The Systems of Service

A collaborative report based on ideas from the Service Jam, October 2010.

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A Commitment to Serve

On June 16, 2011, IBM will celebrate its 100th anniversary as a corporation.

As you would expect, this moment is significant for the women and men who call themselves “IBMers.” And we plan to mark our Centennial in many ways during 2011. This will not just be a look backward. Rather, it will be a powerful way to define our identity today and to engage the world in a meaningful conversation about tomorrow.

Of all the things we will do to mark this important turning point in our journey through corporate life, the fullest and most visible expression of our company will not be a video, a book, an exhibit or a seminar. Rather, it will be a global Celebration of Service, in which 407,000 IBMers, our retirees and their friends and families will be encouraged and supported to devote at least eight hours of service to our communities, applying their expertise to civic challenges and societal needs.

To lay the groundwork for this global effort, we conducted an online brainstorming event in October 2010. Service Jam drew thousands of experts from government, business and the service sector, from every region of the world. I was pleased to participate along with many others. This document reports on what was said, and what we all learned. Its insights will help us shape our service efforts in 2011—and they have already led us to commitments as an organization in each of the Jam’s main areas of focus: service learning, measuring the impact of service, volunteer management and the critical role of partnership and collaboration in the 21st century.

If you understand anything about IBM’s history, about our people or their values, our commitment to service will come as no surprise. Of all the dimensions of our company that we will show the world in 2011, service is the one closest to IBM’s essence. A commitment to serve is in our DNA.

I am not talking about philanthropy—though we have a long tradition of innovative and effective giving. I am speaking about what we do as a business—the way we work with our clients, the kinds of challenges we undertake, the focus of our scientific and technological exploration, the very nature of the organization and the way we work together. And this extends to how our employees feel about their communities and what they do to strengthen them.

Of course, like every other dimension of our company, the meaning of service has evolved over the years, as the world has changed. Businesses now have a different relationship to society, in large part because “society” has come to mean something very different. The combination of globalization, digital technologies and the empowerment of citizens through access to more and better information is creating what we at IBM call a Smarter Planet.

This is a change in the way the world literally works—a function of the relationships among many interconnected global systems: political, economic, societal and natural. And it follows that government, business, academia and the not-for-profit nongovernmental sector—the modern world’s newest “estate”—must come together to ensure the health, wealth and sustainability of the whole.

The year promises to be exciting, dynamic—indeed, unforgettable. As I read through the ideas from Service Jam, and as I think about the impact that we can have together in 2011 and beyond, I could not be more encouraged. I hope you share our excitement, and that this report will stimulate your own ideas for ways to shape a more progressive future.

Samuel J. Palmisano
Chairman, President and Chief Executive Officer
What Was Service Jam?

Service Jam was an online collaboration event that brought together a global audience of people representing nonprofit organizations, corporations, academic institutions, and government agencies across ideology and geography. More than 15,000 people from 119 countries registered to discuss challenges in service and to share and develop ideas for making the world better through service.

From October 10-12, 2010, round-the-clock, participants ranging from former U.S. presidents to German professors to South African tutors, worked together to polish ideas, craft strategies and define practices that elevate the effectiveness and impact of volunteering, public service, social entrepreneurship and other forms of service.

While the event was sponsored by IBM, it was owned in collaboration with more than 600 organizations from across the globe, and attracted a diverse mix of participants. Service Jam partners, Forum Hosts and Special Guests played a key role in both attracting and engaging participants in rich dialogue (See the full list of participants, page 33).

Using IBM’s Jam technology, participants engaged in virtual text conversations and voted on quick poll surveys. There were eight different discussion categories, including...
"I think the best way to get involved is to find a cause that moves you, that you care about, and then using your creativity and industry to find a way to do something about it. That could be joining a group that already exists, or starting your own effort, but whatever it is the important thing is to do something—getting started is half the battle."

President George H.W. Bush


The intent behind the Jam was to begin a global conversation to identify the key issues, and begin to discuss how we can collectively improve the delivery of service. For IBM, the Jam gave us an opportunity to listen to leaders in the service field and identify ways that we can contribute. For other participants, we hope it was an opportunity to engage each other in a unique and productive way. But the ultimate aim of the Jam was to outline the consensus and identify the specific actions needed to realize the common goals of its participants.

Summary of Service Jam Participation
Of the 5,860 posts, discussion forums Empowering Individuals and Quantum Leaps accounted for 46% of Jam posts

Incoming/Outgoing flows of posts

Most Active Jam-wide Discussion Threads Include:

Quantum leap in infrastructure
Let’s begin: what motivates you to serve?
Long-term thinking
Why is effective collaboration often difficult?
Engaging young people globally
Which services, need what technology?
Without investment we take volunteers for granted
Service as a tool to improve educational outcomes
Why Service? Why now?
Helping the service community help the world

Serving others has always been a fundamental human need. And the organizations that lend structure and support to this need—the nongovernmental and nonprofit organizations—have existed for thousands of years. They have fed countless meals to people in need. And they have provided relief services after natural disasters around the world.

But since World War I, the “service sector” has grown and globalized. In 1914 there were a little over 1,000 international nongovernmental organizations. Today there are more than 40,000, helping people that cannot help themselves. And the European Union has declared 2011 to be the European Year of Volunteering. (See a complete report on volunteering in the European Union here.)

With numbers like these, it might seem as if the world is awash in volunteers and service. But the truth is that volunteer work and service are still developing concepts in much of the world. And many, if not most, volunteer organizations struggle mightily to reach the people that need them, no matter what part of the world they’re in. They operate with shoestring budgets. They scramble to activate and deploy volunteers effectively.

And yet today, they are needed more than ever before. With government and private sector revenue declining in many economies, the world is looking to the service sector to help address some of the complex challenges of today, from illiteracy to poverty, from economic development to disaster relief. There is a realization that no one sector can solve these problems alone. The issues are too complex, and the resources too scarce. And we know that we must support committed, purposeful community service—people helping people—if we are to address these critical problems and make progress.

IBM, like many other large businesses, has deep relationships with hundreds of nonprofit and service organizations around the world. And lately, among leaders in these organizations, there has been a growing concern about how they can possibly meet the growing needs of their communities. They are concerned about gaining access to the tools and technologies that will make community service more effective. They are impaired by inefficiency and duplication. And they acknowledge a lack of standards and definitions across the service community around what to do and how to do it.

All of which results in fewer people being served. For example, while a nonprofit in New Jersey might have the ability to quickly and easily purchase books from Australia—thanks to a well-established global system supporting commerce—it is not able to identify local residents who are interested and qualified to read those books to children.

Developing coherence across the vast and varied global service community is a complex and daunting challenge, to be sure. There are many divergent viewpoints, many competing interests. But the service sector has new tools and technology available to it today. It can instrument and measure its many systems. It can interconnect the disparate parts of the sector. And it can make the sector operate more efficiently, more intelligently. Because, as many Jam participants pointed out, complex systems like this have been coordinated before, from international transportation networks to the global retail industry.
“If we want to make quantum leaps in service, we need to make quantum leaps in our thinking. We need to adopt new attitudes as leaders and as participants of the broader, global society. Put very simply, we need to practice long-term thinking. How you manage your service contributions, where you invest your time, and how you actually behave all proceed from there. The question I want to pose to all you jammers is: What types of things should organizations be doing to refocus beyond the present to a longer-term horizon?”

Samuel J. Palmisano
Chairman and CEO, IBM

To do this, leaders in the service community—whether they are setting up disaster relief services in Haiti or dishing out meals at a local soup kitchen—are asking for a system of support to help them operate more effectively so they can help more people. They need help matching needs with resources. They need help developing skills and training for volunteer managers and service leaders. And they need help scaling and measuring the impact of the services they provide.

And so Service Jam served as an opportunity for key leaders across sectors to come together to reach consensus on what works, what doesn’t, and how to begin building a better system of support. There were four key systems of service that participants felt presented the greatest challenges and held the most opportunity:

1) Service Learning
2) Volunteer Management
3) Partnership
4) Measuring Impact

The success of these systems does not always require oppressive structure or regulation. It does not even require that all of the constituents agree on the most important causes or the best approach. Instead, the key to success for these systems is defining and working toward a single design point, a common goal to which all decisions are mapped. And in the service community that goal is already defined and shared by all: provide better service to the people who need it.

Throughout the report you will read many of the suggestions that Jam participants had for addressing each of these issues. These four major findings of the Service Jam represent important steps toward delivering more and better service around the world. But this is only the beginning of the conversation, of course. And as you read through the findings, and the many posts of Jam participants, we urge you to let us know what you agree with and what you don’t, and think about your own role within this evolving community, and how you might help improve service delivery.

“System” Defined

From the Greek word, *systēma*, a system is a set of interacting or interdependent entities forming an integrated whole. A system has an organized process for its component parts to work effectively toward a collective goal, routinely collects information on the functioning of all its component parts, makes adjustments across its components based on the overall state of the system and otherwise orchestrates the efforts of many components in a way that minimizes waste and maximizes impact.
Service Learning
Cultivating a culture of service through education

Across generations, geography and ideology, the value of creating a culture of service is well understood. It is the notion that with the right combination of leadership and planning, a desire to serve can become part of the cultural fabric; a regional, or even national, characteristic. And while Service Jam participants had many ideas on how best to do this, by far the most commonly advocated strategy was to integrate service into school curricula and make it a central part of how children learn and teachers teach.
Service Learning

In theory, it is the simplest of solutions: make service and project-based learning part of the educational curriculum, from an early age, and schools will be more effective and a culture of service is bound to take root.

In practice, however, building service into an educational environment is far more complicated.

“The challenging part is embedding service into the curriculum of a school,” said Susan Abravanel, vice president of education at Youth Service America, an organization committed to what is known as service learning, an education methodology that engages students in meaningful service to teach standards and academic content. “Service-learning is not an add-on to the classroom lesson, it is the classroom lesson.

It is a teaching and learning strategy. And it is closely tied to high academic standards and student achievement in math, science, language arts.”

To do this, many Jam participants recommended that nonprofits work in partnership with educators to tailor service activities around specific regional academic requirements. Most school systems do not have a service coordinator to seek out opportunities to engage students in service. So nonprofits must understand the academic standards, subject areas and curriculum for each age group, and build ready-made programs that are easy for teachers to integrate into their teaching.

“We need to assist teachers in finding projects that fit the curriculum,” said Gail Kenny, community work incentives coordinator at the New Horizons Independent Living Center in Arizona. “There is no lack of service learning projects:

"How do we institutionalize a culture of service so that it transcends calls to service, generations, countries, cultures and time. I often thought that if we could make service a true rite of passage in a person’s life—starting early in school, providing opportunities and inducements along the way, and igniting a passion to something beyond the pursuit of material goods, it would be a good start.”

John Bridgeland
President and CEO of Civic Enterprises
projects created by governmental agencies and nonprofits, not to mention corporations. If you want to teach seventh graders about blood and blood types, finish by putting together a blood drive among their parents. If you want to teach ninth graders biology, work with the local water conservation district in a local lake or pond. Our local service clubs can partner with schools to teach service. Young people have to see that they are part of a larger circle. Not only are students serving, but their school staff is serving, their parents are serving, and other adults in the community are serving."

Other examples of successful service learning engagements from the Jam include a French class that worked with a Haitian high school to build their website, and a group of students that used geographical information systems to map out more efficient school bus routes in their community.

Of course, academic administrators are keenly interested in the impact of service learning on achievement, particularly as it relates to academic testing. Early indications are positive, at both the elementary and higher education levels. Service learning is about more than just creating a culture of service, but improving academic results as well.

Marc-Philippe Daubresse
former French Minister for Youth and Active Solidarities

Service Learning Standard Practices
The difference between teaching service in schools and service learning is that service learning is integrated into the curriculum. As such, every service learning opportunity should be tailored to meet specific academic goals, and The National Youth Leadership Council suggests that successful engagements will incorporate the following eight elements:

- **Meaningful Service**: Service learning actively engages participants in meaningful and personally relevant service activities.
- **Link to Curriculum**: Service learning is intentionally used as an instructional strategy to meet learning goals and/or content standards.
- **Reflection**: Service learning incorporates multiple challenging reflection activities that are ongoing and that prompt deep thinking and analysis about oneself and one’s relationship to society.
- **Diversity**: Service learning promotes understanding of diversity and mutual respect among all participants.
- **Youth Voice**: Service learning provides youth with a strong voice in planning, implementing, and evaluating service learning experiences with guidance from adults.
- **Partnerships**: Service learning partnerships are collaborative, mutually beneficial, and address community needs.
- **Progress Monitoring**: Service learning engages participants in an ongoing process to assess the quality of implementation and progress toward meeting specified goals, and uses results for improvement and sustainability.
- **Duration and Intensity**: Service learning has sufficient duration and intensity to address community needs and meet specified outcomes.

Online Resources
- National Youth Leadership Council: www.nylc.org
- Youth Service America: www.ysa.org
- National Service-Learning Clearinghouse: www.servicelearning.org
- Corporation for National & Community Service: www.nationalservice.gov
Service University

Over the course of the Service Jam, it became apparent that participants were not stringing together a series of unrelated thoughts on service. Rather they were collectively shaping a new science of service. They were defining a curriculum, piece by piece, for the conception, execution, and delivery of services. It is a notion that came to be known in the Jam as “Service University.” And though that term meant very different things to different people, it undoubtedly signaled a need to improve the education and training of those involved in service, including how to train, deploy, document and connect service providers across issues and geography.

“Why not have a ‘college,’ sanctioned by educational entities internationally?” asked Melodie Palmer, an online marketing manager at SITA. “The curriculum would be open classrooms with guest speakers from public and private sectors, government, etc. It would be a place where people could have exposure to government and business officials, learn how to use technology, and learn how and where to obtain resources.”

It need not be a formal or degree-granting institution, but the idea clearly resonated across the Jam. To some it meant combining efforts and creating best practices and learning modules that could be offered online or in existing academic institutions.

Service Learning in Action

Learn and Serve America makes grants to schools, colleges, and nonprofit groups in the United States to support efforts to engage students in community service, improving communities while preparing young people for a lifetime of responsible citizenship.

- **24%** of America’s elementary and secondary schools have adopted service learning programs
- **35** states have adopted some form of service learning policy—either a mandatory, statewide policy or one granting districts the freedom to create their own
- **53%** of K-12 schools receiving Learn and Serve America funds are in low-income areas, defined as schools with 50 percent or more of students eligible for free or reduced price lunch
- **6,469** service learning classes were created as a result of Learn and Serve America funds

The most common service areas for Learn and Serve America programs

- **41%** Education
- **28%** The environment
- **27%** Community and economic development

Statistics represent numbers reported in Learn and Serve America’s 2009 for the 2008 fiscal year program activities. Source: www.learnandserve.gov
A Course Curriculum

These were among the suggestions for classes to be held at the Service University:

- Scaling Service Through Technology
- Leveraging Social Media
- Working with the Private Sector
- Estimating and Measuring Impact
- Service Management
- Volunteer Lifecycle Management
- Globalization and Service

"I believe that the practical application of developing volunteer leaders can be a key to building our civic infrastructure. If we define the service leader as an individual who leads others in service, imagine what might happen if we activated hundreds of thousands of these leaders."

Michelle Nunn
CEO of Points of Light Institute and Co-Founder of HandsOn Network

Institutions around the world. To others it meant creating an actual brick-and-mortar (or virtual) university dedicated to educating service professionals. And as it moved from forum to forum, participants built out the curriculum with courses, including Volunteer Management; Service Leadership; Measuring Impact; Technology of Service; Collaboration and Partnering; and so on.

"It is important to realize that smaller nonprofits have scant time or attention to give to learning," said Barbara Salop, an independent consultant. "A Service University would have to be just-in-time, available whenever the need for training arises."

Perhaps more importantly, Jam participants saw Service University as an opportunity to eliminate training redundancy, develop standards, and infuse more structure and rigor into the service community. And some IBMers in the Jam suggested an approach similar to the one the company took in developing a new academic discipline called SSMED (Service Science, Management, Engineering and Design), an interdisciplinary approach to the study, design, and implementation of service systems (meaning professional services, as opposed to volunteer services).

"Let’s look for the experts in SSMED, with special attention to design, and ask them to help us find new and innovative ways to improve social services," said Fabio Gandour, chief scientist with IBM Brazil. "I am sure that the SSMED experts will be very responsive to our request."
The Service Professional

Besides the standards, best practices, and rigor that could result from more formalized study of service in the 21st century, the most valuable product may be the service professional.

Though there are many ways to acquire training in service leadership, the vast majority of service leaders still get trained on the job. There is no formal field of study. There is no graduate degree. There is no well-defined career path.

“Starting out my career working as a volunteer coordinator, I saw very little opportunity for advancement or professional development and training,” said Nadine Vassallo, program coordinator at the Columbia University Institute for Research on Women and Gender. “I felt I was in a dead-end job.”

The results of this sentiment can be a dearth of quality leadership in critical service positions. Many Jam participants lamented a lack of leadership in addressing the challenges the service world is facing. But many of them were looking outside the field for those leaders; to government and the private sector, for example. But some pointed out that a more integrated, collaborative, and systemic approach is needed, with leaders with backgrounds in service going into the private sector, and

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**Tools and Technology**

**Measure of Service Learning: Research Scales to Assess Student Experiences (Book)**

Comprehensive guide for evaluators and researchers studying service learning

**Compendium of Assessment and Research Tools (CART)**

Descriptions of research instruments, tools, rubrics, and guides, intended to assist those who have an interest in studying the effectiveness of service learning

**Teen Toolkit: Prepare Today, Lead Tomorrow**

Support materials for teaching teens through service

**Cloud Computing**

By combining best practices and learning modules that already exist, the service community could begin to build out a virtual Service University curriculum

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Bright Ideas

- Develop a common or standardized curriculum for preparing service leaders
- Make service a requirement for certain leadership positions in government and private sector
- Scale strong leaders through mentorship programs
service versa, developing a holistic understanding of the entire service ecosystem.

“The world needs more and better leaders,” explained Rosabeth Moss Kanter, the Ernest L. Arbuckle Professor at Harvard Business School, where she specializes in change management, strategy, innovation, and leadership for change. “Service projects are a significant way for people to develop leadership skills while tackling difficult unsolved problems that stretch their thinking, enhance their sense of obligation to clients, help them understand how the world looks from the point of view of the unserved or underserved, and do good at the same time. Future leaders arise from service. Companies get their best payoff from service projects, not classrooms. Schools including higher education augment textbook theories with real-world struggles to understand problems (and use math, science, social science, humanistic awareness). Let’s put service at the heart of the requirements for leadership positions. Imagine what would happen if every banker, politician, and CEO was a veteran of service.”

Creating a Culture of Service
The following are survey results from Quick Polls conducted during the Service Jam.

**For long-term service thinking, we should**

- **50%** Teach in schools/colleges
- **14%** Be more creative
- **14%** Have a leader succession plan
- **13%** Increase resources/capacity
- **8%** Invest in bigger ideas

**Best way to increase community service volunteers**

- **45%** Integrate into schools
- **25%** Provide tax incentives
- **21%** Increase media attention
- **9%** More funding to NGOs

**If all colleges taught nonprofit management**

- **63%** Service will improve
- **20%** Service will thrive
- **17%** Nothing will change

Online Resources
Volunteer Leader Toolkit from HandsOn Network
www.handsonnetwork.org/volunteers/become-a-leader
Volunteer Management
Recruiting, developing and retaining service’s most valuable resources

Volunteers are not free. In fact, as many Jam participants pointed out, they can be quite costly when not managed properly. That’s why so many contributions to the Jam called for a more thoughtful, structured approach to the recruitment, development, management and retention of volunteers around the world. They asked for a more disciplined process for matching supply and demand, professionalizing the role of the volunteer manager, and developing the right incentives and rewards. And most of this work gets done during program development, before the first volunteer is even engaged.
Supply and Demand

One of the most consistent laments throughout the Service Jam was the lack of volunteer matching services, which would connect the supply of willing volunteers with the demand of nonprofits. Here are some examples:

“I remember how discouraging it was when I attempted to search the Internet for volunteer opportunities in Hong Kong seven or eight years ago.”

“It would be great to have a tool or .com somewhere to help me match my skills, interests, location, time period, etc., to locate the needs out there looking for volunteer resources.”

“Today in Brazil, you are the one who has to find ways to align your talent or skills with people or organizations that will benefit from them.”

Comments like these had experts in the services field scratching their heads, however. Though there are some regions that lack these online matching services, much of the world is awash in websites that attempt to match supply and demand, from volunteermatch.org in the United States, to do-it.org in the U.K. So what’s the problem?

Eight Volunteer Management Behaviors that Lead to Effective Volunteer Programs

According to the Department of Communities, Queensland, Australia’s lead government agency addressing issues in service and volunteerism, managing volunteers requires time and resources. All volunteers need a level of supervision, support, feedback, guidance and recognition.

Recruitment
Word-of-mouth continues to be the primary gateway into service. Effective recruitment strategies offer variety, flexibility and meaningful experiences.

Supervision
Volunteers who are supported, coordinated and well managed are likely to feel positive about their volunteer experience and stay.

Role Clarification
Written position descriptions equip volunteers with the tools they need to deliver maximum impact and receive a sense of personal fulfillment.

Development
Training and development is important to nourishing strong volunteer leadership and extending the volunteer life cycle.

Resource Procurement
While volunteers are unpaid by definition, they are not cost free. Resources are needed to deliver effective volunteer management programs.

Balancing Skilled & Unskilled
Volunteers bring a wide array of skill sets to the table. Assessing the required skills for specific tasks enables the best use of volunteer man power and minimizes resource expenditure.

Appreciation
While volunteers do not participate for the sole purpose of reward or recognition, it is important to acknowledge and thank volunteers to promote an ongoing culture of service.

Retention
Engaging volunteers is only the first step. Incorporating the seven above-mentioned volunteer management behaviors helps to avoid the costly cycle of recruiting and training new volunteers.

Much of this behind-the-scenes work involves rigorous program management and a disciplined approach to accepting, and rejecting, volunteer offers, especially when nonprofits don’t have the capacity to take on new volunteers. This is the heavy lifting of volunteer management, and without it all the technology in the world will fall short of efficiently matching volunteer supply with demand.

“There are many tools out there, and many are filtering up opportunities,” said Diane Melley, director of On Demand Community, Corporate Citizenship and Corporate Affairs at IBM. “What we need now are more effective processes. We need to articulate the needs better, vet the opportunities properly, and improve the fulfillment process. It’s the behind-the-scenes work that must get done.”

“With so much buzz about social media and all that it entails, the real ROI has been elusive. Many service-based organizations are scrambling to ‘take advantage’ and leverage this medium but what does that really mean? Is having thousands of friends or followers creating real impact for your cause or is it simply a case of service-based orgs having to be there because everyone else is?”

Matthew Salier
National Engagement Manager, The Smith Family

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“The Promise of Social Networks
Throughout the Jam, it was clear that social networks offer great potential for mobilizing volunteers and promoting positive causes. Less clear was exactly how to do that. Jam participants shared some isolated examples of success, but the scale that many are hoping comes from social networks has yet to materialize. To follow are a few posts that reflect the conversation about these still-evolving tools for service.

“Nonprofits are expected to do much with little. And now add creating and sustaining a vibrant social network presence. Most nonprofits are struggling to advance their immediate mission, with immediate impact, face to face. Turn off the social networking and turn on the personal, in-person, real-time volunteer time so desperately needed. Those most in need will most benefit from others getting their hands into it in real time.”

“We all agree there’s tons of potential for organizations to leverage social media. There’s also lots of potential for volunteers and other experts to serve by helping these organizations with social media. Perhaps a standard or credential for the public could qualify public experts willing to serve and assist organizations. Businesses can also help.”
Volunteer Management

The role of recruiting, motivating, and rewarding volunteers is not unlike what human resource professionals and line-of-business managers do every day.

The only difference is that volunteer managers do this without the rather useful motivational carrot of monetary reward.

“Yes, volunteers are excellent value for money, enabling organisations to do things that no amount of money could buy,” explained Justin Davis Smith, chief executive, Volunteering England. “But to maximise the contribution that volunteers can make—and to enable volunteers themselves to reap the full benefits from their engagement—support and investment is required, particularly in the subtle art of volunteer management. Motivating, supporting and empowering people who are giving up their time freely are hugely skillful tasks, yet as a profession, volunteer managers remain scandalously under-recognised and under-resourced.”

Jam participants felt strongly that the role of the volunteer manager should be better codified and professionalized, and an integral part of “Service University.” (See page 10.) There should be an associated academic discipline. And a more predictable career path established.

“Volunteering doesn’t just happen,” said Wendy Moore, a volunteer coordinator in Brisbane, Australia. “There is a direct correlation between the satisfaction level and retention of volunteers and a well-managed volunteer program. Yet what is being missed is how to empower volunteer managers. Any organization that values the contribution of their volunteers, will employ an experienced volunteer manager to run a professional volunteer program, which in turn effectively utilizes the talents of these volunteers.”

Why We Serve

87-year old

World War II veteran, Francis Miller, receives nutritious food and companionship thanks to the Meals on Wheels program in the United States. In order to ensure that this service endures, the Meals on Wheels Association of America is careful to manage volunteers properly, offering extensive training and certification on leadership, nutrition, communication, development, and, of course, volunteer management.

Incentives, Rewards, and Recognition

The motives of volunteers are complex and nuanced. In most cases there is, of course, a need to make a positive difference in the world.

But there are many other drivers of service, including having a personal connection to a cause, actualizing a set of closely held values, applying skills in a productive manner, practicing a faith, and feeling appreciated. And, yes, money is a factor too.

“We have just passed a law in France called ‘service civique’ which allows young people under the age of 25 to get involved in the work of an association for a period that can last from 6 months to 12 months,” said Marc-Philippe Daubresse, former French minister for Youth and Solidarity.

“The young people are paid by the State (around 450 euros per month) and are completely protected in terms of social security of even retirement rights.”

Opinions about the right way to encourage volunteers abound in the Jam. Some feared that financial incentives, including tax credits, were unsustainable and sent the wrong message. Others argued that offering tax relief for cash donations but not volunteer time had the unintended negative consequence of discouraging volunteerism. Some were totally

Location-Based Rewards

There were many ideas in the Jam on ways to use today’s technology to create innovative incentive systems. Some people suggested puzzles, gaming, and other intellectual challenges to engage and reward volunteers. Here’s a thoughtful addition that has some serious potential:

Jessica Kirkwood
Vice President for Social Media, HandsOn Network

“As I’ve been experimenting with geo-location applications, I keep thinking about what utility they might have for volunteer organizations. Again, what might it mean to become The Mayor of a service project? Could volunteers unlock badges such as ‘Social Innovator’ or ‘Community Hero?’ Could volunteers earn rewards generated through cause marketing corporate partnerships? Volunteers who check in five times at the local foodbank earn a free latte? Could the growing FourSquare trend enhance volunteer recruitment?”

Because I can easily add text to my check-ins and synchronize these posts with my Facebook and Twitter accounts, I wonder if adding ‘we still need five volunteers’ to my service project check-in message would draw more assistance in real time.

And what if FourSquare check-ins could be integrated with volunteer management databases? Could check-ins then serve as confirmation of volunteer attendance at a project? If so, could volunteer organizations more easily track participation and calculate overall impact with the assistance of this tool? Potentially, FourSquare could enhance volunteer recognition, volunteer recruitment, project management and evaluation.”

Bright Ideas

Closely align incentives with service work
Carefully consider the intent of incentives (i.e., increasing volunteerism versus retaining existing volunteers)
Provide consistent learning opportunities for volunteers
Match volunteer’s goals with service needs
“I think there are appropriate opportunities to harness incentives, and there are models being explored from tax rebates, to the use of vouchers, and the use of underutilised public and private assets as rewards (e.g. one hour served can be swapped with one hour use of the municipal swimming pool during off-peak times). The key to avoid it conflicting with existing volunteering is to focus these activities where they add value and extend participation, rather than just displacing existing activity.”

Lord Nat Wei
advisor to the U.K. government on Big Society

against financial compensation of any kind. And some felt that volunteering should never be compulsory in any way (while others disagreed and noted many locations that encourage it). But many felt that whatever motivational incentives are used, they should be tailored specifically to communities and aligned with the goals of the work being done. “In the U.K. we have seen examples of community work being rewarded with discounts at local shops or tickets to shows within the region,” said John Knight, policy manager for Volunteering at the Office for Civil Society in the U.K. “It aligns incentives with the service work by completing a beneficial cycle of community improvement. But you always have to be careful that you’re not just incentivizing people who would do service work anyway. That’s not necessarily a bad thing, but if your goal is to increase the volume of volunteers, you have to consider incentive structures very carefully.”

Online Resources
The President’s Volunteer Service Award Program
www.presidentialserviceawards.gov

Tools and Technology

CRM/HR Software
There are many parallels between managing a volunteer and managing a customer or employee. With some tailoring, these existing, mature technologies could be used to track volunteers throughout their lifecycle, maximizing the return to both the nonprofit and the volunteer.

Social Media
Twitter, Facebook, and other social media sites are important tools in organizing and incentivizing volunteers.

Cloud Computing
By combining all existing volunteer-matching websites in the cloud, the service community could develop a single, global source for matching volunteer supply with demand.
Partnership
Building the foundations of successful collaboration

Though the concept is nothing new, the urgency for effective collaboration across sectors and borders is building behind a weak global economy and scarce resources for businesses, governments, and nonprofits alike. The result has been a rash of mergers between NGOs, and some hastily arranged partnerships designed to share resources and reduce costs. But as always, successful partnerships require careful planning, common goals, and rigorous management. And Jam participants had plenty of advice for each major constituent of the services sector.
The economic stress of recent years has forced nonprofits to reconsider the way they engage the private sector, government, and each other. It has activated certain survival instincts. And it has led some nonprofits to make bad partnering decisions, or fail to complete the necessary foundational work to ensure collaborative success.

“Too many collaborations operate at the least common denominator—we’ll put several logos on the materials, we’ll cross endorse on our websites,” said Robin Willner, vice president of Global Community Initiatives at IBM. “But the hard work is to identify the common interests, grapple with those important areas of debate or even disagreement, and find meaningful roles and contributions for each party. In a real collaboration, the partners have created an innovation that was not possible before. That’s the power of collaboration—new ideas, new capacity, new results.”

Indeed many Jam participants agreed that successful collaboration requires hard work, much of which is completed before any papers are signed between partners. The process of vetting potential partnerships, aligning goals, defining responsibilities, and managing relationships has not traditionally been one of strength for nonprofits. And a number of Jam participants called for more structure and discipline in those partnerships.

“We live at a time when resources are limited and needs are great. Now more than ever it’s important for nonprofits and the people who work with them, both as professionals and as volunteers, to know and to have thoughtful means to demonstrate that their work is making a positive difference.”

Diana Aviv
President and CEO of Independent Sector
“While Greater Philadelphia corporations have long been committed to giving back, there is no formal, collective process through which they can increase their service impact on the city. In partnership with the United Way of Southeastern Pennsylvania, we are supporting the development of a Greater Philadelphia Corporate Volunteer Council. This new council will increase networking and sharing of best volunteer engagement practices, promote better matching of corporate expertise with community needs and ultimately support a shared approach to addressing some of our city’s most pressing challenges.”

Philadelphia Mayor Michael A. Nutter

areas, including hiring a paid staff member with expertise in collaborative processes.

Merging, or resource pooling, was also seen as a viable option to relieve the financial pressure. One Jam participant, who had recently merged his nonprofit with two others in adjacent fields, had this to say: “Grants have been easier to come by because government agencies see the benefits of consolidated expenses.”

Regardless of the strategy, however, without an honest and direct approach to the relationship, collaborations will not succeed. “Competing interests have to be acknowledged and addressed head-on, and then leveraged for the innovative solutions their resolution brings,” said Barbara Salop, an independent consultant. “Nonprofits have a common goal: to seek funding. This sometimes puts NFPs that would like to collaborate into competition, especially if they are addressing similar causes. Making nice, and pretending the conflict will go away just based on good intentions, will not make conflict go away. But this creative tension is an opportunity to make something new and compelling.”

Partnership and Collaboration
The following are survey results from Quick Polls conducted during the Service Jam.

<table>
<thead>
<tr>
<th>The most important factors in scaling social innovation</th>
<th>The extent to which competition is unproductive in partnerships</th>
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<tbody>
<tr>
<td>45% Develop alliances/partnerships</td>
<td>32% Often unproductive</td>
</tr>
<tr>
<td>24% Strong Leadership</td>
<td>24% Usually unproductive</td>
</tr>
<tr>
<td>20% Develop grassroots network</td>
<td>25% Often productive</td>
</tr>
<tr>
<td>10% Standardize processes</td>
<td>19% Usually productive</td>
</tr>
<tr>
<td>2% Hire more employees</td>
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56% of Jam Participants view competition among partners as unproductive.
Private Sector

Just as nonprofits need to conduct the hard work of vetting and structuring successful partnerships, so too must the private sector do its part.

Nonprofits often complain of publicity-driven participation from the private sector or misdirected donations of time and money. Often these well-intentioned offers end up compromising or distracting from a nonprofit’s strategic mission. Many Jam participants blamed these misalignments on poor understanding of the mutual benefits of these associations.

“Businesses tend to think that they have more to teach to nonprofits than vice versa, but that is not true,” said Patricia Menezes, an executive in IBM Corporate Citizenship & Corporate Affairs in Latin America. “Nonprofit institutions have interesting ways to solve problems. Some partnerships help global companies to think about local problems that really matter and impact their operations, even if they are not aware of the impact or future impact.

One example of this is a program run by the 4-H organization in the United States. Partnering with the Toyota USA Foundation and the Coca-Cola Foundation, 4-H launched a program called 4-H,O, a national science experiment designed to raise awareness of water quality and environmental issues. The sponsorship of these companies is allowing 4-H to expand the program into more states, helping local communities implement water-related projects, such as beach cleaning or water-quality testing. It is also motivating young people to find innovative ways to conserve water. All of which, as one Jam participant pointed out, contributes to meeting the water-neutral goals of their corporate partners.

Successful collaborations like this require mutually reinforcing goals. And program proposals that align strategically. “It is very important to clearly define the benefit to the corporation when seeking a partnership,” said Kenya Burks, chief of staff for the City of Vicksburg, Cities of Service. “As we analyze many of the goals of successful service initiatives, we find that they are all tied to business principles in some way or another. Now, the ultimate challenge is articulating these service goals into goals that are easily digestible by the business community. For this, I think it’s very important to have a trained staffer who understands both sides (corporate and nonprofit). Second, I think it very important to quantitatively demonstrate how service will ultimately affect everyone, including the business community.”
With tax revenue declining in many parts of the world, governments are increasingly turning to volunteers and nonprofits to support, and in some cases provide, the local services they can no longer afford.

In the United States, the effort is called United We Serve. In the U.K. it’s called Big Society. But regardless of what these programs are called, or how they are positioned, it is undeniable that effective collaboration will play a huge role if they are to succeed.

“We believe that solutions to some of our greatest challenges exist in communities across the country and the world,” said Sonal Shah, director of the Office of Social Innovation and Civic Participation, a new department within the White House, and a key part of President Obama’s administration. “We also believe that given the nature of these problems, government alone cannot solve all of them. Government can get the policies right, but it requires an ‘all hands on deck’ mentality if we want to make a quantum leap in solving some of our toughest challenges. And this requires collaboration between government, nonprofits, citizens, and corporations/businesses.”

**Collaboration Software**
These very mature application suites facilitate collaboration through ease of communications, including secure community websites where documents can be shared and edited, instant messaging technology, and virtual meeting spaces.

**Dashboards and Business Intelligence**
Though more widely employed in the private sector, these software applications are effective at tracking progress toward a common goal.

**Matching Sites**
Websites such as GuideStar.org and FoundationCenter.org offer services that guide the private sector toward nonprofits that match their interests and strategies.
“Cities and local governments haven’t always had a clear role in the service movement, and it is exciting to see mayors make commitments and leverage the convening power, resources, and agenda-setting power of their offices to promote service as a strategy to address pressing community challenges.”

James Anderson
Cities of Service

Sounds reasonable enough. But attempts to implement programs like the ones mentioned above have met with some cynicism and resistance. That’s why many Jam participants felt that governments need to reposition themselves within the service ecosystem, moving away from direct funding of certain programs, and into brokering collaborations between foundations, nonprofits, and the private sector. “There’s a great role for government—local government, especially—to coordinate, resource, and advocate around service and to generate public-private partnerships,” James Anderson, with Cities of Service.

Whatever role it takes, it was clear throughout the Jam that government is critical when it comes to scaling service initiatives. “It is impossible to get scale if you have no access to the government,” said Bruno Andreoni, at the Associação Cidade Escola Aprendiz in Brazil. “I am not talking about receiving money from them, but making them a partner. As much as we tried to scale by ourselves, we could never get it done.”

The role of Government in Promoting a Culture of Service

The following are survey results from Quick Polls conducted during the Service Jam.

Who should lead in solving societal issues?

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
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<td>Governments</td>
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<tr>
<td>Nonprofits</td>
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<tr>
<td>Companies</td>
<td>12%</td>
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<tr>
<td>Religious organizations</td>
<td>10%</td>
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<tr>
<td>Academia</td>
<td>8%</td>
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Why We Serve

189 heads of state adopted the 2000 U.N. Millennium Declaration, a global partnership that has contributed to a 50% reduction in Latin America’s child mortality rate. This means that, compared to just ten years ago, a young mother in Bolivia is now twice as likely to celebrate her child’s fifth birthday.

CHAPTER 4

Measuring Impact
The elusive science of evaluating social return

Perhaps no subject in the Jam was more contentious than that of measuring the impact of service. There were dozens of different suggestions, mathematical formulas, case studies and more. And there were more than a few Jam participants who felt measuring impact was a costly distraction from delivering quality services. Ultimately, however, the back-and-forth discussions did offer a rich source of content for a more systematic, comprehensive, and cost-effective approach to measuring impact.
Standards and Definitions

Complicating the task of measuring services is the fact that there is no single, agreed-upon standard by which to measure success.

Each project has multiple, diverse stakeholders—from funders to recipient communities to volunteers to nonprofits—each with very different definitions of success. Adding to the complexity is the diffuse nature of service impact, which can have widespread positive (or negative) effects across broad ecosystems.

“Social indicators are important, but I’ve been trying to understand the technique called ‘Social Return on Investment,’ said Mike Allen, chief officer, Stafford District Voluntary Services. “It’s either beyond me, or designed to bamboozle. I want an easy-to-use method that can be employed by volunteers, employees, users, funders and donors if appropriate, showing the impact, the change, my organisation’s work has made.”

This lament was common throughout the Jam. The complex nature of service engagements naturally leads a variety of approaches to measurement, and to robust debate on everything from tracking quantity versus quality to the very definitions of good service.

“What constitutes good service?” asked Ian Boyd Livingston, director and trustee at Social Performance Analysis, Audit & Advisory. “I work with a charity that uses donor funds to pay the salaries of local staff in Africa; local staff who are essential in helping the poor to feed themselves. I think they do very good, even great, service. And you might too. However many donors object to money being used to pay salaries, which they certainly do not consider to be “good service.” This presents an ongoing challenge for the charity.”

To help mitigate these ambiguities, many Jam participants called for common definitions and standards for measuring impact within the service field. There is very little agreement on what those standards should be, but there was agreement that they should take a comprehensive systems-view of service impact.

“Wouldn’t it be great to have a global language for us to provide meaningful measurement of what our volunteers do?” said Sophia Cole, director of Volunteer Services at Mater Health Services in Brisbane. “You will find everyone is reporting on different things. While some individual reporting is necessary, without a common language, reporting has less of an impact as a sector. I would love to have a common language to measure the less tangible impacts of volunteering. Not just who and how many people our volunteers help, but the effects on the community, the impact on social connection, and the effect on other broader social issues.”

Many Jam participants suggested forming a working group of service leaders, and advisory group, to set the criteria of measurement. Others suggested that this group could work with a third party to construct and implement these common

Bright Ideas

Build measurement in at the conceptual stage of any program, and allocate sufficient funding

Employ Web-based business intelligence tools for real-time data tracking

Create a Service Impact Index that measures the effectiveness of various organizations in both the public and private sector
“Our dialogue with the American people has confirmed something we already knew: While Congress has expanded our mandate and given us more resources to do our work, the American people now expect us to use this opportunity to take service to the next level. That means more of a focus on measuring outcomes to ensure that our efforts are making a measurable difference. For too long, too many of us have been satisfied with knowing that we tried. In these tough times, it is not enough to try, we must succeed. In fulfilling the promise of the Serve America Act, we must demonstrate that service is a real solution to our national challenges.”

Patrick Corvington
Chief Executive Officer of the Corporation for National and Community Service

Defining Service
Jammers spent time debating what constitutes a valuable service. These were among the common elements:

- Measurably improves a community
- High return to funders and volunteers
- Builds skills and training
- Increases sustainability

standards. Objectivity being one reason for this approach. The other being cost savings.

“It would be nice if service organizations did not have to invest too many resources in measurement,” said Laura Norvig, technical services librarian at ETR Associates. “Measures could be more objective, more standardized across the nation and more professionally collected, presented, and leveraged if some foundations or other funders would step up and fund third-party organizations to be experts in measurement. For example, you could have an organization that is an expert in measuring outcomes of teen pregnancy prevention; a different organization that was an expert in measuring outcomes of dropout prevention; etc. These measurement experts could partner with university researchers or even university service learning students. The data would be made easily available to all on the Web. It’s understood that measurement is always a sensitive topic because hard numbers don’t always tell the whole story—but in this scenario, organizations could spend more time on storytelling and less time crunching numbers.”

Online Resources
Wikiprogress is a global platform for sharing information on evaluating societal progress www.wikiprogress.org
Points of Light Institute’s HandsOn Network tool for measuring volunteer programs www.trueimpact.com/measuring-volunteerism
The Right Metrics

Part of the reason agreeing on a standard set of metrics is so difficult is because choosing the right metrics is so vitally important.

In the private sector, businesses spend significant time and money ensuring that the key performance indicators they use to measure their success align with the strategic goals of the corporation. These metrics serve as the guideposts for entire organizations. And the same holds true for nonprofits. That’s why many Jam participants pointed out that the majority of the investment in impact measurement must come before a single data point is collected. It must come in defining the right measures for success.

“I wonder if the social sector might make more progress if, whenever they reported a metric (either internally or externally), they included a notation of how that metric helps

Tools and Technology

Dashboards, Scorecards, and BI
Businesses spend months developing proper metrics and track them using business intelligence software and dashboards. Nonprofits can do the same and ensure they are working toward meaningful goals.

Mobile Devices
Collecting success metrics from the field using mobile devices would allow for mid-project course corrections.

Why We Serve
3,522 cases of Dengue fever were registered in the Brazilian city Manaus during 2008. The following year, health workers began to record Dengue fever outbreaks in real time using Nokia mobile phones, increasing the effectiveness of treatment and contributing to a 93% decrease in the number of cases in 2009.

them to better manage toward their Big Goal,” said Farron Levy, president, True Impact. “I suspect that—if implemented—a lot of what’s currently being measured would either be: a) adjusted to better capture practical and useful performance information (when the current metrics are discovered to not really convey anything useful), or b) incorporated into managerial decision-making processes (when current metrics are discovered to have useful information that are never actually considered and acted upon).”

Also of concern to Jam participants was which stakeholder gets to define the metrics of success for a particular project. For example, many complained that funders of projects often get to decide the metrics they would like to capture. But often those metrics do not align with the needs of the community.

Karen Wan
Director at Sustaining Stories

“When I created a successful green business program called the Waste to Profit Network for the City of Chicago, one of the keys to our success was our ability to collect results while the program was underway. I worked at an NGO at the time, and performance measurement is an area that NGO’s tend to avoid. We found that collecting measurements was helpful in grant development, encouraging companies to participate in the program, and as a way to fine tune the program.

By having a measurement collection/validation approach from the beginning, we could grow the program from 20,000 tons of waste diverted in the first year to over 100,000 tons diverted within three years. To be fair though, measurement collection was time consuming and often times questioned by our staff. Leaders of social projects have to lead the way for their staff.”

Real-Time Metrics

Being able to change course in the midst of a service project is a luxury that not many nonprofits enjoy. To do this properly requires a constant stream of feedback from the field, allowing managers to measure progress against specific goals in real time.

Many participants saw the potential of mobile devices to aid in this real-time data collection. “There are so many ways to collect quantitative data, between iPads, smartphone surveys, and other digital tools,” said one Jam participant. “They can help the volunteer keep on track, provide input for the organization being served, and allow for midstream changes.”

To do it right, however, takes planning and strong leadership, as this Jam participant notes:
or the nonprofit. (See Money Talks below.) More complicated than this, however, is reconciling the respective measures of success of a nonprofit and the community it serves.

“Local cultures may have their own perception of what they need, and we need to understand that so that we can select the kind of services that they would most appreciate,” said Dennis Resurreccion, a procurement professional at IBM. “But it does not mean that just because a certain community does not value educational services, for example, it is not needed. It may simply be that the community does not realize yet that it will help them get something else that they really want.”

The implication here is that metrics of success are not just important for nonprofits and their funders, but also to the communities they serve. If the recipients of these services can’t see their value in practical terms, they may be less willing to accept them.

Money Talks
When various stakeholders come to a project with different goals, establishing success metrics that satisfy all involved can be challenging. Here is one Jam participant’s take on the problem, and his suggestions for improvement:

“I think most service organizations (private or public) are realizing that we live in an age of measurement. It has been pointed out that a key challenge many organizations face when measuring their success is input/output vs. outcome. Most of the responsibility for doing this measurement is placed on the service-providing organization (which is appropriate). However, now that I’ve moved from being the funded to being the funder, I think we often underplay the role that the funder should play. I’ve seen situations where the funder imposes measures on the funded organization. “Congratulations on receiving your grant; we need you to track these three measures.” This may be so that the funder can more easily ‘roll up’ their impact across multiple projects, because they want to make sure the funded organization knows someone is watching, or because they genuinely believe their measures are the best. However, these imposed measures are not always applicable, and sometimes not even measures of outcome.

In these unfortunate situations, the funder is potentially pushing the funded organization off-track and focusing them on artificial goals instead of true impact. I personally feel that more funders should devote resources toward working with the funded organizations to determine appropriate, specific measures. This type of “technical assistance” is rarely offered. In addition, more funders should provide an additional set-aside of money to the funded organizations specifically for the purpose of evaluation and tracking. Funded organizations often don’t have the resources to do a meaningful analysis, which is why so many get stuck measuring the easily obtained inputs and outputs. From government to businesses to foundations, funders have a lot of influence and need to ensure they are using that influence responsibly to promote appropriate measurement of outcomes.”
Next Steps
From Ideas to Action

As contributors to the Service Jam, we at IBM are thrilled with the level of participation, the quality of insights, and the passion with which the process was conducted. We are thankful that so many smart, accomplished, and driven people trusted the process, and shared freely with the service community. And we think we have generated an important piece of thought leadership as a result.

But we also hope that leaders within the service community, the private sector, and government listen to and understand what Jam participants had to say. And we hope that understanding leads to action.

For its part, IBM will be committing to a number of initiatives over the course of 2011, each of which arose directly from the insights gleaned through the Service Jam process. We hope to work closely with our many government, private sector, and nonprofit partners to make these efforts as relevant and effective as possible:

Service Learning
IBM will convene a group of leaders from the private sector, government and nonprofits to work with Achieve, Inc.—an independent, bipartisan, nonprofit education reform organization based in Washington, D.C. that has been contracted to work with states to adopt Common Core Standards—to help make service learning an integral part of evolving national academic standards in the United States.

Measuring Impact
IBM will donate technology and resources to the collaborative development of a Web-based social return on investment (SROI) measurement tool that defines service indicators and helps nonprofits measure success.

Volunteer Management
IBM will create and package solutions that leverage the company's project management methodologies to help nonprofits prepare to receive volunteers, and corporations to offer them. The solution will be offered by IBMers around the world.

Like the Service Jam itself, each of these efforts will be conducted in the spirit of open collaboration. And each will be designed to deliver on the promise of the Jam; to provide better service to the people who need it.
Premier Partners

IBM is pleased to acknowledge the following Service Jam Premier Partners:
Premier Partners (continued)

Additional Premier Partners include:
American Red Cross
Australian Social Innovation Exchange
CDI Foundation
Corporation for National & Community Service (CNS)
EABIS
Give To Colombia Foundation
Junior Achievement Worldwide
National Council of Voluntary Organisations
UFB (United Fund for Belgium)
USAID
America’s Promise
Boston College–Centre for Corporate Citizenship
CEV—the European Volunteer Centre
Council of Foundations Corporate Committee
Fundraising Verband Austria
Independent Sector
PTT Exploration and Production Public
The Body Shop
UFRJ—Universidade Federal do Rio de Janeiro
Hosts

IBM thanks the 22 discussion forum hosts who fostered meaningful dialogue about service across the eight issue areas summarized in the Service Jam report.

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<td>Co-Founder, HandsOn Network</td>
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<td>Vice President, Corporate Citizenship &amp; Corporate Affairs IBM</td>
<td>National Engagement Manager</td>
<td>President</td>
<td>Deputy Assistant to the President &amp; Director</td>
<td>President &amp; CEO</td>
<td>Head of Support Services International Federation of Red Cross and Red Crescent Societies, Americas</td>
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Special Guests

Service Jam is grateful to the following distinguished guests for jamming with us

C. B. Bhattacharya
Full Professor and E.ON Chair in Corporate Responsibility
European School of Management and Technology

Dr. Michael Büsch
Former Member of the Bundestag and Founder CCCD Centrum für Corporate Citizenship Deutschland, Germany

George H. W. Bush
41st President of the United States

Neil Bush
Chairman & CEO
Nexus Energy

Dottor Ugo Castellano
Chief Operating Officer
Sodalitas Foundation, Italy

Ray Chambers
U.N. Secretary-General’s Special Envoy for Malaria

João Falcão e Cunha
Professor (Ph.D.)
University of Porto, Portugal

Kevin Curley
CEO
National Association for Voluntary and Community Action, U.K.

Marc-Philippe Daubresse
former Minister for Youth and Solidarity, France

Justin Davis-Smith
CEO
Volunteering England, U.K.

Christine Fang
CEO
Hong Kong Council of Social Service (HKCSS)

Marina Gerini
Director-General for Volunteering Ministry of Labour, Italy

John Gomperts
Director
AmeriCorps

Eva Hambach
President
European Volunteer Centre

Jean Case
CEO
The Case Foundation

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General Partners

Individual Partners

North America
Bill Basil
Rebecca Berne and Geri Mannion
Elizabeth Blake
Siko Bouterse
Dr. Robert Bruininks
Marsha Bullard
Karla I. Carlise
Marilee Chinnici-Zuecher
Cheryl Dorsey
Bill Drayton
Abby Falk
Don Floyd
John Gomperts
Jonathan Greenblat
Bill HodgeTerp
Steve Hollingworth
Hon. Kathleen Kennedy Townsend
Katherine Launderdale
Scott Lorenz
Nancy Lubin
Brady Lum
Michael Lynch
Aaron Marquez
Rosa Moreno-Mahoney
Gail Narywith
Phil Noble
Khuloud Odeh
Barbara Quintance
Victoria Reggie Kennedy
Dr. Judith Smith
Alan Solomon
Susanne Spero
Silda Wall Spitzer
Lester Strong
Amity Tipp
Kelly Ward
Steve Waldman

Asia Pacific
Dr. Jane Ching-Kwan
Patrick Coleman
Rajeev Gowda
Damith Hettihewa
Dharshana Jayasuriya
Guo Leping
IK Misra
Leigh Purnell
Rachael Simmelmann
Feng Xiaoxia
Wang Yan

Europe/Middle East/Africa
João Alves
Maria Barroso
M de Cauile
Maria Cavaco Silva
Dame Julia Cleverdon
Anna Coliva
Luca De Biase
David Douillet
Sergio Escobar
Catarina Furtado
Jean Louis Gagnaire
Andrea Granelli
Nick Hurd MP
Elisabeth Laville
Anna Lo Bianco
President Mary McAlesse
Nicoll Mellon
Alan Michael MP
Muriel Marland-Millitello
João Reis
Maria José Ritta
Angela Smith MP
Rt. Hon. Stephen Timms MP
Eleni Vassilikis
Annalisza Zanni

Organization Partners

North America
3M
A. J. Whittenberg Elementary School
Accenture
Albuquerque Public Schools
Alliance
America Forward Coalition
American Cancer Society
Applied Materials
The ARC
Ashoka
Aspirations
Association of Baltimore Grantmakers
Atlanta Community Food Bank
Atlanta Urban League
Babson Social Innovation Lab
Bank of America
Bergen County Volunteers
Big Brothers Big Sisters—Georgia
BooRaton Chamber
Bolder Giving
Boston Cares
Boston College for Corporate Citizenship
Boys and Girls Clubs of America
Boys and Girls Clubs of Metro Atlanta
Brown Swearer Center for Public Service
Business Volunteers United
The Calgary Foundation
California MESA
Carter Center
CDC Development Solutions
Center for American Progress
Center for Civic Diplomacy
Center for Civil and Human Rights
Center for Employment Training
Center for Puppetry Arts
Center for Youth Development, University of Minnesota
CentrePoint
Charleston Country School District
Charleston Museum
Charlotte Arts and Science Council
Charlotte Mecklenburg Schools
Child Care Council
Children’s Museum of Atlanta: ImagineIt!
Chittenden Community Television
Chittenden County United Way
City of Baltimore
City of Charleston
City of Columbia
City of Greenville
City of Newark
Civic Enterprises
Civic Ventures
Coastal Community Foundation of South Carolina
Code for America
Columbia Business School
Columbia Museum of Art
Common Impact
Communities in Schools
Communities in Schools—Atlanta
Communities in Schools—Georgia
Community Foundation of Greater Atlanta
Community Matters Group
Computer History Museum
Computers for Youth—Atlanta
Covenant House
Corporate Volunteer Council of Atlanta
Corporation for National Service
Coyle Communications
Craiglist Foundation
Creative Arts Agency
Dallas Regional Chamber

Deloitte
Donor’s Forum
Donors Choose
ECHO Lake Aquarium & Science Center
EnCorps
Espanola Public School District
The Extraordinaries
Fareleigh Dickinson University
Feeding America
Fletcher Allen Community Health Foundation
Florida Chamber Foundation
Foothills United Way
Forum of Regional Grantmakers
Foundation for the Carolinas
Foundations for Education Excellence
Flt. Worth Chamber
Full Circle Fund
Furman University
Gap
The Gates Foundation
General Electric
General Mills
The Georgia Center for Nonprofits
Georgia Partnership for Excellence in Education
Girl Scout Council of Minnesota and Wisconsin River Valleys
GlassoSmithKline
Goldman Sachs
Grantmakers for Education
Greater DC Cares
Greater Philadelphia Cares
The Greensboro Partnership
Greenville Family Partnership
Greenville Technical College
Habitat for Humanity—Atlanta
General Partners (continued)

Serasa
Servicios Educativos del Estado de Sonora
SIMG Center
Sistema para el Desarrollo Integral de la Familia de Chihuahua
Sociedad Instrucción Primaria Sotfa
Sordociegos de Venezuela A.C.
Southern Peru Copper Corporation
Stakeholders Magazine
Suzano
Techsoup Brasil
Techcom
Tele-Television Federal S.A.
LS84 TV Canal 11
Telefónica
Telmex Perú
TI Inside
Trompo Mágico Museo Interactivo
Universidad Católica de Córdoba
UNESCO
UNICEF
United Way Venezuela
Universia—Grupo Santander
Universidad Andrés Bello
Universidad Argentina de la Empresa
Universidad Católica
Universidade de Chile
Universidad de San Andrés
Universidad Nacional Autónoma de México
Universidad Nacional de Ingeniería
Universidad San Ignacio De Loyola
Universidad Tecnológica Del Perú
Universidade Metodista
United Way Brasil
USAID
Vale
Visión Mundial
Vivo
Asia Pacific
ABS-CBN Foundation
Adult Multicultural
Educational Services
Akhara Foundation
Alpha Company
Amchang China
American Chamber Foundation
American Chamber of Commerce
Andhra Pradesh Residential
Educational Institutions Society
Angeles University Foundation
ANZ
The APC Center
ASEEMA Foundation
Asia Pacific College
Asia Pacific Institute of
Information Technology
Asian Institute of Management
ASTRO
ATRIEV
Australian Post
Australian Business Arts Foundation
Australian Business Volunteers
Avert Society
AWAKE
AWWA
AXA
Ayala Foundation
Baxl
Beacon Foundation
BHP Billiton
Bombay Chamber of Commerce
and Industry
BP
BP Malaysia
British American Tobacco Malaysia
BSR
Business Council for Sustainable Development in Malaysia
CCCC
Central Board of Secondary Education
CFCSR
Chatnyra
Charity Platform, JustGiving
Japan Foundation
Chengdu Municipal Official
Chennai Municipal Corporation
Cheung Kong Graduate
School of Business
China Merchants Bank
China Scholarship Council
Cisco
City of Manukau Education Trust
Commission on Information & Communications Technology
Connecting Up
Connex Melbourne
Credit Information Bureau of Sri Lanka
CSR
Digi
DOT China
Dr. Reddy’s Laboratory
Entrepreneurs School of Asia
Executive Yuan
Exxon Mobil
EZ Viríncula
Family Health International
Force of Nature Aid Foundation
Ford
Foster’s Group
Foundation for Young Australians
Gawad Kalayaan
GMF Varalarani Foundation
Hanoi Teacher Training College
Hear for You
Heinz
Hitotsubashi University
HSBC Bank Malaysia Berhad
ICTA
IJM Corporation Berhad
Industrial Technology
Research Institute
INSEAD—France/Singapore
Institute of Corporate Responsibility
Malaysia
Institute of Information Technology
Institute of Strategic and International Studies, Malaysia
International Youth Foundation
Junior Achievement of Korea
Jonzagraphics
Jamani Foods Pvt Ltd.
KAO
KEMAS
Kiddi Junction Pte Ltd
Kindergartens Parents Victoria
La Trobe University
Landcare Australia
Leadership NZ
Malaysian Council for Child Welfare
Malaysian Institute of Economic Research
Maxis Berhad
Middletons
Migi’s Corner
MISC Berhad
MITRA
Multicultural Learning and Support Services
MV Foundation
Myrada
Nanyang Technological University
NASSCOM Foundation
National Australia Bank
National Chengchi University
National Council of Social Welfare & Social Development Malaysia
National Foods Limited
National Heritage Board
National Library Board
National Taiwan University
National University of Singapore
National Volunteer & Philanthropy Centre
Nestlé Malaysia Berhad
New Concept Information Systems Pvt. Ltd.
Nokia
Northport Malaysia Berhad
NTUC First Campus Co-operative Ltd.
NZ Kindergartens
Optus
Origin Energy
Oxfam
Pacific Hydro
PAP South West Community Development Council
Paperlink
Parikrama
Perdana Leadership Foundation
Philanthropy NZ
Philippine Business for Social Progress
Philippine Red Cross
Ping An of China
Plan Australia
General Partners (continued)

Planters Development Bank—SME Solutions
Port of Melbourne
The Pratham Education Initiative
Pratham InfoTech Foundation
PricewaterhouseCoopers Malaysia
The Promise Foundation
RACV
Raffles Campus Pte Ltd
Ramhill Berhad
Resources for the Blind
Ricoh
The Royal Commonwealth Society (Malaysian Branch)
The Rural Edge
Sarvodaya Movement
Save the Children Foundation
Self Employed Women’s Association
Sensis
Shell
Shell Malaysia
Sime Darby
Singapore Chinese Chamber of Commerce and Industry
Singapore Environment Council
Singapore Management University
The Smith Family
Software Institute for Rural Development
SP AusNet
Sri Lanka Anti Narcotics Association
St. Anthony Canossian Primary School
State Trustees
STI College
Taiwan Fund for Children and Families
Target
Tata Institute of Social Sciences
Teach for India
Team Energy Foundation
Technical Aid to Disabled
Telestra
Tenaga Nasional Berhad
Toyota
Transfield Services
Transurban
Tribal Development Department of Government of Gujarat
Tai Chi Foundation
United Nations Development Programme
University of Melbourne
University of Moratuwa
Victoria University
VIP Packaging
V-Line
Volunteer Auckland
Volunteering NZ
Volunteer Wellington
Wellbeing Center
World Toilet Organization
World Vision
World Youth International
World Wildlife Fund
Xi’an Jiao Tong University
Young Global Leaders—WEF
Yuva India

Europe/Middle East/Africa
ABB Italia
Abbey
Abgeordnetenbüro Sigmar Gabriel
Achmea
Acquisit & Sostenibilità
Acreditar
ActionAid International
ADEMA
ADEE

AESE
Agency for Social Information
Air France
Airbus
Alcatel Lucent
Alcoa
Alstom
Altis/Université Catholique
Altman
Aragon
AREP
ARD Hauptstadtkhanz
Areva
Artsana Group
Ashridge
Aspro
Asunció
Associação Comercio Exterior do Brasil
Association of Chief Executives of Voluntary Organisations
Associazione Civit@
Assolombarda
Asturias
Auchan
AWO Bundesverband
Axa
Baleares
Baltic Sea Action Group
BAM
Banco Alimentar Contra a Fome
Banco Alimentare
BBE
BEL
Bertelsmann Stiftung

Big Norwegian School of Management
Big Change Foundation
Blancaniers-Centro studi sulla sostenibilità d’impresa
Biodiversity Conservation Center
BMW
Bonduelle
Bouygues Telecom
Bracco SpA
Braun and Partners Romania
BUND e.V.
Business In the Community
Business Leaders Forum
Cabinet Office-Office of the Third Sector
Caisse des Dépôts
Camargue
Cantabria
CAI
Caritas Salzburg; Salzburg/Tirol Unterland
Caritas Socialis
Carnetour
CEED Romania
The Center of Talented Arab Youth
Centro Pueblos Unidos
Centrum für bürgerschaftliches Engagement e.V.
CeraPhi
Consejo estatal RSE
Christian-Albrechts-Universität zu Kiel
Cisco Systems
CfT
Citi
Citizenship Foundation
Cittadinanza Attiva Onlus
City University Trasimino
Clúváč v Tíšni
CMA-CGM

CMI
CNP
Coach2B
Coca-Cola HBC Italia
Community Service Volunteers
Comunità di Sant’Egidio
Consejería de Familia y Asuntos Sociales
Consejo Nacional para a Promoção do Voluntariado
Coordinadora de ONGs para el Desarrollo-España
Corporate Citizenship Company
Cranfield
Credit Agricole
Credit Foncier
CRRNet OY
Croix Rouge
CSR Association Turkey
Czech Environmental Partnership Foundation
Darussafaka Foundation
Dassault
David Douillet
Demos Helsinki
DePaul Slovakia
Der Tagesspiegel
Deutscher Bundestag
Deutscher Kulturrat e.V.
Dexia
Deutscher Gewerkschaftsbund
Dirección General de Innovación e Desarrollo Curricular
Diageo
Dilettone Českobratrské cirkví evangelické
Diözese Innsbruck
Disney
Do It.Org
General Partners (continued)

Donors Forum
Dublin City University
Dynasty Foundation
EADS
Ecureuil
Edenred
Edison
Elfage
El Casal dels Infants del Raval
Elle
ENEL Cuore Onlus
Enel SpA
Ergr SpA
Ernst Young
ESADE Business School
Escola Superior de Educación y Ciencias Sociales
Eurocom
Europa Akademie für Frauen in Politik & Wirtschaft
Ev. Fachhochschule Freiburg
zentrum für zivilgesellschaftliche Entwicklung
Explora
Extremadura
Ferrervio dello Stato
Friedrich-Ebert-Stiftung
Festival della scienza di Genova
FHTW
Finnish Business & Society
Financial Corporation URALSIB
Finansbank
Fondation Abbé Pierre
Fondation De France
Fondazione Benetton
Fondazione Don Carlo Gnocchi Onlus
Fondazione Edison
Fondazione Eni Enrico Mattei
Fondazione Falcone
Fondazione Gran Teatro La Fenice
Fondazione Guislaimo Marconi
Fondazione I-CSR
Fondazione Idus Città della Scienza
Fondazione Johnson & Johnson
Foréticca
Fortis
France Active
France TV
Frankfurter Rundschau
Free
Friedrich-Ebert-Stiftung
Fundação EDP
Fundação Infanti Ronald McDonald
Fundação PT
Fundação Vodafone
Fundación Chandra
Fundación Cibervoluntarios
Fundación Germán Sánchez Ruipérez
Fundación La Caixa
Fundación Lealtad
Fundar
Galicia
Gaz Natural Italia
GEA
GERACE
Gruppo Boehringer Ingelheim Italia
Gruppo2003
Habitat for Humanity Romania
Habitat for Humanity Ireland
Hamburgische Bürgerschaft
Handelsblatt
Hancapéés et Informatique
Hansestadt Lübeck
Hart voor Amsterdam
Helsinki School of Economics
Hermes
Hestia
Heurka
Hilfsgemeinschaft der Blinden und Sehbehinderten Österreichs
Holon Institute of Technology
HNE/Weka
Hnufti Brontosaurus
Hnufti Duha
Hochschule Darmstadt
Hochschule für Soziale Arbeit
Hochschule für Verwaltungswissenschaften Speyer
ICT Office
Idealistas.org
IESE business School
IKEA
Immaginario Scientifico
INEX Sdružení Dobrovolných Aktivit
Innovation Norway
Institute for Volunteer Research
Intel
International Service Ireland
Irish Kidney Association
Irish Life & Permanent
ISCETE - Instituto Universitário de Lisboa
ISLA Lisboa
Istituto per i valori d’impresa
it4Communities
IUVENTA-Youth Institute, Ministry of Education
Jahoda
Johannes Gutenberg Universität Mainz
Junior Achievement Romania
Kanchi
Kesko
KFH für Sozialwesen
Koc Foundation
Koc University
Konecranes
Körner Stiftung
KPMG
Kraft
Kronenburg
Kuratorium Wiener Pensionisten—Wohnhäuser
L’Auxiliatrice di Bologna
L’Occitane
L’Oréal
La Merced Migraciones
La Mondiale
La Poste
Le Réseau
Leaders Romania
LUNKOL
Lyon 1 Fondation
MACS
The Mannheim League for Child Welfare
Martin Hirsch Organization
McB a.D.
McB, Bündnis 90/Greue
McD, PD
Mersin Chamber of Trade and Industry
Mersin Tecnoscopie
Ministerio de Trabajo e Inmigración
Mittnenzang Schleswig-Holstein e.V.
Moscow School of Management
Motivations Romania
Mustela
MVO Nederland
NAKOS
National College of Ireland
National University of Ireland, Galway
Nationale Anti Doping Agentur
Nature et Decouvertes
Navarra
Nestlé
NEXUS
Nicolas Hulot
The Norwegian Association of the Blind and Partially Sighted
The Norwegian Defence
The Norwegian Labour and Welfare Administration
Norwegian Red Cross
Norwegian University of Science and Technology
Nottingham University
Novartis
New World Resources
Obra Social Caja Madrid
Observa
Orange – France Telecom
Otevřená Společnost O.P.S.
Oxford-Saïd Business School
Pats Vasco
Pentapolis
Petzl
Pfizer
Philanthropy Institute
Plataforma de Voluntariado de España
PP Centrum Wolontariatu
PPR
Pro Mente Wien
Procter & Gamble
Rabobank
Radiobou Universtity
Rama Yade organization
RATP
RBS
Reach Volunteering
Red Cross Romania
Renault
General Partners (continued)

The Research Council of Norway
Rioja
Robert Bosch Stiftung
Romani CRISS Foundation
Rotes Kreuz Wien: Wien
RTÉ
Sabancı University
Sacem
Sanofi-Aventis
Sapienza—Università di Roma
Save the Children Romania
Schneider Electric
School Governors One Stop Shop
Groupe SEB
Secours Catholique—Caritas
Secretaria de Estado da Juventude e Desportos—Voluntariado Jovem
Senatskanzlei
Seniorenbüro Hamburg e.V.
SFR
Siberian Coal Energy Company
Siemens S.p.A
SNCF
Sociedad San Vicente de Paul
Solidarios para el Desarrollo
Somfy
ST Microelectronics
Stadtkanzlei Rheinland-Pfalz
Stadtsekretärin A.D.
Stadt Bonn
Statoil
STEG Kommunikation
STEMNET—Science & Engineering Ambassadors
Stiftung Mitarbeit
Stiftung Neue Verantwortung
StudentVolunteering U.K.
Süddeutsche Zeitung
SWR Landessender Mainz
T-Mobile
Technoeda
Telecom Italia
Telethon
Terna
Tetra Pak
Teva
Thales
Time Bank
Total
Treffpunkt Hilfsbereitschaft
Trinity College Dublin
Triodos Bank
Trucho Jinak
TU Berlin
UBS
U.K. Youth
Unicités
Unilever Italia
United Nations Development Program
Univé
Università Milano Bicocca
Università Romana Sapineza
Universität GH Essen
Universität Gießen
Universität Göttingen
Universität Hannover
University College Dublin
University of Amsterdam
University of Bergen
University of Oslo
University of Tromsø
Università di Sassari
UPM
U.S. Fulbright Commission in Romania
Vinspired
Valencia
VCA
Veolia
VHW e.V.
VINCI
Vita Comunicazione
Vodafone
Voluntariado.net
Voluntary Service Overseas
VSG—Innovative Sozialprojekte Linz
The Wheel
Wiener Tatel
WIND
Wissenschaftszentrum Berlin für Sozialforschung
WirtschaftsWoche
World Wildlife Fund
Yorkshire Water
Yves Rocher