

Strategic Giving

Benefitting society
and business through
corporate philanthropy

Why Have a Corporate Giving Strategy

Bringing about maximum impact – and much more

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Getting the Endorsement for the Strategy

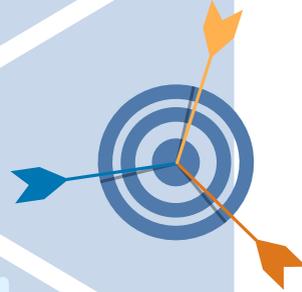
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The Temasek Trust Corporate Giving Workshops bring grantmaking practitioners together to share good practices of grantmaking. Discussions at the workshops have been incorporated into this series of Practice Guides that can help continue the conversation and inform more grantmakers.

Strategic Giving

Why do companies give? How do we know that the giving programmes of our own companies are truly addressing society's needs while meeting business goals?

Such questions are tackled when developing a corporate giving strategy. This guide discusses why a strategy is needed, offers a framework with case studies, provides tips on getting endorsement from stakeholders, examines if a strategy is working and more.

Why Have a Corporate Giving Strategy

Bringing about maximum impact – and much more

What is a strategy?

A strategy is essentially a framework for decision-making that is:

- based on a good / clear understanding of the corporate intent of giving
- focused on the external context in which the grantmaker works
- includes a hypothesised causal connection between the use of the grantmaker's resources and goal achieve of the giving

Adapted from *Beyond the Rhetoric: Foundation Strategy* by the Centre for Effective Philanthropy (www.cep.org).



Why have a strategy?

Developing a strategy is hard work. Yet, it is essential to creating win-win-win programmes, where grantmaker, grantee and beneficiary (or community) can benefit.

BENEFITS TO GRANTMAKER



Clarity

Helps to make clear the intention of giving. It also guides corporate giving decisions and actions towards clear goals. Some common giving intentions are listed below in the blue box.



Efficiency

Directs and allocates resources (such as expertise, staff and funds), purposefully, meaningfully and efficiently.



Brand-building

Builds a brand through clear and consistent giving focus and practices, such as grant evaluation.



Sustainability

Ensures that the giving is planned, deliberate and hence, sustained.

BENEFITS TO GRANTEE AND BENEFICIARY



Clarity

A strategy equips the grantee with information on the grantmaker's values, priorities and objectives for clarity on crafting more effective proposals.



Impact

When coupled with a good needs assessment process, a strategy sharpens the programme to create the intended social impact.

Why do grantmakers give to a particular cause – apart from wanting to create positive impact?

The reasons are aplenty. Some drivers are:

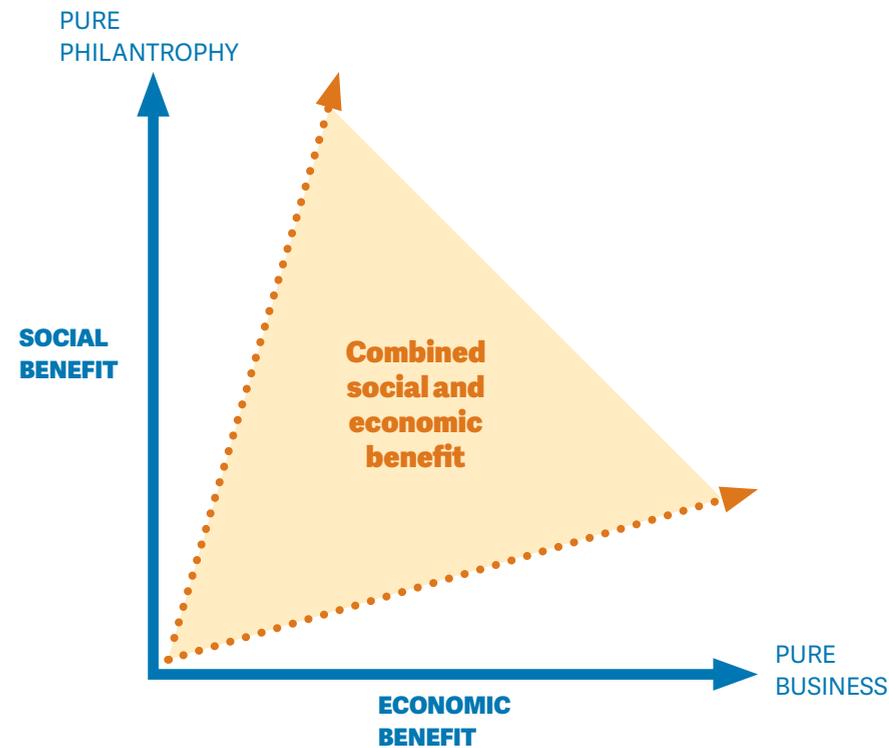
- The giving creates a positive community impact
- The giving enhances the grantmaker's brand, image and growth
- The giving increases the grantmaker's attractiveness to employees
- The giving builds the company's legitimacy to operate / do business in the community
- The giving harnesses the grantmaker's competencies and networks

A convergence of interests

Developing a strategy is hard work. Yet, it is essential to creating win-win-win programmes, where **grantmaker**, **grantee** and **beneficiary**/community can benefit.

In other words, it is when a grantmaker maximises both **social** and **economic** benefits that corporate giving and shareholder interests converge, making the giving truly strategic.

The following illustration was developed by leading Harvard Business School thinkers Michael E. Porter and Mark R. Kramer, who examine strategies for social impact.



Adapted from *The Competitive Advantage of Corporate Philanthropy* by Michael E. Porter and Mark R. Kramer for the Harvard Business Review.

The illustration succinctly captures what it means to be a strategic giver. The coloured triangle – showing social and economic benefits being maximised through a mix of business and giving – is where strategic giving happens.

Useful questions

Here are some guiding questions to get you thinking on strategy development.

1. What does your organisation intend to achieve from its giving programme?
2. Is this intent common knowledge among the leadership and staff?
3. Is your corporate giving programme aligned with or somehow linked to your organisation's business, core competencies, employees or brand?
4. Are your employee-giving/volunteering activities synergised with your organisation corporate giving programme?
5. How would you know if you are on the right track to achieving the objectives of your giving?



TIPS

A giving strategy needs to consider:

- Social impact
- Corporate priorities for giving

What a Giving Strategy Looks Like

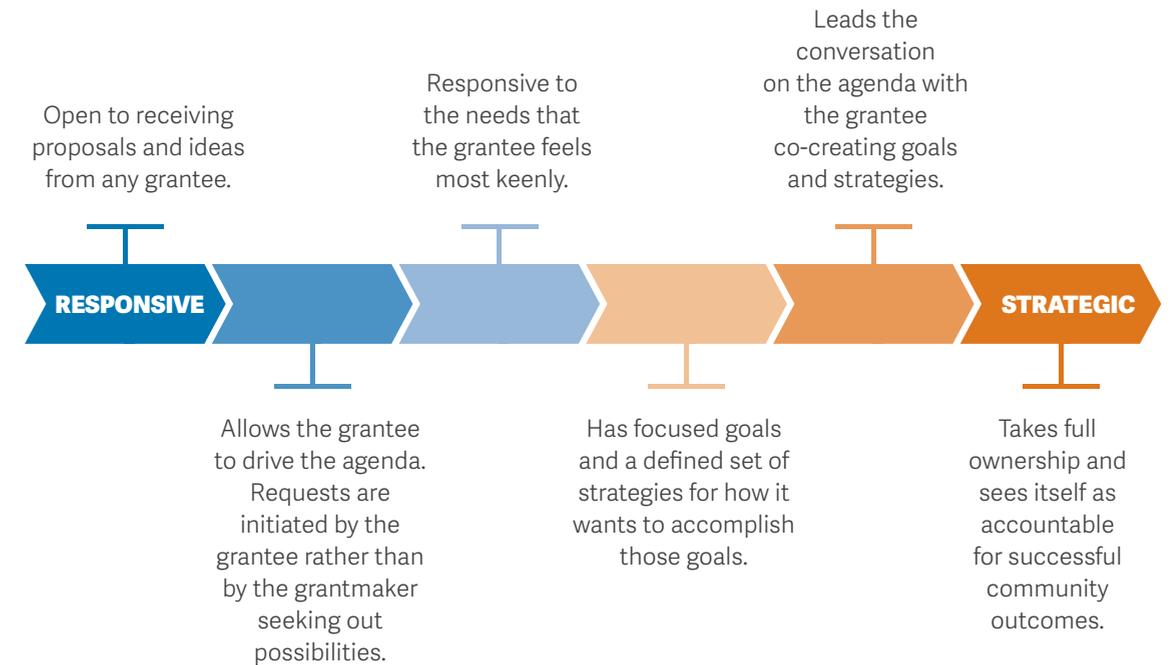
Making links, connecting the dots

A good giving strategy elevates a grantmaker by **connecting** its giving to its value proposition. In other words, the giving is linked to the unique features, core competencies, or business objectives of the grantmaking organisation.

In this chapter, you will find a framework that can help make the connection. But first, let's understand more about what it means to be a strategic grantmaker.



From grantmaker to strategic grantmaker



Making the shift towards strategic giving



It takes deliberation.

When, how and how much to invest in a strategic approach are decisions that leaders must weigh carefully.



It takes action.

Developing a strategy involves learning, planning, testing and cultivating support from partners and the community.



It takes time.

Incorporating a strategic approach to grantmaking isn't something grantmakers can or should do overnight. Strategy development is an ongoing effort – a constant process of learning and refining.

Developing a Giving Strategy

This handy framework helps you to generate a basis for your strategy. Your answers to the questions – which add up to the various parts of the framework – should be aligned with one another. On the next few pages, find out how Singtel and Sembcorp have approached the framework.

STEP 1: UNDERSTANDING YOUR COMPANY

Key considerations:

1. What is your company about?
2. Who are your stakeholders?
3. Where is your company operating?
4. When are your company's crucial milestones?
5. How is your company's business carried out?
6. List your company's key differentiating factor/ distinct relevance in the market.
7. List the obstacles and opportunities.

STEP 2: ANALYSING CORPORATE GIVING FOR YOUR COMPANY

Key considerations:

1. What is your company's business objective? Also ask: Why should your company be involved in corporate giving?
 - For pure altruism: to maximise social impact (what is the social change that your company wants to make?)
 - For pure business: to maximise private returns (what returns are key to the company – a good reputation, a license to operate, employee morale?)
 - The golden midway: to optimise both social AND business returns
2. Key internal consideration: What are the core competencies and assets that your company can offer?
3. Key external consideration: What are the social or community needs out there?

4. Key external global consideration: What are the UN Sustainable Development Goals?
5. How does your company want to be involved after considering all of the above?

In short, strategic giving – i.e. the golden midway – happens when there is an intersection of the above five factors:

- Business objective
- Company's core competencies and assets
- Social/community needs
- UN Sustainable Development Goals
- Company's desired role

STEP 3: SCOPING A CORPORATE GIVING PROGRAMME

Key considerations:

1. Why carry out the programme (the champagne test)
2. Who will be the beneficiaries?
3. What is the nature of the programme?
4. Where are the beneficiaries based in?
5. When are the programme's crucial milestones?
6. How will the programme be delivered?

TIPS

With a specific strategy where the grantmaking is targeted and efficient, the grants ultimately make very specific gains in the organisation's area of interest.



Singtel shares more about their community giving strategy by filling in the framework.

STEP 1: UNDERSTANDING THE COMPANY

1. What is the company about?

- ▶ Mission and/or vision
- ▶ Type of organisation
- ▶ Nature of core business
- ▶ Key products and services
- ▶ Size: Annual size, no. of employees, etc.

- A leading communications technology group in Asia that provides an extensive range of telecommunications and digital services to consumers and enterprises.

2. Who are the stakeholders?

- ▶ Profile of key customers
- ▶ Types of business partners
- ▶ Key types/skills of employees

- Consumers who want to stay connected and be entertained through fixed telecommunication and mobile services, fibre internet and pay TV.
- Companies that need communication services and secure data connectivity including cyber security across regions.
- Entire range of skill sets from core engineering and IT skills to business and corporate skills like digital marketing and HR, as well as specialist skills like legal – all found in our 13,000-strong workforce in Singapore and 24,000 globally.

3. Where is the company operating?

- ▶ Geography of operations

- Key operations in Singapore and Australia, with strategic interests in regional markets in India, Indonesia, Thailand and the Philippines.
- 60 Singtel Global Offices in 23 countries.

4. When are the company's crucial milestones?

- ▶ The company's history
- ▶ Key business cycles

- 1879: Telephone service was first introduced in Singapore.
- 1974: Singapore Telephone Board (STB) and Telecommunication Authority of Singapore (TAS) merged into a single entity known as the Telecommunication Authority of Singapore (Telecoms)
- 1992: Telecoms was corporatised with Singapore Telecom as the telecommunications service provider and a newly formed subsidiary Singapore Post took over postal services.
- 1993: Singapore Telecom became a public listed company with 1.4 million Singapore citizens becoming direct shareholders.

5. How is the company's business carried out?

- ▶ Distribution channels, etc.

- Consumer services are delivered mainly via our Singtel Shops, Singtel Exclusive Retailers and our online shop.

6. List the company's key differentiating factor/distinct relevance in the market.

- A trusted home-grown brand that people have come to rely on. They recognise that Singtel is a responsible corporate citizen and we do our part to conserve the environment and support the community.

7. List the obstacles and opportunities.

- Key topics in the Singtel Group Materiality Assessment (2017) included the need for innovation, training and education, talent attraction and retention, customer data privacy and protection, inclusion of vulnerable groups and digital citizenship and online safety.



Singtel shares more about their community giving strategy by filling in the framework.

STEP 2: ANALYSING CORPORATE GIVING FOR THE COMPANY

1. What is the company's business objective?

- ▶ What are the key factors to leverage for opportunities and business growth?

- As a home-grown company, we see it as our duty to contribute back to our community.
- We also see the unintended consequences that technology has on the vulnerable segments of society, for example, device addiction and cyber bullying. Hence our efforts and programmes are designed to mitigate these risks through education and our service offerings.
- Education and support of persons with disabilities to help them gain employment and lead independent lives also provide us with a less-tapped talent pipeline.

2. Key internal consideration: What are the core competencies and assets that the company can offer?

- ▶ How can the business, staff and partners be involved?
- ▶ What is the company's value-add or differentiation?

- Communication and digital services, especially mobile and data that connect people to each other and the online world. Providing connectivity is Singtel's core competence.
- Another key asset is our dedicated 13,000-strong workforce in Singapore. We also have our eco-system of partners from corporate, government and the civil sectors whom we can collaborate with. We believe in partnerships and collaborations with like-minded partners as together, we can achieve even more.

3. Key external consideration: What are the social or community needs out there?

- In Singapore, where Singtel operates:
- The rise of online risks especially for the vulnerable children and youth e.g. gaming addiction, cyber bullying and online privacy risks.
 - The inclusion and employment of persons with disabilities in Singapore, both at the workplace and the society. Only 5 in 100 persons with disabilities have jobs in Singapore.
 - These two areas have also been identified as material social topics for Singtel:
 1. Inclusion of vulnerable groups
 2. Digital citizenship and online safety

4. Key external global consideration: What are the UN Sustainable Development Goals (SDGs)?

- ▶ Which UN SDGs can the company relate to or identify with?

Singtel supports various SDGs, of which community-driven ones are:



5. How does the company want to be involved after considering all of the above?

- Responsive vs. strategic giving**
- ▶ Responsive giving responds to requests while strategic giving co-designs new programmes or enhances existing ones for unmet needs.
- Direct involvement vs. partnerships**
- ▶ Companies may directly engage grantees to run programmes, contribute through intermediaries or collaborate with other funders for better impact.
- Providing resources**
- ▶ Corporate donations (one-time, annual, endowment, match employees' donations, etc.).
 - ▶ Offer in-kind assistance.
 - ▶ Invite business partners to participate likewise.

- Singtel wants to play a strategic role and is directly involved in designing and shaping our programmes to achieve the intended outcome and social impact.
- We also participate in strategic programmes created by others, but only if we can bring value to the table, and not being merely a funding party.
- As a member of voluntary business networks advocating for a social cause, Singtel plays an active role and shares knowledge readily (e.g. organise roundtables) as we believe in the power of true collaboration and that every member should play its part to achieve a common goal.
- Opportunity for staff engagement, either through general or skilled volunteering, is a key consideration when reviewing these programmes. Workplace giving to strategic causes is also encouraged, with donations matched by the company.

6. Giving strategy articulation

- To enable the inclusion and well-being of people, and to help them realise their potential through our digital technologies and innovative programmes.

STEP 3: SCOPING A CORPORATE GIVING PROGRAMME

1. Why carry out the programme?

- Carrying out the programme empowers persons with disabilities in Singapore to be more employable and to have a sustainable livelihood.
- Empowerment of persons with disabilities is evaluated by:
 1. The employment rate of persons with disabilities in Singapore
 2. The number of:
 - persons with disabilities trained at the Singtel Enabling Innovation Centre and trained graduates employed (+ tenure)
 - tertiary students with disabilities mentored by and placed for internships within Singtel and the SBNoD group of companies
 - persons with disabilities employed by Singtel and the SBNoD group of companies (+ tenure)
 3. The annual staff engagement score on diversity

2. Who will be the beneficiaries?

- Persons with disabilities in Singapore, with a focus on empowering them with corporate and business skills. This is in line with our materiality assessment results which highlighted the need for inclusion of vulnerable groups.

3. Where are the beneficiaries based in?

- ▶ Which country and community?

- Persons with disabilities in Singapore.

4. What is the nature of the programme?

- ▶ More of current programmes?
- ▶ Consider adjustments or additional programmes to complement and strengthen current programmes to meet potential needs.

- The Singtel Enabling Innovation Centre was set up in 2015 at the Enabling Village run by SG Enable. It expands employment opportunities for persons with disabilities by tapping on technology and equipping them with new skills.
- We also complement our effort by becoming a strong partner of SG Enable's two key programmes: the RISE Mentorship and Internship for tertiary students with disabilities. We place them across the business and field middle and top management members as mentors. This benefits the students while exposing our people to interact and work with persons with disabilities.
- In the same year, we also became a founding member of the Singapore Business Network on DisAbility to advocate for this cause and to share and learn from member companies' best practices.

5. When are the programme's crucial milestones?

- ▶ When will it start?
- ▶ How long will it last?
- ▶ When will the programme be delivered?

- Our programmes will continue as training and employment of persons with disabilities and their inclusion are expected to remain a focus in Singapore.

6. How will the programme be delivered?

- ▶ How will the programme be delivered – with partners or directly with grantees?
- ▶ Parties to consider working with:
 - Programme partners
 - Existing service providers, e.g. community groups
 - Providers of complementary/related services
 - Government/state organisations
 - Other funders in the same space

- SG Enable as a national agency is our key partner in delivering these programmes. They have access to market knowledge and needs, as well as the beneficiaries such as tertiary students with disabilities.
- As the current SBNoD co-chair, we continue to work with and mobilise the group of member companies to support SG Enable's programmes and advocate for inclusion and employment of persons with disabilities.



Sembcorp shares more about their CSR strategy in Nellore District, India, by filling in the framework.

STEP 1: UNDERSTANDING THE COMPANY

1. What is the company about?

- ▶ Mission and/or vision
- ▶ Type of organisation
- ▶ Nature of core business
- ▶ Key products and services
- ▶ Size: Annual size, no. of employees, etc.

- Sembcorp Industries is a leading energy, marine and urban development group, operating across multiple markets worldwide.
- Sembcorp Industries has total assets of over S\$23 billion and over 7,000 employees. Listed on the main board of the Singapore Exchange, it is a component stock of the Straits Times Index, several MSCI and FTSE indices, as well as the SGX Sustainability Leaders Index and the Dow Jones Sustainability Asia Pacific Index.

2. Who are the stakeholders?

- ▶ Profile of key customers
- ▶ Types of business partners
- ▶ Key types/skills of employees

- Sembcorp's customers consist largely of multinational petrochemical and chemical companies, as well as governments, large corporates, medium-sized enterprises and retail customers.
- The majority of Sembcorp's employees are engineers and technicians who operate and maintain its energy and water plants.

3. Where is the company operating?

- ▶ Geography of operations

- Sembcorp is headquartered in Singapore and has operations across multiple countries.

4. When are the company's crucial milestones?

- ▶ The company's history
- ▶ Key business cycles

- Sembcorp commenced its utilities operations in Singapore in 1997, pioneering the centralised utilities model for industrial sites.
- Since then, Sembcorp has expanded to India, China, the U.K., Bangladesh, Myanmar, Oman, the U.A.E and Vietnam.

5. How is the company's business carried out?

- ▶ Distribution channels, etc.

- Originator, owner or investor, operator and optimiser of large-scale energy and water assets. Strong track record in developing and operating thermal and renewable energy and water assets.
- Provider of energy and water solutions in industrial clusters and to governments.
- Project developer and operation and maintenance provider for wind and solar energy projects.

6. List the company's key differentiating factor/distinct relevance in the market.

In India:

- A leading foreign energy player with more than 4,300 megawatts in gross power capacity.
- One of the country's leading wind power developers.

7. List the obstacles and opportunities.

Obstacles

- Plant facility is very near rural communities and villagers had concerns on livelihood and environmental issues.
- We were seen as a foreign company, which was viewed with distrust from the community.

Opportunities

- We had the opportunity to create jobs in the community.
- We are able to set higher standards in addressing social and environmental issues.
- We had the opportunity to meet the basic needs of the rural and impoverished communities.



Sembcorp shares more about their CSR strategy in Nellore District, India, by filling in the framework.

STEP 2: ANALYSING CORPORATE GIVING FOR THE COMPANY

1. What is the company's business objective?

- ▶ What are the key factors to leverage for opportunities and business growth?

- Meet regulatory compliance.
- Acquire social licence to operate and build company's social capital.
- Improve the community's social and economic development, leading to societal transformation (reduce poverty, improve health and education standards).

2. Key internal consideration: What are the core competencies and assets that the company can offer?

- ▶ How can the business, staff and partners be involved?
- ▶ What is the company's value-add or differentiation?

- Expertise in developing and operating energy and water plants according to customer and other specifications.

3. Key external consideration: What are the social or community needs out there?

In the city of Nellore, India, where Sembcorp operates:

Low literacy rate

- Total literacy rate is 56.0%.
- Female literacy rate is 47.8%.

Lack of primary health care facilities

- Nearest government primary health care centres about 15km away.
- Community faces widespread waterborne diseases leading to growth retardation and cardiovascular complications.

Lack of basic infrastructure (roads, sanitation, transport)

- Community is remotely located – 30km away from the nearest city (Nellore).

Disadvantaged social standing inhibiting ability to make a livelihood

- More than 35% of total population belong to a tribe/caste that is historically socially disadvantaged and marginalised.

4. Key external global consideration: What are the UN Sustainable Development Goals (SDGs)?

- ▶ Which UN SDGs can the company relate to or identify with?



5. How does the company want to be involved after considering all of the above?

Responsive vs. strategic giving

- ▶ Responsive giving responds to requests while strategic giving co-designs new programmes or enhances existing ones for unmet needs.

Direct involvement vs. partnerships

- ▶ Companies may directly engage grantees to run programmes, contribute through intermediaries or collaborate with other funders for better impact.

Providing resources

- ▶ Corporate donations (one-time, annual, endowment, match employees' donations, etc.).
- ▶ Offer in-kind assistance.
- ▶ Invite business partners to participate likewise.

- Strategic giving: Co-design new programmes for unmet needs.
- Partnerships: Partnered with local non-profit organisations to operate and maintain the water systems.
- Resources: Corporate donations. A token sum which is channelled towards upkeep and maintenance of the systems, is also collected.

6. Giving strategy articulation

- Sembcorp Gayatri Power Complex is a responsible and welcome neighbour in Nellore, India. It aims to contribute towards the social and economic development of the communities in Nellore through health care and education programmes. The success of our programmes will result in an improvement in the community's health, as well as an increase in the literacy rate of children.

STEP 3: SCOPING A CORPORATE GIVING PROGRAMME

1. Why carry out the programme?

- Carrying out the programme will result in improved health and literacy for the Nellore community.
- Sustainability is achieved when the programme is operated, maintained and sustained locally, with minimum support from Sembcorp.

2. Who will be the beneficiaries?

- The immediate community living within a 3km to 8km radius of the plant.

3. Where are the beneficiaries based in?

- ▶ Which country and community?

- Sembcorp's Group Stakeholder Engagement Policy provides guidelines for area of engagement
- 2 km radius around the site of operation
 - Subject to municipal requirements, human rights and special interest groups



4. What is the nature of the programme?

- ▶ More of current programmes?
- ▶ Consider adjustments or additional programmes to complement and strengthen current programmes to meet potential needs.

- Water: 10 reverse osmosis water plants were installed to provide safe drinking water to 3,000 families.
- Education: Training was provided to teachers to improve the quality of education.
- Health care: Medical camps for villagers. A medical crew including a general physician, gynaecologist, pharmacist and nurses provide basic medical services for villagers monthly.

5. When are the programme's crucial milestones?

- ▶ When will it start?
- ▶ How long will it last?
- ▶ When will the programme be delivered?

- According to arrangements with the local authorities, the programme is supposed to run for the entire duration of Sembcorp's operations within the communities. However, Sembcorp is working towards making the programme self-sustaining as soon as possible.

6. How will the programme be delivered?

- ▶ How will the programme be delivered – with partners or directly with grantees?
- ▶ Parties to consider working with:
 - Programme partners
 - Existing service providers, e.g. community groups
 - Providers of complementary/related services
 - Government/state organisations
 - Other funders in the same space

- Delivered with partner (local non-profit organisation).

Getting the Endorsement for the Strategy

Working towards a "yes" from internal stakeholders and the community

Support and buy-in from everyone who matters is critical to the sustainability of the strategy and the resulting work.

Internal stakeholders need to have their say and ownership of the strategy. This is critical as resources expended in the programmes usually come from profits, dividends or staff themselves.

Community validation for the eventual programmes can be obtained through a thoughtful assessment of needs and available resources.



How to get to a "yes"

From the management

- Address the business issue for shareholders, business partners and management by connecting the giving to the organisation's value proposition.
- Show awareness of and address the opportunity costs: the money that goes into the giving programme can be channelled to shareholders, bonuses or back to the business, so make a compelling case for why the giving programme is worth it.

From employees

- Pick a cause or project that colleagues can identify with or feel strongly about.
- Do polls, have conversations and explain your choices and strategy clearly.

CASE STUDY

Singtel

A FRAMEWORK TOWARDS ENDORSEMENT



CASE STUDY

Surbana Jurong

A DECENTRALISED APPROACH FOR ITS GIVING STRATEGY

Surbana Jurong was formed in 2015 through the merger of Surbana International and Jurong International. Today, Surbana Jurong is a global urban, infrastructure and management services consultancy group with seven member companies and 15,000 employees across 40 countries.

The company teems with diversity. Thus, the challenge for its corporate giving strategy is in ensuring that it works well in different regions that the company operates in. Surbana Jurong decided to opt for a decentralised approach, so that people in different geographies are empowered and management and employees support the strategy. The decentralised approach comprises:

1. **Sufficiently broad focus areas** to cater to the diverse priorities of the different countries and regions that Surbana Jurong operates in. Three broad focus areas – People, Community and Environment and Sustainability – have been selected to leverage Surbana Jurong's strengths.
2. **Flexibility for various business units** to decide on how and what they will support based on the three focus areas, with funds carved out from their operating budgets.
3. **The formation of committees within each business unit** to prioritise regular corporate giving. The committees also facilitate regular reporting of corporate giving activities to the Head Office in Singapore. A Group Corporate Social Responsibility Committee has been set up to oversee and guide the various committees.

Making the Strategy Work

Some approaches to consider

Be sure that you have the relevant resources and capabilities from within your organisation and in the community.

1 Aligning

- Organisations reach their full potential when management and staff are aligned in their understanding of the strategy. This is borne out in its execution such as resource mobilisation, choice of partners, programme models, grant assessments and communication.

Be aware of the potential disconnects between what the management staff understand and practise, and seek alignment through better communication.

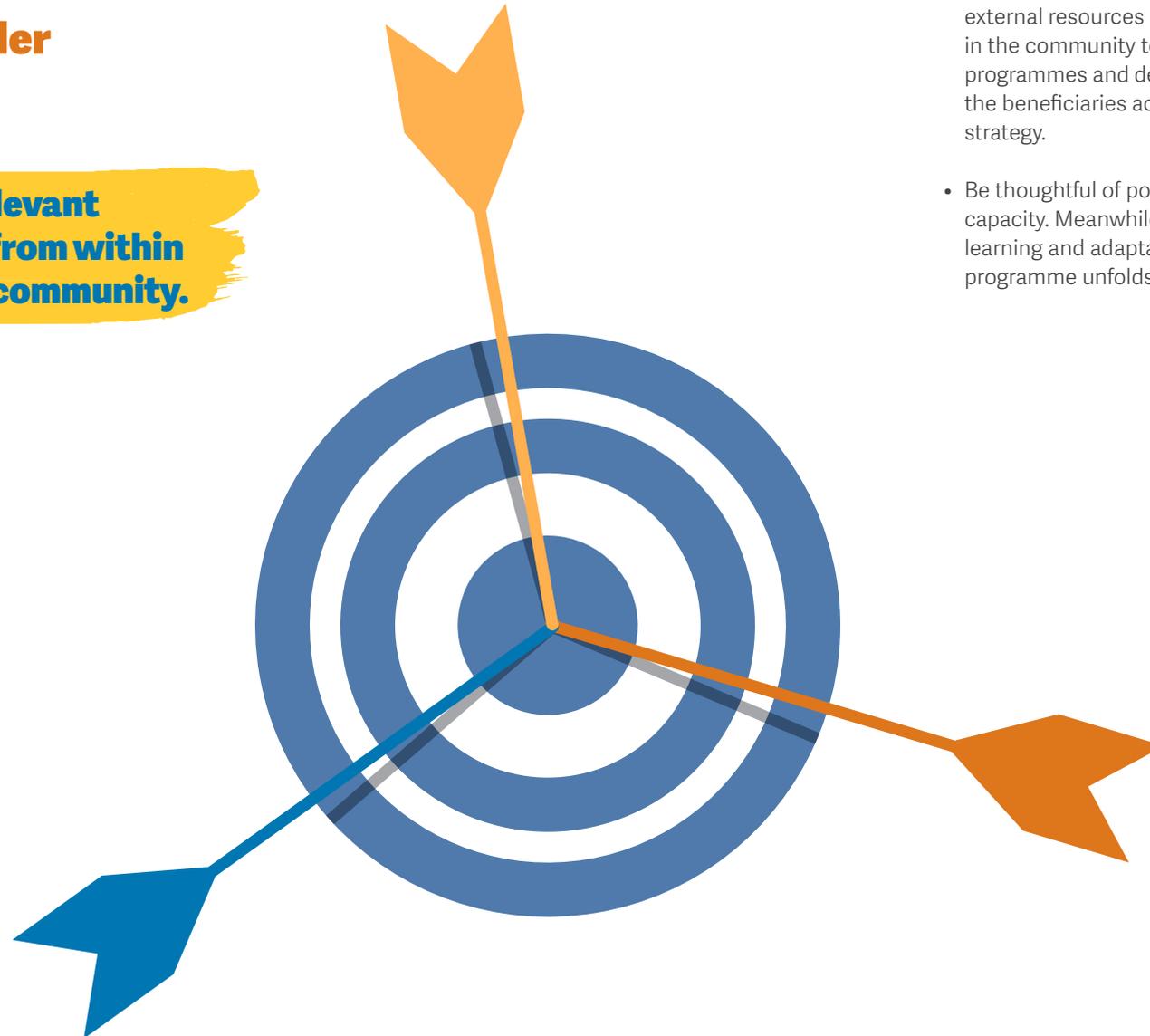
2 Collaborating

- Be sure that there are partners, external resources and capabilities in the community to implement the programmes and deliver value to the beneficiaries according to your strategy.
- Be thoughtful of potential grantees' capacity. Meanwhile, do encourage learning and adaptation as the programme unfolds.

3 Examining

Ask these questions of your organisation:

- Does it have the resources (e.g. money, time, staff, etc.) to implement the strategy?
- Does it have the expertise and skills necessary to implement the strategy?
- Is there adequate authority to implement the strategy?
- Are the organisational and operational structures, processes and capabilities ready on the ground?
- Is the decision-making by management clear and transparent?

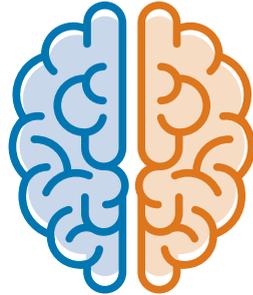


A science and an art

Developing a strategy and making it work is truly a science and an art.

It is a science

because there are principles that help grantmakers to systematically develop effective strategies, such as the framework in this guide.



It is an art

because the strategy cannot take into account every complexity of reality. There may be unique requests that can maximise social and economic benefits, but they do not fall within the strategy.

When does a strategy get in the way?

- A strategy gets in the way when it is rigidly adhered to or when we simply apply the rules to all circumstances. Always remember what is sacrosanct, such as the purpose for giving and the desired longer-term outcome.
- Be open to requests that can push the boundaries of your funding model and parameters. They may be good barometers to highlight changing community needs and better solutions for the issues at hand. However, always factor in reality and allow for improvements.

In the case of unique requests, where the strategy seems to be getting in the way, consider these:



Budgeting:

put aside a manageable sum to anticipate such requests.



Exception handling:

attend to such requests with a customised approach.



Reviewing:

refine or reframe the objectives of such requests so that they may fit within the strategy; or keep such requests in view as potential, forward-looking areas for funding.

TIPS

- **Steady resourcing is essential for giving programmes to work. These giving programmes should not be seen as a cost.**
- **So, when developing a strategy, plan ways for the giving to resonate with the business or consider how it can create sustainable value for the organisation.**

CASE STUDY

CapitaLand Hope Foundation

“BUILDING PEOPLE. BUILDING COMMUNITIES.” – A STRATEGY IN ACTION

CapitaLand Hope Foundation (CHF) focuses on:

- Promoting the social growth and development of underprivileged children with respect to their education, healthcare and shelter needs.
- Improving the quality of life for the vulnerable elderly in Singapore through healthcare, better living conditions and deeper social integration.

HOW CHF MAKES ITS STRATEGY EFFECTIVE

Alignment with the Business

- CapitaLand Hope Foundation, the philanthropic arm of CapitaLand, furthers CapitaLand's community development commitment, recognising that the long-term success of the company's business is closely intertwined with the health and prosperity of the communities in which it operates.
- CapitaLand allocates up to 0.5% of its net operating profit to CHF every year. Targets and key performance indicators are set when developing initiatives.
- Beyond donations, CapitaLand gives time and attention to beneficiaries through advocating volunteerism.
- CapitaLand's corporate giving strategy is led by top management who regularly take part in CapitaLand's volunteer activities.

Examining Resources

- As one of Asia's largest real estate companies, CapitaLand has the expertise and wide network of community touch points, enabling CHF to maximise its social impact on the community. For example:
 - CapitaLand has provided space at its properties to charities and social enterprises to promote their cause, engaging and rally CapitaLand's customers to come together to do good.
 - CapitaLand also leverages its staff's expertise to create inclusive spaces for the community.
 - CapitaLand was one of the first companies to formalise three days of volunteer service leave (VSL) every year. CHF will make a donation to a registered Singapore/ China-based children's charity of the staff's choice if the staff has taken all three days of VSL within the year.

Collaborating with External Partners

- CHF partners established non-profit and government organisations on programmes that create sustainable impact.

CAPITALAND INTERNATIONAL VOLUNTEER EXPEDITION (IVE)

CapitaLand's IVEs are examples of how CHF's giving strategy has been effectively implemented. The IVEs strengthen organisational culture through staff volunteerism.

In May 2018, 79 CapitaLand staff volunteers and Singapore University of Technology and Design (SUTD) students embarked on CHF's 25th IVE to its first Hope Kindergarten in Le Xa commune in North Vietnam. CapitaLand Le Xa Hope Kindergarten is the largest school in the commune, providing holistic education for about 350 students in the community. CHF, in a partnership with World Vision, supported the development of two classroom blocks. The Kindergarten is CHF's 28th Hope School.

Leveraging CapitaLand staff's architectural and design capabilities, staff volunteers worked alongside the lecturers and students from SUTD and Hanoi's National University of Civil Engineering in a participatory design workshop to ensure the local community's needs are met.

Since the school's completion in May 2018, the student enrolment rate has increased from 63% to 79%. The retention rate of students has also reached 100%.

Is the Strategy Working?

The results tell the story



How can you tell that a strategy is working?

Having clarity on what success looks like, integrating these questions into your giving programmes and watching them unfold are some of the starting points to assess your strategy.

Why is it important to assess strategy?

1. Data is key

- Impact is understood through information; and stakeholders always seek better data for better understanding.
- Effectiveness is measured through meaningful and clear quantitative or qualitative indicators.

2. Good staff perception and job satisfaction

- Employees have more positive perceptions of their work environment – including job satisfaction – when they believe that they are working toward the same goals as their management, so a clear strategy is important to them.

Adapted from *Beyond the Rhetoric: Foundation Strategy* by the Centre for Effective Philanthropy (www.cep.org).

Useful questions

Here are some guiding questions to get you started on evaluating strategies.

✓ Going back to basics

- Why did you identify that particular driver/intention as key for your organisation's giving programme?

✓ Interpreting success

- Given the key driver that you have identified, what would success in your corporate giving programme look like?
- How would you know that you are succeeding?

✓ Confronting challenges

- What are the challenges that you have faced or are likely to face in trying to make your corporate giving programme more strategic?
- How would you manage the challenges?

CASE STUDY

DBS

KEEPING AN EYE ON STRATEGY WITH DATA

Q&A with Mythili Mamidanna,
Vice President, Group Strategic Marketing and Communications

Q: Could you briefly describe DBS Bank's corporate giving?

DBS Bank has a rich heritage of helping Singapore's industrialisation. Apart from serving Singapore, DBS Bank also strongly believes in playing a bigger role in the future of Asia.

DBS Foundation works towards addressing Asia's evolving social needs, and is dedicated to championing social entrepreneurship in the region. DBS Foundation collaborates with social enterprises in Singapore, India, Indonesia, China, Taiwan and Hong Kong with programmes ranging from venture incubation, grant support, financing and mentoring. The vision is to build a more inclusive Asia by encouraging businesses for good.

PeopleofPurpose is DBS Bank's organised staff volunteer movement that fuses our values, keeps engagement levels high and makes optimal use of our staff's time and niche-skills – all while delivering meaningful impact to communities. Thousands of DBS volunteers have made a positive impact in the lives of the elderly, children, persons with disabilities and marginalised families across Asia.

Q: How does DBS Bank evaluate its corporate giving strategy?

Our giving strategy is integrated into the Bank's scorecard every year. It is monitored, measured and reported on diligently just as any other business area.

We have a dashboard that collates the numbers that are inputted by people across all our markets. These numbers quantify

staff volunteering hours, progress made by social enterprises and more. The data helps us to determine where we are with respect to our annual goals at any given point in time.

With the data, we can also measure the first level of impact that our programmes create – such as the number of social enterprises reached, nurtured and given grants to; and the number of staff who volunteer, volunteering areas and beneficiaries reached.

We want to go deeper in our measurements, such as evaluating the impact of the social enterprises or the well-being of beneficiaries through our volunteering efforts. We are examining several methods, which we hope to put in place by next year.

DBS Foundation is also governed by a board (members are a subset of the Bank's Board), who monitor the progress of our programmes on a quarterly basis.

Q: What are the main challenges of executing a corporate giving strategy? How are these challenges managed?

Engaging our 26,000 staff in a giving strategy is a tall order. Orienting new employees to giving, keeping older employees interested and sharing inspirational stories with our potential employees add up to an enormous task that we are constantly working towards.

Ensuring that our CEO and senior leaders integrate our giving messages in townhalls and leadership dialogues is a good way to meet this challenge. Regular and consistent communications woven into the Bank's internal communications is another route we take.

Our workshop, *Strategic Giving*, was held in Singapore in August 2018.

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