

DIRECT AND RECIPROCAL CHALLENGES FOR PERFORMANCE AND REPUTATION FACED BY NGOS AND COMPANIES, IN RELATION TO CORPORATE SOCIAL RESPONSIBILITY ACROSS ORGANIZATIONS

Teachers(s): Christelle BITOUZET – Claire BOULANGER

Academic year 2017/2018: Paris School of International Affairs – Spring Semester

BIOGRAPHICAL INFORMATION

Name of the instructor (when more than one instructor, please report them all): Christelle BITOUZET – Claire BOULANGER

Christelle Bitouzet

Started her career as a consultant, specializing in team mobilization and multi-cultural management, before taking on operational positions in major international groups, primarily in the industry and construction sectors. For 12 years she has been Head of Communication and Local Stakeholders Relationships in the Lafarge Group. She has been actively involved in all the major acquisitions and divestments of the group throughout this period and worked on the integration of the acquired companies.

Her fields of expertise encompass change management, team mobilization, multi-cultural management, Corporate Social Responsibility and community relations as well as global communications.

Christelle is the partner of a consulting company, acting mainly in the field of sustainable development and stakeholder relationships. She is also an Affiliate Professor at HEC Paris where she teaches in a variety of Executive Education programs and is the Academic Coordinator for the Executive MBA. She also works along with 2 NGOs (one international, one French) developing multi-stakeholders programs for the beneficiaries.

Christelle Bitouzet is a graduate of the Institut d'Etudes Politiques de Paris (Sciences Po). She holds a doctorate in Social Sciences from the University of Paris Sorbonne as well as a Bachelor degree in Law.

Claire Boulanger

Mrs. Boulanger is an independent auditor, evaluator and training facilitator. She works for non-profit organizations (NGOs and foundations) and for the private sector.

After graduating from Sciences Po and studying European Affairs at the Freie Universität in Berlin, Claire Boulanger served as the head of mission for Médecins du Monde (MdM) in the former Yugoslavia during the

Balkan war. She collected testimonies from refugees and war survivors, for legal action with the International Tribunal in The Hague. Her seven years experience in managing complex humanitarian operations includes post genocide Rwanda and Zaire, Liberia, Haiti, Tunisia, central Europe and Russia.

She later served as project manager and as a director in private and government organizations in France, managing multicultural teams in organizations related to urban development and to employment issues.

As a HAP / CHS auditor, she conducts audits on quality and accountability for various international NGOs operating in the DRC, Ghana, Ethiopia, Malawi, Burkina Faso and Israel/Palestine. Claire works as a trainer and workshop facilitator for the private sector on CSR activities. She is a Board member of Doctors of the World USA which she helped setting up in New York, and a board member of Ärzte der Welt.

COURSE OUTLINE

Session 1 : Introduction & the new context in which organizations exercise responsibility – Week of January 29

- Students & profs expectations
- Course presentation
- Knowledge evaluation
- Presentation of international context
- Overviews of the key mega-trends impacting the social responsibility of organizations
- Selection of possible “life cases” built on students expectations

Preliminary individual research

- Search for all cases of long-term partnerships between NGOs and Companies, worldwide; each participant should come Class 1 with at least one case in mind.

Session 2 : Challenges specific to NGOs - Week of February 5

- From transparency with regard to donors to the quality of actions carried out: emergence of challenges of accountability.
- Analysis of practices of NGOs in 2017.

Recommended readings for Class 2:

- The State Of The Humanitarian System Report 2015 <http://www.alnap.org/resource/21036.aspx>
- Global Humanitarian Assistance Report 2016
- <http://www.globalhumanitarianassistance.org/wp-content/uploads/2016/07/GHA-report-2016-full-report.pdf>

- Non-Governmental Organizations: An Indispensable Player of Humanitarian Aid, Philippe Ryfman, June 2007 (International review of the Red Cross).
- <http://www.alnap.org/resource/11461>

Session 3 : Challenges specific to companies: how do you develop sustainable CSR that is conducive to long-term performance? - Week of February 12

CSR in 2017

- Changes in practices
- Link with business models

Session 4 : Challenges specific to companies (cont.): when and why does a company need the not-for-profit sector to act? - Week of February 19

- The limits of CSR in companies
- Expectations with respect to partnerships: legitimacy of and access to sustainable actions generating shared value

Mandatory readings for Class 3 & 4:

- <https://macmillan.yale.edu/news/leadership-corporate-social-responsibility-requires-engagement-and-legitimacy>
- <https://www.mckinsey.com/global-themes/leadership/making-the-most-of-corporate-social-responsibility>
- CK Prahalad, Ram Nidumolu, MR Rangaswam - Why sustainability is now a key driver for innovation? HBR, Sept 2009
- "What Aristotle can teach firms about CSR" – HBR – Pr Rosa Chun – September 2016
- "Future trends in CSR" – Forbes Jan 2016 – Mc Pherson Strat
- Session 5 : Monitoring and measuring the impact and effectiveness of projects performed – the NGOs' viewpoint - Week of March 5
- What makes evaluation of projects different from practices?
- What metrics? With what tools?
- What evaluation of impact?
- Session 6 : Monitoring and measuring the impact and effectiveness of actions performed – the companies' viewpoint - Week of March 12
- Measurement in terms of image out by integration and acceptability?
- In-house influence over choices

- Socio-economic evaluations of impacts and development of business
- Session 7 : – Individual exam - Analysis of a case of head-on opposition between the profit-making and non-profit-making sectors – lessons to be learned - Week of March 19
- with a guest speaker from the private sector: why do companies get into profit-non profit partnerships? How to get benefits from them? experience sharing and lessons drawn
- Session 8 : Analysis of a case of collaboration between the profit-making and non-profit-making sectors – lessons to be learned - Week of March 26
- with a guest speaker from NGO: positioning, reputation and competencies to interface at best with other stakeholders and with the private sector
- Session 9 : Getting prepared for the simulation .. Final set up for group work - Week of April 9
- Session 10 : Simulation – exam - Session 1 - Week of April 16 (or 4-hour session)
- Session 11 : Simulation - exam - Session 2 - Week of April 23 (if no 4-hour session)
- Session 12 : Conclusion - Working through multi-stakeholders round tables: illusion or reality? what future?
- Built on the simulation debriefing
- What is the future for a mode of partnership between NGOs and companies?
- Do the two universes need each other?
- Next step: learning to better work together?
- Global Bibliography (NGO)
- I - General information
- 1) Reference documents
- The State Of The Humanitarian System Report 2015 <http://www.alnap.org/resource/21036.aspx>
- Global Humanitarian Assistance Report 2016
- <http://www.globalhumanitarianassistance.org/wp-content/uploads/2016/07/GHA-report-2016-full-report.pdf>
- Non-Governmental Organizations: An Indispensable Player of Humanitarian Aid, Philippe Ryfman, June 2007 (International review of the Red Cross).
- <http://www.alnap.org/resource/11461>
- The Guardian has a website on development issues
- <https://www.theguardian.com/global-development/2013/nov/15/global-development-subject>
- Section on private sector : <https://www.theguardian.com/global-development/private-sector>
- Section on trade : <https://www.theguardian.com/global-development/trade-and-development>
- 2) Websites on humanitarian & development issues
- IRIN News : <http://www.irinnews.org/aid-and-policy>
- Relief Web : <http://reliefweb.int/>
- Humanitarian Outcomes : <http://www.globalhumanitarianassistance.org/reports/>
- ALNAP : <http://www.alnap.org/resource/21036.aspx>
- Coordination Sud <http://www.coordinationsud.org/>
- OCDE / CAD (Comité d'aide au développement) <http://www.oecd.org/fr/cad/>
- THE UN sustainable development goals (second to Millennium Development Goals)
- <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Quality and accountability

Reference documents and tools

- Sphere Project and Sphere Handbook
- <http://www.sphereproject.org/>
- CHS Alliance / Core Humanitarian Standard
- <http://www.chsalliance.org/what-we-do/chs>
- ECHO Manual on project cycle management
- http://www.managingforimpact.org/sites/default/files/resource/manual_project_cycle_management.pdf
- Groupe URD / Compas Qualité
- <http://www.qualitycompas.org/en/index/index.php>

Websites, reports

- Building a better response (e-learning module)
- <http://www.buildingabetterresponse.org/?lang=fr>
- When Perception matters – Humanitarian Access in the Central African Republic
- <https://www.nrc.no/globalassets/pdf/reports/engage-to-stay-and-deliver---english.pdf>
- Evaluating Humanitarian Action Guide, 10 October 2016, Margie Buchanan-Smith, John Cosgrave, Alexandra Warner
- <http://www.alnap.org/resource/23592>
- Accountability Dilemmas in Foreign Aid, Paolo de Renzio, August 2016
<http://www.alnap.org/resource/23342>

Partnerships / coordination

Reference organisations / website

- IVCA (International Council of Voluntary Agencies) : see section on partnerships
<https://www.icvanetwork.org/humanitarian-partnerships>
- Partnership Brokers Association
- <http://www.partnershipbrokers.org/>
- The Partnership Initiative, with 2 documents : the Brokering Guidebook and the partnering toolbook
- <http://thepartneringinitiative.org/publications/toolbook-series/the-brokering-guidebook/>
- <http://thepartneringinitiative.org/publications/toolbook-series/the-partnering-toolbook/>
- NEAR Network
- <http://www.near.ngo/>

Reports / Articles

- International Dialogue on Strengthening Partnership in Disaster Response: Bridging national and international support (September 2011). Paul Harvey and Adele Harmer, Humanitarian Outcomes
- https://www.humanitarianoutcomes.org/sites/default/files/strengthening_partnership_in_disaster_response_1.pdf

- NEAR – the “first baby” of the 2016 World Humanitarian Summit <http://reliefweb.int/report/world/near-first-baby-2016-world-humanitarian-summit>
- 10 ways to make humanitarian efforts complement development - The Guardian 09/10/2013
- <https://www.theguardian.com/global-development-professionals-network/2013/oct/09/humanitarian-response-development-crises-best-bits>

Private sector

- Mobilising aid through the private sector can yield high poverty reduction returns - The Guardian, 30/11/2016
- <https://www.theguardian.com/global-development/2016/nov/30/mobilising-aid-private-sector-high-poverty-reduction-returns-dirk-willem-te-velde-odi>
- Aid to Africa: private sector investment becomes new priority - The Guardian 18/02/2014:
- <https://www.theguardian.com/global-development/2014/feb/18/aid-africa-private-sector-investment-priority-new-alliance>
- Aid watchdog lambasts UK focus on 'miracle' private sector - The Guardian 15/05/2014
- <https://www.theguardian.com/global-development/2014/may/15/uk-watchdog-aid-private-sector-development>
- Workers for McDonald's in Malaysia say they were victims of labour exploitation - The Guardian 28/11/2016 -
- <https://www.theguardian.com/global-development/2016/nov/28/workers-for-mcdonalds-malaysia-claim-labour-exploitation>

Critical approach to humanitarian aid (reports, articles, books)

- Where is everyone? Responding to emergencies in the most difficult places, MSF, 2014
- http://www.msf.org/sites/msf.org/files/msf-whereiseveryone_-def-lr_-_july.pdf
- Practical response to MSF's report Where is Everybody? The Guardian 23/07/2014
- <https://www.theguardian.com/global-development-professionals-network/2014/jul/23/msf-where-is-everyone-report-emergency-response>
- Pourquoi faut-il détester les humanitaires, Revue Frustration, 10/02/2015.
- <https://blogs.mediapart.fr/revue-frustration/blog/100215/pourquoi-faut-il-detester-les-humanitaires>
- Dead Aid: Why Aid Is Not Working and How There Is a Better Way for Africa - Dambisa Moyo, 2010
- <http://dambisamoyo.com/publications-articles-videos/books/dead-aid/>

Additional books

- L'aventure humanitaire, Jean-Christophe Rufin, 1994 (Poche)
- Les ONG, Philippe Ryfman, 2014 (La Découverte)
- French Doctors, Olivier Weber, 2014 (Laffont)
- Humanitaires, Olivier Weber, 2003 (Félin)
- Digital humanitarians : how Big Data is changing the Face of humanitarian response, Patrick Meier, 2015
- L'aide publique au développement, Olivier Charnoz et Jean-Michel Severino, 2007

- Global Bibliography (Corporations)
- I – On Corporate Social Responsibility
- Harvard Business Review, 89/1-2 (January/February 2011) - M.E. Porter and M.R. Kramer, “Creating Shared Value,”: 62-77.
- Management Today - Nick Davies Monday, 19 October 2015 - Why you should axe your CSR department
- HBR - An interview with Paul Polman, CEO of Unilever - Making Responsible Business Work - May 17, 2012 / Captain Planet HBR June 2012
- HBR - The Truth About CSR V. Kasturi Rangan, Lisa Chase, Sohail Karim / Jan-Feb 2015
- M.E. Porter and M.R. Kramer, “Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility,” Harvard Business Review, 84/12 (December 2006): 78-92;
- Slaper, TF and TJ Hall (2011) – The triple bottom line: what it is and how does it work” – Indiana Business Review 86 – 4 to 8
- Should the C-Suite have a “Green Seat” – Peter Graf, Muhtar Kent – HBR, dec 2010
- CK Prahalad, Ram Nidumolu, MR Rangaswam - Why sustainability is now a key driver for innovation? HBR, Sept 2009
- “What Aristotle can teach firms about CSR” – HBR – Pr Rosa Chun – September 2016
- “Future trends in CSR” – Forbes Jan 2016 – Mc Pherson Strat
- Allison-Hope, D., & Chorn, B. (2010). BSR Debates: Should Sustainability Reporting Be Mandatory? BSR Blog. <http://www.bsr.org/en/our-insights/blog>

On partnerships NGO-Corporations

- Forbes - Corporate-NGO Partnerships: Why They Work And Why They Don't - May 28, 2015 - Bhaskar Chakravorti, [The Fletcher School at Tufts University](#)
- Cambridge Press Univ - March 2012, pp. 503-517 - Balancing the benefits and risks of public-private partnerships to address the global double burden of malnutrition
- MIT Sloan report - January 12, 2015 - Joining Forces: Collaboration and Leadership for Sustainability
- HBR blog - February 13, 2013 - Why the World Needs Tri-Sector Leaders

and, on CSR applied to NGOs themselves

- Pau Vidal / Domingo Torres / Bárbara Guix / María Peña Rodríguez (2005). The Social Responsibility of Non-Profit Organisations A conceptual Approach and Development of SRO model. Observatori Del Tercer Sector
- Corporate Social Responsibility and the Nonprofit Sector: Assessing the Thoughts and Practices Across Three Nonprofit Subsectors, Richard D. Waters, Ph.D. and Holly K. Ott, M.S. (2014)
- Global Reporting Index Guidelines for NGOs: <https://www.globalreporting.org/standards/sector-guidance/sector-guidance/ngo/Pages/default.aspx>
- <https://blogs.commonwealth.georgetown.edu/socialimpact/2015/06/13/nonprofit-social-responsibility/>: Nonprofit Social Responsibility, [Karin Bloomquist \(June 13, 2015\)](#)
- The Many faces of non-profit accountability”, Alnoor Ebrahim