Engaging Business to Invest Locally and Regionally in the Community

A Guide
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A Guide

Imprint

Published by UPJ
© UPJ e.V., Berlin May 2010
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The publication was designed in the course of the project „INCLUDE – Pathways to Community Investment“. INCLUDE provides local and regional intermediaries such as civil society organisations, economic development agencies, chambers of commerce and public authorities with support that will help them to engage businesses in innovative cross-sectoral partnerships. INCLUDE builds upon the results of CSR-Laboratory “Skills for Employability enhanced through Employee Engagement”.

The INCLUDE project is supported by the European Community Programme for Employment and Social Solidarity (2007-2013) managed by the Directorate-General for Employment, social affairs and equal opportunities of the European Commission. It is supported by the German Federal Department of Labour and Social Affairs and has co-funding from Citi. The project is led by UPJ (Germany) and Business in the Community (UK) in partnership with Asociația pentru Relații Comunitare (ARC Romania), Önkéntes Központ Alapítvány (OKA, Hungary), SMartKolektiv (Serbia), Pontis Foundation (Slovakia) und Özel Sektör Gönül-lüler Derneği (Corporate Volunteers Association, Turkey). Further information can be found at the INCLUDE sections of the UPJ and Business in the Community websites: www.bitc.org.uk/global/include.html (English) www.upj.de/include (German)

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## Table of contents

- **Foreword** 3
- **1. Introduction** 5
- **2. Corporate Social Responsibility and Corporate Community Investment** 6
- **3. Intermediaries** 10
- **4. Pathways** 13
  - 4.1 Space for Encounter 15
  - 4.2 Collaborative Approaches 18
  - 4.3 Platforms 20
  - 4.4 Platforms for Capacity Building 22
  - 4.5 Awards 24
  - 4.6 Combining Pathways 26
- **Selected Publications** 27
- **Selected Web Links** 28
- **About Include** 29
Recently it has been possible to observe a gradual change concerning the traditional allocation of roles of state, business and civil society in the community. Business is increasingly contributing towards the solution of societal challenges through cross-sectoral partnerships, and is thereby actively shaping communities. Business combines the commitment for the public good with an enlightened self-interest based on the conviction that a healthy society is a substantial precondition for long-term business success. Value creation needs employability, education and a good social infrastructure as well as vital and vibrant communities.

Politics has also recognized it. The Global Compact, a growing partnership between the United Nations and companies, intends to catalyze actions in support of broader UN goals, including the Millennium Development Goals (MDGs). Corporate Social Responsibility (CSR) and the contribution of business is a key element of the Europe 2020 strategy for smart, sustainable and inclusive growth. Also National states as well as regional and local governments are developing strategies and programmes to activate the special competencies and resources of business to foster social cohesion.

INCLUDE provides local and regional intermediaries like civil society organizations, economic development agencies, chambers of commerce and public authorities with support that will help them to engage businesses in innovative cross-sectoral partnerships. This guide offers proven and transferable pathways to engaging business to contribute towards employability and social cohesion locally and regionally. It is based on the assumption that business investment in the community will increase its impact if it is delivered in cooperation with other actors in society like governments and community organizations, and every party involved contributes its specific means.

In this spirit the guide is designed to contribute towards a growing culture of collaborative and cooperative engagement of business towards the creation of sustainable communities.

May 2010
Peter Kromminga
UPJ – German National Corporate Citizenship and CSR Network
1. Introduction

Promising pathways to engaging business locally and regionally to contribute towards the solution of societal challenges have a prerequisite: They rely on the conviction of business of the interdependence of the benefit of the engagement for the community (social case) and the benefit for the development of the business itself (business case). How such a strategic investment into the community, embedded in an overall Corporate Social Responsibility strategy, can contribute to business success specifies the following chapter of this guide. Thereby it offers basic knowledge and argumentation assistance to address business to follow the path towards community investment.

Business Community Investment will have the highest impact if it is carried out collaboratively with other companies and in co-operation with other players like community organizations and public authorities, thus leveraging the specific strengths and the related specific resources and competencies of each sector and invest them in a coordinated way to gain the highest possible impact. However the spheres of business, civil society and public authorities have their own patterns of thought and operation. Evolving co-operations across sector lines are therefore complex processes of communication and negotiation. In most cases those processes will need somebody who moderates and structures it to be effective and successful. Therefore intermediaries at the interface of business, civil society and government have an increasingly crucial role to play in those processes, which the third chapter of this guide deals with.

The core fourth chapter systemizes along with selected examples five pathways intermediaries can take to increasingly engage business in cross sectoral cooperation on the local and regional level. In the course of the INCLUDE project inspiration was gained from the rich experience of the INCLUDE project partners and their national and international networks and further shaped through the evaluation of more than 150 bottom up approaches from all over the world, a selected number of in depth case studies as well as through three transfer projects in Romania, Serbia, Slovakia. Five basic types of approaches can be differentiated:

- **Spaces for Encounter** disclose to businesses an initial simple, low threshold and non binding possibility to get in contact with actors from other sectors of society by offering a trial to engage.

- **Collaborative approaches** offer a number of companies a possibility to tackle a societal challenge, which not only is a burning issue in the community, but also strikes the successful development of business itself, such as employability, education, integration and social cohesion to be tackled in a very practical way.

- **Platforms** offer an opportunity to a larger number of businesses to engage over an extended period of time. Strategies are developed and projects and programmes carried out in the course of a structured process. The core intention is to form a robust network structure, which does not necessarily have to have a focus on an issue from the beginning.

- **Platforms for Capacity Building** are a specific type of networks to systematically invest core competencies of business and employees to improve capacities and programmes of community organizations as a promising pathway to uplift community services and programmes.

- **Awards** to disclose, to acknowledge and to boost corporate community investment locally and regionally are a further typical and successful pathway.

The local and regional context varies significantly in Europe. Therefore it will not be possible to recommend certain pathways. Finally it will be crucial that an organisation or a group of organisations:

- is ready to take the initiative to act as an intermediary and to fulfill such a role,

- assesses the local pre-conditions and resources realistically,

- offering business focal points of reference from where to move forward which are also reasonable for other players in the community as well as a means to uplift the community.
In recent years Corporate Social Responsibility (CSR) has gained momentum as a strategic management approach to implement responsible practice systematically throughout business operations. Business understands CSR as a means to contribute towards the solution of societal challenges benefitting not only the community (Social Case) but also business (Business Case). CSR can be defined as the specific contribution of business towards Sustainable Development. It is about how business manages its social, ecological and economic impact in a responsible manner in all its operations, from value creation to its relationships with stakeholders like employees, customers, suppliers, and the communities it operates in. In practice Corporate Social Responsibility is implemented in four main areas of impact: in the marketplace, the workplace, the environment and in the community.

Figure 1: Corporate Social Responsibility – Impact Areas
A fundamental change of attitudes towards CSR can be observed in business as well: In the beginning CSR was often about „nice to have“, „giving back to the community“, responding to public scrutiny and pressure by stakeholders as well as a tool to enlighten risk management. Nowadays CSR is increasingly recognized as an instrument e.g. to optimize processes, to reduce costs, to boost innovation and to shape a conducive surrounding, hence a strategic investment which benefits business and society likewise.

Successful businesses depend on a healthy surrounding. Or to put it another way, a growing number of small, medium and large businesses are becoming convinced that soft location factors like a well functioning community, well educated, healthy and employable people, a healthy environment, social cohesion, diversity, a social and cultural infrastructure, which meets the needs in the community, engagement and pro-activity – are an important prerequisite for good business, and start to invest strategically to improve their surrounding communities. This is the core of Corporate Community Investment. Four key elements characterize Corporate Community Investment:

1) It is more than just giving away money for charitable causes or mere social sponsoring. Business can invest a wide range of resources and competencies which the following figure systemizes into four dimensions:

| Financial Resources | • donations, sponsoring, sponsorship awards, low priced credits
|                     | • business partnerships (commissioning to community organisations)
|                     | • support of community foundations, community funds, etc. |
| Services, Products, Logistics | • low priced services / products
|                     | • provision of rooms, premises, printer / photocopier, facilities workshop, car pool, office equipment, advertising space, etc.
|                     | • provision of additional internship-, employment-, training-possibilities (e.g. for disabled or disadvantaged young people) |
| Time, Know-how of Employees | • support of the voluntary work of the employees in their spare time / Corporate Volunteering (employee volunteering in the working time)
|                     | • team / crew volunteering
|                     | • dispatch of senior management and executives to community groups and voluntary organisations
|                     | • coaching / consultancy / instruction / training of community groups and voluntary organisations (e.g. administration, human resources management, change management, public relations, IT, controlling, etc.) |
| Contacts, Influence | • procurement of contacts (e.g. to suppliers, customers, experts)
|                     | • lobbying for community organisations or community issues
|                     | • fundraising for community organisations |

Figure 2: Corporate Community Investment – Resources of Business
INCLUDE – Pathways to Community Investment

2) As manifold as those resources and competencies are the possible business benefits not only in Public Relations and reputation, but also for example in the areas of human resources or sales as the following figure shows:

<table>
<thead>
<tr>
<th>Corporate Community Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Development</td>
</tr>
<tr>
<td>▪ employee satisfaction / loyalty</td>
</tr>
<tr>
<td>▪ personnel recruitment</td>
</tr>
<tr>
<td>▪ leadership skills / social skills</td>
</tr>
<tr>
<td>▪ ability to work in teams</td>
</tr>
<tr>
<td>▪ goal-oriented behaviour, creativity</td>
</tr>
<tr>
<td>▪ work-life-balance</td>
</tr>
<tr>
<td>Marketing &amp; Sales</td>
</tr>
<tr>
<td>▪ product innovation</td>
</tr>
<tr>
<td>▪ market access</td>
</tr>
<tr>
<td>▪ customer loyalty</td>
</tr>
<tr>
<td>▪ access to new customer groups</td>
</tr>
<tr>
<td>Corporate Communications</td>
</tr>
<tr>
<td>▪ reputation</td>
</tr>
<tr>
<td>▪ brand awareness</td>
</tr>
<tr>
<td>▪ differentiation</td>
</tr>
<tr>
<td>▪ brand development</td>
</tr>
<tr>
<td>Location Development</td>
</tr>
<tr>
<td>▪ vital community</td>
</tr>
<tr>
<td>▪ living condition of the employees</td>
</tr>
<tr>
<td>▪ contacts to the community</td>
</tr>
<tr>
<td>▪ social infrastructure</td>
</tr>
</tbody>
</table>

Competitive Advantage
(Cutting Costs I Improved Productivity I Increase in Sales)

Figure 3: Community Investment – Potential Benefits for Business

3) A win-win-win situation is generated for the benefit not only of business, but also for civil society organizations and the community. The following figure systemizes potential benefits for community organizations:

<table>
<thead>
<tr>
<th>Partnering with Business: Benefits for Community Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
</tr>
<tr>
<td>▪ financial resources</td>
</tr>
<tr>
<td>▪ products</td>
</tr>
<tr>
<td>▪ services</td>
</tr>
<tr>
<td>▪ logistics</td>
</tr>
<tr>
<td>▪ time</td>
</tr>
<tr>
<td>▪ know-how, knowledge</td>
</tr>
<tr>
<td>▪ contacts</td>
</tr>
<tr>
<td>▪ influence</td>
</tr>
<tr>
<td>Projects &amp; Services</td>
</tr>
<tr>
<td>▪ improved projects</td>
</tr>
<tr>
<td>▪ additional / new services</td>
</tr>
<tr>
<td>▪ improved problem solving competence</td>
</tr>
<tr>
<td>▪ innovation</td>
</tr>
<tr>
<td>Communications</td>
</tr>
<tr>
<td>▪ differentiation</td>
</tr>
<tr>
<td>▪ profiling message of the organisation</td>
</tr>
<tr>
<td>▪ new target groups</td>
</tr>
<tr>
<td>Organisation</td>
</tr>
<tr>
<td>▪ capacity building</td>
</tr>
<tr>
<td>▪ professionalization</td>
</tr>
<tr>
<td>▪ human resource development</td>
</tr>
<tr>
<td>▪ increased flexibility</td>
</tr>
<tr>
<td>▪ increased support basis</td>
</tr>
</tbody>
</table>

Expanded Problem Solving Competence
(Economic Performance I Increased Impact I Social Capital)

Figure 4: Partnering with Business – Potential Benefits for Community Organizations
Partnering with business can expand problem solving competence of community organizations.

- They might not only improve their financial capacities, but also gain access to a great variety of resources like time for organizational tasks and the implementation of programmes.

- Specific business related knowledge and know how may help to better plan and implement programmes. Moreover innovative approaches might develop.

- Business may not only help to improve communications and public relations of community organizations, but also invest its reputation and networks to help to get a community concern being heard.

- Last but not least business might invest the competencies and skills of the organization and the employees e.g. in management to effectively support capacity building and professionalization of community organizations.

4) In particular the partnership approach is vital as business has its core expertise in the market sphere and not necessarily in social and community issues. That is why companies wanting to invest in the community in a meaningful way are looking or should look for co-operation with organizations that are experts like civil society organizations and public authorities. Those organizations themselves are also becoming increasingly aware of the resources, competencies and capacities of the business sector as a powerful source, which can contribute towards social integration and were in the past neglected too often.

Cross-sector partnerships can be defined as collaboration between two or more sectors, whether business, civil society or government, designed to contribute towards sustainable development. Those partnerships are quite complex but are worthwhile as they:

- can constitute ground breaking approaches to social innovation,

- can offer mechanisms enabling each sector to share their own specific competencies and capacities in order to achieve both common and complementary goals more effectively than when each sector operates separately,

- can give access to more resources by drawing on the full range of technical, human, knowledge, physical and financial resources found within all sectors,

- can offer each sector better channels of engagement with the wider community, and

- can be the source of greater understanding of the value, values and attributes of each sector thereby building a more integrated and a more stable society.

SUGGESTED READING

The Partnering Toolbook

Partnering is easy to talk about but invariably somewhat harder to undertake. It requires courage, patience and determination over time. It is rarely a ‘quick fix’ solution to a problem and can sometimes be a frustrating and disappointing experience - falling short of initial hopes and expectations. There is mounting evidence from many partnership initiatives under development in different parts of the world that such cross-sector collaboration can be highly effective and sustainable when it is designed, developed and managed in a systematic way. The Partnering Toolbook offers a concise overview of the essential elements that make for effective partnering.

More information and download of the tool book at

www.thepartneringinitiative.org/publications/Toolbooks/The_Partnering_Toolbook.jsp
3. Intermediaries

INFOBOX

CSR360 Global Partner Network - International network of national intermediary organizations

CSR360 is a global network of more than 100 not-for-profit organizations working with businesses to improve their positive impact on society.

Business in the Community (BITC), a not-for-profit organization based in the UK, convenes CSR360 GPN as part of its vision to mobilize business for good and to be a catalyst for change on international Responsible Business issues. The network offers an infrastructure of local expertise and support through which companies and partners can implement successful campaigns and programmes. The main focus is to promote Corporate Citizenship, Corporate Community Investment and the wider framework of Corporate Social Responsibility.

www.csr360gpn.org

Regardless of whether a country is a welfare state or a liberal one, it has become clear throughout Europe that neither the state, civil society nor business alone can any longer solve fundamental societal problems. It now needs the cooperative efforts of all sectors to seek better solutions. As the spheres of economy, society and state become increasingly separate, such cooperative efforts are by no means a matter of course. Therefore mediators are needed at the interface between the sectors, able to link business with the other sector actors, and to offer opportunities to become involved.

A study commissioned by the European Commission stresses the importance of such facilitators and intermediaries, especially at regional and local level. As the research proved, such coordinating agents are essential to securing lasting success, as they manage the partnerships, balance the interests of the different actors and ensure a continuous commitment to common goals and strategies. (KMU Forschung Austria 2009, p. 13)

The values, missions and methodologies of the different sectors can vary significantly. To increase and to deepen cross-sectoral co-operation it needs effectively linked “car-
ers”, “bridge builders”, “cross border commuters”, and “brokers” – protagonists in the community with patience and with practical concrete vision. Those intermediaries may take up different roles:

- **as pioneers**: intermediaries to raise awareness and the possibilities of interaction
- **as interpreters**: to bring about clarity of dialogue and to facilitate communication,
- **as brokers**: intermediaries to identify areas of common interest and to facilitate partnerships across sectoral boundaries, and
- **as social innovators**: to identify fields of action for cross-sectoral co-operation and bring the right partners to the table.

SUGGESTED READING

The Brokering Guidebook

Partnership brokering is the essential intermediary function which enables partners to work well together and to ensure the effectiveness of their partnership. The Brokering Guidebook of the Partnering Initiative of the International Business Leaders Forum (IBLF) has been created to:

- Illuminate the critical part played by brokers in cross-sector partnerships as both process managers and behind-the-scenes leaders,
- Outline and support in practical ways the many tasks that a broker may undertake on behalf of partners during the life-cycle of a partnership.

More Information and Download: www.thepartneringinitiative.org/publications/Toolbooks/The_Brokering_Guidebook.jsp
There are manifold terms for this type of organization, which aims to initiate and to manage cross-sectoral partnerships and to win business for such endeavors. In this guide the term “intermediary” or “intermediary organization” is used as it most comprehensively encompasses the different roles and tasks at the interface of business and society.

As manifold as the roles an intermediary can perform are the types of organizations taking up those roles. There are specialized intermediaries, community organizations like volunteer centers or community foundations carrying out intermediary tasks as a part of their broader portfolio, local or public authorities or for profit agencies.

SUGGESTED READING

Successful Partnerships - a Guide

The Guide published by the OECD LEED Forum for Partnerships and Local Governance provides information on very concrete aspects of partnership work, gathered from those with experience – both successful and otherwise. It contains lessons from a number of experts working at different levels, and combines input from more theoretical academic knowledge with actual results from different policy approaches.

Just a short abstract of some aspects highlighted in the guide: Partnerships go through several stages as they develop and mature but some common characteristics of success emerge that seem to be valid regardless of the region and context. It is clear that special attention needs to be paid to:

- An understanding of cultural differences between partners and acknowledgement of those differences;
- A clear definition of the task and purpose of the partnership and realistic time frames;
- Establishment of feasible objectives and development of a clear and flexible strategy for achieving these objectives and building shared vision and trust;
- Well-considered partner selection and clarification of each partner’s role and a shared understanding and commitment among the partners;
- Sufficient ongoing resources (e.g. knowledge, information, time, expertise and finance);
- An investment in efficient organizational structures supporting the partnership and ensuring capacity building (e.g. subgroups, forums, management teams);
- Adoption of knowledge-based and learning-based frameworks (e.g. transfer of experiences); and
- Assurance of communication and accountability.

More information and download of the guide: www.oecd.org/cfe/leed/forum/partnerships

Samples:

The Municipality of Oeiras Portugal

The programme “Oeiras Solidária”, initiated by the local government of Oeiras, aims to encourage local business of all sizes – from SMEs to local branches of large multinationals located in the commercial zone of the city – to engage with disadvantaged groups and community organizations. With the specific task of managing the programme, engaging business in the community and aligning this engagement with political priorities and programmes, the municipality of Oeiras established a team of three people within its administration.

Oeiras is an example of a public authority which recognizes the strategic potential of Corporate Community Investment, and invests resources to implement it, thereby positioning the local government itself as an intermediary.

The Municipality of Rottenburg Germany

The local government of Rottenburg runs a Liaison Office for Civic Engagement. With the programme “Amongst Citizens” (“Unter Bürgern”) the liaison office initiated a broad dialogue between representatives from business, politics, public administration, associations and community groups. The objective was to discuss and to raise awareness of innovative ideas with a focus on the opportunities, the benefits and the limitations of Corporate Community Investment and partnering with the community. The local government wants “Amongst Citizens” to become a hallmark of the municipality. Rottenburg is an example of a local government looking at business as a crucial actor in a lively community, and at civic engagement as an important indicator of the attractiveness of the municipality.

More Information in German
http://www.unterbuergern.de/ueberuns.html
Community Foundation Braunschweig
Germany

“Care, think, shape” („Mittragen - Mitdenken – Mitgestalten“) is the slogan of the community foundation in the city of Braunschweig in the south of Lower Saxony in Germany, which has about 200,000 inhabitants. For some years already the foundation has been initiating and supporting community projects which contribute to a socially harmonious and culturally diverse city life, and which facilitate involvement and participation. From the beginning the main focus has been on ways to offer sponsors and individual citizens a platform which brings together resources, engagement, knowledge and know-how, in an effort to foster new ideas and social innovation. To improve its success rate, some years ago the Foundation identified the need to engage businesses and their employees in a systematic and strategic way.

- The community foundation therefore started providing business, community organizations and public authorities with information about Corporate Community Investment and CSR.
- In cooperation with other players from business, civil society and local government the foundation organizes an annual local business community action day with the slogan “Building Bridges”.
- Under the slogan “Bridge Builder” it offers services helping business to develop and to implement employee engagement programmes and projects.
- The project “Business into Schools” encourages business people to go into grade 8 and 9 secondary school classes, where they can provide young people with in-depth insights, career planning and counseling, and assessment of competencies as well as practical modules.

To carry out these tasks the community foundation step by step created personnel resources, funded through donations and sponsoring, with revenues generated through services and public support programmes. The Braunschweig Community Foundation is an example of a community organization regarding Corporate Community Investment as a strategic extension of its portfolio.

More information in German
www.buergerstiftungbraunschweig.de

Community Partnership Consultants
The Netherlands

Community Partnership Consultants (CPC) in the Netherlands is a for profit intermediary. Since 1994 CPC offers companies, not for profits and public authorities services such as research, knowledge transfer and training, as well as brokerage and management of partnerships. Moreover CPC helps to spread expertise and programmes such as social marketplaces and mentoring schemes, and systematically trains community organizations on how to partner with business.

More information in English
The successful engagement of business in the community, locally and regionally, very much depends on the specific context and on what is actually possible locally.

- Are there “burning social issues” which not only affect the community but also the development of business?
- Is there already a strong welfare infrastructure in the community?
- Is the local business structure dominated by small and medium enterprises or are there mostly large companies or branches of multinationals?
- Is there a lively culture of engagement and involvement in the community? Or is the scene dominated by the government and the public sector?
- Is there already cross-sectoral co-operation or is society characterized by a deep separation of business, civil society and government?
- Is there already an organization acting as an intermediary or has it still to develop?

But regardless of the context there are many examples of how to initiate and integrate Corporate Community Investment locally, which can be defined as five typical pathways:

### Space for Encounter

This type of project provides a trigger for action as it enables business people to meet with other actors in society. Commonly they will offer employees opportunities and space simply to try to engage and co-operate without a great deal of resource, to make contacts and to build trust towards further co-operation and community investment.

### Collaborative Approaches

In the course of this type of project a number of businesses together tackle a specific local or regional societal challenge – normally together with other actors in the community. To succeed with such an approach it is necessary to focus on a challenge which affects the community as well as business. Or to put it another way: to identify an interface where the interests of business and society meet.

### Platforms

Platforms do have a higher degree of commitment and flexibility. A number of businesses collaborate to engage and invest over a longer period of time into the community. Such models build upon the growing awareness of business of the common need for a healthy social context. Furthermore they can offer SMEs an opportunity to bundle limited resources in order to increase impact.

### Platforms for Capacity Building

A particular type of platform is represented by projects aiming at supporting capacity building for community groups and organizations, their employees and the people they work with. They seek to leverage the specific competencies and skills of business employees, or of the employees and partners of specific groups such as professional firms. Business will be able to invest a clearly defined amount of time, skills and knowledge, contributing specific elements to a programme of capacity building for a community organization or programme.
Awards

Awards are a fifth pathway. Publicly recognizing the community achievements of local and regional business, especially SMEs, can enable those running the awards to get to know engaged businesses better, and thus to prepare the ground for further collaborative projects and platforms.

Combining Pathways

Drawing upon examples this chapter describes those five pathways with regard to their specific characteristics as well as their specific challenges and opportunities. Finally you will find examples of how intermediaries can combine different pathways. Those examples highlight the basic finding which is not to try to proceed in an ideal typical sequence of measures, but to decide, on the basis of local or regional possibilities, what might be the best first step and what further steps might be wise.
### 4.1 Space for Encounter

**Sample:**

**Business Community Action Days**

The Business Community Action Day is an (annual) event. Groups of employees of a number of businesses in a specific municipality, urban district or region, engage on a certain working day of the year to donate their time, manpower and know-how to community organizations. Instead of normal work at the desktop, in a factory or with customers, employees for example might build the foundations of a children’s garden, do an outing with elderly citizens, teach youths how best to apply for a job, or advise community organizations on how to improve their public relations. The aim of the Business Community Action Day is to activate as many local or regional businesses as possible, to give as many employees as possible an opportunity to volunteer, and publicly to stimulate interest in Corporate Community Involvement and Investment.

The Action Day does not require business to look at it necessarily as the start of a long term engagement, although experience shows in many instances that partnerships between business and community organizations can evolve from the one day event. Rather it aims to offer businesses low threshold entries to community engagement without a great deal of time and other resources involved.

Action days have been implemented at several locations in different countries. Typically preparation, implementation and follow up of a local or regional Business Community Action Day will need six steps: *(see Figure 6 “Business Community Action Day – 6 implementation phases”)*

**“Naša Bratislava” (“Our Bratislava”) Slovakia**

“Our Bratislava” is the Slogan of the Action Day Pontis Foundation is running citywide in Bratislava, which offers employees to volunteer in community organizations and projects. In the course of the fourth Action Day in 2010 employees of 44 companies participated. In the meantime the format was transferred from Bratislava to other Slovakian cities as well as to Serbia with the slogan „Naš Beograd“ (“Our Belgrade”)

A video offers lively impressions of the variety of actions carried out: [www.youtube.com/watch?v=iEPZ0y3qqYs&feature=player_embedded](http://www.youtube.com/watch?v=iEPZ0y3qqYs&feature=player_embedded)

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**Course of a Business Community Action Day**

- **Initiation**
  - idea / initiation
  - set up
  - committee

- **Planning**
  - kick-off workshop
  - project & task planning
  - patron
  - resources & funding
  - fix date & location
  - PR planning

- **Recruitment**
  - recruitment
  - information material
  - public relations
  - launch event
  - organisations workshop
  - business workshop

- **Projects**
  - community organisations design projects
  - project fair
  - community organisations and partner companies prepare projects

- **Post-processing**
  - wrap up by committee
  - final evaluation
  - initiation of the next Action Day

**Figure 6:** Business Community Action Day – 6 Implementation Phases
In Germany Business Community Action Days are carried out in several cities. Called “Wiesbaden gets involved” the first one started five years ago in Wiesbaden, the capital city of the Federal State of Hesse, and has been running since then on an annual basis, followed by Action Days in the Braunschweig region called “Building Bridges”, in Mainz called “Business of Mainz joins in” and “Business in Action” in Frankfurt (Oder) At those action days mentioned here alone, employees of more than 200 businesses volunteered 2010.

More information
www.upj.de/actionday (forthcoming)

Give & Gain Day
UK

In the UK the „Give and Gain Day“ is run nationwide by Business in the Community 2010 more than 6,500 employees from 221 businesses volunteered in 190 community organizations.

More information:
www.bitc.org.uk/community/employee_volunteering/give_gain_day/index.html

### Course of an Engagement Market Place

<table>
<thead>
<tr>
<th>Initiation</th>
<th>Planning</th>
<th>Recruitment</th>
<th>Post-processing</th>
</tr>
</thead>
<tbody>
<tr>
<td>idea / initiation</td>
<td>kick-off workshop</td>
<td>recruitment</td>
<td>analysis and dispatch of matches</td>
</tr>
<tr>
<td>supporters</td>
<td>project planning</td>
<td>information material</td>
<td>(2 days after)</td>
</tr>
<tr>
<td>initiation workshop (informal)</td>
<td>task planning</td>
<td>public relations</td>
<td>audit matches (6 weeks after)</td>
</tr>
<tr>
<td>committee</td>
<td>patron</td>
<td>organisations workshop</td>
<td>final evaluation</td>
</tr>
<tr>
<td>resources &amp; funding</td>
<td>fix date &amp; location</td>
<td>business workshop</td>
<td>initiation of the next Marketplace</td>
</tr>
<tr>
<td></td>
<td></td>
<td>brokers, etc.</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 7:** Engagement Marketplace – 5 Implementation Phases
Characteristics, Challenges and Opportunities

- To offer business and employees realms of experience for Corporate Community Investment is the central concern of these formats. An effective trigger acts to increase awareness of the impact and opportunities for an active role of business in the community.

- The aim is to initiate as many practical engagement projects as possible. Experience proves that practical experience more than information and talking is the best catalyst to move business and employees to invest and engage more in the community.

- As early as in the planning phase representatives of business, civil society, local government and a broker will work together, thus ensuring participation and success.

- The formats are attractive for businesses of all size.

- Those projects are especially designed to create publicity for Corporate Community Investment and to contribute towards a culture of business community engagement and investment in a city or region.

- Intermediaries have an important role to play: As pioneers they create space for collaboration, and as coordinators they manage the processes.

- The biggest challenge for intermediaries is to involve, from the start, important players from business to ensure that it can be successfully encouraged to participate, to follow a clear project plan together, and to unlock the necessary resources for the project.

- At the same time these formats offer a range of opportunities. They are the means of choice especially in a location or a region where business engagement in the community is the exception rather than the rule, and where contacts and communication between business and community groups are rare.

- There are proven and clear courses of action which can be transferred easily.

- There are many ways to activate in-kind resources and services of business and organizations; for instance in the area of communications and public relations, as hosts of events etc.

- The intermediary gains precious contacts with a number of businesses and community organizations suitable for further action and networking.
4.2 Collaborative Approaches

Samples

**ENGAGE Valencia**  
**Spain**

The ENGAGE Valencia project is targeting youngsters with a range of problems in the Valencian community. Its aim is to prevent school drop-out. It is one of the experimental programs undertaken by the Education Department of the Valencian Regional Government. The development of social skills is one of the aims of this programme: activities take place entirely inside the classroom and allow students to develop certain fundamental social and moral skills key to their development as a person. First, company volunteers receive special training from the Education Department of the Valencian Regional Government before engaging with the programme. Second, company visits of two different types are carried out with the volunteers: visits for the whole group of students, and individual visits for those students who have showed a special interest in a particular company. Third, volunteers teach students how to handle job interviews or how to improve their CVs.

In 2009 around 1,700 students benefitted from the programme. More than 160 employees from businesses such as Bancaja participated in the programme.

Detailed case study (English): [www.upj.de/INCLUDE-Case-Studies.169.0.html](http://www.upj.de/INCLUDE-Case-Studies.169.0.html)

Web link (Spanish): [www.fundar.es](http://www.fundar.es)

**Business Action on Employability - West Belfast/Greater Shankill Area**  
**Northern Ireland**

Increasingly employers in Northern Ireland are recognizing that there is a growing shortage of both skills and available labor in many industry sectors and geographical areas. As a consequence employers are extending the range of measures designed to attract recruits from the remaining pool of unemployed people.

The Employers Forum in the West Belfast/Greater Shankill Area, where three out of five of the most disadvantaged communities of Northern Ireland are located, was formed to improve the interface between employers and the unemployed and is working to develop strategies to improve skills and job opportunities across several business sectors. It is responsible for skills training and education to encourage the matching of education and training programmes with current and forecasted skill requirements and employment needs in the West Belfast/Greater Shankill area.

A cross-section of employers have pledged their support for the goals of the Forum, and its main work is being taken forward within sectoral clusters, namely the construction, call center, engineering, health, utilities, IT and retail cluster. Each cluster is being championed by a key employer, with the aim of identifying and overcoming barriers to employment.


**Environmental Penguins, Istanbul**  
**Turkey**

The programme aims to raise pupils’ awareness of the need for environmental protection. It was created to help reinforce concepts explored in the past in state schools across Turkey. Employees of businesses go as “Environmental Penguins” into school classes to attract pupils as activists and ambassadors who can promote improved environmental awareness in their communities. The Corporate Volunteers Association (CVA) has brought together a group of companies, and a steering committee together with CVA has put together a curriculum for the programme. After a short training session the employee volunteers are ready for the planned activities. Following a pilot scheme with grade 4 and 5 classes, the programme was started in 2009. The partnership arrangement is one company to one school.

Detailed case study (English): [www.upj.de/fileadmin/user_upload/MAIN-dateien/Projekte/INCLUDE_Environmental-Penguins_Turkey.pdf](http://www.upj.de/fileadmin/user_upload/MAIN-dateien/Projekte/INCLUDE_Environmental-Penguins_Turkey.pdf)
Characteristics, Challenges and Opportunities

- Based on the motto “better together” these pathways aim to leverage collaboration so as to improve the efficiency and the impact of the programme.

- The projects tackle very specific social challenges, which are present not only in the community but also affect business, either directly or indirectly. In the Valencian case it is the low confidence levels and lack of social skills of the future workforce; in West Belfast and Greater Shankill it is the actual shortage of recruits; and in Istanbul the lack of environmental awareness shown by pupils and citizens in the community, which contributes to a range of serious economic problems.

- To analyze the problem, and then to design and implement a programme to address it, intermediaries and businesses work very closely together with public agencies and community organisations.

- The projects are extremely focused and the measures undertaken, as well as the course of action in time, are very clearly defined.

- The time lag between the short conceptual and preparatory phases and practical implementation is very short.

- Collaborative projects are suitable for business of every size, but are especially attractive for SMEs as they have a relatively simple design, with well defined courses of action and a strong practical orientation.

- They have the potential to involve the whole range of resources which business can contribute, such as finance, services, products, logistics, time and know-how as well as contacts and influence.

- Intermediaries have an important role to play: As brokers they identify a well defined area of action, where the interests of the community interface with the interests of business or a particular group of businesses. As coordinators they can work with business, and set up and manage the projects.

- The special challenge for intermediaries is to define a field of action, which can be combined with the community investment in a way which really adds value. Therefore, before starting to plan, the intermediary should aim to get a clear understanding of policies, strategies and programmes of public agencies and community organisations.

- Securing funding for the development and the management of such projects need not to be too difficult, as they are straightforward as well as being practical and solution-oriented.

- This type of projects has the advantage of being able to start small and to be subsequently scaled up step by step.

INFOBOX

Skills for Employability Enhanced through Community Engagement

The study “Employee Community Engagement: An effective way of improving the skills essential for employment amongst disadvantaged and socially excluded groups of people within the EU”, which was carried out in the course of the European Alliance for CSR, presents a variety of clues and further examples focusing on the field of Employee engagement.

Web link: www.csrvaderegio.net/en/role/ten_rules.asp

CSR Vaderegio

The European project CSR Vaderegio focuses on the role of local and regional governments and public authorities, which play an important role in this type of collaborative project. E.g. you will find ten rules of thumb for public authorities.

Web link: ec.europa.eu/social/BlobServlet?docId=1936&langId=en

The Interaction between Local Employment Development and Corporate Social Responsibility

Worthwhile reading concerning the political and strategic background is the study “The Interaction between Local Employment Development and Corporate Social Responsibility”, which was commissioned by the European Commission to the “KMU Austria” research institute.

Download of the study in English:
4.3 Platforms

Samples:

Arnheim Challenge
The Netherlands

The collaboration of business, community organisations and public agencies makes an important contribution to a better life in the urban districts of the city of Arnheim. Building on this, local government authorities initiated the programme „The Arnheim Challenge“. Arnheim was divided into four districts. In each district a “round table” was organized. Four very experienced and senior managers meet with four young professionals who were either new in their job or to the City of Arnheim, to help familiarize them with economic and social life in the city. In each district community groups and organisations or foundations can suggest a community action or programme. The round table decides which of them to implement and the members of the round table then undertake to approach local businesses in order to make it happen.

Show Responsibility
(„Verantwortung zeigen“)
Austria

“Show Responsibility” is a business initiative in the Corin-thia and Styria region in the South of Austria. It was initiated and coordinated by the for-profit agency Strasser & Strasser in order to motivate and facilitate regional companies and NPOs in developing their social and ecological responsibility and sustainability. In addition they were challenged to report regularly on successful projects and activities, to connect companies and nonprofit organisations in various activities and to coordinate several regional cross-sector projects. Currently 35 businesses and organisations are members and about 500 executives from 100 companies are in close contact with the initiative. Many of them regularly participate in the dialogue. In addition to different consulting services, Strasser & Strasser offers workshops and focus evenings free of charge to offer practical know-how which can meet the companies’ needs. These focus evenings take place every 3 months and include a “speed dating” session, in which executives exchange experiences on social and ecological topics. In 2009, participants from more than 100 companies discussed subjects such as “Successful management of demographic change”, “Regional business cooperation” and “Climate protection and energy efficiency”. Moreover, through programmes like “Bridging” (“Brückenschlag”), where executives from business and NPOs switch workplaces for one week, the regional business community action day “Show Responsibility in Corinthia” and the “Part-ners in Responsibility” network in the city of Villach, continuing cross-sectoral cooperation is nurtured and developed.

Detailed case study (English):
www.upj.de/fileadmin/user_upload/MAIN-dateien/Projekte/INCLUDE_Show-responsibility__Austria.pdf

Web link (German):
www.verantwortung-zeigen.at

„Partners in Responsibility“
(„Verantwortungspartner“)
Germany

In the course of the national programme „Business in the Region“ („Unternehmen für die Region“) the Bertelsmann Foundation developed the „Partners in Responsibility Method“. It was piloted in several regions in Germany to incorporate individual business community investment projects into local networks, and aims to build up collaborative efforts. It gears the overall efforts towards future-oriented regional community development.

The process targets SMEs especially, and aims to identify specific social issues to be tackled cooperatively. It is started from within a small group, the so-called regional initiative group. Comprising committed businesses and other partners dedicated to the idea of the partnership approach, this group lays out initial plans and involves the public by means of an official roll-out event. The further structure of the partnership approach builds upon this step and continues through a moderated process enabling a continuous dialogue and progress of the joint efforts. All partners are invited to moderated milestone meetings on a regular basis. These meetings offer the opportunity to co-ordinate strategies and co-develop new ideas. Workshops are offered to provide guidance and best-practice examples of community projects.

In the meantime about 500 small and medium enterprises, centered round 7 regional hot spots and issues, collaborate with local administrations, state governments, Chambers of Commerce and NGOs to identify and tackle core local issues such as education, employability, demographic change, integration of migrants or IT skills.

Detailed case study (English):

Web link (German):
www.verantwortungspartner.de

Guide on the “Partners in Responsibility method (In German):
Characteristics, Challenges and Opportunities

- Platforms are very much process oriented. Only after a period of exchange and discussion is a decision taken to move to a practical phase and to focus on a specific social issue. In contrast to pathways such as “Spaces to Encounter” and “Collaborative Approaches”, the engagement of business is not triggered through practice but through dialogue.

- Linked to the process, orientation is a mid to long term strategic approach.

- Through platforms generally, businesses of all sectors and size can be successfully approached, but it might be a strategic decision to focus on SMEs, as the Bertelsmann Foundation does with the "Partners in Responsibility Method", or to set up a regional platform around a large company and its suppliers.

- Intermediaries have an important role to play in those formats both as social innovators and as coordinators initiating, moderating and managing the networking process.

- A special challenge for intermediaries is to involve business and to keep it involved throughout a complex process of networking which offers practical engagement only after a relatively long period of discussion and reflection.

- It is important to develop and to stick to strategies and measures over a period of time, while at the same time being flexible enough to adjust them in co-operation with the businesses involved in the platform.

- Moreover the intermediary needs excellent communication and moderation skills to manage the platform, and not to miss the right point in time to change from reflection to action.

- It may be difficult to raise the funds necessary to manage the platform from the companies involved or from public authorities. Both are in general very reluctant to fund processes rather than practical programmes.

- Platforms offer a unique opportunity to engage business for long term investment in the community, and to balance the needs and interests of business and community.

- Intermediaries have a unique opportunity to position themselves as central actors in the field of Corporate Community investment, to start further practical projects and programmes, and to offer additional services to the companies involved.

INFOBOX

CSR Vaderegio Toolkit

It is worth looking at the examples and recommendations of „Vaderegio – Toolkit for engaging and inspiring CSR in local business“ (in English, German, Estonian, French, Italian and Spanish)

www.csrvaderegiotoolkit.net
4.4 Platforms for Capacity Building

Samples:

ProHelp
UK

ProHelp is a national programme engaging of over 800 professional firms, each of which has offered to provide professional advice and strategic support, free of charge, to community groups and voluntary organisations in their local area. Collectively, ProHelp is the largest provider of free professional support to local communities in the UK. In 2009, member firms provide £2.5 million worth of free support to more than 1600 community organizations, which is delivered through 33 local groups.

Each local ProHelp group has a chairperson who, with members of that group, develop future strategies and objectives. The ProHelp chair is generally a senior partner representative of a professional firm member of the group. The firms undertake projects which include feasibility studies, structural surveys, marketing and business plans, legal and accountancy advice, property valuations, project plans, planning applications, website design, etc. The guiding principle is that ProHelp members give their firm’s time, and assignments should be treated no differently than an instruction from a commercial client, thus supporting community organisations with services they might not be able to afford and helping them to increase their efficiency and their service delivery.

Detailed case study (English): www.upj.de/fileadmin/user_upload/MAIN-dateien/Projekte/INCLUDE_ProHelp_UK.pdf

Web link (English): www.prohelp.org.uk


„Donating competencies“
(„Aktion Kompetenzspende“)
Berlin, Germany

In the course of this programme businesses offered their knowledge and expertise pro bono to community organisations to contribute to their capacity building and to the effectiveness of their operations. In addition, they contributed to programme enhancement and improvement, with the general aim to improve the quantity and quality of delivery of the organizations’ missions. Businesses participating in the programme decide on the specific amount of man days of a specific service they want to invest for free in a community organisation. It was the task of the intermediary UPJ to match the offers with needs of community organisations and to broker and to accompany the projects. Projects implemented were, for instance, to integrate the different websites of a community organisation, to design and produce a flyer, to train in telephone techniques, or to develop an excel tool helping the organisation to manage its budget.

Web link (German)

Partners in Leadership
Berlin & Brandenburg, Germany

School development and quality is top of the education agenda in Germany. Schools with continuous delivery quality improvement programmes have a proven record of success in recent international OECD studies. The programme seeks to help schools make progress in this regard through good school management.

Senior managers from business are offered partnerships on equal terms with head teachers over the period of one school year. Head teachers are increasingly called upon to act as senior managers, with complex tasks such as business administration and human resource development, which managers from business can help them perform in a professional way. At the same time managers from business get insights into, and are motivated by the necessary change processes in the education system.

The head teacher and the manager meet on a monthly basis to analyze strengths and weaknesses of the school operation, and to agree and implement the necessary measures. The head teachers gain insights into business processes and can decide which business techniques are suitable to be transferred to their schools. The partnership provides learning for both partners involved.

Areas of cooperation are for instance organizational and time management, evaluation, communications and public relations, human resources, quality development as well as interaction with business. The programme is aligned to six key areas of school excellence defined by the regional educational departments. The programme was inspired by the UK programme “Partners in Leadership” run by BitC and is run by the nonprofit organisation “Bildungscent” in cooper-
INCLUDE – Pathways to Community Investment

- This type of platform builds upon the recognition that business might in most cases not have adequate knowledge about the nature and causes of social disintegration and disadvantage, nor the competencies to tackle problems of disadvantaged groups directly and to help improve communities. Therefore they do not try to involve business and employees in practical programmes in the community, but to leverage the competencies existing in business to improve the functioning of the social infrastructure, which in the end leads to better services and solutions in the community.

- In most cases they offer opportunities for engagement to professional firms, certain service units of companies and senior executives, and can match offers with needs in community organisations.

- This course of action is well structured and the offer to engage is clearly defined, as to the time and services involved. In addition it defines the start and the end of the action, thus offering an easy and practical way to engage.

- The return for the business, especially in the area of human resources, is clear and needs little explanation.

- The role of the intermediary is well defined: As brokers they match the needs and the offers and define manageable frameworks for engagement. As coordinators they manage the programme.

- A particular challenge is that the intermediary needs or has to gain in-depth knowledge of organizational management in order to ensure that the offers meet real needs.

- Programmes targeting the education system in particular need in-depth insights into recent developments in public policy, and procedures to identify the right fit of business investment of time and competencies with them.

- As the benefit for the community organisations, as well as in most cases for the public authorities concerned, is clear, it appears to be not too difficult to secure public and business funding or a mix of both for the management of a platform for Capacity Building.
4.5 Awards

Samples:

„Business active and engaged in Saarland“
(„Unternehmen im Saarland, aktiv & engagiert“)
Federal State of Saarland, Germany

The regional network of volunteer centers in the (small) Federal State of Saarland called “Landesarbeitsgemeinschaft Pro Ehrenamt” is running a programme called “Business and Engagement“ („Ehrenamt & Wirtschaft“) to foster cooperation of business and community groups and organisations. In cooperation with the Chamber of Commerce of Saarland and the Saarland ministry for Economics and Science it also runs the award scheme “Business active and engaged in Saarland“ („Unternehmen im Saarland, aktiv & engagiert“).

The award scheme seeks to recognize the extensive community engagement of businesses in the Federal State of Saarland, and to encourage further businesses to join them. Businesses may apply across the whole range of engagement, such as vocational training and apprenticeship beyond the needs of the enterprise, family friendly workplace policies and community investment programmes in areas such as culture, sports, education, integration or community development.

Engagement can be expressed in a variety of ways such as donations of money, products and services, the provision of special company leave to allow employees to volunteer in the community, or mentoring schemes. The symbolic awards for best in class of small enterprises up to 10 employees, medium sized enterprises up to 250 employees and large companies with more than 250 employees are presented at a celebratory function which is given extensive coverage in the regional media. The partner organisations of the businesses are awarded prize money to be invested in the specific programme supported by the partner enterprise.

Web link (German):
www.pro-ehrenamt.de/

“Golden Lily”
(„Goldene Lilie“)
City of Wiesbaden, Germany

The city arms of Wiesbaden are composed of three lilies. The “Golden Lily“ not only awards the best in class for their community investment, but offers every business performing above a certain verifiable level of community engagement the label “Golden Lily“. An independent jury examines every application and decides if the enterprise is entitled to the award. The qualification level is that more than one percent of the net turnover of the business is invested in the community. The amount may consist of financial contributions, in kind services, infrastructure and logistics provided for free or the costs equivalent to the time invested by employees during work time. Besides those hard criteria the jury also considers soft criteria like formation and apprenticeship beyond needs, employing people with special needs or family friendly workplace policies. After two years a business has to apply again to verify the ongoing engagement.

The “Golden Lily“ is jointly run as a local pilot scheme by UPJ, the municipality, the chamber of commerce and the chamber of crafts, the Wiesbaden Foundation and the European Business School located in the city. The main local newspaper acts as media partner. Already in the first year 19 small, medium and large businesses have achieved the award.

Web link (German)
www.die-goldene-lilie.de
Characteristics, Challenges and Opportunities

- The award schemes presented have a local or regional focus. Therefore they function, unlike national or international awards, to attract especially SMEs.

- There are two types. The first awards the best in certain categories, in order to encourage competition for the best solutions, and to encourage further businesses to follow the path to community investment. The second type is a kind of label with the aim of deepening and improving business community investment.

- Both types seek to provide publicity, and businesses thus awarded will have reputational benefits internally and externally.

- Award schemes function to increase corporate community investment as well as to contribute towards a culture of business engagement as a matter of course.

- Those awards are in general open to engagement in all areas of society.

- Intermediaries take on the role of pioneers by creating awareness for Corporate Community Investment and the potential it has for business and the location or region.

- As coordinators, intermediaries manage the processes and need to ensure a transparent and accountable awarding process.

- Important players from business associations, public authorities and science should be involved to ensure successful communication to potential applicants, and funding for the management of the award.

- Awards offer the opportunity to get insights into and contact with a wide number of businesses.

- This pathway might be a possible addition to others like collaborative approaches, but might also be a good starting point for further programmes like platforms.

- Awards, compared to the other pathways presented, have the biggest potential for publicity.
4.6 Combining Pathways

The five pathways presented might suggest following an idealtypic plan starting with a programme offering space for encounter, to win some of the participating businesses for a collaborative project, to lift it to another more long term level followed by an award recognizing the engagement. Practical evidence rather suggest to assess very carefully the given circumstances and opportunities at the location or in the region and to combine different pathways as they fit, as the following two examples show.

Samples:

City of Wiesbaden

*Germany*

Brokering individual business engagement projects – Create space for encounter – Awarding – Collaborative approach – Platform


Round Table „Business and Youth“

*Federal State of Brandenburg, Germany*

Creating a platform – Brokering projects of individual businesses – Collaborative approaches – Spaces for encounter

The Round Table “Business and Youth” is a platform for further practical community engagement and investment of businesses of all size in the German Federal State of Brandenburg. It acts as a catalyst for increased social co-operation between business and community organisations, as well as engaging young people to work towards active citizenship, helping to improve living conditions in the region located in the former GDR. The Premier of the Federal State acts as patron of the platform.

Initiated and managed by UPJ and partly funded by the Federal State twice a year representatives of about 30 businesses come to the table to exchange experiences and to develop projects in different areas of society, to which enterprises represented at the Round Table commit themselves. There are many individual projects involving e.g. employee volunteering, the formation of a community foundation at the location of the largest employer in the region, a safe driving training programme for driving beginners initiated by a security company, or a cause related marketing campaign by a bakery for the benefit of a local youth center.

But in the course of time collaborative projects also started. A number of participants in the Round Table observe a lack of social competence among many of their apprentices. A group of companies therefore adapted a program called “key”, which is already running successfully in another German region, to their needs. Apprentices of three of the biggest employers in the region work in the course of their formation in community organisations such as sheltered workshops, in order to improve those competencies, and the three employers integrated “key” into their training schemes.

Also in the course of the deliberations at the Round table it became obvious that it needs more local efforts to encourage increased business involvement in the community. Therefore the Round Table and UPJ have to date initiated local business community action days and engagement market places in seven different cities.
**Selected Publications**


**Bertelsmann Stiftung (Editor):** Grenzgänger, Pfadfinder, Arrangeure. Mittlerorganisationen zwischen Unternehmen und Gemeinwohlororganisationen, Gütersloh 2008


**Damm, Diethelm, Lang, Reinhard:** Handbuch Unternehmenskooperation. Erfahrungen mit Corporate Citizenship in Deutschland. Jointly edited by Stiftung Mitarbeit and UPJ, Bonn/Hamburg 2002

**Drespewski, Felix:** Corporate Citizenship. Ein Leitfaden für das soziale Engagement mittelständischer Unternehmen. Edited by UPJ, Berlin 2004

**Drespewski, Felix:** Verantwortliche Unternehmensführung. Corporate Social Responsibility (CSR) im Mittelstand. Edited by UPJ, Berlin 2007

**EUROPEAN COMMISSION - DIRECTORATE-GENERAL FOR ENTERPRISE AND INDUSTRY:** Opportunity and Responsibility. How to help more small businesses to integrate social and environmental issues into what they do. Brussels (no date)


**Local Economic and Employment Development (LEED) Community Capacity Building:** Creating a Better Future Together (Complete Edition - ISBN 9789264073302)

**OECD LEED Forum on Partnerships and Local Governance at ZSI (Centre for Social Innovation):** successful partnerships. a guide. Vienna (no date)
Selected Web Links

INCLUDE
www.bitc.org.uk/global/include.html (English)
www.upj.de/include (German)

UPJ
www.upj.de

Business in the Community
www.bitc.org.uk

ENGAGE
www.engageyouremployees.org

CSR360 Global Partner Network
www.csr360gpn.org

European Commission – Employment, Social Affairs and Equal Opportunities: Corporate Social Responsibility (CSR)
ec.europa.eu/social/main.jsp?catId=331&langId=en

European Commission – Enterprise and Industry: Sustainable and responsible business - Corporate Social Responsibility (CSR)

CSR Europe: European Alliance for CSR

European Volunteer Center (CEV)
www.cev.be

CSR Vaderegio Toolkit
www.csrvaderegiotoolkit.net

International Business Leadership Forum (IBLF): The Partnering Initiative
www.thepartneringinitiative.org

OECD: Forum on Partnerships and Local Governance
www.oecd.org/cfe/leed/forum/partnerships
The publication was designed in the course of the project “INCLUDE – Pathways to Community Investment”. INCLUDE provides local and regional intermediaries such as civil society organisations, economic development agencies, chambers of commerce and public authorities with support that will help them to engage businesses in innovative cross-sectoral partnerships. INCLUDE builds upon the results of the CSR-Laboratory “Skills for Employability enhanced through Employee Engagement”. Further to the guide INCLUDE:

- identified on a worldwide scale good examples of collaborative business initiatives as well as business engagement in cross-sectoral partnerships, which contribute towards skills development and employability of disadvantaged groups, towards social inclusion and innovation in addressing societal challenges, and evaluated those cases,
- generated ten in depth case studies of from different European countries to enlighten the research,
- runs and supports three transfer projects in Central and Southeastern Europe
- and is fostering the international exchange of experts and multipliers through local seminars and an international multiplier workshop.

The INCLUDE project is supported by the European Community Programme for Employment and Social Solidarity (2007-2013) managed by the Directorate-General for Employment, social affairs and equal opportunities of the European Commission. It is supported by the German Federal Department of Labour and Social Affairs and has co-funding from Citi. The project is led by UPJ (Germany) and Business in the Community (UK) in partnership with Asociata pentru Relatii Comunitare (ARC Romania), Önkéntes Központ Alapítvány (OKA, Hungary), SMartKolektiv (Serbia), Pontis Foundation (Slovakia) and Özel Sektör Gönüllüler Derneği (Corporate Volunteers Association, Turkey).

Further information can be found at the INCLUDE sections of the UPJ and Business in the Community websites:

www.bitc.org.uk/global/include.html (English)

www.upj.de/include (German)