

*Inspiring Employee Volunteering - China Research Study*



**INSPIRING CORPORATE VOLUNTEERING IN CHINA**  
**MARCH-OCTOBER 2012**



## Foreword

VSO China and Beijing Normal University are pleased to present this Corporate Volunteering Research Study on the status of Corporate Volunteering in China. The concept for this research originated in 2011, which was the tenth anniversary of the International Year of Volunteers proclaimed by the United Nation General Assembly. At the time, UN countries around the world including China were encouraged to share the progress that had been made toward calling all sectors of the society to participate in the global action for volunteerism. For China, much progress has been made since 2001 during which the country has witnessed rapid development in volunteer services, including overseas volunteer programs, volunteer services to support education programs in western China, the 2008 Olympic Games, 5.12 earthquake, the 2010 Shanghai World Expo, the Guangzhou Asia Games, and many large voluntary service programs and events. Corporate volunteering was also gaining interest and support but there was a lack of information on the status of corporate volunteering in China and on the opportunities and challenges for enabling wider participation. Recognizing that Corporate Volunteering can make a tremendous impact to the development of China, VSO in partnership with Beijing Normal University commissioned this independent research to understand current experiences of and views on Corporate Volunteering has on communities, companies and staff.

This research indicates there is a phenomenal interest for corporate volunteering. Of the near one thousand employees who completed the survey without any incentive, more than 99% said that under the right conditions of company support and meaningful opportunity they would want to volunteer. While that sample size is relatively small in relation to the total population of working age in China, and this should be kept mind in the conclusions derived from the survey, it is a reasonable indicator of the strength of interest in volunteering. The study also indicates the factors for success include better training, better organisation, and company support for corporate volunteering. By understanding the opportunities and challenges faced by volunteers and social organizations, businesses can make a huge social impact through supporting corporate volunteering.

As the world's largest independent charities dedicated to fight poverty through volunteers, VSO is proud to have sent more than 44,000 volunteers to over 90 countries in the world and helping to improve the lives of tens of millions of our global neighbors. We have also worked with many corporations and can provide excellent case studies on how corporate volunteering not only brings great benefits to society, it also enhances employees' leadership skills and loyalty, and plays a key role in many corporations' social responsibility strategy. Through commissioning this research and sharing our experience in supporting corporate volunteering, VSO China aims to support China in inspiring a wider participation in volunteerism as called for by the United Nation.

Many people contributed to making this research possible. We would like to thank our international volunteer Glen Patrick and his assistant Hua Chunqin for their hard work in conducting this excellent research. We also want to thank all the corporations, social organisations and corporate employees who participated in this research study, our staff Wang Xiaoqian, Zhang Ran, Yin Meng and Shen Shuo for supporting the translation, as well as our corporate sponsor UBS for helping to fund a part of this study.

Fanny Chan  
General Manager  
VSO China  
2<sup>nd</sup> Dec, 2012

## **Foreword**

In the book of <<The Wealth of Nations>>, Adam Smith stated, that the corporations can be considered to take correspondent social responsibilities, if the corporations can try their best to efficiently utilize resources to produce products and deliver services demanded by the society, and sale them at reasonable prices the customers would pay for. Nowadays, there are more and more evidences to show, that such opinions on economics and society can't reflect the world wide realities any more. Living in the 21<sup>st</sup> century, from food production to climate change, from retail channels to national security, from resources utilization to finance management, we've witnessed a series of global systematic crises in economics and society. The relationship between the market and the society has been developed much closer in the global village, and it is unrealistic for the corporations to take care of themselves only.

In recent years, with an intensive research exploration of civil society and corporation social responsibility rising up, we've found that corporate volunteering has become a focus of win-win strategy between the corporate social responsibility and civil society development in both theory and implementation. On Dec. 5th 2011, at the second Volunteering Expo co-hosted by School of Social Development and Public Policy of Beijing Normal University and VSO China, Ms. Wang Qinghua, from VSO China , and I myself came to an initial agreement to conduct a commonly interested research in this direction, after a discussion on corporate volunteering services. At the beginning of 2012, School of Social Development and Public Policy of Beijing Normal University, allied with VSO China, promoted a research program aiming to explore the state of art of the development of Civil Society and CSR in China from a unique angle - corporate volunteering – titled as "Inspiring Employee Volunteering - China Research Study". The research group has focused on more than 90 influential representatives from corporations, NGOs, academic institutions and other organizations, conducting interviews and questionnaire related analysis, and collecting 913 samples in total. In November, after going through two specific seminars with both methodological quantity and quality analysis, a tangible research paper that can give a relatively objective description of China's corporate volunteering in 2012, was produced eventually.

During the research and survey analysis, we were very pleased to see some of the senior managers had been aware that they have to consider the social impact made by corporations' strategies and behaviors. Some corporations began to try to benefit the public, to obtain recognition and support from the public, and to enhance the branding image of the corporation, products and services. During the whole process, we found that it is harder to define the boundary where the interests of the corporation stop and social responsibilities begin.

We also found that the employees participating volunteering services have reached to a deeper understanding of CSR and taken it as a way of improving the quality of life and broadening spiritual horizon. This kind of volunteering has also shown the potential to effect CSR implementation.

On the other hand, we found that the sustainable development of Corporate Volunteering need to be further improved. Most of the corporations are lack of internal guidance on volunteering vision and connotation, lack of a relatively mature and supporting system, lack of effective incentive mechanism, and

lack of communication and cooperation between stake holders.

In summary, there have been more corporations that try to combine their services with social responsibilities via promoting corporate volunteering. I hope such words can generalize the state of art of 2012 China Corporate Volunteering, “witness the progress together with the times without being left behind”. We also hope the corporations can support such programs tangibly and effectively – “As Essential, So Perpetual”

Last but not the least; I want to thank all the corporations who are willing to take time to attend the interview and the survey. We really appreciate that the corporations also agree to share the content and help us further understand what the driven motivations and power are to fuel corporate volunteering.

Director Wu Yu  
School of Social Development and Public Policy, Beijing Normal University  
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## Executive Summary

There are over 2 million private enterprises, 450,000 collectively owned and 154,000 state owned enterprises in China, employing an estimated 764m people<sup>1</sup>. There are also approximately 2,423 registered foundations, of which 187 are corporate foundations, plus an estimated 425,000 registered social groups and non-enterprise units, and an estimated 3 million unregistered NGOs.

Many of these corporate and social organisations recognise volunteering is an excellent way for employees, particularly young people, to develop the transferable skills they find valuable. These include soft skills in communications, team building and leadership, as well as promoting social development that can make a tremendous impact on the development of China.

As such, VSO China and Beijing Normal University jointly commissioned independent research to better understand the impact corporate volunteering has on communities, companies and staff. A key objective was to establish a frame of reference for best practice and showcase corporate volunteering examples that can help inform and inspire future engagement with the social sector through volunteering.

In-depth qualitative interviews were undertaken with volunteering policy makers and organisers in 48 corporate enterprises, 39 NGOs, 4 volunteer intermediaries and 3 volunteer centres. In addition 913 employees across a range of industry sectors completed an online quantitative survey. A summary of the main findings is detailed below

The willingness among employees to volunteer given the right conditions is phenomenal but many expressed concern at the lack of feedback and recognition following their volunteering activities. There is also a strong desire for more involvement in activity design and partner choice. But whilst 'making a difference' and 'empathy' drives their initial involvement, 'having fun', 'using their initiative' and 'meeting new people' drives ongoing engagement.



Photo Credit: PWC

- 31% of employees in the survey have previously volunteered through a company supported activity. 46% of employees have never volunteered before
- The main reason given for volunteering is "making a difference"

<sup>1</sup> [http://www.chinadaily.com.cn/bizchina/2012-06/05/content\\_15473733.htm](http://www.chinadaily.com.cn/bizchina/2012-06/05/content_15473733.htm)

- “Having fun” is the most liked aspect of volunteering, whilst “lack of feedback” is the most disliked
- Given the right circumstances over 99% of those surveyed would be willing to volunteer their skills and services
- Environment and education top the list for preferred activities
- Employees consider ‘better training’, ‘better organisation’ and ‘some/more company support’ as key drivers of success
- Belief in long-term sustainability of programmes through volunteering is low amongst employees

Both top-down and bottom-up approaches to volunteering were found within corporates. Top down approach is considered more effective for building momentum and traction whilst bottom-up is more effective for engagement, organisation and implementation. However, without board/management support, volunteering activities are unlikely to receive tangible support.



- Volunteering is playing an increasingly more important role in the execution of CSR programmes but there are clear differences between Chinese and foreign enterprises in terms of organisation, strategy and objectives
- Foreign/International organisations not surprisingly have more established processes, offer more tangible support and in some instances align activities to corporate values
- NGOs recognise the potential value of volunteering but wish to see both the full costs covered (including overheads / management etc), and a continuation of financial donations from corporates if this is to be a positive development. Given that, as explained later in the document, corporates view volunteering as an expensive form of support, this may mean that they will need to see both greater impact and a return to the company to justify the extra expense.
- Chinese state owned enterprises also support many social projects through large Government organised non-governmental organisations, mainly through Volunteer Associations. Programme and partner choice is often based on personal contacts and/or management preferences, including some Government initiated activities
- Some of the most innovative volunteering initiatives are coming from younger Chinese private enterprises, empowering employees to design and manage their own social community projects
- There is a shift away from financial donations and sponsorship towards volunteering due to some fiscal tightening, greater control over volunteer programmes and desired outcomes
- Staff development is a key driver for a growing number of corporates with many incorporating volunteering into their internal people development strategies

- Some corporates have started their own Foundations as a way of managing their CSR activities whilst providing a framework for legal and financial compliance
- Lack of legal status, transparency and capacity are major barriers to working with the vast majority of smaller grass roots NGOs. This results in a huge imbalance in favour of the large registered GONGOs/NGOs and international NGOs for funding and partnerships
- The absence of robust measurement & evaluation criteria is also seen as a barrier to development of employee volunteer activities, and a key reason it remains a low priority in many organisations
- There is some duplication of volunteering schemes due to common constraints of time, logistics, resource, and available opportunities
- Inability to scale up operations is also a major barrier to effective development



The majority of smaller grass roots NGOs recognise the potential importance of building corporate partnerships but believe they lack the resources to systematically find and nurture them. More concerning is the lack of stable long term funding, which in turn restricts their ability to plan activities, train and even recruit good quality staff.

- NGOs affiliated to international organisations generally benefit from more stable income streams and are generally better organised
- Grass roots NGOs recognise the importance of corporate partnerships for financial support and capacity building but lack the confidence, skills and status to meet their needs
- NGOs recognise the potential value of volunteering but wish to see both the full costs covered (including overheads / management etc), and a continuation of financial donations from corporates if this is to be a positive development. Given that, as explained later in the document, corporates view volunteering as an expensive form of support, this may mean that they will need to see both greater impact and a return to the company to justify the extra expense.
- One-off activities can be quite disruptive and many NGOs prefer to rely on locally recruited regular volunteers rather than organise corporate events
- In particular they find it difficult to cope with the large numbers of volunteers that corporate organisations require
- NGOs are less interested in companies where staff volunteer in their own time/expense due to little/no financial support available, except where the volunteers engage in their own fund raising actions as part of it

- NGOs recognise their limited business development skills are a major issue, in particular communications, matching values, proposals, transparency and scaling up operations

There are a growing number of social businesses successfully combining a commercial enterprise with funding social issues – in effect removing the need to rely on the corporate or public sector for funding. There are also a few intermediaries providing a link between the corporate and NGO sectors. They occupy a unique position as they see the issues and challenges facing both sides and broker effective solutions.

The research provides evidence that there is a disconnection between the corporate and NGO sectors in China as a whole. The majority of NGOs struggle to obtain the recognition, financial and human resources they need to survive, and recognise volunteering can play a vital role in helping to reduce the divide

The research highlighted six challenges facing the volunteering community; finding solutions to enable non-registered NGOs to partner with corporates; developing volunteering strategies that encourages wider participation, diversity, and provides more opportunities for scale; providing training, materials and other tools to help encourage participation and best practice; developing an acceptable framework for charging fees; establishing a framework for providing meaningful and robust measurement; and ensuring a sustainable legacy for employee volunteering activities.

It is clear that commercial enterprises increasingly want to be recognised as good corporate citizens, and employee volunteer programs are one of the best ways to demonstrate that commitment. As such employee volunteer programs help fulfil many elements of good corporate citizenship, including improving quality of life for the socially disadvantaged, practicing good governance and ethics, building trust and relationships, and having a positive social impact on the community.

More corporations are designing their corporate social responsibility programmes to meet core business goals. Such as staff recruitment and retention, internal and external reputation, and enhancing the quality of life in the communities where they do business and where their employees live. Volunteering can play a vital role in helping these organisations achieve their objectives.

The research concludes that whilst there is no single model or single definition of corporate volunteering best practice, the key common criteria for success in China are based around

- Legitimacy (working in collaboration with a registered, legal entity)
- Good fit (matched culture and values, way of working)
- Good governance (transparency, clarity of operation, detailed costing, agreed compensation structure)



- Corporate culture for volunteering is top-down and bottom-up with demonstrable management support (finance/materials/time) and leadership
- Volunteering programmes give adequate consideration to impact, logistics, and measurement
- Access to quality training in volunteer programme management and development
- Shared ownership for improving quality and standards (communication, measurement, training, support tools)
- Small scale projects to 'prove concept' with opportunity to scale up operations
- Long-term strategic partnerships
- Sustainability

The research findings support a number of recommendations for those organisations wishing to optimise the value of their volunteering efforts.

Corporate organisations wishing to optimise the benefits from their volunteering activities should integrate volunteering into their corporate culture, preferably with a top-down strategy and a bottom-up organisational approach. Volunteering leaders should be selected based on empathy, enthusiasm and a willingness to commit rather than the normal management hierarchy.

Senior management should get involved and communicate their support and recognition. There is a strong correlation between organisations where volunteering is top-down and the triple win scenario, delivering benefits for employer, employee and community. An appropriate and consistent system for promoting volunteer opportunities, recruiting and training volunteers should be established.

An element of tangible support represents a clear demonstration on corporate intent. Where possible corporate organisations should consider offering paid release time for employees to volunteer; supporting employee contributions of time and money with matching funds; and recognising volunteers for their efforts and dedication.

Corporate organisations wishing to optimise benefits from their employee volunteering programmes should also structure their volunteer programmes strategically to acknowledge that community service involvement and employee volunteer efforts contribute to the achievement of their business goals, and align them accordingly.

Ensuring volunteering activities are fun as well as making an impact will drive greater engagement and repeat volunteering. Encourage staff to get involved and contribute their own ideas for relevant activities and partners.

Corporations and NGOs must identify and communicate the potential legacy that the volunteering activities will have. Belief in the programme's sustainability is critical to ongoing staff involvement.

A robust and consistent system for reviewing and feedback is also highly desirable and will support ongoing employee participation.

A more holistic approach to measuring the strategic value of volunteering, and to aid the development and investment in volunteering activities is fundamental to long-term development.

The volunteering community need to introduce similar management processes and organisation as other core business functions. Access to quality training programmes is also critical to help optimise outcomes and volunteer experience.

A volunteering council or body would signify a quantum leap forward for the volunteering community in China and help accelerate the quality of programmes by means of the collaboration and networking it would promote. It would aid networking among peers, increase visibility through joint projects and provide an opportunity to share valuable resources. It would also help promote corporate volunteerism in local communities and provide access to best practices.

However, it is highly unlikely that this will happen in the short term. The volunteering community therefore needs to find alternative ways to share best practices and continually raise standards.

More forums and other networking opportunities are needed to create a better way of building new partnerships with common interests and shared objectives.

Key issues to address include; a common framework and standards for training; online help tools for new starters (Corporates and NGOs); a database of NGOs to help build collaborative networks and assist corporations in developing programmes and alliances for employee volunteering.

Partnerships are seen as a natural way of providing scale for corporate volunteering whilst also fostering wider NGO inclusion, possibly even helping some overcome the issue of legitimacy by working through a GONGO or registered NGO. The volunteering community needs to take shared ownership for developing an approach to NGO fees that is fair, transparent and sets a common standard. Greater transparency and clarity around costs and what it covers (ie value exchange) would be a step forward in tackling the incongruence that currently exists.

Policy makers, experts and influencers in the NGO registration process need to consider ways to help develop policies that actively encourage and support the establishment of legitimate NGOs. This would help foster more volunteering activities and partnerships.



## CONTENTS

### Executive Summary

#### Part I Background and Context to Research

Legal and Political Environment	13
Social and Economic Environment	13
Corporate Volunteering	14

#### Part II Research Scope

Research Objectives and Scope	17
Research Methodology	18

#### Part III Insights and Discovery

Employee Research Findings and Insights	20
Corporate Research Findings and Insights	25
NGO Research Findings and Insights	31
Social Businesses	35
Volunteering Intermediaries	37
Volunteering Centres	38
Key Discovery – Summary	39

#### Part IV Moving Forward

Facing the Challenges	42
Conclusions	45
Recommendations - A Framework for Best Practice	49

Part V Acknowledgements	52
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Part V1 Inspiring Case Studies	55
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## Volunteering in China

*Volunteering is not a new phenomenon in China but it has all the indicators to suggest it could be phenomenal in the years to come.*

In China, volunteers either work directly with community residents through community committees, or through two types of NGOs.

- GONGOs (Government Organised NGOs) receive financial, tax-exemption and other administrative support from the Government.
- Independent NGOs, including small grass roots and community based organisations that do not receive government funding and may not be recognised by government. Estimated 415k registered and up to 3 million unregistered<sup>2</sup>.

This inevitably causes some barriers to volunteering as a large proportion of available government funding goes to the GONGOs, who organise high profile one-off events as well as some regular activities. Albeit with some sign of improvement in places like Guangdong and Shanghai, the government is yet to lift the restrictions on NGO registration, enabling volunteers to find more opportunities to work with a variety of credible organisations.

The 2008 Beijing Olympics, 2010 Shanghai World Expo and 2010 Guangzhou Games provided an ideal platform for volunteering, and the active citizenship shown in the 2008 Sichuan Earthquake and subsequent natural disasters clearly demonstrated China's capacity and willingness to volunteer. It is estimated that upwards of 30 million people (3% of adult population) now regularly volunteer in China. Whilst this penetration level is considerably lower than in many developed countries - for example average 32% in Europe and 27% in other developed countries<sup>3</sup> - it is increasing and encouraging.

In 2008/09 41% of adults in the UK volunteered formally (giving unpaid help through a group, club or organisation) whilst 62% volunteered informally (giving unpaid help as an individual to someone who is not a relative)<sup>4</sup>, contributing an estimated £22.7 billion to the UK economy (UK Civil Society Almanac).

According to Yu Keping, Deputy Director of the Communist Party of China Central Compilation and Translation Bureau "the biggest hindrance is the requirement that an NGO be affiliated with a governmental organization before it can be registered. Many NGOs have performed their functions underground without

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<sup>2</sup> [http://www.chinadaily.com.cn/cndy/2011-05/14/content\\_12509762.htm](http://www.chinadaily.com.cn/cndy/2011-05/14/content_12509762.htm)

<sup>3</sup> Volunteering in cross-national perspective (Helmut K Anheier & Lester M Salamon)

<sup>4</sup> <http://www.ivr.org.uk/ivr-volunteering-stats> (Institute for Volunteering Research)

being approved and registered”<sup>5</sup> Inevitably this a greater hindrance to corporate volunteering, partly because of due diligence and partly because it limits the volume of potential NGO partners available to be supported.

### **Legal and Political Environment**

The Chinese Communist Party has been the ruling party since 1949, with 8 democratic parties providing consultation and advice. The National People’s Congress is the highest law making body and approves the national development plan developed by the State Council every five years and any national laws and regulations.

China currently allows three types of NGO to register and operate

- Social organisations
- Private non-enterprise units
- Foundations or branches of international NGOs

In 2011, the Government recognised the potential of volunteering and the social sector in its 12th Five Year Plan and the important role it has in addressing inequality and helping to create a harmonious society. It targeted a 10% volunteer level by end 2015, a three-fold increase from current levels.

Several Government Ministries e.g. Ministry of Civil Affairs, of Health, and of Education, and major GONGOs are managing various volunteering initiatives and information systems, usually independent of each other.

Social stability is of premium concern to the Chinese authorities. Volunteering has been considered as an important contributor to “the formation of an equal and friendly social atmosphere and social stability”. Government departments at all levels are encouraged to take the leading role in promoting volunteering<sup>6</sup>.

By 2011, 29 provinces and cities had developed local regulations on promoting volunteering and protecting the rights of volunteers<sup>7</sup>. A national law has been in process of development since 2010 to further promote and standardise volunteering in China, although no clear timetable for launching has been agreed.

### **Social and Economic Environment**

China's human development index (HDI) has shown consistent positive change with an average annual HDI growth of 1.37% between 1980 (0.533) and 2007

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<sup>5</sup> [http://www.chinadaily.com.cn/cndy/2011-05/14/content\\_12509762.htm](http://www.chinadaily.com.cn/cndy/2011-05/14/content_12509762.htm) (Yu Keping, Peking UNiversity)

<sup>6</sup> Opinion About Strengthening the Volunteering Development, Central Chinese Communist Party Spiritual Civilization Construction Office, 2008

<sup>7</sup> China Volunteering Status Report 2011, UNDP, UNV

(0.772)<sup>8</sup>. Yet human development has not been enjoyed equally by all of China's constituents, and there are big gaps between rural and urban, east and west<sup>9</sup>. According to the World Development Bank there are still an estimated 100 million people living in China on less than 1 US\$ a day<sup>10</sup> (note this is a non-chinese figure for absolute poverty) whilst there is also a growing middle class (defined as households with an annual income between RMB 60-500K), and 477,000 people defined as "upper class" with assets in excess of US\$ 1 million<sup>11</sup>.

In 1993, the Chinese government signed up to the 21<sup>st</sup> Century Agenda, which highlighted public participation as a precondition to realising sustainable development. Since then, GoC has promoted volunteerism as an important form of public participation in the building of a spiritual civilization and sustainable development.

In 2000 the government pledged to establish an "all-around Xiaokang Society" by 2020, recognizing a "middle income level of development and aiming for people in all the groups and regions having a share in the prosperity"<sup>12</sup>. Chinese President Hu Jintao also highlighted the importance of building a "harmonious society" to address the imbalance between rural and urban, between different geographic areas, and between different economic and social status<sup>13</sup>.

The government's recent call for "Speeding up the transformation of the way of economic growth" has added new force to corporate Social Responsibility (CSR) development. The GoC has issued a series of regulations and rules to create an enabling environment for enterprises to perform their social responsibilities. The Ministry of Commerce has adopted a series of measures to encourage foreign companies, Chinese export-oriented enterprises and overseas Chinese companies, to practice CSR<sup>14</sup>.

### Corporate Volunteering

Recent research (The Morgan Inquiry<sup>15</sup>) has shown that volunteering is an excellent way for people, particularly young people, to develop the transferable skills that employers find valuable. These include soft skills in communications,

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<sup>8</sup> UNDP Human Development Report 2009

<sup>9</sup> Improving Access and Quality of Basic Education in Rural China, Concept Paper, VSO China, 2010

<sup>10</sup> World Bank, World Development Indicators. See also [www.nationmaster.com](http://www.nationmaster.com)

<sup>11</sup> <http://www.ft.com/cms/s/0/9beabba4-7e32-11df-94a8-00144feabdc0.html> Ellen Kelleher, Financial Times, June 22 2010

<sup>12</sup> UNDP HDI Report 2007-2008

<sup>13</sup> Speech to Provincial Officials in Workshop on Improving the Capacities in Building a Harmonious Society, Hu Jintao, Feb 19, 2005

<sup>14</sup> Speech by Vice Minister Jiang Zengwei at the 7th International Corporate Forum on Enterprises' Social Responsibility Forum in China

<sup>15</sup> The Morgan Inquiry, (2008), An independent inquiry into young adult volunteering in the UK

team building and leadership, as well as promoting social development and helping bridge the have vs. have-not divide.

Many corporate organisations recognised both the value of volunteering and the lack of capacity and organisational ability available to help implement it. Some set up their own employer supported volunteering schemes, usually driven by a Corporate Social Responsibility agenda that aims to build stronger links with the local community. By the end of 2011 there were 2,423 registered foundations in China, of which some 187 were corporate foundations<sup>16</sup>. The motivation for doing this was less clear; better volunteer programme management, fiscal control, more aligned activities, even greater political influence were cited as potential reasons. Given the strength of China's economy many experts believe there is still considerable potential for involvement and funding of social initiatives among the estimated 2 million private enterprises, 450,000 collectively owned and 154,000 state owned enterprises.

Government statistics also state there are approximately 425,000 registered social groups and non-enterprise units, and unofficial estimates suggest there are nearly 3 million unregistered NGOs operating in China<sup>17</sup>. A large majority of them are concerned with improving livelihoods caused by social issues such as poverty, poor education, health and welfare and other disadvantages. For example it is estimated that water and air pollution accounts for around 760,000 premature deaths per year. There are 83m disabled people in China, and 30% of disabled children do not receive compulsory education<sup>18</sup>. The lack of computers and internet access in poorer rural communities is cited as one reason for the inequality in education standards and subsequent opportunities.

All together these figures suggest a huge need and a huge potential opportunity for volunteering partnerships if the right triggers can be found to inspire them. It is against this backdrop that this research project into the value of volunteering was commissioned.

### **Defining Corporate Volunteering**

*There is a strong need for clarity and consistency in defining corporate volunteering as it is easily and often misunderstood, inhibiting its development and potential success*

Volunteering is defined as people who give their time, and of their own free will, for no financial payment, to benefit the community. There is no element of compulsion; neither is volunteering something that replaces paid employment.

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<sup>16</sup> China Philanthropy Research Institute, Beijing Normal University

<sup>17</sup> Yu Keping, Peking University (see China Daily reference)

<sup>18</sup> [http://en.wikipedia.org/wiki/Education\\_for\\_disabled\\_people\\_in\\_China](http://en.wikipedia.org/wiki/Education_for_disabled_people_in_China)

Volunteering can add value to the work of organisations and increase the choice and quality of the services they offer.

‘Corporate’, or ‘Employee Volunteering’ is where employers actively encourage and support their employees to volunteer. This can be during normal work hours or in the employee’s own time. Where the volunteering is in normal work time, the employer is technically paying for their time to ‘volunteer’. An alternative view is that the employer is contributing the value of their employee’s time, resources and skills to a social activity.

#### Four principles to volunteering<sup>19</sup>

**Choice:** Volunteering must be a choice freely made by each individual. Any encouragement to become involved in volunteering should not result in any form of coercion or compulsion. The work is unpaid

**Diversity:** Diversity is recognised, respected and valued. Volunteering should be open to all, no matter what their background, disability, age, race, sexual orientation or faith

**Reciprocity:** Giving voluntary time and skills should be recognised as establishing a reciprocal relationship. Volunteers gain a sense of worthwhile achievement, useful skills, experience and contacts, sociability and fun, and inclusion in the life of the organisation and the wider community

**Recognition:** The value of what volunteers contribute to the organisation, to the community, to the social economy and to wider social objectives, is fundamental to a fair relationship between volunteers, organisations and statutory policy and practice.



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<sup>19</sup> UK Government National Policy on Volunteering



## Research Objectives and Scope

The main objective of this research is to better understand the current experiences and views on corporate volunteering amongst NGOs, companies and staff, and to identify potential areas for improvement. In particular, to inform and inspire corporate volunteering by: a) *establishing best practice guidelines and processes that help state owned enterprises, corporate and private organisations optimise programme success with social sector NGOs;* b) *providing a catalyst for increased engagement between the corporate and social sectors;* and c) *establishing a pool of resources and case studies to help improve standards and effectiveness.*

More specifically the research objectives aimed to ascertain:

- The current trends and drivers of volunteering in China
- Which organisations are supporting volunteering and to what extent
- The objectives, motivations and attitudes of decision makers, influencers and participants in the volunteering chain
- The decision making process in different organisations
- Key areas of interest for volunteering programme planning and implementation
- Issues and challenges arising from partnership development (companies and NGOs/GONGOs)
- How organisations are developing and managing volunteering programmes (end-to-end volunteer programme management)
- Types of volunteering evident (one off, regular, short or long term) and sustainability
- Which conditions encourage or hinder volunteering
- What measurement and evaluation processes are in place and how organisations gauge success (external, internal, social, economic impacts)
- What the key drivers of success are
- The perceived and/or actual value to organisations, their employees and the local communities they engage with
- Opportunities and barriers to ongoing engagement and development

An added value outcome from the research was to establish a frame of reference for best practice, and a pool of reference materials and case studies that can help inform and inspire future corporate engagement with the social sector through volunteering.

## Research Methodology

The observations, conclusions and recommendations detailed in this paper are based on a robust combination of primary qualitative and quantitative research, and structured interactive workshops undertaken in China between March and August 2012. In addition, the report utilises recent secondary research, providing key additional or corroborative support material where relevant.

**Primary qualitative research** was undertaken in two phases. The first phase was based on over 90 face-to-face interviews with senior decision makers and influencers drawn from a wide range of corporate organisations, social sector NGOs, GONGOs, academics and intermediaries involved in corporate social responsibility and/or volunteering activities in China. Interviews typically lasted around an hour, and enabled in-depth discussion around the key focus areas; *what is happening, what impact it's having, what potential opportunities exist, and what the key factors are which either drive or constrain success.*

Fieldwork was undertaken in the key cities of Beijing, Chongqing, Guangzhou, Shanghai, Shenzhen, Xi'an and environs.

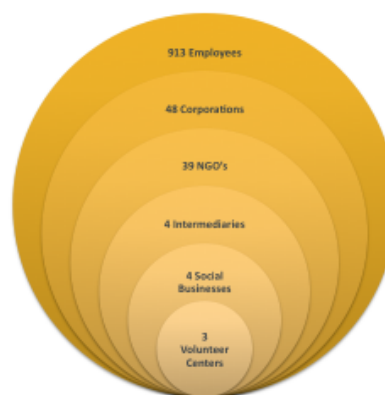
The second phase was structured around two workshops to help validate the research findings and generate practical solutions for consideration. Participants were drawn from corporate decision makers, employee volunteers and NGOs.

The first workshop focused on generating ideas and brainstorming on the kinds of changes organisations (NGOs, companies and intermediaries) needed to consider in terms of approaches and practices. The purpose of the second workshop was to validate the ideas generated, with in-depth discussion around the practicality and feasibility of them.

**Primary quantitative research** is based on an online survey distributed to employees (volunteers and non-volunteers) in both open-architecture environments and within random organisations taking part in the qualitative research study. In total 913 completed surveys were submitted.

The main focus of the research was to establish an in-depth understanding of corporate employee volunteering practice in China, and the key barriers to greater and wider participation. Fundamental to the research was evaluating the

Fig 1: Primary fieldwork undertaken



attitudes, experiences and opinions of both volunteering advocates and opponents.

Corporate management interviews were semi-structured with discussion topics framed around; *company motivations and rationale for investing in CSR and volunteering (or not), decision making processes, key drivers/barriers to participation, attitudes towards employee volunteering as a CSR tool, key issues and impact of volunteering on business, staff and community, measurement and evaluation techniques and future volunteering strategies.*

Interviews with NGOs were also semi-structured with discussion framed around *broad motivations and objectives for engaging with corporates, social and/or economic impacts on NGO, drivers/barriers to greater engagement and sustainability, and perception of volunteering vis-à-vis financial donations.*

The quantitative survey for employees – with or without previous volunteering experience – was distributed and implemented entirely online, using 24 closed-format questions framed around *rational for volunteering, key likes/dislikes of volunteer programmes attended, attitude towards employer as a result of CSR/volunteering, likelihood to volunteer in the future and volunteer preferences.*

The result is a robust and comprehensive view of corporate volunteering in China in 2012.



## Employee Research Findings and Insights

99% of our sample of 1000 employees have either volunteered or would do so given the right opportunity and circumstances.

### Survey Headlines

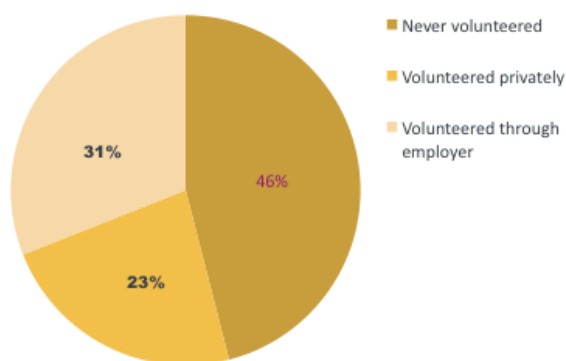
- 31% of employees have volunteered through a company-approved activity
- The majority are female, younger with shorter length of service
- Awareness and understanding of NGOs and GONGOs is very high at 87%
- However, 61% do not know if their employer actually works with any NGOs
- 91 % of volunteers researched gave the main reason given for volunteering as “making a difference” although 19% had “little or no belief in the sustainability of most projects”
- “Having fun” is the most liked aspect of volunteering, whilst “lack of feedback” is the most disliked
- 99% of the workforce have either volunteered at some point in the past or would be willing to do so if the circumstances were right
- Environment and education top the list for preferred activities
- Employees consider ‘better training’, ‘better organisation’ and ‘some/ more company support’ as key drivers of success for the future

Information and insights were gathered using an online closed questionnaire format distributed to a random selection of employees across many different organisations. 913 surveys were returned completed.

54% of employees in the survey in China have volunteered at some stage over the past years. 31% claim to have taken part in a volunteering activity organised by, through or with the consent of their employer. A further 23% claim to have volunteered privately. 46% claim never to have volunteered, of which 78% haven’t had the right opportunity and 13% not to have enough time.

Across the total sample the majority, a staggering 99%, have either volunteered or would do so given the right opportunity and circumstances. Only 1% claimed not to want to volunteer regardless of the circumstances.

Fig 2: Previous volunteering experience



Many more employee volunteers in the survey are female (61%) compared to men (39%) with the majority (91%) aged 25-44.

There is an incredibly high awareness of NGOs and GONGOs in general (87%) but the majority of employees are not aware of whether their company actually supports any, or if they do, which particular ones. This suggests a need for better communications, both externally between partners, and internally towards staff.

It is not clear what the penetration is at different age levels within corporate organisations but the research shows that older, more senior employees are either less likely to volunteer, or less inclined to complete surveys. This is further evidenced by the correlation between volunteering and length of service with 80% of volunteers employed less than 5 years and only 4% serving over 10 years.

Unsurprisingly most employees cited 'making a difference' (91%) and 'empathy with cause/partner' (75%) as being the main drivers to volunteer. The opportunities to have fun, gain new skills or gain favour with their employer were considered less important.

Employees post volunteering experience that having fun, the opportunity to use their own initiative and a better understanding of social issues were aspects they most liked within their volunteering experience. This is important to recognise; that an interest to make a difference gets staff volunteering; but what keeps people volunteering is that the experience needs to be enjoyable, empowering and give an opportunity to learn.

Fig 3: Rationale for volunteering

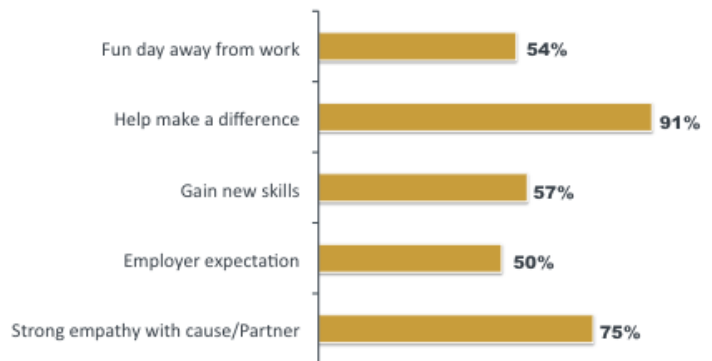
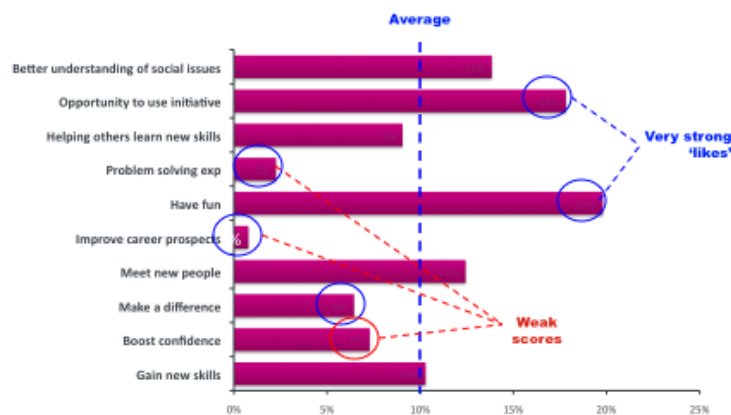


Fig 4: What employees most liked about volunteering



Key learning can be also taken from what employee volunteers disliked most about their volunteering experience. 29% said the 'general lack of post-activity feedback' was their most strongly disliked aspect. A further 19% cited 'little/no belief in the sustainability of the project' and 16% 'poor organisation'.

Fig 5: What employees liked least about volunteering



The perceived benefits of volunteering were strongly appreciated across the sample, in particular the implied sense of social responsibility, improved team working, communication building and people skills, as well as the opportunity to have fun.

Fig 6: Employee perceptions on volunteering



Although the majority of volunteers were quite positive about volunteering in general, they nevertheless made suggestions for programme and activity improvement. Chief amongst these were the need for more training (58%), better organisation (57%), some/more company support (56%) and greater involvement with activity planning (53%).

The survey also explored factors that would encourage employees who have never volunteered before to do so for the first time, preferably through their company. The results clearly demonstrate that there is a strong willingness and desire to volunteer given the right opportunities and circumstances. The opportunity to 'have fun' (78%) and the 'ability to use their own initiative' (70%) were considered the most important factors, whilst 'making a difference' (25%) and 'improving career prospects' (27%) ranked lowest. Only 1% of those employees who have never previously volunteered wouldn't ever do so.

51% of non-volunteers mentioned the need for company support to take time away from work as a pre-requisite to volunteering. This should be considered very high since many of the corporate employees included in the survey already benefited from this support.

On a scale of 0-10 (where '0' is very poor and '10' is excellent) employees were asked to rate the overall effectiveness of the company activities they participated in. Most areas scored just above average, the highest being 'activities reflect the culture and values of the company' which achieved a mean score of 6.6.

Following their experiences, employees were also asked to rate the effectiveness of the activities in achieving the project objectives and delivering against a range of added-value benefits such as skills training and

Fig7: Rationale for not volunteering

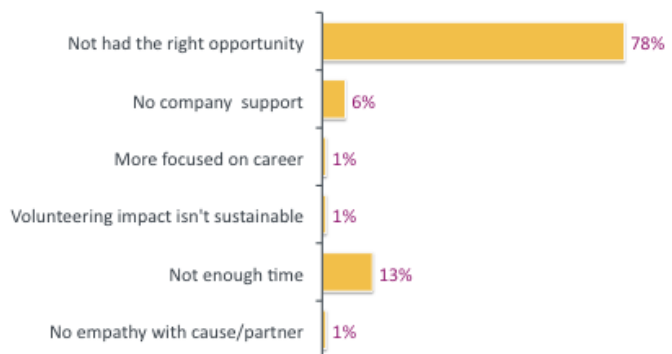


Fig 8: Attitudes towards volunteering activities

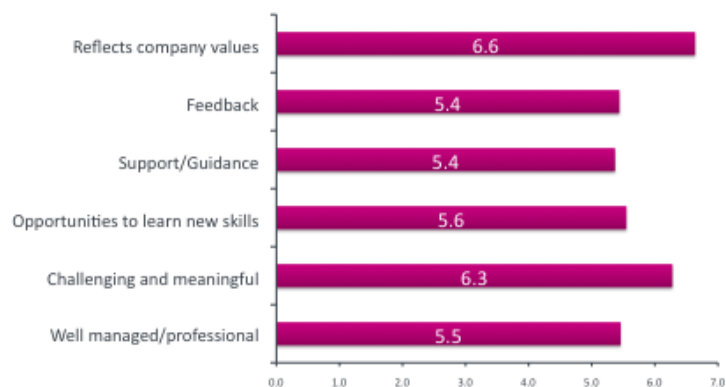


Fig 9: Employee perception of programme effectiveness

sustainability. ‘Meeting the objectives’ obtained a mean score of 5.9 whilst perceived long-term sustainability and volunteer recognition achieved 6.2 and 6.5 respectively. Skills training obtained scores between 5.7 and 6.2.

Employees were also asked to rank the effectiveness of the partnering organisation, where appropriate, in terms of managing and organising the volunteer programme. Feedback was quite positive, with average scores ranging from 67% - 73% as shown in the table.

Overall, feedback from employees who had previously volunteered was fairly positive, albeit there is clearly a desire for improvement in certain areas. Most notably programme training and organisation, post activity feedback and demonstrating the sustainability of projects came in for some criticism. Employees working in organisations not benefiting from demonstrable company support (typically funding and/or time away from work) obviously highlighted these areas as desirable developments.

It is clear that whilst ‘making a difference’, ‘building social empathy’ and ‘matching activities to company values’ are key to encouraging participation both from existing and potential volunteers, Programme managers should be mindful that ‘having fun’ and ‘using their own initiative’ are vital ingredients for success and repeat volunteering.

As with most product purchases, first trial in employee volunteering will most likely be a function of communication, enthusiasm and empathy surrounding the activity. Repeat volunteering is much more likely to be a function of experience.

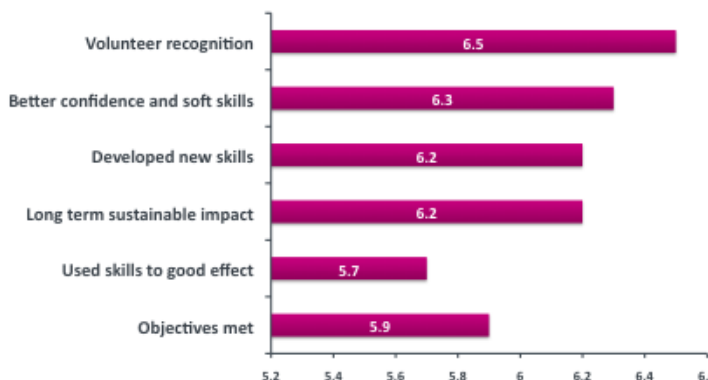


Fig 10: Attitudes towards programme partners





## Corporate Research Findings and Insights

*There are some fantastic and innovative examples of corporate volunteering activities in China, which will hopefully act as a springboard to creating many more, but there are still some challenges ahead*

### Headlines

- Employee volunteering is playing an increasingly more important role in the execution of CSR programmes but there are clear differences between Chinese and foreign enterprises in terms of organisation, strategy and objectives
- Foreign/International organisations typically (not all) have more developed processes, offer more tangible support to volunteering and align activities to corporate values. Activities are usually top-down driven. Staff development and loyalty are important success factors. Publicity is geared internally, focussed on building staff and shareholder value
- Chinese enterprises typically (not all) offer moral support but little if any financial support. Activities are more generally bottom-up driven and aligned to individual preferences (either leadership or organisers). PR and external image is a key success factor
- Chinese SOE's also support many social projects through large GONGOs, mainly through donations to Volunteer Associations. Programme and partner choice is often based on personal contacts and senior management preferences, including some Government initiated activities
- Some of the most innovative volunteering initiatives are coming from younger Chinese private enterprises, empowering employees to design and manage social community projects
- General shift away from purely financial donations and sponsorship towards volunteering due to some fiscal tightening, greater control over volunteer programmes and outcomes
- Staff development is a key driver for a growing number of corporates with many incorporating volunteering into their internal people development strategies

*“Some organisations - chinese and foreign - claim their staff volunteering activities as their own corporate volunteering initiative, when they give no support whatsoever, it's quite immoral really”*  
NGO, Shanghai

*“The boss will decide on what areas, then the volunteer committee will do research to see what opportunities there are locally”*  
Corporate, Xi'an

*“One issue was that the staff wanted to do something with children but the boss wanted to do activities with older people”*  
Corporate, Xi'an

- More and more corporates are starting their own Foundations as a way of managing and implementing their CSR activities whilst ensuring legal and financial compliance
- Lack of legal status, transparency and capacity is a major barrier to working with the vast majority of smaller grass roots NGOs. This results in a huge imbalance in favour of the large registered GONGOs/NGOs and international NGOs for funding and partnerships
- Many NGOs also lack the business development skills necessary to identify and nurture relationships with potential corporate partners
- Lack of meaningful measurement & evaluation is seen as a barrier to development and increased funding for volunteer activities, and a key reason it remains a low priority in many organisations

*“Although volunteering is hard to justify, our company does it for goodwill - we believe it is good for the employee and good for the company. So they (company) value it but don’t value it that much”*  
**Corporate, Beijing**

These research findings and insights are based on 48 qualitative face-to-face interviews with decision makers and influencers representing a wide range of SOE's, large and small private Chinese, joint venture/foreign corporate organisations in retail, banking, real estate, automotive, pharmaceuticals, engineering, IT, media, communications, transport, manufacturing, FMCG, utilities, and finance. Research was undertaken in Beijing, Chongqing, Guangzhou, Shanghai, Shenzhen, and Xi'an to allow for regional variation in attitude, opinion and programme choice.

Volunteering is a positive talking point in the majority of enterprises interviewed. The 48 organisations taking part included many where volunteering is embedded into the corporate culture and values, and a key part of staff development. Many others had yet to embrace the concept but were equally keen to get involved in the future and hungry for information and insight into how to start. Whilst company support (either financial or time allowance) may not be an easily won concession for many, they nevertheless recognised the potential social, economic and environmental benefits of volunteering. Only one of the organisations interviewed suggested it was unlikely their company would ever involve itself in this type of activity.

### **Innovative activities**

Building a bridge in a disaster prone rural village; English and IT literacy training for the disabled and elderly; supporting HIV cause related NGOs; giving support and training for cataract operations; mentoring small business start-ups; making audio books for the blind; training grassroots NGOs in financial management; supported scholarships and rural teacher training; cosmetics support and training for breast

cancer patients; helping students design environmentally friendly buildings; fixing computers in migrant schools; running flea markets to raise funds; supporting vulnerable groups through free media; auctions, forest protection; running childcare forums; buddy orphaned children; elderly companions; animal shelter and food provision; summer camps for children of HIV parents. These were some of the more innovative programmes and activities corporate organisations are supporting through employee volunteering.

*“As a corporate we don’t want to do anything wrong and we have no power to identify whether something is good or not, so safer to use big agents and companies” Corporate, Beijing*

### Skills and capacity

Corporations believe NGOs generally lack the business development skills to meet their needs for communication, proposal submission (RFP) and project management. According to a report by Junior Achievement China<sup>20</sup> 49% of businesses expect NGOs to have the same level of efficiency and performance standards.

Many corporations have adopted social practices to help improve the skills and capacity levels of certain NGOs in the hope that they can develop successful partnerships at some future point. Others (the majority) see this as another barrier to engagement.

Commonly cited areas for improvement include research on company values, CSR policy, past activities and partnerships; preparation of detailed Request for Proposals, especially in terms of cost requirements (how much is needed, when, why, how it is to be spent etc); developing matched value programme propositions and outlining meaningful objectives. Like wise many corporations acknowledge their own shortage of skills and expertise in volunteer programme management and organisation but do not see this situation changing much since volunteering is usually a lower priority than other responsibilities.

Many corporates are surprised at how few NGOs contact them pro-actively, whilst others claim to be flooded with requests. Another concern is the short time frame for planning NGOs give, not appreciating the budget-planning cycle that exists in many enterprises.

*“If an NGO has less than 10 people it is unlikely we would work with them because of lack of skills and scale”  
Corporate, Shenzhen*

### Logistics

Legal and logistical constraints restrict the reach and diversity of many corporations to a handful of registered NGOs and activities. Rarely can corporations afford the luxury (cost and time) of dispatching staff on long trips to the poorer rural areas and are generally confined to planning

<sup>20</sup> JA China White Paper “Do Well, Do Good”

activities that be implemented within 1-2 hours travel distance from the office. This also leads to considerable duplication in activity type.

### Diversity

Environment and education are consistently the two main areas for corporate enterprises building social capital. They lend themselves more readily to corporate values and are a stronger currency in terms of staff motivation, publicity, external reputation and even shareholder value. NGOs supporting these causes will inevitably be better placed to benefit from corporate engagement. However, this also leads to duplication in type of activity if not partner. Tree planting and activities with migrant children are frequently mentioned by corporates.

*“We do not want to pay management fees. We prefer to work directly with the NGOs so that more of the investment goes directly to the end beneficiaries.”*  
Corporate, Beijing

Other social sector needs – for example disability, secure livelihoods, health and welfare - are less well catered for and a key challenge for the industry is how to help position these different needs to attract a greater share of the available support.

### Costs

The trend away from direct giving/donations towards volunteering programmes has, for many corporations, increased the overall costs of CSR and social community involvement. Costs fall into three areas: internal direct, internal ‘invisibles’, and external direct.

*“There is a belief at the top of the company, right from the CSO, that volunteering is beneficial to the group. So we have a top-down and a bottom-up approach to volunteering”*  
Corporate, Beijing

*Internal direct costs usually relate to the value of the time employee volunteers donate plus other resources such as equipment; ‘invisible’ costs relate to the additional management and organisation time that goes into establishing programmes, and integrating them into the corporate agenda; external costs represent the cost of implementing activities.*

Altogether the costs can be considerable and is a key barrier to many enterprises engaging in volunteering activities beyond tacitly sanctioning it in the company name but at the employee’s own time and expense. Further, whilst most companies are happy to cover reasonable costs, including the costs of organising some activities, there is a general reluctance to pay fees to NGOs. This is sometimes seen as profiteering.

Some corporate enterprises suggested there was a danger of being seen as white knights with deep pockets, whereas this was not the case. It would always be the role of Government and NGOs will need to manage their financial expectations accordingly. Especially as and when corporations have to endure increased fiscal tightening.

## Organisation and management

Different approaches exist for organising volunteering activities: *top-down or bottom-up (internally within the organisation), inside out or outside in (externally).*

Most foreign multi-nationals deploy a top-down approach internally, often based around implement a global or national volunteering policy. This appears to be the most effective at aligning activities to corporate values and project management best practice. Bottom-up approach is where junior or middle ranking staff takes responsibility for initiating, organising and implementing projects, subsequently seeking management approval. This is most common within corporations where volunteering is not supported financially and not integrated into the corporate culture.

*“We don’t want to partner with anyone unless there is a very good chance our staff can contribute something in a meaningful way and in significant numbers”*  
Corporate, Beijing

Inside-out and outside-in refers to the way in which a new volunteering is initiated, developed and implemented. There does not appear to be a preferred methodology and many corporations use both. Many believe NGO project proposals can be repetitive and or unrealistic, and most innovation is generated internally or through the involvement of third party intermediaries and consultancies.

Whatever approach is adopted it is clear that success inevitably relies on a handful of motivated and experienced volunteers who take on team leadership roles. These members of staff usually come from support roles and see volunteering as a way of demonstrating their skills and capabilities at project management and organisation.

*“Many NGOs only have a few people and will not have sufficient skills or resources to properly support a project for us”*  
Corporate Xi’an

## Scale

Corporations are typically large volume employers, as a result of which most volunteering activities are over subscribed. There are rarely enough volunteer opportunities to meet demand – something that leads to frustration and disengagement. NGOs are typically low volume employers with small scale operations. They are unable to deal with large numbers of volunteers except in specific and well planned cases. Their preference is for one or several long-term partnerships where significant volumes of staff can participate, if not together then on a rota or rolling basis. They do not want the organisation and logistical headache of arranging many different schemes with many different partners.

Finding enough suitable volunteering opportunities continues to be a key challenge going forward. However, whilst innovation and doing something meaningful were sought after criteria, some organisations believe that creating

artificial volunteering opportunities or simply observing a class is neither effective or constructive.

### Skilled volunteering

Some CSR Managers believe skilled volunteering will become a natural evolution in volunteering due to the natural 'fit' with corporate values and expertise. It is accepted that skilled volunteering projects can be more stressful and intense and require a greater degree of professionalism (reputational risk) but have a higher success rate and deliver more aligned benefits. One example is the Sichuan bridge project (see inspiring case studies section)

Some employees are less enthusiastic about skilled volunteering, preferring instead to do something very different from their everyday role.

*"The management team will think about the money and what other companies are doing, what the benefit is. If I can provide the data for them they will be more convinced"*  
Corporate, Beijing

### Measurement, evaluation and feedback

Lack of meaningful measurement and key performance indicators is considered a major barrier to development and greater investment in volunteering. Corporations of all types and origins are primarily focused on bottom line contribution, and every \$ of investment budget has an opportunity cost. If volunteering is to shift from 'nice to do' to 'must do' better measurement and evaluation is critical.

The current norm is to measure hours and days contributed, books or clothes donated, bags of rubbish collected, meals delivered, or children participating. It is recognised that these are mainly input measures and more output measures and outcomes are called for. One thing is clear, there is no common approach or standard to measuring the value of volunteering and therefore ultimately no way of knowing how successful or effective each programme is in the wider context.

Little or no feedback is a concern raised by both corporates and employees, and an area where they are looking for considerable improvement. Employees are looking for general feedback in an effort to demonstrate their contribution was meaningful. Corporates are looking for empirical evidence to help justify future involvement. It is accepted that this is a difficult request since some outcomes may not be known for months, years ahead but it is still seen as something that needs to be addressed.

*"30% of our volunteer work now needs to be linked back to our core competencies - science, education, environment protection, social culture"*  
Corporate, Beijing

*"We've never received any report on how our donations are being used. I think they (NGOs) have no transparency on that, which is why people are very reluctant to give money"*  
Corporate, Beijing

## NGO Research Findings and Insights

### Headlines

- NGOs affiliated to international organisations usually benefit from more stable income streams and are generally better organised
- The number one concern for the majority of smaller grass roots NGOs is lack of long term funding which in turn restricts planning and development
- Recognise the importance of corporate partnerships for financial support and capacity building
- Recognise the need for better skills in building corporate partnerships but it is costly and a diversion from their root cause
- NGOs recognise the potential value of volunteering but wish to see both the full costs covered (including overheads / management etc), and a continuation of financial donations from corporates if this is to be a positive development
- Corporates can be quite demanding and many NGOs find it difficult to meet their needs
- Preparing RFP's in particular can be very time consuming with little/no guarantee of success
- Most grass roots NGOs cannot cope with large numbers of volunteers at one time
- One-off activities in particular can be quite disruptive and many NGOs prefer to rely on locally recruited regular volunteers

These research findings and insights are based on 39 qualitative face-to-face interviews with Founders, CEO's and senior managers of GONGOs and NGOs supporting a wide range of social causes including education, environment, disability, poverty, secure livelihoods, human rights, health and welfare, migrant workers, and disaster relief. Research was undertaken in Beijing, Chongqing, Guangzhou, Shanghai, Shenzhen, and Xi'an to allow for regional variation in attitude, opinion, diversity and challenges.

### Partnerships with corporates

Corporates generally love employee volunteering; many NGOs dislike it. Although the vast majority acknowledges and appreciates the potential benefits it can bring when it works.

The main reasons given for success were matched programme values, clear objectives and division of

*"The expectations can be very unreasonable, wanting you to run the event on their day, their time, whatever number of people they want. Then there's no recognition of our costs and time"*  
NGO, Shanghai

responsibilities, transparency in costs, regular communication, and preferably longer-term partnerships.

The main reasons for failure given were the diversion away from everyday activities, costly, time-consuming to organise, and disruption to routines (predominantly where children were involved). The range of opinions and level of understanding of volunteering varies considerably amongst NGO practitioners from those that claim long-term successful partnerships to those who claim to hate the whole process. Interestingly, only a few NGOs mentioned ever declining a volunteering opportunity.

### Catch 22

Legitimacy around registration and the ability to raise funds publicly continues to be a huge barrier to development.

NGOs that are not registered believe they would be able to generate more income and have the ability to open up more partnerships with corporates if they were. However, the cost and process of finding a Government sponsor is considered prohibitive to most. They are barely surviving on their current revenues and have no means to generate the additional income necessary. Neither would it be seen as the greatest priority if they had the excess funds required.

They also recognise that it is a barrier to establishing trust, which is essential for doing business with the corporate sector.

Many are hoping and praying for a relaxation in Government rules, and costs, for registering.

*“They are happy to pay for transport, food and materials but not for our staff. But we need to pay our staff for organising these activities”  
NGO, Chongqing*

### An uneven relationship

Many NGOs describe a typical client-supplier relationship with corporates rather than a 50:50 partnership with shared values and outcomes. This can lead to the belief that corporates have a greater influence on the type of activities, organisation and management of them (due to funding). It also fosters scepticism if the perceived ‘purity’ of the cause or event is altered to accommodate a third party interest.

*“It’s difficult to raise funds in China because SOE’s and MNC’s have lack of trust and understanding of local NGOs. We don’t have many chances to approach them”  
NGO Guangzhou*

### Funding

NGOs recognise the potential value of volunteering but wish to see both the full costs covered (including overheads / management etc), and a continuation of financial donations from corporates if this is to be a positive development. Given that, as explained later in the document, corporates



view volunteering as an expensive form of support, this may mean that they will need to see both greater impact and a return to the company to justify the extra expense.

Corporates seem more than willing to cover the costs of volunteering activities such as transport, materials and training, even giving donations directly to the beneficiaries. But there did not appear to be any common or acceptable method for including management fees for NGOs. This is likely to remain the case until there is more evidence to support NGOs claims that they provide added value services.

*“Apart from funding we have challenges in staff capacity building and volunteer management”  
NGO, Shenzhen*

### Skills and capacity building

NGOs know they mostly lack the requisite communication, business development and even networking skills to build effective working partnerships with corporate sponsors. Almost without exception they would like to address this situation, hire and train more skilled staff.

However, they mostly operate on very tight budgets without much long-term stability so the opportunity cost of investing in training (or skilled staff) without knowing for sure it will pay back dividends is a gamble many are not willing or able to take.

*“A group of 30 strangers turning up, taking photos and disappearing isn’t necessarily good for the children”  
NGO, Xi’an*

### Logistics and scale

Finding enough suitable volunteering opportunities is also a key challenge for many NGOs in an effort to satisfy the demand from corporate partners. Most NGOs do not have the capacity or need to accommodate huge volumes of volunteers, and certainly do not want the disruption. However, there is some acceptance that an element of ‘staging’ may occur if/when trying to accommodate large numbers of corporate volunteers, especially for a one-off exercise.

There are some concerns that activities are occasionally created specifically to get corporates involved. However, the majority of NGOs are adamant about maintaining the integrity of their operations. Ideally they want to get corporates to fit in with their normal programme of activities rather than vice-versa.

Certainly NGOs felt more comfortable where they sat together with corporates to discuss and plan activities as a partnership, to suit the needs of both sides.

Building alliances and partnerships with other NGOs supporting similar causes and ‘franchising’ the corporate partnership is considered a potential breakthrough solution. However, the majority of NGOs have yet to leverage this opportunity.

### Training

A large number of NGOs recognise they need more training, especially in communications, marketing and business development, if they want to take

advantage of opportunities with the corporate sector. The trouble is they generally don't know where to go, what skills they need or who to ask.

Much more needs to be done in terms of creating and communicating some industry wide repositories for sharing resources and making available support tools.

***"We need some special training for our volunteers. They are just natural and do things for their own heart, but maybe they are not the right way or best way."***  
***NGO, Xi'an***

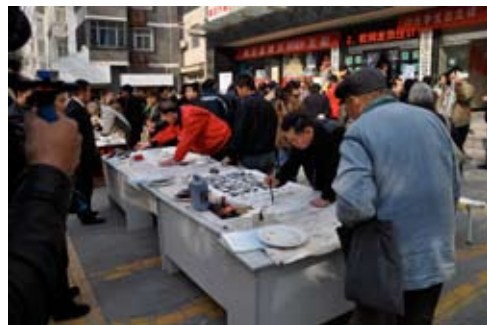
### **Social Businesses/Social Enterprise**

Interviews were conducted with several organisations more suited to the description of social business or social enterprise than either corporate or NGO. These terms are used where the main purpose of the organisation is to support and inspire social projects

Theoretically, a social enterprise is one where the business is focussed around the social sector and the enterprise is free to distribute their profits from it whereas a social business is a non-dividend company designed to address a social objective. It is distinct from a non-profit because the business seeks to generate a modest profit which is subsequently used to subsidise the social mission. A wider definition is any business that has a primarily social rather than financial objective<sup>21</sup>.

Social businesses are cause-driven. The purpose is purely to achieve one or more social objectives through the operation of the company, since the investors desire no personal monetary gain. Whereas a social enterprise can be funded by philanthropy or government grant, a true social business will be self-sufficient.

A successful example is CANYOU Group, a social business specialising in IT, and based in Guangdong Province. They provide supported employment to disabled IT workers who would otherwise face many barriers to working. They compete in the commercial sector against other corporates for high profile contracts, and win a considerable share. Profits are used to fund social, health and welfare for disabled people in the community. In this way CANYOU and other similar organisations are quite unique. They have successfully developed a commercial business with a social imperative and offer concrete proof that corporate and social objectives need not be incongruous. The usual barriers to corporate partnership and volunteering are no longer relevant. They have long-term financial stability, volunteering is already embedded into their culture, and success is measured only in terms of their social objectives.



### **7 principles of social business<sup>22</sup>**

1. Business objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society; not profit maximisation
2. Financial and economic sustainability

<sup>21</sup> Wikipedia – Muhammad Yunus

<sup>22</sup> Developed by Prof. Muhammad Yunus and Hans Reitz, co-founder Grameen Creative Lab

3. Investors get back their investment amount only; no dividend is given beyond investment money
4. When the investment amount is paid back, the company profit stays with the company for expansion and improvement
5. Environmentally conscious
6. Workforce gets market wage with better working conditions
7. Do it with joy

There are also many examples of smaller social businesses providing a business platform (premises, training, distribution and marketing) for unskilled workers and other cause related NGOs to produce and market individual handcraft products.

### Brokering and Consultancy

As corporate volunteering in China grows, the need for specialist organisations to help fill the skills shortage will also grow. These include specialist intermediary organisations offering brokering, training, communication and consultancy services. It should be noted that, unlike social businesses, brokers are predominantly commercial companies that happen to operate in the corporate volunteering sector. Their clients are generally corporate organisations, who interestingly seem happy to pay a fee for services.

Four intermediary organisations contributed to this research study.

Intermediaries provide a professional and very effective link between the corporate and NGO sectors. They occupy a unique position as they see the issues and challenges facing both sides – corporate and social organisations.

Most importantly they can provide a legitimate framework for working with grass root NGOs and manage end-to end volunteer programme needs, including training, programme design, scale, logistics planning, communication and feedback.

*“More corporates and NGOs are trying to work together, but there are a lot of frustrations because they don’t really understand each other so well. That is where we play a role”*  
Intermediary, Shanghai

*“Most international companies like to work with local NGOs whereas most local/national companies only want to fulfil government requirements for CSR activities”*  
Intermediary, Beijing

*“We’ve been working with MNC’s for a long time and they think that donations is like throwing money in the sea. No impact, no tracking, they build a school then no one uses it. Now they want to make their charity policies more strategic”*  
Intermediary, Guangzhou

### **Volunteer Centres**

Volunteer Centres in China tend to be local organisations that mobilise people and resources to deliver creative solutions to community problems. There are a growing number of Volunteer Centres in China partnering with individuals, GONGOs, grass root NGOs, Government, and businesses in local and occasionally national volunteer initiatives. The Youth Volunteer Associations are a good example and have long been a stable and important player in the volunteering community in China.

They are a matching agency for the volunteering community, brokering relationships between individuals and communities. They also promote and build capacity for volunteering, and develop initiatives to mobilise volunteers to meet community needs. They also help develop program standards and core competencies, provide training and technical assistance and provide administrative support where necessary.



## Key Discovery

There are many challenges the volunteering community as a whole will need to address if the longer term potential opportunities and benefits are to be realised. Some revolve around a perceived disconnection between corporate and social sector organisations due to different objectives and different approaches to organising and implementing volunteering programmes.

Corporate Enterprises	NGOs
Long term project planning is normal	Short term project planning is normal
Business requires detailed proposals/costs	Basic details/overview usually provided
CEV often driven by CSR strategy and indirect 'rational' benefits	Projects usually positioned based on emotional and cause-related benefits
Legal entity/audited accounts a pre-requisite to partnership	Many NGOs are not registered and do not like sharing detailed financial information
Need clarity of objectives for project and volunteers, and measurable outcomes	Objectives are typically activity based. Limited M&E currently available
Preference for volunteering (time/materials)	Preference for donations
Small activity as proof of concept and scale up/roll out if successful	Difficult to accommodate large scale participation activities

Government initiated high-profile activities through affiliated departments, state owned enterprises or Government organised non-governmental organisations such as the Red Cross Society of China, Junior Achievement and Youth Volunteer Associations around the country help paint a great picture of volunteering. Most foreign enterprises can demonstrate a professional and supportive approach to volunteering and integrate volunteering principles into their corporate culture and staff development policies.

NGOs that are fortunate enough to benefit from overseas funding channels also have good financial stability and are in a good position to support volunteering programmes.

We should be mindful that these examples only represent a small proportion of the estimated three million NGOs supporting good social causes and the 2 million plus corporate organisations and their employee workforces potentially able and willing to help them.

Deeper analysis shows evidence that the majority of NGOs struggle to obtain the recognition, financial and human resources they need to survive. Whilst it is not

the responsibility of corporations to fill this gap, volunteering can play a vital role in helping to reduce the divide.

**Key discovery points - employees**

- The willingness among employees to volunteer given the right conditions is phenomenal but there is also a cause concern in some areas
- Better feedback and recognition is critical to their motivation and participation
- Better support is required in training, organisation and project leadership
- Desire for more involvement in activity design and choices
- Making a difference and empathy drives initial involvement but fun, using their initiative and meeting new people drives ongoing engagement
- Belief in long-term sustainability through corporate volunteering activities is low

**Key discovery points - employers**

- Lack of available volunteering opportunities and meaningful measurement are stumbling blocks to greater participation
- Both top-down and bottom-up approaches to volunteering were found within corporates.
  - Top down approach is more effective for momentum and traction
  - Bottom-up enthusiasm is more effective for engagement, organisation and implementation
- Without board/management support volunteering activity is unlikely to receive funding
- There is considerable duplication of volunteering schemes due to common constraints of time, resource, values and registered NGOs
- Inability to scale up operations a major barrier to effective development

**Key discovery points – NGOs**

- Legitimacy around registration/recognition is a huge barrier to building corporate partnerships
- Less interested in companies where staff volunteer in their own time/expense due to little/no financial gain
- There is a perceived lack of trust amongst some organisations, leading to some corporates starting Foundations
- Limited business development skills is a major stumbling block, in particular communications, matching values, proposals, transparency and scaling up operations



- Lack of funding/long term security constrains capacity building and long term planning
- Perceived sustainability around impact of many volunteering activities is a cause for concern

## Facing the Challenges

A key aim of the research was to find solutions rather than simply identifying issues. As such, a select committee of 18 people representing the interests of corporate organisations, registered and unregistered NGOs and intermediaries were invited to debate and share views on possible ways forward. The ideas and suggestions put forward are neither binding nor final, but could be a useful start point for ongoing and wider discussion within the industry.

Six key challenges for the volunteering community in China were highlighted by the research.

### 1. Finding solutions to enable non-registered NGOs to partner with corporates

Changes to government regulation aside, the volunteering community needs to ask itself what, if anything, can be done to help overcome the registered/not-registered divide.

There is currently a two-tier system operating, with GONGOs, large registered NGOs and branches of foreign based or foreign affiliated NGOs benefiting from a type of oligopoly. A club for those fortunate enough to be registered, sharing the majority of available funding. There is a glass ceiling separating them



A key stumbling block on legitimacy is the inability of many non-registered NGOs to issue a fa piao (invoice). One suggestion put forward was to work through a public or private foundation, GONGOs, intermediaries or other registered groups that would be able to issue a tax-exempt receipt. Whilst it was unclear whether or not this would provide a legitimate solution to the problem it was certainly a thought in the right direction.

### 2. Development of business models to encourage wider participation and more diversity

Different volunteer activities could be designed to meet the interests of different employee groups to allow for different levels of participation. For example

- One-day volunteering (easy, fun, not too time consuming)
- Company wide volunteering activities (ongoing, bigger scale)
- Avenues for staff to initiate ideas and/or organise schemes and also to contribute ideas for partnerships

Several companies mentioned volunteering was already integrated into their induction programmes for new staff, and included in annual performance reviews to good effect. Whilst internal systems contained guidelines, policies, and information on how to get involved and what support is available, it was acknowledged that better internal communication was needed.

NGOs need to understand and tap into corporate core values in order to better align their programmes to meet corporate needs, without compromising their cause-related objectives. For example, a social group supporting disability could easily design and position a volunteering activity around an education element. A NGO supporting poverty could design a volunteering activity around clean water supply and environment. Thereby creating a win-win situation.

NGOs also needed to communicate and promote causes beyond environment and education to reach out to potential new corporates entering volunteering and also persuade existing practitioners to widen their scope. Working collectively was considered a way for NGOs with similar activities/causes to create a platform for sharing information and to offer increased scale for volunteering.

Bringing NGO beneficiaries into the city area was suggested as a potential way to overcome the time constraints for corporate employees. For example if the volunteering activity is based around teaching or training, small groups could be brought to the corporate instead and make it more of an adventure. This type of activity might be small scale but on a rolling basis, could offer some scale.

### **3. Providing training, materials and other tools to help encourage participation, promote best practice and raise standards**

Employers, employees and NGOs identified the need for more training as a key requirement to improving quality standards. It was agreed that the industry as a whole needed to develop some common practices and guidelines, and easier access to support tools for getting started.

Some corporates and Volunteer Association groups have already made efforts to do this. For example VSO China have built a database of NGOs to help to broaden participation and diversity. Volume is currently low but steadily increasing. For more information visit

[www.vexpo.org](http://www.vexpo.org)

There was also general agreement in the need for a more coordinated, perhaps industry wide approach to promoting the concept of volunteering.

#### 4. Development of an acceptable framework for charging fees

This was a very sensitive issue to discuss openly since corporates view NGOs and social groups as non-profits and see fees as profiteering. Non-profits see fees as a way of covering the cost of programme organisation and supervision and also supporting their cause.

Better communication between corporates and non-profits was suggested, in particular

- Greater transparency and clarity around costs and what it covers (ie value add)
- Fair pricing structure linked to objectives and how to measure impacts and the service/package
- Start-up volunteering (corporates as an investment)
- Better positioning of fees (ie vis-à-vis PR agency)

#### 5. A framework for providing meaningful and robust measurement

It was accepted that in the majority of cases the level of reporting, measurement and evaluation was poor relative to other areas of business practice. Better standards and methodologies were needed.

Some company measures already exist (ie sickness, retention, productivity) and some community measures exist (ie direct/indirect volunteers, beneficiaries supported, changes in education, health, environmental etc). However, there is a need to identify and capture other important measures, possibly developing a 'Balanced Scorecard' to include some soft and some hard statistics to report on efficiencies, duplication/overlap, company costs, sustainability.

#### 6. Ensuring a sustainable legacy for corporate volunteering activities

The select committee did not have enough time to draw any firm conclusions as to a way forward to ensure long-term viability and sustainability of volunteering operations.



## Conclusion

Commercial enterprises increasingly want to be recognised as good corporate citizens, and employee volunteer programs are one of the best ways to demonstrate that commitment.

Corporations with a more acute awareness of the benefits of volunteering will design their programmes to meet core business goals such as improving their sales, recruiting and retaining more loyal and productive employees, and enhancing the quality of life in the communities where they do business and where their employees live.

As such employee volunteer programs can help fulfil many elements of good corporate citizenship, including improving quality of life for the socially disadvantaged, practicing good governance and ethics, building trust and relationships, and having a positive social impact on the community. They also provide measurable benefits for employers and employees including building soft skills, helping attract and retain quality employees, and improving their reputation.

Many practitioners believe employee volunteering has the potential to play an important role in the development of an equitable social society in China. Corporate employee volunteers are predominantly educated, highly motivated with a good work ethic and transferable skills. Once they have attained a level of social and economic stability for themselves many are keen to put something back into society and help make a difference to those less fortunate. Research evidenced here suggests a high demand for volunteering opportunities (as high as 99% of the sample surveyed will volunteer, given the right opportunity and circumstances).

The national volunteering system in China is a complex system of integration and coordination between party committees, government youth league, young volunteers associations, social organisations, community organisations, non-profit organisations, the philanthropic and business community at the national and local levels. Due to such division of institutional responsibilities and the wide variety of volunteer registration platforms, there is currently no definitive statistic for the number of volunteers currently active in China. However, volunteering in China is perceived to be at a relatively low level compared to other developed societies such as the UK and US, and has not yet realised its full potential. In 2007, according to statistics from the Ministry of Civil Affairs, there were 270,000 community volunteer organisations in China, with more than 30 million volunteers, of which 5.6 million were registered as volunteers<sup>23</sup>. However, it is well documented that millions of volunteers have been mobilized in support of large-scale events such as 1.9 million for the 2010 Shanghai Expo and 600,000 for the 2010 Guangzhou Asian Games. These figures are still relatively low in context of the 1.3 billion population.

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<sup>23</sup> [http://www.unv.org/fileadmin/docdb/pdf/2011/corporate/China%20Volunteer%20Report%202011\\_English.pdf](http://www.unv.org/fileadmin/docdb/pdf/2011/corporate/China%20Volunteer%20Report%202011_English.pdf)

By contrast, in 2008/09 71% of UK adults volunteered in some way with 47% volunteering at least once a month<sup>24</sup>. 41% of adults volunteered formally (unpaid help through a group, club or organisation) and 62% volunteered informally. Formal volunteers contributed an estimated £23 billion to the UK economy.

Over 2 million people in England volunteered through an employer supported volunteering scheme. A quarter (25%) of employees are offered a scheme by their employer, with 43% of those offered a scheme taking part at least once in the last year (2008/09 DCLG Citizenship Survey)<sup>25</sup>, nearly 10% of the workforce<sup>26</sup>.

It is against this backdrop that this independent research study was commissioned, unearthing many key issues and challenges in the process.

For example, developing activities where volunteers have more control over how they can give their time and apply their skills would open up possibilities for the 46% of adults who have not previously volunteered and who have not found opportunities that reflect their own interests or circumstances. Encouraging NGOs to embrace common business practices and match their cause-related programmes to corporate values would equally open up many more partnership possibilities for them.

The culture for volunteering varies widely across the business communities. It is usually organised within the HR, CSR or PR department, depending on company size and commitment. There were no examples where an individual's sole job responsibility is volunteering, but many have specific CSR roles at senior level that include volunteering.

Much is made of volunteering for the 2008 Beijing Olympic Games and Sichuan earthquake as catalysts for change. Yet volunteering in China is now nearly five years older with five years more experience. Much has happened in the volunteering sector since those events that China should be equally proud of. There are many organisations setting excellent examples of what volunteering can and does deliver. They are many more that have yet to embrace it and much more needs to be done to raise the profile, awareness, organisation, skills, and funding to truly make the most of it.

Some of the key issues raised by corporates include measuring the real effectiveness of volunteering, sustainability of activities, NGO organisational capacity, and feedback. Key issues raised by NGOs were predominantly around the need for a softening of regulation (registration) to enable access to corporates, funding, training, and more building equitable long-term partnerships.

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<sup>24</sup> <http://www.amplified10.com/2011/02/key-volunteering-facts-and-figures-for-england/>

<sup>25</sup> <http://www.ivr.org.uk/ivr-volunteering-stats#employment> (Institute for Volunteering Research)

<sup>26</sup> <http://www.ons.gov.uk/ons/rel/lms/labour-market-statistics/october-2012/statistical-bulletin.html#tab-Employment>

The need for better training was widely recognised by employers, employees and social groups, although it was acknowledged that current quality, standards and even availability of volunteer training varies widely.

The most encouraging observation was the positive attitude of the majority of corporations, employees, NGOs and other practitioners contributing to this study. There is a genuine sense of pride amongst all parties involved in volunteering, no matter how big or small, and a genuine willingness to develop better practices and partnerships.

However, employee volunteering is still emerging in China and more partnerships are needed to support the capacity of corporate organisation, to develop and manage employee volunteer programs, and to maximize the benefits for businesses, employees, NGOs, and the communities they serve.

Intermediaries and Volunteer Centres provide an important and productive link between the corporate and NGO sectors, but work needs to be done to open-up more collaborative networks, and assist communities in developing strong programmes and alliances for employee volunteering.

It is also evident that the development of employee volunteering in China is hampered by the lack of a coordinating and unifying body or council, whose remit would be to build networks, raise standards, self regulate and promote volunteering excellence.

The research concludes that whilst there is no single model or single definition of corporate volunteering best practice, the key common criteria for success in China are based around

- Legitimacy (working in collaboration with a registered, legal entity)
- Good fit (matched culture and values, way of working)
- Good governance (transparency, clarity of operation, detailed costing, agreed compensation structure)
- Corporate culture for volunteering is top-down and bottom-up with demonstrable management support (finance/materials/time) and leadership
- Volunteering programmes give adequate consideration to impact, logistics, and measurement
- Access to quality training in volunteer programme management and development
- Shared ownership for improving quality and standards (communication, measurement, training, support tools)
- Small scale projects to 'prove concept' with opportunity to scale up operations

- Long-term strategic partnerships (certainly amongst the larger corporate organisations)
- Sustainability



## **Recommendations - A Framework for Excellence in Employee Volunteering**

The research uncovered many challenges and opportunities for corporate volunteering in China. The recommendations outlined below would help accelerate the growth and development, optimise engagement and effectiveness, and essentially inspire volunteering across the community.

### **1. Integrate the culture for volunteering across the company and treat it like any other core business function**

Integrate volunteering into the corporate culture with a top-down vision and strategy, and a bottom-up organisational approach. Select volunteering leaders based on empathy, enthusiasm and a willingness to commit rather than the normal management hierarchy, and encourage senior staff to get involved and to communicate their support and recognition. There is a strong correlation between organisations where volunteering is top-down and the triple win scenario, delivering benefits for employer, employee and community.

Ideally organisations should structure their volunteer programmes strategically to acknowledge that community service involvement and employee volunteer efforts contributes to the achievement of its business goals, and align them accordingly.

### **2. Provide demonstrable management support**

Commitment to employee volunteering is also reflected in the methods used to encourage and support employees to volunteer. These include the establishment of an appropriate and consistent system for promoting volunteer opportunities, recruiting and training volunteers.

Include an element of tangible support if possible as a clear demonstration on corporate intent. Consider offering paid release time for employees to volunteer; supporting employee contributions of time and money with matching funds; and recognising volunteers for their efforts and dedication.

### **3. Consider three key criteria when designing activities: engagement, impact and sustainability**

Ensuring volunteering activities are fun as well as making an impact will drive greater engagement and repeat volunteering. Encourage staff to get involved and contribute their own ideas for relevant activities and partners.

Agree clear objectives and outcomes with NGO/partners and communicate these clearly to all parties involved in the activity. Where possible, identify and communicate the potential legacy that the volunteering activities will have. Belief in programme sustainability is also critical to ongoing staff involvement.

#### **4. Provide ongoing feedback**

Have a robust and consistent system for reviewing and feedback, and offer extra management support for those willing to design and organisation programmes. Staff interest goes way beyond the activity itself. Where possible provide them with any evidence that their efforts made a difference and the programme achieved its objectives.

#### **5. Establish meaningful and consistent measurement criteria**

The research highlighted the need for a more holistic approach to measuring the strategic value of volunteering, and to aid the development and investment in volunteering activities. An industry standard 'Balanced Scorecard' containing a range of financial and non-financial indicators would represent an important step forward. These could follow similar patterns to the Dow Jones CSR Index, incorporating measures for people/knowledge, internal, external (stakeholders, community), and financial.

#### **6. Provide quality training programmes for volunteer programme management and development**

Recognise that for volunteering activities to be successful they need similar management processes and organisation as other core business functions. Access to quality training programmes is critical to help optimise outcomes and volunteer experience.

#### **7. A central repository for sharing resources and best practice**

A volunteering council or body would signify a quantum leap forward for the volunteering community in China and help accelerate the quality of programmes by means of the collaboration and networking it would promote. It would aid networking among peers, increase visibility through joint projects and provide an opportunity to share valuable resources. It would also help promote corporate volunteerism in local communities and provide access to best practices. Eventually it could even help form partnerships to better impact social issues that may be too complex for one company to impact alone.

A good example is Volunteering England, a membership organization that supports, enables and celebrates volunteering across the country with its members and accredited Volunteer Centres. <http://www.volunteering.org.uk/>

However, it is not very likely that this will happen in the short term. The volunteering community therefore needs to find alternative ways to share best practices and continually raise standards. Established forums and expos organised by organisations like AmCham, VSO China and CSR Asia are well received and supported but more are needed to extend reach and influence across the country.

Some organisations also offer shared resources but again these are limited and not widely publicised yet.

Issues to address include; a common framework and standards for training; online help tools for new starters (Corporates and NGOs) ; a database of NGOs to help build collaborative networks and assist corporations in developing programmes and alliances for employee volunteering.

### **8. Collaborative partnerships**

Partnerships are seen as a natural way of providing scale for corporate volunteering whilst also fostering wider NGO inclusion, possibly even helping some overcome the issue of legitimacy by working through a GONGO or registered NGO. Forums and other networking opportunities would be a natural way of building new partnerships with common interests and shared objectives.

### **9. Establish a value-exchange model**

The volunteering community needs to take shared ownership for developing an approach to NGO fees that is fair, transparent and sets a common standard. Greater transparency and clarity around costs and what it covers (ie value exchange) would be a step forward in tackling the incongruence that currently exists.

### **10. Promote registration**

Policy makers, experts and influencers in the NGO registration process should consider ways to help develop policies that actively encourage and support the establishment of legitimate NGOs . This would help foster more volunteering activities and partnerships. One way could be to encourage law firms to offer their services as a form of volunteering, and GONGOs to buddy grass root NGOs towards registration.

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Arup Engineering	Beijing
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Bank of Chongqing	Chongqing
Bank of East Asia (BEA)	Shanghai
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Brand & Design Communications	Xi'an
Blue Collar Workers Co-operation	Dongguan
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Gymboree Li Tao Ai Bao Education Consultancy	Beijing
Hainan Hometown Returning Students Voluntary Service Team	Shenzhen
Hands on Shanghai	Shanghai
Hear to Heart Shanghai	Shanghai
Horizon Centre for Youth Entrepreneurship	Beijing
Horizon Corporate Volunteer Consultancy	Beijing
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Mama.com	Guangzhou
Minmetals Futures	Shenzhen
Nature Self	Guangzhou
Narada Foundation	Guangzhou
Non-Profit Incubator Gongyi Xintiandi	Shanghai
PwC	Beijing
Roots and Shoots Jane Goodhall Institute	Shanghai
Shaanxi Agape Community Care Association	Xi'an
Shaanxi Joyshine Realty Company Ltd	Xi'an
Shaanxi Western Development Foundation	Xi'an

Shenzhen Real Estates Information	Shenzhen
Shenzhen Zhonglian Real Estates	Shenzhen
Sincere Group	Chongqing
SIFE	Shanghai
Sino Farmers Foundation	Shenzhen
Smith & Nephew	Shanghai
Southern Metropolis Daily Nanda Media Group	Guangzhou
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Unless specified, all photos in the report are kindly provided by Shaanxi Western Development Foundation. Photos credits in the case studies by the relevant companies.

## Abbot China - Case Study

Partners: China Association for Science and Technology  
Date: October 2010 & 2011  
Location: Beijing, Shenzhen, Chengdu, Hangzhou, Nanjing, Xiamen, Guangzhou, Wuhan and Shanghai

### Reason for Volunteering:

According to an OECD report, early experiences in science play a key role in inspiring children's scientific study at their later stages. Other studies also show that parental involvement in educational activities strongly impacts students' academic success, which could be twice influential as that of the family socio-economic status.

### Brief Description of Volunteering Activities:

Abbott Family Science actively engages primary school students aged 6 to 10 and their families in learning about science and innovation through experiments and related activities led by Abbott scientists and volunteers.

Abbott China volunteers gather children and their parents for evenings filled with fun, hands-on science experiments that demonstrate the basics of discovery, observation and the scientific method. Children learn such fundamental skills as problem solving and teamwork and experience the excitement of science and technology pursuits.

### What makes this so different/special?

Abbott Family Science program chose schools, museums and community centers as the main venues to carry out science activities for primary school students and their families. With the assistance of Abbott volunteers, children were able to fulfil a bunch of "Proof Experiments" by manipulating daily necessities. In this way, they've gained wonderful experiences in scientific exploration and therefore witnessed the beauty of science.

### Key Facts and Outcomes:

- No. of volunteers involved – about 280 in 2011 and more than 670 in 2012 Abbott China employee volunteers
- No. of children & parents engaged: About 810 in 2011 and more than 1700 in 2012 children from 21 cities including Hong Kong
- No. of Science educators and teachers engaged: About 70 in 2011 and over 310 in 2012
- 97% of parents indicated that they were likely or very likely to engage in hands-on science learning activities together in their home, compared with only 60% prior to the event
- 95% of parents reported that they would discuss science careers with their children after the event, compared with 65% prior to the event
- 98% responded that the event was well organised, ran smoothly and encouraged parent-child interaction

Further Information:

<http://abbottfund.com/project/11/22/Making-Science-Fun-for-the-Whole-Family>  
<http://abbott.com.cn/project.jsp?id=624>



## Bayer - Case Study

Partners: Beijing Hongdandan Education & Culture Exchange Center  
Date: July 2006 onwards  
Location: Beijing

### Reason for Volunteering:

Blind people suffer from information loss because of visually impaired; they are not able to watch movies by themselves.

### Brief Description of Volunteering Activities:

Bayer supported "Mind Theatre" (or: "Heart Cinema") program for the disadvantaged people every Sunday evening through Beijing radio.

Employees from Bayer China and other enterprises (i.e. Microsoft, Lenovo, UPS, China Mobile) were invited by Hong Dandan to the movies to attract more social attention and enlarge the influence of program by talking to the blind face to face. Supported by Bayer (China), Mind Theatre carried out two kinds of activities

#### Talking about movies for Blind People

Two volunteers from Bayer (China) Volunteer Association – Beijing shared a movie "Liu San Jie" with the blind through language. The blind got to understand the movie by volunteers' verbal explanations and their own imagination.



#### Seeing the World with Heart

Bayer supported "Mind Theatre" program for the disadvantaged people every Sunday evening through Beijing radio. The program was co-produced, presided and edited by the blind. By now, it has developed into two mature programmes that were "The Story in Heart" and "Happy Gymnasium".

### What makes this so different/special?

The activity aimed at helping blind people learn more about society in detail and enriching their lives as well as providing opportunities for corporation volunteers to learn and contribute to the society. More important was that volunteer activity served as a communication and collaboration platform for corporations, employees and NGOs

### Key Facts and Outcomes:

- No. of volunteers involved – about two for each time.
- Bayer volunteers have participated in nearly 100 movie talking.
- Company recognizes volunteer's effort by counting their voluntary hours into work hours.

Further Information:

[http://www.chinacsmap.org/Org\\_Show\\_EN.asp?ID=557](http://www.chinacsmap.org/Org_Show_EN.asp?ID=557)

[http://www.chinacsmap.com/Org\\_Show\\_EN.asp?ID=831](http://www.chinacsmap.com/Org_Show_EN.asp?ID=831)



## Baidu- Case Study

Partners: Various NGOs  
Date: Monthly  
Location: Beijing

### Reason for Volunteering:

- Most grassroots NGOs in China are suffering from lack of funds to further develop themselves.
- Get every Baidu employee involved in charity work thus create a nice charity ambience within the company

### Brief Description of Volunteering Activities:

Every 11th of each month, Baidu holds a regular Flea Market called "I Heart 11th" within Baidu Campus to do oriented fundraising for a certain number of NGOs (which they choose and change from time to time). The donation comes from the sales revenue that the employees earn by selling their own articles to one another.

### What makes this so different/special?

Since Baidu Foundation, like many other registered foundations in China, enjoys a 30% duty-free share from the nation's tax laws, employee sellers are able to get a tax-free invoice from Baidu Foundation as a proof for their donation on the Flea Market, with that, they will be able to get their individual income tax reduced.

For instance, if a Baidu employee earns 10,000 RMB per month, according to the nation's tax laws, his taxable income is 6,500 RMB. If he donates 3,000RMB cash (which might be earned by selling articles) to NGOs on flea market, he will then get a tax-free invoice for the 3,000RMB he donates, so his taxable income will be reduced to 3,500RMB (6,500-3,000RMB).

### Key Facts and Outcomes:

- No. of volunteers involved – approximately 30-40 each event.
- The company recognizes volunteer's effort by awards with Baidu Logo, such as Baidu T-shirts/bag-packs/caps and also duty-free invoice.

Further Information:

<http://hi.baidu.com/baidu/blog/item/81b7ac86e643442267096e8b.html>



## Amway- Case Study

Partners: Qinghai Kekexili National Nature Reserve (QKNNR), the Communist Youth League- Qinghai Branch, Qinghai Youth Volunteer Association  
Date: August 2011 onwards (annually)  
Location: Qinghai Province

### Reason for Volunteering:

- Tibetan antelope is a [priority species](#). WWF treats priority species as one of the most ecologically, economically and/or culturally important species on our planet. And so we are working to ensure such species can live and thrive in their natural habitats.
- Commercial hunting of chiru had a serious impact on the species, despite CITES protection, illegal hunting continues to pose a threat. Expansion of livestock herding into remote areas and fencing of pastures on the Tibetan plateau has also had an impact, which calls the protection of this species into an urgent need.

### Brief Description of Volunteering Activities:

Chiru are nomadic, migratory and living in plateau, so selected volunteers from Amway China along with volunteers from other organizations have to go to Qinghai-Tibet Highway early morning and wait for the herd to come. Their job is to temporarily stop the vehicles running on the high way and follow the chiru to slowly walk across the road.

### What makes this so different/special?

Since chiru inhabit at high altitude plains, undulating hills and mountain valleys at elevations of up to 5,500m, their tracks are unpredictable, their characters are particularly sensitive, all of which have caused huge difficulties for volunteer watchers. Not only did they have to fight against altitude stress, but they also had to stay day and night to watch for the herd to come and see them off across the high way. Sometimes the sound horn beeped by ignorant drivers would immediately scare away the chiru that turned all their previous effort to nothing.

### Key Facts and Outcomes:

- Around 10-12 volunteers involved each visit, all have professional training
- The 2011 volunteer team has watched over several thousand chiru safely across Qinghai-Tibetan Highway despite of endless snowfall and violent gusts.

Further information:

<http://www.amway.com.cn/activity/csrbg/a/T634832404382388273.pdf>

<http://www.amway.com.cn/news/activity/201108/201108/41694.html>

[http://whb.news365.com.cn/zhxw/201208/t20120820\\_631255.html](http://whb.news365.com.cn/zhxw/201208/t20120820_631255.html)



## Alibaba Foundation - Case Study

Partners: Zhejiang School for the Blind  
Date: Monthly from Dec 2011  
Location: Hangzhou

### Reason for Volunteering:

- Blind children suffer from information loss because they are visually impaired.
- Deficiencies in eye-sight make listening an important approach for blind children to learn the outside world.
- Children at this stage need love, care and are full of zeal to learn, the blind ones are not exception.

### Brief Description of Volunteering Activities:

The volunteer team, also a “Happy Group” member, so called “Love Gramophone” mainly focuses on offering blind children their homemade audio magazines to “read”. Not only do these volunteers make those magazines all by themselves (including material searching, editing, dubbing, recording), but they also carry them to the school and play the audios for blind children to listen to at a regular basis. Their volunteering has also incorporated some interactive games and things alike.

### What makes this so different/special?

- This activity was originally initiated by employees and supported by the company, which greatly matches Alibaba’s internal incentive mechanism of EV programs – encourage autonomy and creativity. Thus employees are free to form different volunteer groups that they call “Happiness Group” following their own needs and passion. Each group works on a specific area whose beneficiaries cover children, the elders, environments and animals.
- The support granted by the company is very democratic and inspiring. Any staff can submit a proposal to the CSR department briefing his volunteering project. If it gets approval, then the person and his team will be granted 1,000RMB trial fund for initial operation. Afterwards, the project will be judged by its achievements and feedbacks on the first stage. If it’s seen as both sustainable and rational, and does run well, then the group will be accepted as an official member of the Happiness Group, and will receive 50,000RMB budget each year for the its internal operation.

### Key Facts and Outcomes:

- No. of volunteers involved –20-30 each time.
- By the end of June, 2012, the group has paid 12 visits to the school.
- The company supports the group by granting them 50,000RMB as yearly budget.

Further Information:

<http://blog.sina.com.cn/aideliushengji>  
<http://weibo.com/aideliushengji?source=blog>  
<http://iweizhan.com/10018858>



## Lenovo- case study

Date: Feb-Mar 2012  
Location: Beijing  
Organizer: Lenovo China Volunteer Association (LCVA)

### Reason for Volunteering:

- As part of the environment protection program which includes different kinds of activities by LCVA , bird watching is something from which you can enjoy the nature, relax yourself and more importantly, learn the knowledge of nature protection.

### Brief Description of Volunteering Activities:

The environment protection team sub-grouped from Lenovo China Volunteer Association (LCVA) has hosted a series of activities relevant to birds, details are as follows:

- Movie watching (Le peuple migrateur (2001)) on February 24,2012
- Lecture about bird appreciation given by the Guo Geng—vice director of Beijing Milu Ecological Research Center on March 01, 2012
- Bird-watching in Beijing Zoo on March 10, 2012
- Bird-watching in Milu Park on March 25, 2012



### What makes this so different/special?

- Bird experts were invited to talk about birds' knowledge either through lecture and on-site bird-watching.
- Attendants included ordinary Lenovo staff and their families, especially many children had benefited from the bird appreciation.

### Key Facts and Outcomes:

- No. of volunteers involved added up to around 200.
- This activity is quite sustainable and has already organized four times and many more was said to be arranged.
- This activity of bird appreciation combines the amusement well with the learning of environmental and wildlife protection.

Further Information:

<http://csr.lenovo.com.cn/return/staff/zyz/231.Html>

<http://csr.lenovo.com.cn/return/staff/zyz/232.Html>

<http://csr.lenovo.com.cn/return/staff/zyz/234.Html>

<http://csr.lenovo.com.cn/return/staff/zyz/233.Html>

## CapitaLand China – Case Study

Project Name: Hand in Hand 20.10  
Partners: Expo 2010 Shanghai, China Communist Youth League Shanghai Committee, Shanghai City Youth Affairs Office  
Date: May – August 2010  
Location: Shanghai

### Reasons for Volunteering:

- The main objective was to provide underprivileged children, especially those in remote areas of China, with opportunity of their lifetime to expand their horizons through visits to the Expo 2010 in Shanghai. These children normally have limited access to education or resources such as museums, public libraries, exhibitions, cinemas and alike which hinder them from dreaming big.
- CapitaLand China believes every child should have the equal chance to broaden their horizons and dream for their future. This aligns with the company's credo of "Building People". The project was part of CapitaLand China's "Weimingtian" (also called "Building for Tomorrow") charity platform, established to promote awareness and participation in charitable causes amongst stakeholders.
- This project offered both adult volunteers and children beneficiaries with a wonderful opportunity to experience and see the world together, and also promoted human-to-human bonding and interaction.



### Brief Description of Volunteering Activities:

- CapitaLand China invited 2010 children from CapitaLand Hope Schools, migrant families and special education schools located across China to visit Expo 2010 in Shanghai for free.
- More than 6,000 volunteers, including employees from various SBUs of CapitaLand both in China and Singapore as well as from local communities, were involved in the volunteering project in various ways such as fetching the children from the CapitaLand Hope Schools across China, guiding and showing them around the Expo exhibitions and etc.

### What makes this so different/special?

- CapitaLand China leveraged its participation in the Expo Shanghai as a pavilion sponsor to create the opportunity for community and voluntary

participation as part of its CSR efforts.

- This was a large scale volunteer activity involving over 2,000 children beneficiaries from all over China, with around 20,000 volunteer registrations. It also took months of preparation from planning and coordination with various stakeholders to execution so as to ensure a meaningful experience for the children beneficiaries and volunteers.
- The activity was a joint effort between CapitaLand China and the local community, whereby the employee volunteers had the opportunity to work side by side with community volunteers recruited from all walks of life. It also displayed the great cooperation and partnership spirits between corporate and social organisations.

**Key Facts and Outcomes:**

- No of volunteers: Over 20,000 registered for volunteering, and 6,000 volunteers were selected
- No of beneficiaries: 2010 children from Beijing, Guangdong, Inner Mongolia, Shanghai, Sichuan, Yunnan and Zhejiang
- Post-event: A book entitled “我的N次方” was produced to document the experiences of volunteers and children beneficiaries who participated in the event. A photo exhibition was also held to raise awareness of the voluntary efforts as well as raise funds to help more underprivileged children through sale of books.

**Further information:**

<http://www.capitaland.com.cn/409.htm>

<http://news.163.com/10/0629/09/6AB9UF8700014AED.html>

[http://finance.ce.cn/rolling/201008/30/t20100830\\_16150638.shtml](http://finance.ce.cn/rolling/201008/30/t20100830_16150638.shtml)

<http://www.chfchina.org>



## Arup Engineering (China) - Case Study

Partners: Wu Zhi Qiao Charitable Foundation  
Date: Dec 2011  
Location: Mixia Village, Yunnan Province, China

### Reason for Volunteering:

Arup was invited by Wu Zhi Qiao Charitable Foundation to design and build a footbridge in Mixia Village in Yunnan, China where a makeshift bamboo bridge used to be the only link for the nearby villagers but was often damaged by river flooding.

### Brief Description of Volunteering Activities:

In December 2011, Arup engineers travelled to Yunnan to build this bridge with representatives from Wu Zhi Qiao Charitable Foundation and student volunteers from Hong Kong and Yunnan. From design to construction, the Arup and WZQ Bridge took two years - from a global design competition, vigilant planning and multiple visits to finally building the bridge by hands - to deliver a safe, culturally sensitive and highly sustainable bridge.

Lack of electricity and inaccessibility of the site to heavy machinery and trucks drove a completely manual operation at heights of 4-5m above the water level. Moving steel the members along the mountainous tracks and across the running river with the heaviest single component reaching 200kg was certainly another challenge. To solve this problem a suspension cable system was built from scratch using the temporary supporting frames built from locally available bamboo, steel wires, anchors and pulleys. One side of the cables was anchored into into a large boulder while the opposite side was tied to separate stone gabions.

The dedication and enthusiasm of the volunteers made all the challenges seem manageable and worthwhile. They have not only built a physical bridge by hand, but also a platform bridging the team and the local people. In addition to the bridge programme, the team also visited Balong Primary School, brought clothes and stationary donated by Arup, refurbished school desks and chairs and had a circle painting fun day with the students.

To student volunteers the project provided a valuable opportunity to work with and learn from professional engineers, and link textbook learning with real world application.

### What makes this so different/special?

The natural and geographic conditions constrain the economic growth of the area, with the villagers living on an annual income of about RMB 1,000. The Bridge provides a safe and stable passage but also help to improve the livelihood of the locals.

### Key Facts and Outcomes:

- No. of volunteers involved – around 50 including Arup staff, university students and representatives from WZQ



- The Mixia bridge is situated in a location with the most complicated geographic conditions
- The bridge has an impressive 20m clear span with a vertical clearance of 6m and is constructed out of galvanised steel with rocks and stones from around the site

**Further Information:** [http://www.arup.com/Home/News/2012\\_01\\_January/06\\_Jan\\_2012\\_ArupxWZQ.aspx#!b:/Home/News/2012\\_01\\_January/06\\_Jan\\_2012\\_ArupxWZQ/ArupxWZQ\\_new\\_bridge.aspx](http://www.arup.com/Home/News/2012_01_January/06_Jan_2012_ArupxWZQ.aspx#!b:/Home/News/2012_01_January/06_Jan_2012_ArupxWZQ/ArupxWZQ_new_bridge.aspx)



## New Oriental Education & Technology Group - Case

Partners: United Democratic League Central and Local Teacher Training Schools  
Date: Annually since summer 2004  
Location: Disadvantaged educational areas in China

### Reason for Volunteering:

- Rural teachers have limited access to quality education resources, there are also deficiencies in their own personal qualities and professionalism.
- In-service training is a good way to enhance rural teachers' teaching level as well as their professional qualities.
- Also a golden opportunity for New Oriental teachers to know better the status quo of China's basic education so as to boost their sense of social responsibility.



### Brief Description of Volunteering Activities:

New Oriental School, known as one of China's top English training centers, sends out her teaching force to provide free English language training for primary and middle school English teachers in over 10 provinces of China. In each area where the training takes place, it normally lasts 5-7 days; the content includes pronunciation correction, pedagogy sharing, teaching practices and innovation, western culture and etc. Volunteer teachers would try every possible way, such as lecturing, storytelling, case studies and other more creative ways to interact with their teacher students.



### What makes this so different/special?

With only 50 volunteer teachers each time and so many areas to carry out training, New Oriental teachers had to travel from place to place in order to fulfil their commitment during the summer.

Also its great match with New Oriental's specialty (language training), large range of beneficiaries, its increasing social impact have all together drawn the government's attention, which made this activity a more high-level one – in 2007, New Oriental Teacher of Social Responsibility Line activity was tied to UDLC's "Candlelight Action" which later further multiplied the activity's impact and thus won more support from local governments.

### Key Facts and Outcomes:

- 50 volunteer teachers each time
- Cumulatively more than 15,000 rural English teachers benefited.
- Areas benefited – become wider and broader as years gone by. Take 2012 for example, there were fourteen provinces has received free training from New Oriental.
- This activity, ever since its start, has been well recognized and favorably reviewed by UDLC, relevant local governments and beneficiary teachers.

### Further information:

<http://www.xdf.cn/zhuanti/2012teacher.html>

<http://www.zoneic.com/oriental-summer-training-10-provinces-cities-rural-teachers.html>

## Beijing Hyundai Motor Company - Case Study

Partners: Ecopeace Asia, Special Committee on Ecosystem Strategy Oriented Poverty Elimination of Yangjing University Alumni Beijing Branch, Governments of The Inner Mongolia Autonomous Region and Abaga Banner Area  
Date: 2008-2012  
Location: Chakanor, in the Kunshantag desert of Inner Mongolia, China

### Reason for Volunteering:

- Chakanor used to be characterized by its luxuriant vegetation and picturesque scenery. However, due to environmental deterioration, this area was totally ruined in 2002.
- The district in the Kunshantag desert, located about 660 kilometers north of Beijing, and a main source of the yellow dust; a strong, seasonal dust storm that blows into Northern China and Korea and causes a variety of health problems.

### Brief Description of Volunteering Activities:

Began in 2008, more than a thousand volunteers (including employees, Hyundai car owners, college students and other social volunteers) were recruited and trained by Beijing Hyundai and later sent to Chakanor district working on sand prevention in order to reduce sand storm and revive steppe ecological system fundamentally. These volunteers, grouped into teams to sow seeds of *Artemisia anethifolia*, build up checkerboard protection, and also get to know local ecological regime and nomadic culture by mountain climbing, bird watching, herdsman visits and talks. Volunteers also initiated “dairy manure picking” to prevent the grassland from being harmed by the cow dropping’s accumulation.

### What makes this so different/special?

The physical environment of Chakanor is a huge challenge to volunteers. First of all, the extreme limitation of water source could only guarantee volunteers enough to drink, not for washing. Volunteers have to live in Mongolian yurts in which a bunch of people share a bed. The weather in months like August gets very hot, dry and windy, volunteers have to work in circumstances like this without shade. Many suffer from nose bleeding because of the weather.

### Key Facts and Outcomes:

- 1,323 volunteers have joined the activity from both Beijing Hyundai and Korea Hyundai. Each year, there are around 200 volunteers
- Since 2008, Hyundai, in close partnership with Ecopeace Asia, has cultivated Suaeda grass in Chakanor region, harvesting an indigenous plant found locally and that prospers in barren desert soils. As a result, by 2011, a 30 -square-Km area of highly alkaline desert was transformed into green grassland

### Further information:

[http://www.beijing-hyundai.com.cn/news/News\\_Info.aspx?id=885&&type=3](http://www.beijing-hyundai.com.cn/news/News_Info.aspx?id=885&&type=3)  
[http://www.beijing-hyundai.com.cn/news/News\\_Info.aspx?id=1663&&type=2](http://www.beijing-hyundai.com.cn/news/News_Info.aspx?id=1663&&type=2)  
[http://www.beijing-hyundai.com.cn/news/News\\_Info.aspx?id=906&&type=2](http://www.beijing-hyundai.com.cn/news/News_Info.aspx?id=906&&type=2)  
[http://www.beijing-hyundai.com.cn/news/News\\_Info.aspx?id=1533&&type=2](http://www.beijing-hyundai.com.cn/news/News_Info.aspx?id=1533&&type=2)  
[http://www.beijing-hyundai.com.cn/news/News\\_Info.aspx?id=1968&&type=2](http://www.beijing-hyundai.com.cn/news/News_Info.aspx?id=1968&&type=2)  
<http://www.cisionwire.com/hyundai-motor-company/r/hyundai-turns-30-square-kilometers-of-chinese-desert-into-grassland,c9171762>





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