

NGO and business

Partnership or one-sided benefit?

GUIDE

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Together for others, together for ourselves

UNICEF for business

UNICEF Poland's campaign aimed at business is the organisation's response to the stereotypical view of cooperation with entrepreneurs. UNICEF Poland wanted to reverse the hitherto functioning narrative, according to which a humanitarian organisation is only a recipient of support from business. The aim of the action was to jointly develop new rules of cooperation between the business world and humanitarian organisations.

As part of the campaign, workshops were held for companies. More than a dozen organisations took part - both those with strategies and experience in the field of socially responsible activities, as well as smaller companies that are just planning to get involved in the CSR area, including cooperation with the NGO sector. This guide is the result of the two-day exchange of experience.

We believe that we place a set of valuable tools in the hands of specialists from both social and business organisations that may be used for working out new areas of cooperation and building true partnerships.

This is a response to the needs of the world of NGO and that of business.

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Do business and charity have a chance to be partners, or does each “play to their own ends”? Can we find common goals and values? Put aside your own self-interest and work together for others? We wanted to show that it is indeed possible! Hence the idea of workshops to develop standards for cooperation between organisations such as ours and business. I can safely say that the objective of the workshops has been achieved. Through this publication we are sharing with you their results. Use it and create good.

Renata Bem

Executive Director, UNICEF Poland

unicef  dla każdego dziecka

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We learned more quickly than we expected how important and urgent finding new solutions can be. We started our workshop in a time of relative peace and ended in a time of great war, which immediately reminded us of the importance of helping and sharing what is significant and necessary. It reminded us that despite our great desire to help personally, organised and coordinated aid is needed. What is needed required is professional assistance that is provided consistently day after day; assistance that guarantees cost-effective, efficient and transparent action.

Piotr Piasecki

business coach, workshop leader

Is Polish business socially sensitive?

Corporate social responsibility is increasingly becoming an important part of the management strategy of companies operating in our country. Enterprises voluntarily engage in activities that take into account social interests, environmental aspects and relations with different stakeholder groups, led by employees.

Companies have numerous tools at their disposal to exert a positive impact on their surroundings.

The most frequently used include: organisation of educational social campaigns, pro-environmental actions, implementation of programmes for the benefit of local communities, investment in improving employees' qualifications or organisation of employee volunteer work, as well as publication of information on the company's responsible activities in the form of social reports.



However, thanks to such activity, they gain a number of benefits, ranging from the building of recognizability as a transparent and responsible brand to the strengthening of employees' engagement and identification with their employer.

Moreover, the measures taken increase the competitiveness of businesses. It is therefore gratifying that Polish companies have more and more experience in implementing CSR activities.

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At Credit Agricole, we believe that business must be responsible for the people around us and the environment in which we all live. The raison d'être of our company's existence is: „We act for the benefit of our customers and society every day“. That is why we are happy to become involved in various projects that aim at solving important social problems. Constructive dialogue with third sector organisations means that this type of business engagement can be more effective and NGO activities more efficient. So you could say that we need each other and we all benefit from this. I thank UNICEF Poland for initiating this dialogue and I hope that we will be able to work together for the good of children and society as a whole.

Przemysław Przybylski
Head of Corporate Communications, Credit Agricole



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I think it is already a standard - in short, even not directly, the losers are those companies that would like to completely abandon any activity that is not directly connected with business but is of importance to society, the local community or the environment. A company today is not just a business. Stakeholders are not only customers, shareholders, employees, but also society, and this is not to be ignored. As potential customers and potential employees, we take this into account when making our choices.

Companies are doing better in this area than they were just a few years ago. Nevertheless, not everyone deals well with it. Several factors need to be connected here: the CSR activity that must somehow „fit“ the business and other activities, the real activities that the company is going to undertake, the engagement at the level of activity, finance, services, etc., and the brand image elements. Unfortunately, there are a number of companies that do not handle this well. For example, they act and communicate as if the image element is the sole piece of this puzzle! In this way, CSR, used as a “fig leaf” to cover other, not entirely ethical or well perceived activities, may not only lose its importance, but may even gain a “bad name”. This should not be the case. But let me emphasise: many organisations understand that first CSR is not an option but forms part of business, and second that it will only fulfil its purpose if it is a well thought out and real action, often also involving employees wisely, and only then it also becomes communication and part of the image.

dr Joanna Heidtman
business psychologist

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Businesses can and should be run in such a way so as to achieve ambitious economic goals while having a positive impact on the environment. As the market leader in private medical services in Poland, we set an example of how to implement the sustainable development model in practice. In line with our mission, every day we help people live longer, healthier and happier lives and make the world a better place.

The trust of the 2.5 million people who are under our constant care, as well as using individual services, is a great honour for us, but above all a responsibility. Therefore, we provide our patients with technologies that are innovative in the Polish market and we provide our employees with opportunities for continuous improvement of qualifications.

Through nationwide educational and social campaigns, we encourage people to have regular check-ups, give up harmful habits, engage in physical activity and switch to an optimal diet. Equally important among our priorities is caring for the environment for the sake of the life and health of present and future generations of Poles.

Katarzyna Michaliszyn

Deputy Director of the Corporate Communication and Sustainability Department, LUX MED Group.



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At Kaufland Polska, sustainability is a very important part of the company's business strategy. Our work focuses on promoting sensible nutrition, tackling food waste and climate change, and improving animal welfare. Under the motto „Let's do it together”, we engage in initiatives together with our stakeholders - including employees, business partners, customers and non-profit organisations. We believe that a common goal and education will allow us to build a sustainable world.

Agnieszka Kotlińska
Sustainability expert,
Kaufland Polska



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At Glovo, responsibility towards the communities and environment in which we operate is embedded in our company values. We want to become a company where positive impact is much more than the task of one department in isolation from the business as a whole. We want each of the teams to have impact activities written into their objectives and to be able to use what we specialise in, including for the benefit of society.

Glovo supports NGOs through employee volunteering, occasional donation collections and online volunteering. This is often initiated by the employees themselves, who are keen to get involved in their communities. We support restaurants run by foundations through preferential offers and additional promotion as part of our app and on social media. Since Russia's invasion of Ukraine, we have also sought to use our resources to respond effectively to this crisis situation. We make our logistics available to NGOs, provide additional support for couriers and staff, collect the most needed donations through our app, allocate funds to directly support the third sector.

Małgorzata Żurowska
Culture & Social Impact Specialist, Glovo



What does business give to civic organisations?

One of the most common forms of positive impact of business on the environment is cooperation with NGOs. Companies benefit from the NGOs' experience in identifying the most important needs and the best ways to meet them. Most often they want to take special care of their immediate surroundings. The natural direction is to support local organisations that focus on solving problems in the communities where the company operates, i.e. where its employees and customers live and spend their leisure time. Often the business profile also determines the choice of organisation. A common goal of concern for women's health or climate protection facilitates cooperation.

Humanitarian organisations are a specific type of entities that provide assistance to those in need. They usually operate in the most difficult and remote corners of the world. The aid they provide often directly protects the health and lives of those affected by war, poverty or natural disasters. In Poland, the activities of humanitarian organisations focus on education and fundraising. Business support for entities such as UNICEF Poland is of particular importance due to the scale and stability of aid.

Long-term cooperation between a company and an NGO means a greater chance of making a real difference to the environment and engagement of employees.

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The scale of operations is important. It is as much about the amount of commitment as it is about the extent of the help we can provide with the funds we donate. Moreover, stable support over a longer period of time allows us to plan activities on a greater scale, spread over time, such as the construction of schools or hospitals. In crisis situations, partnering with business also enables rapid response. We can observe this phenomenon in the case of the war in Ukraine. The extraordinary mobilisation of both private individuals and Polish businesses made it possible to provide immediate humanitarian support to children in areas affected by the conflict.

Renata Bem

Executive Director, UNICEF Poland

unicef  dla każdego dziecka

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We are talking about corporate social responsibility at a time when we, as a society, are doing an excellent job of taking responsibility. Almost everyone is involved in helping those most in need - from individuals to companies to NGOs. In this extreme situation today, no one is thinking about whether we should engage socially and how important it is to have support from business. Social responsibility is almost encoded in the DNA of our organisation, as it stems directly from the attitudes and values guiding our management and team members. In our CSR activities, we put particular emphasis on the importance of a sense of community, security and family ties, engaging in projects that allow the mission of „Home for Life” to be realised on many levels - especially now that the country has ceased to be home for so many.

For another year in a row, as a Friend of UNICEF we have an opportunity to build a better world.

Together with the world's largest children's organisation, we support the youngest in the poorest parts of the world. We periodically organise blood donation events in our company called „Krewniacy #DoDzieła” and involve almost the entire team and key business partners. Through the „Onco-responsible” campaign, in which we participate, we draw employees' attention to the opportunities connected with prevention, diagnosis and modern treatment of cancer. We are also involved in local social campaigns, e.g. helping Marcelek Kubala, who is fighting for health, fire victims in Nowa Biała, to whom we donated joinery, or children in local orphanages. This year, for the first time, we organised a „Pre-Final” in aid of the 30th Finale of the Great Orchestra of Christmas Charity - an internal auction during which items brought by the company's employees and even the personal commitment of team members - including the CEO's time of work in production - were auctioned off.

Jacek Wach

Marketing Director, PAGEN



What can NGOs give to business?

The UNICEF Poland campaign is a unique initiative on a Polish and global scale. UNICEF, which fulfils its mission on a daily basis thanks to the support of donors, including business representatives, wants to reverse the traditional narrative in communication with companies.

This time
representatives of
the organisations
ask:
**What can we
do for you?**

The organisation wants to redefine the standards of cooperation between the NGO and business sectors, stressing that both parties are beneficiaries of such activities.

The following companies were involved in the workshops that helped create this toolkit: Credit Agricole Bank Polska, Digital Care Group, FEYENALLY, Glovo, LUX MED Group, Kaufland Polska, Legimi, PAGEN, PayU and x-kom.

The aim of the meeting was to diagnose existing and potential areas of cooperation between business and charities and the benefits that can arise for both parties. For two days the participants, under the guidance of business coach Piotr Piasecki, looked for new solutions using creative thinking and problem-solving techniques.



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The current model of cooperation between civic organisations and business is quite closed. It is often based on a classic transaction. Transfer of funds in exchange for specific actions. Our meeting showed that both business and charities have plenty of ideas and can inspire each other. For this to happen, however, they need to establish a partnership contact.

Piotr Piasecki
business coach, workshop leader

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Business and us have different motives and visions for the collaboration process, but it turns out that at the end of the day we care about the same thing - to bring goodness. This was best demonstrated by the huge mobilisation of domestic companies in recent days in the face of the tragic events in Ukraine. We just need to get to know each other better. The workshops showed that we need to talk to each other more and be more flexible.

Renata Bem
Executive Director, UNICEF Poland

unicef  dla każdego dziecka

Breaking down barriers

Common goal, different needs

Civic organisations and enterprises are different in terms of the nature of their activities, motivations and ways to achieve their mission. However, as our campaign proves, they can have a common goal.

For years, however, there was a common perception that entities from the NGO and business sectors did not always see each other as potential cooperation partners.

Due to these differences and not always partnership approach, businesses and NGOs faced many obstacles that made cooperation difficult or even impossible.



The most frequently cited obstacles to cooperation between civic organisations and business include:

1. We have a difficulty in identifying ourselves with the aid objectives that the NGO sets itself
2. We prefer to involve our employees in a direct form (personal and physical - e.g. as in the case of Noble Parcel, visiting children in an orphanage, planting trees, renovating educational facilities, walking dogs in a shelter, etc.).
3. We need direct contact with the aid recipient, e.g. children abroad.
4. We are looking for cooperation that will give us the possibility of using the logo of the NGO and information about mutual cooperation in our sales targets (with often existing restrictions on the part of NGOs due to their international character).
5. We are concerned about working with a large and international organization because it necessarily involves a large amount of commitment.
6. Instead of financial support, we want to make an in-kind donation of our own production.
7. We do not have the resources to provide assistance due to the rising cost of doing business.
8. We have difficulty in selecting an NGO offer. Different entities provide differentiated offers of cooperation in exchange for differentiated donation rates (e.g. use of logo)
9. Our emphasis is on implementing national/local charity projects, we see no benefit in operating far from our headquarters.



“

Our observations and experience show that many companies that want to support organisations like ours have numerous questions about the rules of such cooperation right from the start. As part of their CSR activities, companies want to involve their employees, to have a real say in the project, preferably here on the ground. In a word, they want to have direct contact with the final beneficiary. Many companies think that working with us does not guarantee this. Nothing could be further from the truth. We carry out various projects and that is why we believe that it is always worth talking about common needs and expectations. In this way, we will certainly find the right space for cooperation, propose the best solution and develop a partnership relationship, which is essential when carrying out this type of socially important work.

Paweł Barski

Director of Marketing and Communications,
UNICEF Poland

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Often the potential barriers to cooperation perceived by business and NGOs do not actually have to be an obstacle to cooperation. By reformulating some of the barriers, we have achieved many solutions that were not thought of in the first place. With a partnership approach, business and NGOs can present each other's expectations and needs instead of so-called positions. It may then be possible to meet them using creative ideas.

Piotr Piasecki

business coach, workshop leader



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Organisations with a smaller structure often do not have a person dedicated to cooperation with NGOs. It also happens that the relationship with the NGO is the responsibility of the marketing department. These situations cause a lack of due attention and a wrong assessment of the potential of such cooperation. Lack of adequate dialogue on joint activities may result in a lack of understanding of mutual motivations and consequently a decision not to commence any cooperation.

Piotr Kruszyński
Founder, FEYENALLY

FEYENALLY™
DIGITAL OPTIMISATION SOLUTIONS

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The biggest barrier between NGOs and business is the failure to see how business can help an NGO beyond financial support. Companies often do not help with what they are good at, thinking only of the financial commitment. They also fail to see the benefits of how the engagement in question will be uplifting and consistent with their internal policies, and how their company will be viewed positively by employees and customers through social activity. Business will achieve better results in its CSR activities when it answers the question of whether it is making a real difference by engaging in a project.

Filemon Shaded
Key Account Manager, Legimi

Legimi

Let's meet

UNICEF workshop for business Barriers or opportunities?

It was just to identify barriers and then to break them down and outline new possibilities for cooperation that the workshops for business representatives were organised, during which UNICEF Poland and the invited companies exchanged knowledge and experience.

The aim of this two-day workshop was to reflect on areas of cooperation between business and charities. During the sessions, answers were sought to the questions of what unites and what divides the two sides, and on this basis, the common parts that are the same for both worlds were identified. We also sought answers to the question of whether it is possible to enhance cooperation between business and aid organisations.

We decided to reverse the order and ask the question, what can a humanitarian organisation do for business? What can NGOs do together with business? What would cooperation that leads to value creation consist of? We were looking for an answer to the question whether there is something more than the currently most popular cooperation model, which can be called transactional. In this model, the donor company provides the NGO with funds for its activities, gaining benefits e.g. in the area of building an image of a good employer, a socially sensitive organisation or in the area of marketing its products and services.

In this search, we assumed that in most of us, and therefore in business too, there is an organic need to help, not necessarily oriented for direct reciprocity.

However, we have assumed that our motives for helping may differ. Forms and methods may vary. We may differ in our mindfulness and sensitivity to certain needs. Finally, we can be different in how we do things, what are our ideas and our approach.

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The strategy workshop at UNICEF Poland provided an excellent opportunity to exchange views, insights and mutual inspiration. Working in an interdisciplinary team, we have become convinced that the worlds of business and NGOs can be reconciled, and even that there is a synergy between them. We also had an opportunity to see for ourselves how quickly and efficiently UNICEF responds when children's health and lives are at risk. Faced with the challenges of today's world, business representatives should no longer consider whether to engage socially, but how to do so most effectively.

Jacek Wach
Marketing Director, PAGEN



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The UNICEF workshops for business opened our eyes to the vast possibilities for collaboration. Contrary to popular belief, cooperation with mature NGOs does not have to boil down to just donating significant amounts of money. Establishing a dialogue and openness on both sides ensures that a mutually satisfactory solution is found which will ultimately do much good to those in need.

Piotr Kruszyński
Founder, FEYENALLY



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The workshops allowed us to look at cooperation with NGOs from a different perspective. They broadened our knowledge and showed the position of other companies.

Ewelina Żurakowska
Internal Communication Specialist, x-kom



Reflections that emerged during the workshops:



1. A helping business can do much more than individuals, because its strength lies in an organised community and its assets, including its capacity to create reality and finance large-scale activities. |



2. An increasing number of business organisations see helping and sharing as part of their business and are therefore developing corporate social responsibility strategies.



3. More and more company employees are looking for meaning, for added value. They do not want to work for companies with which they do not find a community of values.



4. Businesses engage in cooperation with NGOs more readily if they can synchronise this activity with their own mission, vision and strategy and embed it in their own organisational culture.



5. Combining the forces of business and NGOs can lead to synergies and create great value, as confirmed by the business representatives present at the workshops.



6. Well-implemented cooperation between business and NGOs leads to the generation of new, often innovative solutions to problems and to providing help to those in need. In the case of UNICEF, it is children.

In business, there is an immanent need to help

We worked in a workshop format. We used discussions, individual and group tasks, problem definition and problem solving sessions using creative thinking techniques.

During Session 1 we identified possible common parts of both worlds. We used inspiration from different points of contact between NGOs and business.

During Session II, we considered what the perception of the possible benefits of BUSINESS-UNICEF (B-U) cooperation is and could be. We took advantage of the presence of representatives from both areas.

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The workshop helped to respond to the problems identified, such as the lack of broadly understood unification of activities in cooperation with a professional NGO.

We are now even better at combining our assistance with what we are best at, namely books. Wanting to help with a particular need, we find books connected with the topic to genuinely help with the issue by understanding the problem. We encourage reading by providing real financial support to the NGO for every copy read.

In this way, every single zloty, before even reaching the NGO, has already changed a lot and will continue to change the same reality in the hands of the social organisation.

Filemon Shaded
Key Account Manager, Legimi

Legimi

We looked for less conscious reasons and motives. We used a typology of organisations and identified the diverse needs that B-U collaboration can provide.

In Session III, we reviewed potential barriers to B-U cooperation. We reformulated some of them. We generated ideas for turning obstacles into opportunities, i.e. possible actions.

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One of the challenges in conducting CSR activities in organisations where there are no separate structures responsible for this particular area is time and, consequently, the constant search for answers to questions: Who is to take care of this? Can employees be involved in such a project? Is volunteering during working time allowed? I am of the opinion that the key to success in such case will be a strong engagement of management. Expressive attitudes and socially-oriented actions by top leaders will send a motivating signal and encourage managers and their teams. In this way, supporting the needy, helping, caring for the environment can gradually become part of the organisation's culture and the problem of time will be minimised.

The workshops recently organised by UNICEF Poland have shown that a permanent platform for the exchange of experience in social activities could be of value to business. Organisations are at very different stages of implementing CSR activities into their development strategies and it is still such a new area that every opportunity to deepen these issues among committed persons can be a source of both inspiration and practical knowledge.

Justyna Grzyl

Senior PR & Communications Manager, PayU



In search of partnership

CONCLUSIONS AND RECOMMENDATIONS

Identity building

The workshop working group found that important contexts for business-NGO cooperation are:

1. identity (expressed in the form of a mission statement or in the definition of one's role, e.g. why and for whom we are),
2. values (what we believe in, what is important to us),
3. distinctive competencies (which we have know-how of, which we are particularly Good at).
4. the business model (how we create value, how we build relationships with the market),
5. relations with the surroundings (with whom we build relations, how we act).

An additional context is provided by other factors differentiating business entities in terms of motivations to help and approaches (strategies) in the area of corporate social responsibility.

Today, many companies are adopting this approach and creating special CSR teams and strategies. Within these strategies, various activities are undertaken for the benefit of others, including cooperation and support to NGOs. All workshops participants represented companies that have deliberately made this a high priority and have implemented CSR philosophies, strategies and programmes.

Another theme was the so-called helping culture in the company. If a company really wants to create a “living” CSR, it needs to get people involved. Even the best ideas, if they are not supported by employees, will turn into mere „marketing campaigns“, carried out by individual representatives of the company, not its people.

An additional question was how much and at what point the company's people should be involved. There is no clear answer to this, as it is linked, among others, to organisational culture. In some companies it is participative and bottom-up as a rule, in others according to the organisational hierarchy. The time and manner in which a company's employees are involved in aid activities require each time an individual approach that can be developed together

with, for example, an external partner such as NGO. The general rule should be the consistency with the specifics of the company. However, if the company and its people want changes, for example in the area of organisational culture, then cooperation with NGOs, which pushes the company's employees out of their so-called comfort zone, can act as a strong catalyst for a change.

The conclusions of the discussion indicate that the CSR strategy:

1. Should be consistent with the company's mission and values, be embedded in the company's strategy and engage its resources on a shared contract basis.
2. Should synergistically support the value proposition the organisation creates for its customers and its environment as well as for its employees.
3. Should be understandable to employees and the company environment.
4. Should be open to external cooperation.

Value creation

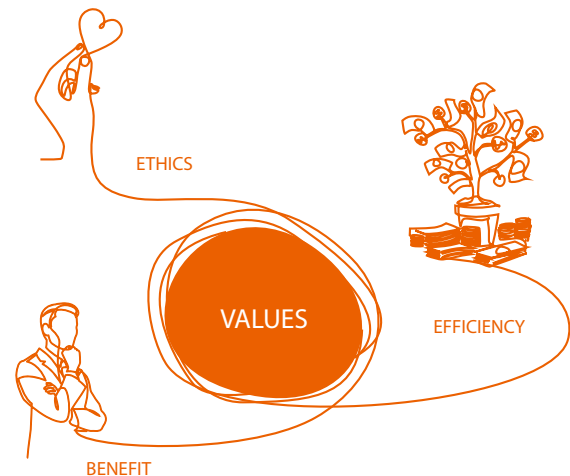
Workshops participants adopted a broader understanding of value, which requires the context in which any organisation - whether social, business or educational - operates. Who are its stakeholders?

Value creation will take into account three perspectives: an efficiency (economic) perspective, a benefit perspective and an ethical perspective. For a company, value can be economic profit, market share, shareholder value and dividends. For an aid organisation, it is the amount of money spent on helping, the number of children vaccinated, animals rescued, etc. Value is the satisfaction of customers, suppliers, the social environment and employees, as this ultimately generates economic value.

Hard indicators of value creation will include the retention factor (whether people want to be in the organisation), engagement (whether they identify with what they do and why they do it), customer behaviour (their staying with the company, using services and products, co-creating a customer community, etc.), investor behaviour, and the extent to which the environment and local community treat the company as a desirable employer that creates the value for the whole.

Part of value-creating organisations set themselves so-called transformational goals, recognising that they are unable to fulfil their mission on their own (according to the classic enterprise model).

The broader formula of value creation shifts the focus from the results achieved through cooperation between single entities (the classic value chain) to the process of value generation within a network of links, also within the community.



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Business and NGOs are not „colliding worlds“, but partners who need each other and who bring complementary and different capabilities to the table. They may have different ways of doing things, and sometimes even different interests, but what is important is that they share a common goal at a given point in time. This is a key issue. The workshops could have shown this more clearly. To encourage a little deeper reflection, to talk about needs and not about positions.

The guide will help publicise this and provide helpful tips for those who want to act with one purpose and want to do it wisely. Sometimes you have to start by changing your perception of an issue (in this case CSR) and I hope the workshops and this report will help with that.

dr Joanna Heidtman
business psychologist

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Businesses that want to have a positive impact on their surroundings can learn a lot from NGO representatives. Even in a field such as providing aid, knowledge and experience are needed. During the workshops with UNICEF Poland, we had an opportunity to better understand how organisations such as UNICEF operate and how to arrange cooperation so that it is as effective as possible for all the parties involved.

Anna Kozłowska-Pietraszko
Corporate Communications Director, Digital Care Group

DigitalCare

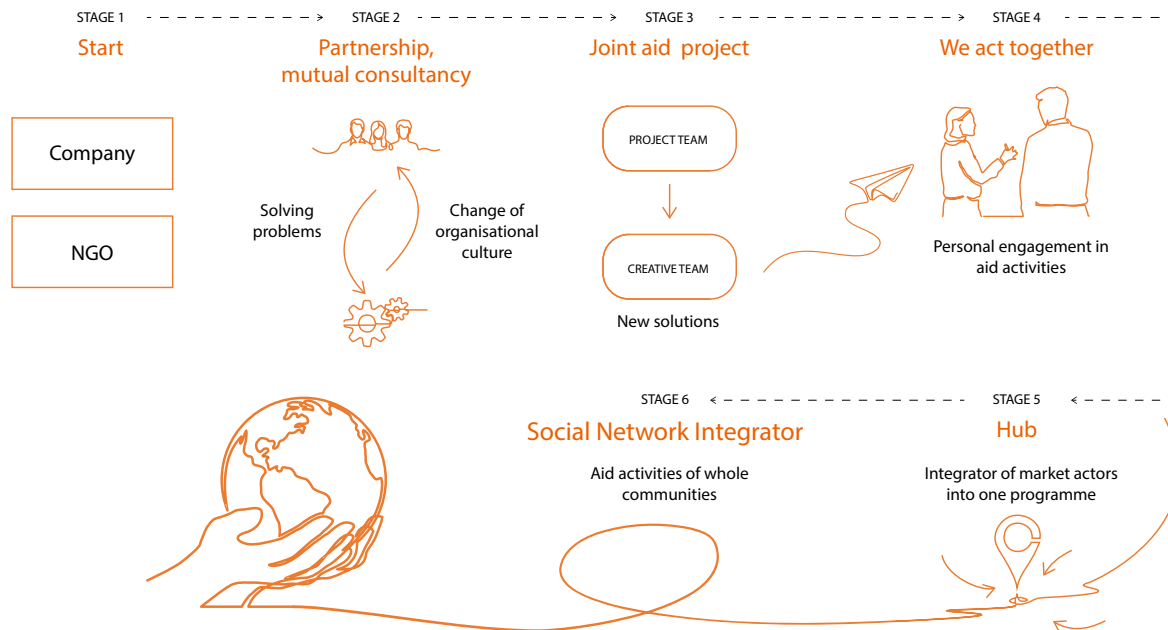
Models of cooperation with NGOs

The simplest model is the so-called transactional model, in which we have two roles: donor and donee. The role of the donee is to convince the donor to support a particular goal or need.

The role of the donor is to define the conditions for this support. Finally, both parties negotiate which expectations they will mutually fulfil.

Workshops participants indicated that there were many more possibilities.

1. The company and NGO broaden the range of possible roles, starting by adopting a partnership model in which it is assumed that the parties want to work together and seek an appropriate model and scope for cooperation. It begins with getting to know each other better.
2. In turn, partners can step into the role of mutual advisors. The company, using its own resources and know-how, advises the NGO on, for example, solving a specific problem, and the NGO advises the company on, for example, how to build a culture of helping, how to implement good CSR, how to make changes at the level of identity, organisational culture, employees' attitudes.
3. Another level of cooperation may be the creation of a joint aid project in which company and NGO representatives form a project team. The effect of the team's work is a joint aid project and its results for both partners. The project team can become, for example, a creative team that uses creative thinking techniques and tools to produce new value, new solutions.
4. Still another solution may be to assimilate the resources of the company and the NGO by, for example, engaging directly in aid operations. We act together. Among the concrete ideas developed during the workshop there were



those that involved personal participation of business representatives in aid actions or in the aid headquarters.

5. Further roles may include being an integrator of a wider group of stakeholders, e.g. company networks, NGO networks for joint aid projects. A given company can become a so-called hub, which connects many market participants into a single programme of action. The NGO can become a hub for many business organisations and business environment institutions, for example.

6. Another role is that of a social network integrator, i.e. an opportunity to engage communities around partners in aid activities. Companies are their network of relationships with suppliers, recipients of their services or products (including so-called followers), the network of relationships with the local and global community, the network of relationships that company employees have (e.g. their relatives and friends). An NGO is a network of relationships with donors, the media, the social and political environment, other donors, etc.

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For years, business has been faced with various forms of partnerships seeking new forms of cooperation. The concept of corporate social responsibility, on the other hand, opens up space for partnerships between business and NGOs. By combining the capabilities of the partners, such cooperation provides new and better opportunities for development that revolve around shared goals, activities, resources, risks, but also shared benefits, the search for innovative solutions, and this in turn results in long-term and effective cooperation.

Sylvia Nowik-Spiczonek
Fundraising Director, UNICEF Poland

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The potential benefits and fields of cooperation between business and NGOs were grouped into five pillars: image synergy, organisational culture synergy, strategy synergy, innovation drive, development drive.

Below are examples of the effects that can arise from broader (versus transactional) collaboration. The results of the sessions seeking concrete solutions, forms and scope of cooperation were grouped into bundles.

Synergy of organisational culture



CSR aligned with culture (company DNA).

Projects based on the organisation's mission and values.

A collaborative model using the identity/type of the organisation.

Taking into account the prevailing attitudes and motives of employees.).

Taking into account the relationship and its nature.

Emotions matched to culture.

Aligning the roles of organisations, teams and people.

Building on power.

Synergy of image



EMPLOYER'S BRAND

Raising awareness.

Credibility for the company.

Acquisition of new employees.

A problem of which we are a part.

An environment that engages employees.

Sharpening the image of the organisation on the web: perception of mission, vision

EVP (work value)

Competency-based volunteering.

Emotional reward.

Employee engagement, satisfaction, loyalty (identification), retention.

Cooperation based on empathy.

Integration of employees.

Synergy of strategies



An unresolved problem that we collectively recognise.

Funding something that will not fund itself.

NGO supports the strategy, e.g. by integrating relations with the market.

Resources we can share. NGOs as a discoverer of expertise and resources (advice).

Perspective view of a target group vs needs, the problem.

Involvement in problems in the company's area of competence

How the company may scale a business idea?

NGOs as advisors on CSR.

Implementation of sustainable development strategies.

Development drive



Education through action and employee engagement.

Willingness to partner with NGOs (PR unawareness).

Sharpening the self-image: mission, vision, values.

Awareness of the need for value proposition (employees, environment).

Driving innovation



People outside their comfort zone activate their resources, create.

Networking/environment that inspires.

An aid project as a start-up.



WE ACT TOGETHER

- Employees of the company jointly with NGO representatives are the project management team.
 - Cooperation of several NGOs in achieving common goals, community of objectives.
 - Appointment of ambassadors from among the employees.
 - Status: Friend of NGO.
 - Status: Company with a heart.
 - Joint action captured as video.
 - Networking platform (many companies, NGOs, etc.).
- Involve company management - the example comes from the top.
 - Persuade those receiving help to help others (pass it on).
 - Community engagement.
 - The company or its employees help to recruit those who want to help.
 - Event – a collection of several companies (e.g. from a supply chain network, co-ops, companies in the same industry, companies with a similar mission).
 - We participate in international events (e.g. International Children's Day).



WE ACT WHERE THERE IS A NEED

- Let us fit in with the Sustainable Development Goals.
 - Let's see the value chain (the social footprint of our activities).
 - Let's analyse our value chain together (including geographically); this way we see our connections with people (possibly helping abroad)
- To illustrate the relationships and the impact that helping abroad can exert on life in Poland.
 - All children are the same (film).



WE ARE IN THE MIDDLE OF ACTION

- Live stream of activities/actions.
 - Material, e.g. video (starring the giver and the beneficiaries).
 - Preparation of materials with an account of the aid (film, album, vlog, blog).
 - Online meeting with activists on site.
- Online lecture for employees from the action site.
 - Employees exercise for the NGO, and every 20 minutes mean a set amount of money towards aid.



WE ACQUIRE GOODS AND RESOURCES

- We co-create and hold an event at the company with a fundraiser.
- Employees donate, the company doubles the amount raised.
- Organising an online collection.
- Help your partner sell goods and obtain cash.
- Bidding among customers.
- Organise an event or campaign with the support of the company.
- Employees as volunteers collecting on the street during working hours.





WE USE OUR COMPETENCES

- Joint campaigns.
- Focus not on who help is for, but on what we give and how.
- Focus on action items being in line with the company.
- Making money from your own know-how.
- Defining responsibility groups in companies, e.g. those willing to help

animals abroad, help children (cyclical engagement of different groups).

- Diagnosis of needs done by people (agents of needs).
- Let's focus on the process of helping
- and the resulting benefits (the purpose of helping is not so important).



WE GIVE OURSELVES VALUE

- NGO as CSR advisor.
- Non-financial reports including NGO audit and certification (CSR, sustainability).
- It is we, the NGO, who use your logo (e.g. album). „I put your logo next to mine“.
- Communication of transparency (money well spent).
- Annual donor gala.

- Post as a marketing element.
- Use of the ambassador's image.
- Shared tin, event logo.
- Limited series of the partner's products (revenue share).
- Invite an NGO ambassador to the company.
- Child-friendly company (or other groups).

“

The overarching recommendation from the workshop is to be open and tailor the scope of cooperation between business and NGOs. The initiation of such cooperation is a creative process, which involves seeking the synergy of specific entities with their whole baggage of resources, identities and needs. The workshops generated a lot of inspiration about the type of activities that could be carried out as part of such cooperation.

Piotr Piasecki
business coach, workshop leader

NGO



Renata Bem

Executive Director at UNICEF Poland and Chairman of the Board. She oversees and supports the activities of the individual and business fundraising, marketing and communications teams. She initiated changes in the structure and operation of the organisation in Poland, including cooperation with business. For many years a translator with a specialisation in law, tax and business, working with major law firms and companies in Poland.



Paweł Barski

Marketing and Communications Director at UNICEF Poland, where he is responsible for the organisation's marketing strategy, image-building activities, social media, internal and external communication and the implementation of modern tools and solutions. He has been involved in marketing for almost 30 years. He has extensive experience in building marketing strategies, brand, product and communication development. Winner of many awards and distinctions.



Sylwia Nowik-Spiczonek

Director of Fundraising at UNICEF Poland. For over 5 years she has been involved with NGOs, where she successfully implements fundraising strategies. Previously, she worked in marketing.

BIZNES



dr Joanna Heidtman

Psychologist and sociologist. Business consultant, advisor, coach and academic lecturer at SWPS University and MBA at Warsaw University of Technology Business School. Author of the book *W zgodzie z sobą, w zgodzie z innymi oraz Sensotwórczość. 7 sposobów tworzenia wartości w zespole i organizacji* (In tune with myself, in tune with others and Sense-making. 7 ways to create value in your team and organisation). Co-manager at Heidtman & Piasecki (Business Doctors), co-founder of the Foundation for Intellectual Capital.



Piotr Piasecki

Management and leadership expert, consultant, trainer and coach. He developed the original concept of the Capital Company, the competence model for change leaders and the 7 Planet Leadership concept. Every day, a committed social activist and expert in the development services sector. He is co-managing director at Heidtman & Piasecki (Business Doctors) and the Foundation for Intellectual Capital.



Justyna Grzyl

Senior PR & Communications Manager w PayU. Odpowiedzialna Senior PR & Communications Manager at PayU. Responsible for markets in the EMEA region. Communications expert with experience in corporate and product PR, crisis management, CSR project implementation and M&A communications. She develops and implements communication strategies on a local and regional level and builds the company visibility in high quality publications and social media. She has worked in the media and public relations industry for over 13 years.



Agnieszka Kotlińska

Sustainability expert at Kaufland Poland, with many years of experience in brand communication, B2B marketing and cooperation with NGOs. Responsible for the implementation of a sustainable development strategy including activities connected with, among others, the promotion of healthy eating, prevention of food waste and environmental protection. She has been working in the FMCG industry for over 10 years.



Anna Kozłowska-
-Pietraszko

Director of Corporate Communications at Digital Care. For over 15 years she has been involved in communication of the largest Polish and foreign companies in the financial and advisory sector. She gained her experience in PR agencies - Advanced PR and Alert Media Communication, where she was responsible for media relations activities for such companies as MDDP, Baker&McKenzie and Deutsche Boerse. Now at Digital Care, where she is currently responsible for the company's corporate communications. She is also Vice President of the Digital Care Foundation.



Piotr Kruszyński

Co-founder of Feyenally, a start-up creating digital solutions associated with vision testing and therapy. Former Managing Director of a leading food ordering platform - PizzaPortal.pl. He spent several years in the US advising Fortune500 companies. He has over 10 years of experience in finance (Deloitte, EY). Graduate of the Technical University of Lodz.



Katarzyna Michaliszyn

Deputy Director of the Corporate Communication and Sustainability Department at the LUX MED Group. Expert with 20 years of experience in corporate communication - internal and external, PR and CSR. Since 2006, she has worked for the LUX MED Group, previously she worked for PR agencies and research companies, where she implemented projects for international and Polish companies.



Przemysław Przybylski

Head of Corporate Communications and spokesperson for Credit Agricole Bank since 2017. Previously, among others, spokesperson for the Warsaw Chopin Airport, the Social Insurance Institution and the State Forests. She is currently responsible, among others, for organising the bank's contacts with the media as well as creating and implementing a corporate social responsibility strategy.



Filemon Shaded

Key Account Manager at Legimi S.A. Responsible for cooperation and projects with key partners among the largest companies in Poland. For 17 years he has been involved in sales management - mainly in companies specialising in broadly defined electromobility, he also holds the position of CIO / board member. He likes to blaze new trails.



Jacek Wach

Marketing Director at PAGEN, Friend of UNICEF. A person who believes that the worlds of CSR, marketing and PR can be reconciled and even ensure synergy between them. Responsible for many years for the creation of business models, marketing strategies, marketing project management and cooperation with the media. He has managed award-winning projects in the area of knowledge management and creating innovation within organisations.



Ewelina Żurakowska

Internal Communication Specialist at x-kom. She has been with the company for two years. She creates internal communication according to the principles of plain language. She supports the organisation of internal events, employer branding and CSR projects.



Małgorzata Żurowska

Culture & Social Impact Specialist at Glovo. Responsible for the development and implementation of the local strategy. Previously associated with impact activities in the start-up ecosystem - overseeing acceleration at foodtech.ac or marketing at Listny Cud startup.



UNICEF has been saving children's lives, defending their rights and helping them fulfil their potential for almost 80 years. We never give up! We work in the most difficult places in the world to reach the most disadvantaged children. In more than 190 countries and territories, we are working for every child #dlakazdegodziecka to build a better world for all. Before, during, and after humanitarian crises, we are on the ground bringing life-saving help and hope to children and their families. We implement not only aid activities, but also educational ones. We believe that education is one of the most effective forms of changing the world. In Poland, we work with schools and local authorities to ensure that children's rights are always observed and the voice of young people heard and respected. We are apolitical and non-partisan, but we are never indifferent when it comes to defending the rights of children and safeguarding their lives and futures.

For more information visit www.unicef.pl.



For every child.
Whoever she is.
Wherever he lives.
Every child deserves a childhood.
A future.
A fair chance.
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For each and every child.
Working day in and day out.
In 190 countries and territories.
Reaching the hardest to reach. The furthest from help.
The most forgotten.
The most excluded.
It's why we stand to the end.



dla każdego dziecka

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