

PRO BONO PILOTS IN FRANCE IN THE FRAMEWORK OF THE BEESE PROJECT



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1. Introduction

In France, two organisations participated in the BEESE project: Pro Bono Lab, a pro bono intermediary, and Junior Consulting Sciences Po, a student company at Sciences Po that trains young consultants to work with companies and nonprofit organisations.

Unlike the other partners in the BEESE project, there was, therefore, no educational team involved, which did not always make things easy, in what concerns reaching students and explaining to them what they could get out of it.

For the second pilot carried out in France (mid-term), an experiment was conducted with another school, EM Lyon. An educational team was involved this time, which facilitated the recruitment of students.

The pro bono pilots in France were largely carried out with private schools and not universities (almost free in France) for cost reasons. Private schools have more resources to allocate to this type of project.

As an intermediary, Pro Bono Lab needs the means to set up this type of endeavour (teams are involved, a methodology is devised and put in place, follow-up is required, etc.). If an intermediary does not have the funds to help a university (from a call for projects, a company, etc.), it is unlikely to embark on this type of project. But a university is capable of implementing such a program on its own. It just needs to find the resources on its side and have a good methodology.

As regards the context in France, pro bono (skills-based volunteering) has developed a lot in recent years. It is different from voluntary work, which is broader than pro bono and has long been a part of everyday life. One French person out of 5 (18%) knows pro bono, even if few know precisely what it is about. Also, 80% of French people are in favor of pro bono (*Panorama du pro bono de 2019, Pro Bono Lab*).

Companies, for image reasons, or to make a positive impact on society and the environment, or because their employees feel the need to give meaning to their work, are increasingly interested in and developing pro bono programs. Twenty

percent of the corporations in France offer their employees the opportunity to put their skills at the service of causes of general interest (*Baromètre du mécénat d'entreprises 2018, Admical/CSA*); there is an increase of 9 points between 2016 and 2018. This practice mainly concerns highly qualified executives (5 years of higher education) and has yet to be democratized.

Students are beginning to learn about this practice through certain organizations, but it is still not widespread in their schooling or even their personal lives.

Finally, in France, nonprofits have many skill needs that they cannot satisfy internally. About 80% of NPOs in France have at least one 'skill need', according to a study conducted at the national level by Pro Bono Lab.

After this introduction and contextualization, here is a summary of the three pilots conducted in France.



Plastic Odyssey (<https://plasticodyssey.org/>) is an NPO specialized in plastic pollution. They are trying to find solutions to recycle plastic (such as their boat, whose fuel is made from plastic) but most importantly they are trying to raise awareness around the world to reduce the use of plastic and recycle it.

EIAPIC (<http://eiapic.com/>) helps children in their schooling, in particular, by giving them self-confidence, by accompanying them through their difficulties, and also by helping parents to get involved. They offer them the keys to success and encourage children from working-class neighborhoods to take exams in order to integrate in prestigious schools. They also offer outings, because the children they accompany do not often have the opportunity to leave their city.

Plastic Odyssey needed help to animate their community and we thought it would be accessible for students because they could identify themselves as volunteers. EIAPIC needed help to improve their communication and we knew that young people were comfortable with social networks, images and short messages.

After having discussed with the NPOs about their possible needs (a brief 15-minute call), we carried out a diagnosis to deepen this (2-hours meeting per NPO). We used our template which is very similar to the one of the BEESE consortium. For each association, we tried to understand their project, their internal functioning, their resources, their partnerships and their perspectives. After an assessment of their functioning, we were able to determine one or more missions for them.

After this phase, we needed to work on the diagnosis template to send it after. We also needed to create a brief to set the objectives of the mission for the volunteers. (2 hours)

We identified a communication need for EIAPIC and a volunteering issue for Plastic Odyssey. It was broadly speaking the same needs they thought for the first time but we've identified others needs that they didn't think of.

We finished this phase at the end of March / beginning of April. This phase took us 4-5 hours per NPO.

Pro Bono Lab (Pro Bono Intermediary) contacted the NPOs and set the dates. The university's referent (Junior Consulting) was consulted in the choice of the NPOs and carried out the diagnosis with us. It then took charge of finding the student project managers for each mission.

It is sometimes difficult to identify student project managers upstream, before they are aware of the mission. Students also need to be accompanied to determine the needs of an NPO because they don't have the necessary skills to do so (lack of knowledge about the sector or lack of experience, which is normal). Apart from these, no problem encountered during this rather successful phase.

b. Recruitment process and number of participants

We started this phase at the beginning of April.

Pro Bono Lab produced a brief that described the NPO and explained the content of the mission. Our Junior Consulting's representative was charged to find volunteers in his University. He asked around and we had an online sheet for the inscriptions. Pro Bono Lab sent an email to check their availability, in order to brief them on the mission they have registered for.

It was Xavier, the Junior Consulting's referent, who was involved in the students' recruitment. Eight students applied, we didn't use an attendee list.

Before the diagnosis, we contacted the project managers to explain the process to them. We then debriefed with them after the diagnosis and they wrote a first version of the brief that Pro Bono Lab then fine-tuned. As for the student volunteers, we contacted them individually by phone to explain the mission process, the challenges and expectations, and to answer their questions.



We then had several calls with the mission referents to prepare the pro bono meeting and to distribute the roles. After the diagnosis, they also helped us to clean up the brief.

All the students received the same training, except for the project managers with whom we had several calls to prepare their pro bono meeting.

We sent them the diagnosis, the briefs and some documents the NPOs gave us to get to know them better.

Eight students participated (4 in each pro bono meeting). They were all present.

On each project, a student was a project manager (facilitator). They were trained by phone. They participated in the diagnosis of the NPO. They were sent examples of facilitations and activity templates for each objective. They were called several times and we exchanged the template by email to make comments. Then they sent the activities template to the NPO for confirmation. On the day of the pro bono meeting, they were facilitators with us.

The corporate volunteers were chosen from our community. We sent an email to those recently registered with the right skills and we published the pro bono pilots on our social networks.

Eleven corporate volunteers participated (13 have applied).

We called them to explain the mission process, the challenges and expectations, and to answer their questions and we were available by email.

All the corporate volunteers received the same training.

We sent them the diagnosis, the briefs and some documents the NPOs had given us to get to know them better.



10 corporate volunteers did participate in the pilot because a mother had to leave after a few minutes due to her child's problem.

The recruitment of students was not really up to us and it was a little difficult because our referent didn't always know through which channel to communicate. For corporate volunteers, it really depends on their availability but for these two projects, it was not an issue.

The Junior Consulting's referent booked a room in his University and the breakfast and lunch were on their budget because they had enough (usually it was on us).

We finished this phase at the end of April.

A]it took around 2 days to brief all the volunteers:

- 2 hours to prepare the template and to discuss with the student facilitator;
- 5-6 hours the day of the mission;
- 1-2 hours after to have a great template to send to the NPO.

We (Pro Bono Lab) accompanied the students in the organization and trained all the volunteers and facilitators. On the day of the pro bono event, we co-facilitated with them and then supervised them in the final construction of the template.

The Junior Consulting, in addition to helping us with the organization and planning the meals and rooms, participated as volunteers and the referent took pictures for the communication.

Students must be well supervised within the organization to ensure that nothing is forgotten. Calling all volunteers is necessary so that they prepare for the mission and know what to expect.

c. Pro Bono Meeting(s)

The 2 Pro Bono meetings were on April 27th and lasted a little more than half a day (5-6 hours).

According to the data gathered by the satisfaction questionnaire sent after the meeting:

- 4 of the participants invested between 8 and 10 hours;
- 3 of them invested between 10 and 15 hours (2 were facilitators);
- 1 didn't answer.

We think this kind of pro bono project was enough to face the NPO needs. The answers to the satisfaction questionnaire from the NPOs were positive. They stated that this mission has met a key need of their structure and that they find the deliverables complete and understandable. The challenge on such a short mission afterwards was to implement the recommendations.

Two students were facilitators (one on each project): they helped to create the template, co-facilitated the meeting and finished the deliverable after, to send it to the NPOs.

The two persons of Pro Bono Lab helped the students to create the template, co-facilitated the meeting and read the final version of the deliverable.

One deliverable was a plan of communication for EIAPIC: 1. Recommendations on their use of social networks; 2. The stakes for their different targets; 3. Key messages by target group; 4. Objection management by target; 5. Elements to try to find them a new name.

The second deliverable was an integration and facilitation program for volunteers for Plastic Odyssey: 1. The possible missions for volunteers by division; 2. The recruitment process; 3. Tools to integrate and animate the volunteer; 4. The different possible partnerships.



They were sent one week after the mission.

The students didn't receive any certificate nor 1 credit ECTS, but we are working on it.

In terms of project management, this phase took us around 10 hours per person (there were 2 of us).

Pro Bono Lab co-facilitated and then supervised the final construction of the deliverable document. Two students co-facilitated, wrote and finalized the deliverable. The Junior Consulting referent took pictures for the communication.

It was not always easy for students to be a facilitator. In a meeting, the student was lagging. We have to accompany them a lot to give them self-confidence. Intermediaries have a role to play in transmitting skills. The mix of students and professionals is enriching for the NPOs on missions such as communication, for example, because they have the points of view of several generations. The volunteers seemed satisfied with the day.

d. Evaluation

This phase started one week after the missions (at the beginning of May) and finished at the end of May.

The students enjoyed discovering the NPOs and meeting new people, they found it enriching. They enjoyed feeling useful and were ready to repeat the experience. They would have liked more time to continue with the NPOs.

Some of the corporate volunteers had already participated in missions of this type because they are part of our community. For others it was a discovery. All of them wished to repeat the experience. They enjoyed discovering these NPOs and found it interesting to work with students. The wish to have more time with the NPOs was



also noted, although some appreciated a shorter format because they have less time than students to devote.

The NPOs were delighted to have been able to benefit from this support. The missions were interesting to work with the students. They left with many recommendations to implement and it will take them time but this help has also allowed them to have an outside look at their subjects and move forward.

In terms of project management, it took us around 2 hours.

Pro bono Lab created the survey and sent the links to the facilitator students to send them with the deliverables. Our Junior Consulting referent took care of reactivating the students who had not answered the survey.

Pro Bono Lab analyzed the responses.

It was often necessary to reactivate the volunteers, sometimes also the NPOs, several times before having a sufficient response rate.

e. Testimonies and Learnings

It is necessary to frame the pro bono projects well with the NPOs in the first instance, to be sure that this experiment will work. Secondly, it is necessary to coordinate well with the students for the organization of the project and always keep an eye on where they are so that nothing is forgotten. They must be well prepared in advance and given confidence so that they can get involved and feel capable of doing so.

It is necessary to have an informed and involved referent in the university framework.



in terms of the purpose of the NPO but also with a need that they can meet with their low professional experience. Then we called the NPO that seemed to be the most suitable to us, in order to be sure that it still had needs and to verify that this accompaniment would suit it. Our main criteria: a NPO not too big but with enough time and people to implement recommendations.

For our experiment with EM Lyon, we have selected several associations with accessible needs and let the students choose themselves the one they wanted to support. There were two teams, one in Paris and one in Lyon (a city further south in France) and they had to choose one NPO per team.

The NPO involved with Junior Consulting was **Démocratie Ouverte** (Open Democracy): <https://www.democratieouverte.org/>

They put forward various proposals for more democracy. They have a project incubator that puts citizens back at the center of decision-making, they have citizens' assemblies to find local solutions, they propose to the elected representatives a survey on what their citizens would like to put in place in order to participate more in political life and then they experiment solutions, etc.

It is an independent and non-partisan citizen collective, dedicated to the emergence of an open democracy, i.e.: the transparency of public life, the participation of citizens in public decisions, the development of new forms of organization and citizen engagement in the political system.

The NPO with the Paris team of EM Lyon school was the **Compagnie Esprits Bariolés** (Company of Colourful Minds):

<http://cie-esprits-bariolés.com/compagnie-spectacle/>

It's an association of theatre and live performance that wishes to give a poetic and offbeat light on current themes. Its work is articulated in two axes.

1. Theatrical creations in traditional places (theatres, etc.) and theatrical creations in the public space to introduce different theatrical forms to unfamiliar audiences.

2. Artistic actions through theatre workshops, writing workshops, theatre-forum, to encourage exchanges, reflection, and encourage the creativity of everyone around current themes.

The NPO with the Lyon team was **Les Petites Cantines** (Small canteens):
<https://www.lespetitescantines.org/>

It's a network of neighbourhood canteens, open to all, whose aim is to develop local links and promote sustainable food. They offer the inhabitants and employees of a neighbourhood to eat together. It's Neighbours' Day every day!

After confirming that the NPO was interested in this mission, we set a date for the diagnosis with Junior Consulting (students from the Science Po graduate school). For logistical reasons, the diagnosis was carried out by videoconference with the student in charge of Junior Consulting and a permanent staff member from Pro Bono Lab. We used the usual support that we have in common with the other members of the BEESE Project. The NPO's activities, communication, financial resources, partnerships, human resources, strengths and weaknesses were reviewed to identify and prioritize its needs. The preparation of the diagnosis, the coordination between Démocratie Ouverte / Pro Bono Lab and Junior Consulting, the diagnosis and the formatting of the various documents took 6-7 hours.

We trained EM Lyon students in diagnosis and the creation of a brief. We gave them the necessary documents and indicated the different steps and questions to ask in order to identify and prioritize the needs. They were also given documents presenting the workshops that could be carried out according to the type of mission to understand what could be done and to facilitate the creation of their own documents. We were just present as an observer and to provide possible support during the diagnosis. We also had to validate the brief.

Their needs concerned the communication strategy for the launch of a new offer, the change of their business model due to the creation of a company and their lack of human resources. Some of these needs corresponded well to what we said at the beginning, but it was necessary to dig deeper and frame the exchanges because

the NPO had many needs, some subjects were vague and went in all directions. We chose to keep the need on the communication strategy for the students because they had the necessary skills and it seemed to be the most feasible for the association.

The identified need for the Compagnie Esprits Bariolés was to define an offer in order to facilitate the approach with partners and volunteers. In order to have a more solid model, they needed to find new operational and financial partners and therefore to have solid and established offers to propose to them.

The identified need for the Petites Cantines was to define a recruiting and a retaining strategy for new volunteers. The NPO wanted to make itself known in order to develop, in particular by organizing an event, and needed advice on how to target new volunteers.

This phase finished in early November (first week) for Pro Bono Lab and Junior Consulting and in December for Pro Bono Lab and EM Lyon.

If we remove the two hours of diagnosis, this phase took us about 6 hours in project management (coordination with Junior Consulting, preparation of the diagnosis, creation of the brief).

Without counting the 2 hours of diagnosis for each mission, this phase took us 3 hours to prepare the training, 7 hours for the training, 2 hours for the validation of the documents and 2 hours of coordination with EM Lyon and the association, i.e. 14h.

Pro Bono Lab found the association and talked to Junior Consulting for validation. Pro Bono Lab coordinated the exchanges between the different stakeholders. A student from Junior Consulting attended the diagnosis and was able to ask questions and give her opinion on the skills the students had according to their needs. Pro Bono Lab then cleaned up the documents and sent them to Junior Consulting and Démocratie Ouverte for validation.



Pro Bono Lab trained EM Lyon students in diagnosis. Then we proposed several NPOs so they could choose one per team. The students carried out the diagnosis and created the brief which was sent to Pro Bono Lab and the chosen NPO for validation.

This phase went well. Finding the NPO was not complicated thanks to the questionnaire for candidates that was put in place by Pro Bono Lab. However, coordinating with a very busy NPO's member and a student who has courses and exams is not always easy, even if we were able to find time and solutions such as carrying out the diagnosis by videoconference. It is also necessary that a person who is used to this type of exercise be present to frame the exchanges and the future mission. The NPO was sometimes lost between its different needs and a student tends to want to satisfy it more than to frame what is feasible in one day.

For the mission with EM Lyon, the diagnostic training for the students took time. It is also necessary to allow time for coordination with them, accompanying them step by step and validating all the documents to make sure that they don't miss anything and to guarantee an interest in the NPO being accompanied. The students were very enthusiastic and appreciated the training which enabled them to gain skills.

b. Recruitment process and number of participants

With Junior Consulting we started this phase in early November.

We started this phase in September, concerning the recruiting of EM Lyon students and in January, concerning the recruiting of the mentors/corporates.

Pro Bono Lab sent the validated brief to Junior Consulting which communicated according to its means to recruit students. The head of the Junior Consulting (student association) contacted many students through the channels she knew, especially those belonging to Junior Consulting. Pro Bono Lab directed her to the



language elements and was available to help. Pro Bono Lab had to call for applications from its volunteer community, targeting students because recruitment was difficult for SciencesPo.

In the case of EM Lyon, this program was set up directly with the school, which made recruitment easier because the staff was involved. They have widely publicized this opportunity, notably with the help of the professors who have a greater legitimacy to take students on board by specifying their interest in participating.

It was the Junior Consulting student association that oversaw the students' recruitment. They have a pro bono fund every year to support organizations. For the recruitment of EM Lyon student's, it was the school's staff who took care of recruiting the students (administration and teachers).

Apart from the head of Junior Consulting who volunteered to help facilitate the pro bono meeting, only two students applied: a student from Science Po (the school where Junior Consulting is located) and a student from the Pro Bono Lab community. So there were 3.

There were 4 students enrolled in Paris and 4 students in Lyon, no attendee list.

For the student recruited through the Pro Bono Lab community, we called him before the mission as we usually do to introduce him to the NPO and its needs and answer his questions. The head of Junior Consulting wanted to brief the recruited student herself and we let her do it because she had all the elements to do so. And finally, Pro Bono Lab sent the different workshops to the head of Junior Consulting who helped with the facilitation so that she could take ownership of the document and propose changes.

With EM Lyon we proceeded differently because it was the will of the school's staff and we had more resources to do it. We therefore trained them in diagnosis and facilitation during a one-day face-to-face session. Then they carried out the



different steps with the support of Pro Bono Lab. The students recruited by the school built the entire mission.

As mentioned in the previous question, there were some differences in the training of students for the mission with Junior Consulting. One student was prepared for the mission by Pro Bono Lab over the phone. One student was prepared by Junior Consulting. And the head of Junior Consulting was part of the different steps in order to be trained by carrying out the diagnosis, helping to prepare the mission and being a facilitator during the mission.

EM Lyon students, on the other hand, all received the same training because they were all trained on the same day, on the same things: diagnosis and facilitation.

For students participating in the mission only, we sent a summary of the diagnosis and a brief that summarized the need and the plan for the day. For the student who helped to facilitate, we sent her the workshops so that she could read them and challenge them if necessary. Of course, we also sent them the logistical information.

For the students of EM Lyon, we had to send them support material to carry out the diagnosis with some indications of questions to ask. We also provided them with different workshop materials depending on the missions so that they could choose the most suitable ones.

We had only 3 students, but they all came on mission day.

Same thing for the experimentation with EM Lyon, the 4 students involved in Paris and the 4 involved in Lyon all took part in the different stages.

The student in charge of Junior Consulting was a facilitator with a permanent employee of Pro Bono Lab. She participated in the diagnosis, gave her opinion on the proposed workshops and actively participated in facilitating the day.

A student was also a facilitator on both pro bono meetings with EM Lyon. They were more involved than the others in the preparation of the project (in lead of the diagnosis, choose the workshops), they presented the different workshops on the day of the pro bono meeting and they actively participated in the finalization of the deliverables after the meeting.

For the corporates, Pro Bono Lab has a base of volunteers with whom we already carried out pro bono meetings, either because they work in companies we have partnerships with or because they directly registered on our website to volunteer. We have contacted the most active ones or those with skills corresponding to the mission at hand, by presenting them this experience with students. People interested in the mission came back to us, which allowed us to have enough registrants on the corporate side.

It was the same thing for the pro bono projects with EM Lyon.

We had a total of 6 employees and jobseekers as mentors for the mission.

We had 3 employees and jobseekers + 2 staff members from EMLyon for the mission in Lyon and 5 employees and jobseekers for the mission in Paris.

We called all the mentors one by one to brief them on the pro bono meeting and the NPO. This also allowed us to answer their questions. Following these calls, we sent them a summary email with the diagnosis, the brief and documents sent by the NPO (activity report, brochures, communication supports...) so that they could arrive at the meeting with the necessary information.

We did the same thing for EM Lyon missions.

All the mentors/corporate volunteers received the same training. We sent them a summary email with the diagnosis, the brief and documents sent by the NPO (activity report, brochures, communication supports...) so that they could arrive at the mission with the necessary information.

The 6 employees and job seekers participated in the project, no cancellations.

The 5 mentors (employees, jobseekers and EM Lyon's staff) participated in the Lyon pro bono project; the 5 mentors participated in the Paris pro bono project, no cancellations.

For SciencesPo (the Junior Consulting school) it was difficult to recruit students, partly because the school staff was not involved. Recruitment was done by the students who were part of Junior Consulting, which is restrictive. For corporate volunteers, it was easier because Pro Bono Lab has a database of volunteers that had to be contacted and relaunched, but we managed to reach the desired number of mentors.

For EM Lyon, students' recruitment was much easier since the school's staff was involved, especially professors. This gave legitimacy to our action and allowed us to have an additional relay. Recruiting mentors was also made easier by the Pro Bono Lab database, we just had to recruit in two different cities, but we have offices and contacts in both cities.

Junior Consulting took care of booking the room and ordering breakfast and lunch. Pro Bono Lab took care of the coordination between all stakeholders to ensure that everyone had the right logistical information. We did not encounter any problems regarding logistics.

It was the staff of EM Lyon who booked a room on their premises as well as taking care of the catering for the meals.

We finished this phase with Junior Consulting in mid-November. We finished this phase with EM Lyon in January.

This phase took us around 4 hours in terms of recruitment and coordination with the volunteers, and around 2 hours in terms of logistics. So, a total of 6 hours.



This phase took us around 4 hours per mission in terms of recruitment and coordination with the volunteers, and around 2 hours in terms of logistics. So, a total of 6 hours per mission.

Junior Consulting was in charge of recruiting the students and of the logistics, in particular for the reservation of the room and to order the meals. Pro Bono Lab monitored the recruitment of the students and took care of recruiting the mentors, handled coordination between all the stakeholders, the training the participants and made sure everyone had the right information.

Pro Bono Lab trained the EM Lyon students and took care of recruiting the mentors as well as briefing them on the pro bono project. Logistics were taken care of by EM Lyon (room and meals).

The recruitment of students was the most difficult part during this phase. Not having the staff of the Junior Consulting school makes things more complicated, there is less legitimacy when recruiting and there are fewer channels through which to communicate.

Conversely, the recruitment of EM Lyon students was much easier because it was an initiative of their school. Training them in diagnosis and facilitation takes time, but they appreciated the transmission of skills.

c. Pro Bono Meeting(s)

We started this phase at the end of November, the mission took place on 30 November.

We started this phase at the beginning of February, the mission took place on 4 February in Lyon and 6 February in Paris.

It was a mid-term pilot so it was a one-day event for both locations.



The head of Junior Consulting who took part in the diagnosis and the mission as a facilitator had to devote about 12 hours to it (2 for the diagnosis, 2 for the preparation/training and 8 for the mission). The other volunteers had to devote about 9 hours (1 for the preparation/training and 8 for the mission).

The EM Lyon students had to devote about 19 hours (7 for the training, 2 for the diagnosis, 2 for the preparation and 8 for the mission). The other volunteers had to devote about 9 hours (1 for the preparation/training and 8 for the mission).

The NPO Démocratie Ouverte had many questions about its model and in particular how to create a company in addition to its NPO in order to have a more sustainable economic model and to sell services to communities and companies to improve their democracy. We started with their need to communicate their new offer, but finally, during the day, the mission focused on opening this company and on its positioning. They asked themselves a lot of questions to which the volunteers answered, inter alia, on their reason for being and their positioning. Finally, they validated their choice to have a company in addition to their NPO/non-profit.

For the mission of the Petites Cantines, they needed to recruit new volunteers to expand. The mission gave them lots of ideas on how to recruit volunteers (how, through which channels, what messages, who?) and how to retain and involve them. They had recommendations that have yet to be implemented but are useful.

For la Compagnie des Esprits Bariolés, they had to define an offer to approach potential financial partners. They got a lot of ideas from students and mentors. The complementarity of the two was essential on this type of mission because the mentors knew how to side with financial partners because of their experience. Once again, the recommendations moved the NPO forward, but it will then take time to implement them.

The facilitation was done in duo between a Pro Bono Lab permanent and the student in charge of Junior Consulting. The student validated the work plan carried out by Pro Bono Lab and on the day of the mission she helped facilitate the



workshops and present them. She was a force of proposal and was able to motivate the volunteers.

The EM Lyon students were all trained in facilitation, but there were 1 to 2 student leaders in each group. They prepared the facilitation and the workshops and were in charge of presenting and orchestrating everything on the day of the mission. The Pro Bono Lab staff member present was just there for observation or to help a little if needed.

It was the Pro Bono Lab permanent staff member who collected everything that was said to make a relevant deliverable for the NPO. The student who helped to facilitate mainly participated in the different exchanges/workshops. But the volunteers also took notes on their own, which were then transcribed into the deliverables.

The lead students on the facilitation took care of taking notes and cleaning up afterwards. They then sent the deliverable to Pro Bono Lab for validation before sending it to the NPO and other volunteers.

The students did not receive a certificate. It is complicated in French schools to put this in place.

The mission lasted 8 hours and it took around 4 hours to coordinate what had to be done after.

Junior Consulting took part in the facilitation and a little bit in the coordination afterwards, when sending what has been done. Pro Bono Lab thought up the work plan, facilitated and then used what the volunteers did to formalize the deliverable. The EM students prepared the workshops/plan validated by Pro Bono Lab. They facilitated on the day of the mission and Pro Bono Lab was just there for observation or to help if needed. EM Lyon then formalized the deliverables that Pro Bono Lab validated before sending them to the NPO.

The learnings of this phase are the same as described previously.

D. Evaluation

This phase began one week after the mission, the first week of December. The evaluation survey for the NPO and the volunteers were sent out at the same time as the final deliverables.

For the missions with EM Lyon, the evaluations were sent at the same time as the deliverables the following week, so in February.

In terms of students experience, corporate volunteers and NPOs involved, here are some results:

- 80% of the volunteers totally agree that they are satisfied with the overall experience and 20% agree.
- 60% totally agree that they felt useful, 20% agree and 20% are neutral.
- 60% totally agree that the mission contributed to their personal development, 40% agree.
- 100% of the volunteers totally agree that they found their team competent and committed.
- 100% totally agree that they appreciated the teamwork.
- 40% of the volunteers totally agree that they have given meaning to their skills, 20% agree and 40% are neutral.
- 60% totally agree that they have developed professional skills, 20% agree, 20% are neutral.
- **100% of the volunteers would mention this experience on their résumé or during an interview.**
- 100% of the volunteers totally agree that they are satisfied with the overall experience.
- 100% totally agree that they felt useful.
- 100% totally agree that the mission contributed to their personal development.
- 33% of the volunteers totally agree that they found their team competent and committed, 67% agree.
- 67% totally agree that they appreciated the teamwork, 33% agree.

- 67% of the volunteers totally agree that they have given meaning to their skills, 33% agree.
- **100% totally agree that they have developed professional skills.**
- **100% of the volunteers would mention this experience on their résumé or during an interview.**

Pro Bono Lab carries out short and medium-term evaluations of NPOs. This has allowed us to get results from the NPO as well but it is not a common evaluation for the BEESE Project for the moment as we have chosen to focus on the volunteers for this pilot.

The NPOs Démocratie Ouverte and Les Petites Cantines did not answer but the NPO La Compagnie Esprits Bariolés did:

- The NPO fully agrees that the diagnosis allowed it to take a step back and formalize its needs.
- The NPO fully agrees that the volunteers were motivated, enthusiastic and sensitive to the project.
- The NPO agrees that the volunteers had the necessary skills to do the following.
- The NPO agrees that the mission will have a concrete impact on it.
- The NPO fully agrees that the mission will save it time.

This phase took us about 2 hours: sending out the surveys, reminders and observation of the results.

Pro Bono Lab was in charge of sending out the surveys and re-launching Junior Consulting for the students to respond. Pro Bono Lab sent the links of the surveys to the EM Lyon students who supervised the mission and they relayed them by sending the deliverables.

E. Testimonies and Learnings

Getting answers from volunteers and NPOs can be very complicated. They have to be asked several times, which takes time, and even when doing so, some of them do not respond. The surveys should probably be printed and filled in directly after the mission.

Involving school staff seems to be necessary to make it easier to recruit students. It is not always easy to solicit students and take their time, but when it is possible, they appreciate being trained in diagnosis and being part of all the steps with the NPO.

The influence of the teachers seems to be positive: tell them that it will bring them skills, the importance of being involved, that they will do something good and that they will be able to put it in their résumé or talk about it in an interview, etc. Even if it might not be easy to mobilize over a period of time, try to involve them in all the phases of the project, as it leads to a stronger engagement afterwards. Involve them in all phases of the project (difficult to mobilize them over time sometimes) but they are more involved afterwards.

For the mission with EM Lyon, the diagnostic training for the students took time. It is also necessary to allow time for coordination with them, accompanying them step by step and validating all the documents to make sure that they don't miss anything and to guarantee an interest in the NPO being accompanied. The students were very enthusiastic and appreciated the training which enabled them to gain skills.

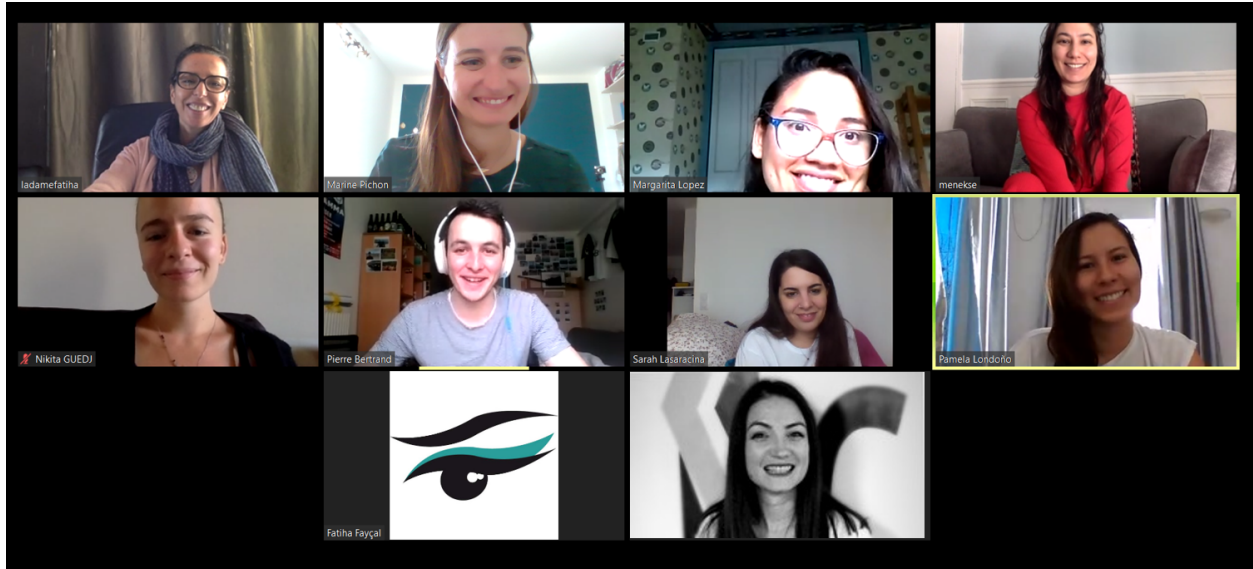
The recruitment of students was the most difficult part during this phase. Not having the staff of the Junior Consulting school makes things more complicated, there is less legitimacy when recruiting and there are fewer channels through which to communicate.

Conversely, the recruitment of EM Lyon students was much easier because it was an initiative of their school. Training them in diagnosis and facilitation takes time, but they appreciated the transmission of skills.

If students are well prepared and/or confident, facilitation is not a problem. However, it is necessary to accompany them to create the workshops and to make sure that the exchanges are relevant on the day of the mission. It is also necessary to make them responsible for taking notes and returning a complete deliverable to the NPO.

Getting answers from volunteers and NPOs can be very complicated. They have to be asked several times, which takes time, and even when doing so, some of them do not respond. Perhaps the surveys should be printed and filled in directly after the mission.

4. Long-Term Pro Bono Pilot



a. Selection of the NPO

At Pro Bono Lab, we have several eligibility criteria:

- the association must have a social or environmental goal;
- it must have (at least) a running first pilot in its activity to get feedback;
- it must be able to mobilise 2 people for all the support phases (diagnosis, communication, mission and evaluation);
- it must not be in financial difficulty (reorganisation, liquidation);
- the needs we have identified must correspond to a pro bono accompaniment, otherwise we will redirect it to more relevant actors.

The **association Action Real** (<https://asso.alternaweb.org/associationactionreal>) had applied to our online call for projects to receive pro bono support in August 2019. Their need and their project seemed interesting to us and for the BEESE Project as well. In December, we carried out the diagnosis of skills/needs.

The Action Real universe was born from the conviction of three young Colombians who believe that education can change and improve the quality of people's lives. It is an association of international solidarity whose goal is to act in the field of education, culture and training with populations from underprivileged socio-economic backgrounds in order to promote their development. Among its objectives it is to raise teachers' awareness of active and participatory pedagogy and to train them in learner-centred teaching.

In December, we carried out the diagnosis of the association Action Real for another pro bono accompaniment, which, in the end, could not take place at the beginning of 2020. It is important for us not to disappoint the NPOs and, because of its inter-cultural identity, Action Real seemed interesting to accompany within the framework of this European project. Moreover, its needs on communication and human resources lent itself well to the long-term format.

When the association responded to the online questionnaire, 3 needs were identified:

- to identify the missing skills and to draw up briefs to recruit new volunteers;
- to establish a communication plan about the Spanish courses to have more participants;
- to create a volunteer retention process.

Following the diagnosis, the themes have not evolved but the needs have become more refined: DESIGN A COMMUNICATION AND RECRUITMENT STRATEGY FOR ACTION REAL.

Context: Action Real had developed rapidly in 2019 and the first training actions were about to be launched. The association therefore had growing needs in terms of fundraising, but also in terms of communication, in order to make its project better known and to find support, donors and volunteers. Action Real is considering the recruitment of volunteers to take charge of communication.

Expected deliverables:

- Detailed organization chart;
- Detailed job descriptions (communication, events, fundraising);
- Formalized recruitment process;
- Communication strategy (objectives, targets, key messages and channels).

The diagnostic phase ended with the formalization of the brief during the second week of January 2020. From then on, we had all the elements to start recruiting volunteers.

Pro Bono Lab was in charge of all this part, from sourcing to diagnosis. Junior Consulting was only involved in the choice of the association.

The main lesson was related to diagnostic training. We were really in a position to make the volunteers autonomous to carry out association diagnoses. Pro Bono Lab was really supportive. It was more complicated, especially in the formalization of the brief, because the volunteers had never participated in a Pro Bono Mission. It was therefore difficult for them to imagine what deliverables could be achieved and how long it would take.

b. Recruitment process and number of participants

We sent all the communication elements (details of the long term format and brief) to Sophie of Junior Consulting on January 27th.

SciencesPo Junior Consulting sent personalized messages to its network and published the ad on its Facebook page (with almost 7,000 subscribers). Then, interested students had to fill in a questionnaire with their contact details, CV / linkedIn page and motivations.

On the Pro Bono Lab side, we welcomed a trainee in the same period and we made him participate in this mission as a volunteer (to integrate him, as well).



Sophie, Head of the Junior Consulting pro bono fund was in charge of recruiting student volunteers.

We had 2 applications from students but unfortunately one person withdrew before the start of the mission. So we did not have an attendee list.

We sent them all the documents and during the first session we presented the progress of the long-term mission. Students were able to ask all their questions at that time.

We had only 1 student who participated from Junior Consulting. The Pro Bono Lab trainee received additional training on co-facilitating a pro bono mission. The facilitator prepared the template and conducted the sessions with him and accompanied him in the formalization of the deliverable.

We sent them the diagnostic support, the brief and additional documents of the association that we thought to be useful to read before the meeting (current organization chart, flyers).

We had 3 people registered and in the end only two were able to participate.

The pro bono lab trainee had the role of co-facilitator and volunteer at the same time. He did not facilitate the workshops during the sessions but participated in all the preparation, before and after the sessions. During the video conference sessions, the 2 students had the same role, i.e. to share their ideas and produce the deliverables.

We did not have a partnership with any particular company to recruit professional volunteers. So we called on the Pro Bono Lab volunteer community (about 5,000 people). The main selection criteria were their availability for the different sessions and their skills. During the briefing phone call, we checked the motivation of the person to accompany this association and work with students.

Two professional volunteers participated. For one volunteer, this was her first pro bono experience while the second volunteer had already completed several pro bono projects.

For all our missions, we organized an individual phone call with each volunteer in order to explain the mission, the course of the sessions and to understand the correlation between their skills and what we expect from them. For this program, we paid special attention to their ability and willingness to work with students and to be in a mentoring position as well.

All the corporate volunteers received the same training.

For all our pro bono meetings, we send to all the volunteers, one week before the first session, the documents of the NPO, the diagnostic support and the brief. Volunteers also had access to the list of participants. Besides, we sent all the practical information (date and time of the sessions and connection link).

The recruitment of students was long and complicated because the period was not optimal for them (review of exams). We therefore had only 2 applications, one of which was withdrawn in the end. Besides, we had the participation of the Pro Bono Lab trainee. On the professional volunteer side, recruitment was easier but we only had 2 applications out of 3 available places. Nevertheless, with the context of the health crisis and the fact that we had to carry out the mission from the computer, we preferred to stay with 4 participants in order to facilitate the speeches, which is more complicated when there are many.

As previously explained, our mission was linked in the midst of a period of lockdown due to the coronavirus. We therefore carried out the mission by videoconference using the Zoom tool. The slots available for everyone were on Saturday morning. Difficulties sometimes arose regarding problems of bad connection. Fortunately, this did not happen very frequently so it did not disrupt the mission.

We had recruited all the participants at the beginning of March and had sent all the information and scheduled the briefing calls.

The recruitment part is the most complicated part to evaluate in terms of time. It can be very fast and can take a lot of time if we encounter difficulties. Overall, for this mission, SciencesPo and Pro Bono Lab spent 4 days full time over 1.5 months recruiting and preparing the volunteers.

We chose the dates and the period together. Then the junior consulting had to recruit the students for the mission. Pro Bono Lab was in charge of recruiting the professional volunteers, briefing the participants and the NPO and organizing the different sessions.

The main uncertainty was the fact that the pro bono meeting was being organized by videoconference. In the end, it was a pleasant surprise because all participants enjoyed the experience and the deliverable for the association was complete. This option also facilitated the availability of people and thus the organization of the different sessions because we did not have to travel.

c. Pro Bono Meeting(s)

The first session took place on Saturday, 28th of March. From the Monday of that same week, the animator prepared the facilitation of the mission and the development of the different sessions. She prepared the template to be filled in by the volunteers.

The last session took place on Saturday, 25th of April. The facilitator formalized the deliverable and sent the result to the participant the following week. In total, the mission will have lasted 6 weeks from the preparation of the facilitation to the formalization of the deliverable.



The 3 sessions lasted 2 hours each. In between sessions, the volunteers and the association had small tasks to do which took about 1 hour each. Overall, the mission had to take them more than 10 hours with the preparation beforehand (briefing by phone and reading of documents).

For the NPO, the mission met all these expectations. Between the 3 formats proposed in this programme, the long-term pilot is the one that allows to go deeper into the problems of the association and to enrich the work with individual work between sessions. However, it is also more complicated to organize to recruit people who will be available in several slots.

Pro Bono Lab alone took charge of the facilitation of the mission. Co-facilitating by videoconference with a student or mentor would have been very complicated.

Pro Bono Lab therefore prepared the presentation materials for the different sessions, produced templates for the exercises to be carried out by the participants between sessions and formalized the deliverable at the end. During the sessions, the facilitator's role was mainly to distribute the speeches between the different participants and to respect the timing of the sessions. As the mission took place during the crisis period, it was also necessary to constantly readjust the issue at hand. The first two sessions were partly dedicated to adapting the association's activity during this period and the associated communication to be visible. This corresponded to the needs of the association at that time.

The students didn't receive any certificates. The SciencesPo administration didn't accept because they had too many opportunities at the moment that brought in credits and couldn't add extra ones.

This phase includes the preparation, facilitation and closing of the pro bono project. The preparation of each session took 3 hours for the animator and then the updating between sessions 2 hours each time. The formalization and sending of the deliverable took 4 hours. In total, the facilitator spent 15 hours.

Pro Bono Lab was in charge of this whole phase.

As mentioned previously, the main challenge was the facilitation of the pro bono meeting by videoconference, a first for Pro Bono Lab. We used the Zoom tool for the sessions and GoogleDrive to fill all the exercises included in the template together.

d.Evaluation

The week following the last session, we sent the link to the satisfaction questionnaires to all participants and did a follow-up to have all respondents the following week. The week following the last session, we sent the link to the satisfaction questionnaires to all participants and did a follow-up to have all respondents the following week. The last phase of the evaluation was 4 months after the mission, when we contacted the association again to evaluate the impact of the mission, the recommendations implemented and the difficulties encountered.

- 50% of the volunteers totally agree that they are satisfied with the overall experience and 50% agree.
- 25% totally agree that they felt useful and 75% agree.
- 50% totally agree that the mission contributed to their personal development, 25% agree and 25% are neutral.
- 100% of the volunteers totally agree that they found their team competent and committed.
- 100% totally agree that they appreciated the teamwork.
- 25% of the volunteers totally agree that they have given meaning to their skills, 25% agree and 50% are neutral.
- 25% totally agree that they have developed professional skills, 50% agree, 25% are neutral.
- 75% of the volunteers would mention this experience on their résumé or during an interview.
- The NPO agrees that the volunteers were motivated, enthusiastic and sensitive to the project.

- The NPO agrees that the volunteers had the necessary skills to do the following.
- The NPO agrees that the mission will have a concrete impact on it.
- For the NPO, this mission will have an impact on your structure in the medium term (< 6 months).

The sending, follow-up and analysis of the satisfaction evaluation took about 2 hours. The midterm evaluation with the association consisted of a 30-minute phone call which also required 30 minutes of preparation and then the sending of a summary email to the volunteers. In total, this phase took us 3h30.

Pro Bono Lab was in charge of this whole phase.

For this phase, it is important to make the participants aware of the importance of answering the questionnaires at the beginning of the mission.

e. Testimonies and Learnings

The key factor of success for this long-term pilot is the choice of the period because it requires a commitment over several weeks or even months, so it is preferable to choose a quiet period for the students but also for the professionals and the association. Then, this format is very relevant for the association and the results are very satisfactory but it requires more work from the facilitator also between sessions to adapt his work plan and facilitation to the recommendations of the volunteers.

On the university side, the main challenge will be to make students aware of the benefits of pro bono. Ideally, this mission should be directly integrated into a course as a case study.

5. Conclusions

In order to be able to involve and engage students through the sharing of skills, it is necessary to plan a pedagogical moment to democratize pro bono because it is a very unknown concept for them.

The conclusion that we take from all the pilots is that student recruitment is a real issue with many variables that can influence the enthusiasm for this type of project. First of all, as the experience with EM Lyon shows, when the pro bono project is integrated into a course and is supported by a teacher, it greatly facilitates the implementation and involvement of young people in this type of project. In fact, this methodology creates a real link between the theoretical skills acquired and their practical application. Secondly, the students' school year is punctuated by exams and it is therefore important to choose a propitious period when students are more available.

Finally, the second finding is the impact on the NPO by format. The framing of the project in accordance with the proposed format is essential in order not to be too ambitious and thus generate frustration on the side of the NPO and on the side of the volunteers. Of course, a long-term mission allows us to start from the strategy and to then come up with concrete recommendations. It is therefore more impactful for the NPO and also more motivating for the volunteers, especially the students. The advantages of the latter format are, among others, to alternate individual work between sessions and collective work during the sessions.