, customers, employees, local governments, communities, and civil society partners; by the mega-trends in its industry; and by the nature of the company and the geographies where it work.

AGILITY'S CSR PROGRAM



ENVIRONMENT: WHY DOES IT MATTER?

- It's the right thing to do: Logistics and transportation is a polluting industry, and we have a responsibility as an industry leader to be a part of the solution.
- Customer requirements: Our customers want and need to understand their carbon footprint to make informed choices
- Compliance: Environmental regulations are changing worldwide, affecting Agility and its customers
- Competitive advantage: We are in the business of building more efficient supply chains, which can often mean "greener" supply chains as well



COMMUNITY: WHY DOES IT MATTER?

- It's the right thing to do: We have a strong presence in emerging markets, where sustainable development is a priority
- Employee commitment: Our people come from the local community and are deeply committed to giving back
- Talent recruitment and retention: Having the opportunity to be personally involved in making a difference in our communities gives additional meaning and satisfaction to our employees' work. It builds pride in the brand, and unifies our people around the world.
- Ability to add value: We have the skills, experience, and resources to support humanitarian and nonprofit partner organizations, particularly when it comes to rapid-response emergency logistics after natural disasters.
- Investment in our future: Building strong communities builds future markets and talent for our business



OUR PEOPLE: WHY DOES IT MATTER?

- It's the right thing to do: Being responsible starts at home. We employ more than 20,000 people around the world.
- Our people affect our ability to perform: We are in a "people" business; our people are at the heart of our ability to deliver.
- Geographic scope: We employ a large number of migrant workers in parts of the world where regulations can at times be laxly enforced. That obligates us to ensure that we hold ourselves accountable.
- Stakeholder expectations and trust: Our stakeholders, whether they are employees, customers, shareholders, suppliers, or public and private partners, have the right to expect that Agility will treat its workers with dignity and fairness.



BUSINESS ETHICS: WHY DOES IT MATTER?

- It's the right thing to do: Integrity is one of Agility's core values. Doing business with integrity is essential to us.
- Stakeholder expectations and trust: We build trust with our employees, customers, communities, shareholders, suppliers, and public and private partners by honoring rules of engagement, following laws, and being transparent.



AGILITY'S CSR PROGRAM

Community Volunteerism



Humanitarian Logistics



Environment



Human Rights & Labor





SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Facilitating Trade in Emerging Markets	 One of the only global logistics industry leader with roots in an emerging market Serve 70,000 customers by transporting more than 2.65 million shipments a year Reduce costs, minimize risks and create access to new opportunities for customers operating in, to, and between emerging markets.
Greener Supply Chains	 Mapped carbon footprint in 70% of operations Nearly 40% of employees work in ISO 14001 certified sites Partnered with major customer to reduce carbon emissions by 9% on over 1 million kg of air freight, by consolidating goods in transit Offer free carbon emissions reporting for customer shipments Celebrated Earth Day in over 20 offices with over 2,000 employees in 2013
Ethical Business Practices	 Uphold high standards enshrined in Agility Code of Ethics and Business Conduct Participate in World Economic Forum Partnering Against Corruption Initiative Enrolled employees in over 22,000 ethics courses in 2011-2012

SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Community Investments	 Invested in more than 1000 community projects in 80 countries since 2006 (300+ projects launched 2011-2012) Reached more than 120,000 people in need in 2011-2012 Empowered 6,320 employees to volunteer in 2011-2012
Disaster Response Logistics	 Donated logistics support in more than 30 natural disasters since 2006 Deployed logisticians to support humanitarian supply chain for refugee camps in South Sudan; transported relief supplies to Philippines, Pakistan, Horn of Africa
Employees & Fair Labor Protections	 Employ 20,000+ people, nearly 80% based in emerging markets Trained 3,000 migrant workers in Middle East on fair labor standards, including "zero tolerance" for forced labor, payment of bribes to recruitment agencies, and illegal retention of passports. Conducted two rounds of social audits in the region, with a commitment to continue audits annually. Invested in more than 10,500 training courses for employees in 2011-2012 Launched new company intranet with social media and collaboration features to enable more personalized, two-way dialogue

GROUP DISCUSSION

1. How does your company define CSR? (1-2 sentences)

2. What is the goal of your CSR program?

3. Who formulated this goal or goals?

3. If you went to the CEO, senior management, down to the admin staff would each of them be able to tell you exactly what the organization's CSR mission, vison and goals are?

4. Is every activity or project conducted working toward the CSR goals and objectives?

5. Who is held accountable to performance?

CSR IMPLEMENTATION FRAMEWORK

When? (Conceptual phase)	What? (Task delineation)	How? (Checkpoints on the journey)
Plan	1.Conduct a CSR assessment	 Assemble a CSR leadership team; Develop a working definition of CSR; Identify legal requirements; Review corporate documents, processes and activities, and internal capacity; and Identify and engage key stakeholders.
Ţ	2. Develop a CSR strategy	 Build support with CEO, senior management and employees; Research what others are doing, and assess the value of recognised CSR instruments; Prepare a matrix of proposed CSR actions; Develop ideas for proceeding and the business case for them; and Decide on direction, approach, boundaries and focus areas.
Do	3. Develop CSR commitments	 Do a scan of CSR commitments; Hold discussions with major stakeholders; Create a working group to develop the commitments; Prepare a preliminary draft; and Consult with affected stakeholders.
	4. Implement CSR commitments	 Develop an integrated CSR decision-making structure; Prepare and implement a CSR business plan; Set measurable targets and identify performance measures; Engage employees and others to whom CSR commitments apply;

CSR IMPLEMENTATION FRAMEWORK

		 Design and conduct CSR training; Establish mechanisms for addressing problematic behaviour; Create internal and external communications plans; and Make commitments public.
Check	5. Assure and report on progress	 Measure and assure performance; Engage stakeholders; and Report on performance, internally and externally.
Improve	6. Evaluate and improve	 Evaluate performance; Identify opportunities for improvement; and Engage stakeholders.
Cross-check	: One cycle completed	Return to plan and start the next cycle.

CSR CHECKLIST OF IDEAS

- Provide a safer working environment and educational assistance to employees?
- Improve contractual relations with employees?
- Enhance gender equality in the workplace?
- Use more energy-efficient appliances (e.g., light bulbs) or vehicles?
- Source more from local suppliers?
- Improve customer service standards?
- Support more local community projects?
- Purchase fair trade products that support workers in developing countries?
- Recycle more waste?
- Ensure a better work/life balance for employees? and
- Be more accessible to customers of various abilities?

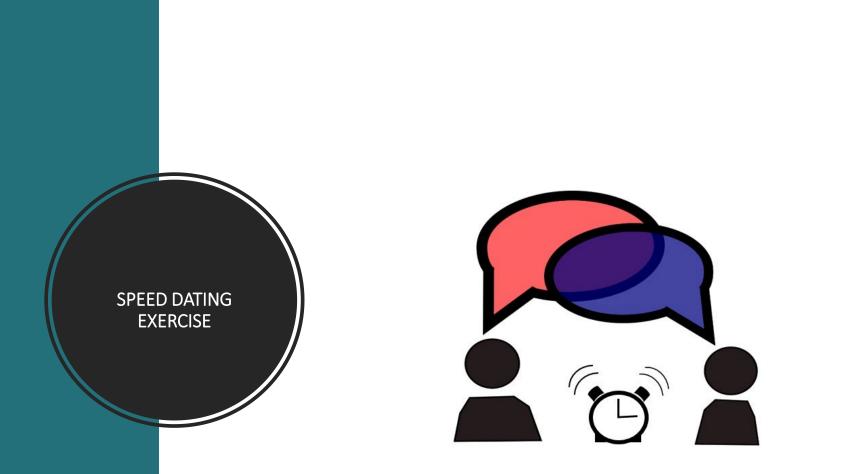
GROUP EXERCISE

- 1. What are your most material issues as a company?
- What are the top 3 program ideas for each of the top
 3 most material issues your company has?
- 3. What are the top 5 indicators you would use to track performance and why?









GrantCraft.org



SDGFunders.org

CECP.org





USEFUL TOOLS FOR PROGRAMME DESIGN

WRAP-UP AND PREVIEW OF TOMORROW



Agenda

Day 2: 18 December 2018

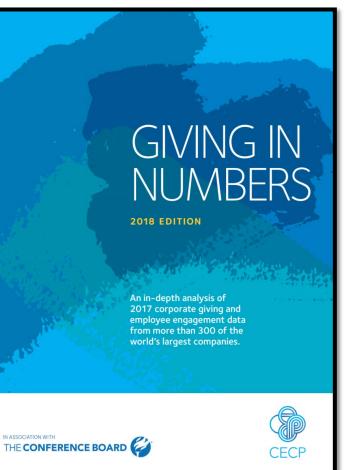
- 9:00 9:30 Introductory Remarks
- 9:30 11:15 Developing a Monitoring and Evaluation Mindset
- 11:15 11:45 Networking Coffee Break
- 11:45 13:30 Promising Practices in M&E
- 13:30 14:45 Lunch
- 14:45 15:45 Useful Tools and Guidelines

15:45 – 16:00 Wrap-Up

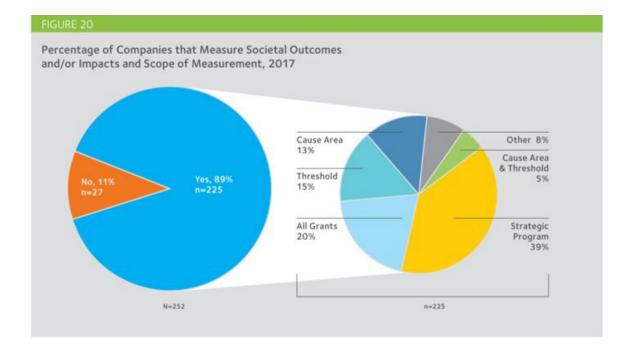
INTRODUCTORY EXERCISE



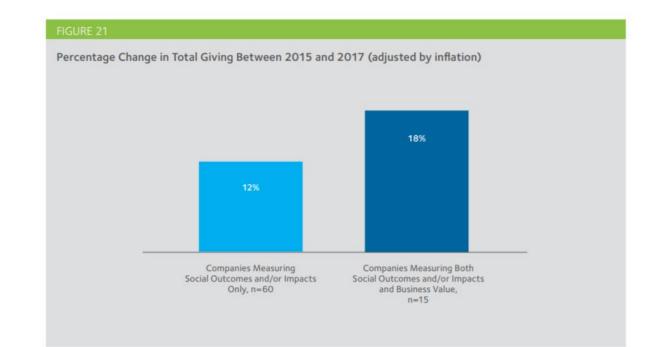
BENCHMARKING MONITORING & EVALUATION



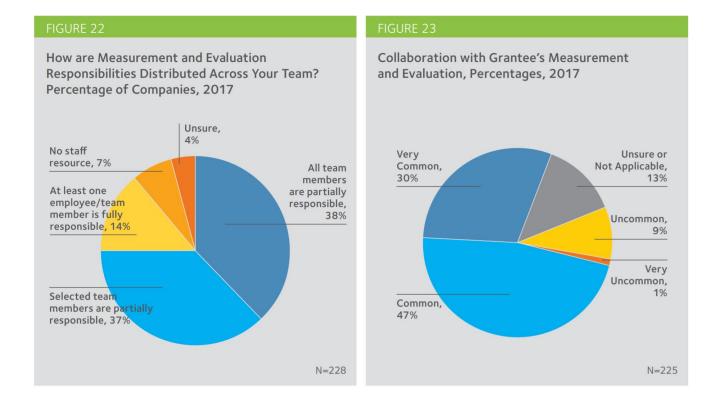
M&E SCOPE



MEASURING SOCIAL OUTCOMES, IMPACTS, BUSINESS VALUE



M&E RESPONSIBILITIES



Mediocre organizations are stuck on making decisions based on outputs.

Great organizations are managing to outcomes.

OUTCOMES VS OUTPUTS



OUTCOMES VS OUTPUTS

1.Describe the outcomes you want to achieve (why do you perform the process or service in the first place?).

2.Turn the identified outcomes into a quantitative measure (i.e. % of clients demonstrating new behavior, % of clients coming back into treatment, etc.).

3.Confirm that your desired outcomes are actually linked to your outputs or activities. In other words, ensure that it is reasonable to expect your desired outcomes to be achieved based on your activities.

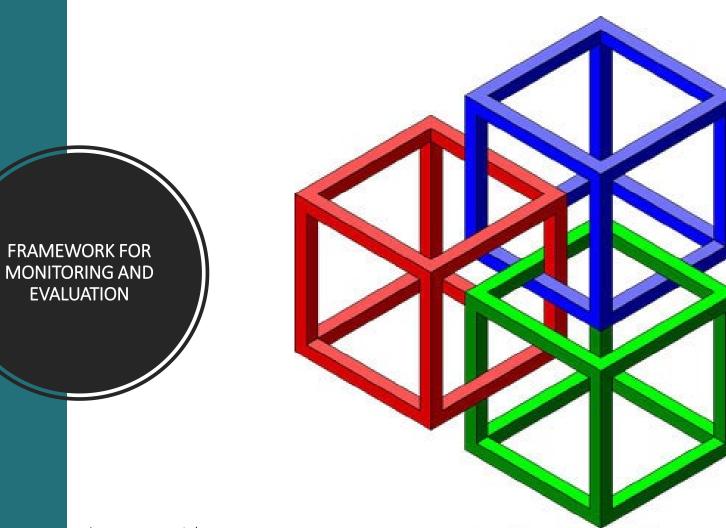
4.Implement these measures and *track* them over time.

5.Demonstrate and increase your success because you have the data to confidently and appropriately communicate your impact and value.



- How are you currently monitoring your CSR investments?
- How do you assess your overall portfolio?
- What systems are in place to facilitate M&E?
- How does senior management assess your CSR team's work?
- What successes have you had with M&E?
- What are your concerns?





M&E FRAMEWORK: ONLY TRACK NECESSARY DATA



M&E FRAMEWORK: SELECT APPROPRIATE DATA COLLECTION TOOLS



M&E FRAMEWORK: IDENTIFY M&E ROLES AND RESPONSIBILITIES

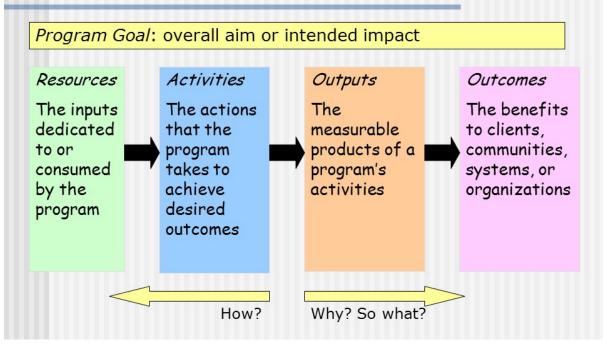


M&E FRAMEWORK: MAKE YOUR INDICATORS SMART



M&E FRAMEWORK: DEVELOP A LOGIC MODEL

The Logic Model



M&E FRAMEWORK: CREATE A COMPREHENSIVE PLAN FOR ANALYSIS



M&E FRAMEWORK: SHARE WITH STAKEHOLDERS



PWC: RESPONSIBILITY COUNTS



"Responsibility counts" is PwC's commitment to provide intellectual, physical, and financial support to the community and fresh opportunities to engage employees in giving back. PwC focuses primarily on making an impact within youth education, specifically math and financial literacy.

UNITEDHEALTH GROUP: DIABETES PREVENTION AND CONTROL



UnitedHealth Group®

The Diabetes Prevention Program, in partnership with the Centers for Disease Control, the Y, and other community-based providers, is designed to prevent type 2 diabetes through healthy eating, exercise, and lifestyle changes. The Diabetes Control Program, in collaboration with retail pharmacies, provides education and support from trained local pharmacists and nurse practitioners to people with diabetes.

PEPSICO FOUNDATION: SAFE WATER



PepsiCo Foundation has partnered with Safe Water Network to create sustainable solutions that bring clean, safe water to poor, rural communities in India and Africa.

PRINCIPAL: GLOBAL IMPACT TRIP



The Principal Global Impact Trip is an opportunity for employees from across the business enterprise to engage in meaningful service and develop vital business cross-cultural collaboration skills, learning more about the global business, while building connections. Launched in 2017, it was part of Principal's first Global Impact Month, which expands the company's philanthropic focus beyond a successful United Way campaign to emphasize a culture of giving and doing worldwide.

KUWAIT M&E CASE STUDY



AGILITY'S CSR PROGRAM

Community Volunteerism



Humanitarian Logistics



Environment



Human Rights & Labor





SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Facilitating Trade in Emerging Markets	 One of the only global logistics industry leader with roots in an emerging market Serve 70,000 customers by transporting more than 2.65 million shipments a year Reduce costs, minimize risks and create access to new opportunities for customers operating in, to, and between emerging markets.
Greener Supply Chains	 Mapped carbon footprint in 70% of operations Nearly 40% of employees work in ISO 14001 certified sites Partnered with major customer to reduce carbon emissions by 9% on over 1 million kg of air freight, by consolidating goods in transit Offer free carbon emissions reporting for customer shipments Celebrated Earth Day in over 20 offices with over 2,000 employees in 2013
Ethical Business Practices	 Uphold high standards enshrined in Agility Code of Ethics and Business Conduct Participate in World Economic Forum Partnering Against Corruption Initiative Enrolled employees in over 22,000 ethics courses in 2011-2012

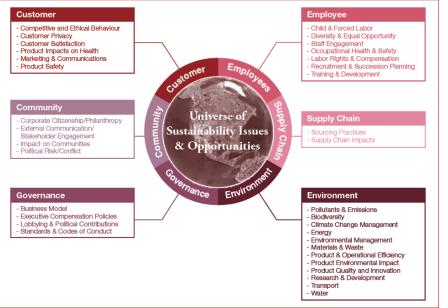
SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Community Investments	 Invested in more than 1000 community projects in 80 countries since 2006 (300+ projects launched 2011-2012) Reached more than 120,000 people in need in 2011-2012 Empowered 6,320 employees to volunteer in 2011-2012 					
Disaster Response Logistics	 Donated logistics support in more than 30 natural disasters since 2006 Deployed logisticians to support humanitarian supply chain for refugee camps in South Sudan; transported relief supplies to Philippines, Pakistan, Horn of Africa 					
Employees & Fair Labor Protections	 Employ 20,000+ people, nearly 80% based in emerging markets Trained 3,000 migrant workers in Middle East on fair labor standards, including "zero tolerance" for forced labor, payment of bribes to recruitment agencies, and illegal retention of passports. Conducted two rounds of social audits in the region, with a commitment to continue audits annually. Invested in more than 10,500 training courses for employees in 2011-2012 Launched new company intranet with social media and collaboration features to enable more personalized, two-way dialogue 					

WHAT MOTIVATES YOUR BUSINESS?



SETTING SUSTAINABILITY KPIs



- 1. Assemble a broad range of sustainability risks or opportunities
- 2. Establish the most material sustainability issues for your organization
- 3. Rank the materiality of these issues
- 4. Create a tailored set of key performance indicators for the most material issues for your organization.

GRI SUSTAINABILITY KPIs

Economic	 Economic Performance Market Presence Indirect Economic Impacts Procurement Practices 			
Environmental	 Materials Energy Water Biodiversity Emissions Waste Products and Services Compliance Environmental Grievance Mechanisms 			
Social (Sub-categories: Labor Practices, Human Rights, Society, Product Responsibility)	 Employment Occupational Health and Safety Training and Education Diversity and Equal Opportunity Non-discrimination Child Labor Forced Labor Anti-Corruption Public Policy 			

SAMPLE REPORTING CYCLE







SAMPLE M&E TEMPLATE

	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENC Y How often will it be measured?	RESPONSIBL E Who will measure it?	REPORTIN G Where will it be reported?
Goal								
Outcomes								
Outputs								

GrantCraft.org



Funder wisdom. Foundation Center know-how. Practical, free resources. Learn more about GrantCraft and then dive in.



IssueLab.org



Glasspockets.org.org



USEFUL TOOLS FOR MONITORING AND EVALUATION

WRAP-UP

