

# CORPORATE GIVING

## MADE EASY

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Principles of Strategic Corporate Giving

# GOOD PRACTICE PRINCIPLES FOR STRATEGIC CORPORATE GIVING

The International Finance Corporation, part of the World Bank, has identified a set of good practice principles to adopt when your company takes a strategic approach to your corporate giving referred to here as corporate community investment (CI).

## 1. STRATEGIC

- Activities flow from a well-defined strategy (objectives, criteria, guiding principles) linked to a clear business case and assessment of risks and opportunities
- Addresses both short and long-term objectives through a strategic mix of investments
- Focuses selectively on a few key areas for greatest impact where the company can most effectively leverage its unique role and competencies to address community priorities
- Looks beyond financial resources and considers how to make best use of company assets, resources, expertise, advocacy, and relationships to benefit local communities
- Evolves with the business phase and uses different approaches along the project cycle

## 2. ALIGNED

- Aligns the strategic issues of the business with the development priorities of local communities, civil society, and government to create “shared value”
- Coordinates CI with other company policies and practices that affect communities, such as impact management, stakeholder engagement, and local hiring and procurement
- Promotes cross-functional coordination and responsibility for supporting CI objectives among all business units that interact with local stakeholders

## 3. MULTI-STAKEHOLDER DRIVEN

- Positions the company as a partner in multi-stakeholder processes rather than as the principal actor in promoting local development
- Recognizes that a multi-stakeholder approach reduces company control but adds value by building local ownership and complementarity around shared interests

- Supports communities and local governments in defining and meeting their own development goals and aspirations through participatory planning and decision making

## 4. SUSTAINABLE

- Seeks to avoid dependency, encourage self-reliance, and create long-term benefits that can outlast company support
- Does not commence activities without a viable exit or handover strategy
- Invests heavily in capacity building, participatory processes, and organizational development to enable local communities, institutions, and partners to take progressively greater roles and responsibilities
- Reinforces, rather than replaces, indigenous institutions and processes where feasible

## 5. MEASURABLE

- Measures return on community investment to both the company and the community
- Uses outcome and impact indicators to measure the quantity and quality of change
- Tracks changes in community perceptions to gain real-time feedback on performance
- Uses participatory methods of monitoring and evaluation to build trust and local ownership of outcomes
- Proactively communicates the value generated by CI to internal and external audiences

### References

Strategic Community Investment: A Quick Guide, Highlights from IFC's Good Practice Handbook, IFC, 2010

## ACKNOWLEDGEMENT

*This resource is developed for the Company of Good Resources, as part of the Company of Good Programme. We would like to acknowledge and thank the parties involved for their contribution. To use or distribute this resource, please attribute this publication to the Company of Good. For more information*

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## **ABOUT COMPANY OF GOOD**

*Launched by the National Volunteer & Philanthropy Centre and in partnership with the Singapore Business Federation Foundation, the Company of Good is a programme designed to help businesses give better. The Company of Good Framework comprises 4 “Is” to guide companies on giving better and holistically. “Investment” defines how extensively and strategically a company gives. “Integration” depicts how giving is integrated with the business functions and interests of a company. “Institutionalisation” outlines how giving is supported by its policies, systems and incentives. “Impact” is assessed by the mechanisms put in place to measure the outcomes of the company’s giving efforts.*

*Through the Company of Good portal, companies can take a quiz to understand their profile of giving, access a useful pool of resources and toolkits to build their knowledge and capabilities to give better, and join the Company of Good Network to partner other companies to champion corporate giving in Singapore. As part of the Company of Good Network, companies can represent and advocate corporate giving in Singapore and be allowed to use the Company of Good badge as part of their corporate identity.*

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