

DEMONSTRATE
accountability

GROW
impact and reputation

ESTABLISH
social license to operate



The GSA Campbell 24-page sustainability profile is an easy, credible, concise and powerful reporting tool that helps NGOs to engage meaningfully with key stakeholder groups



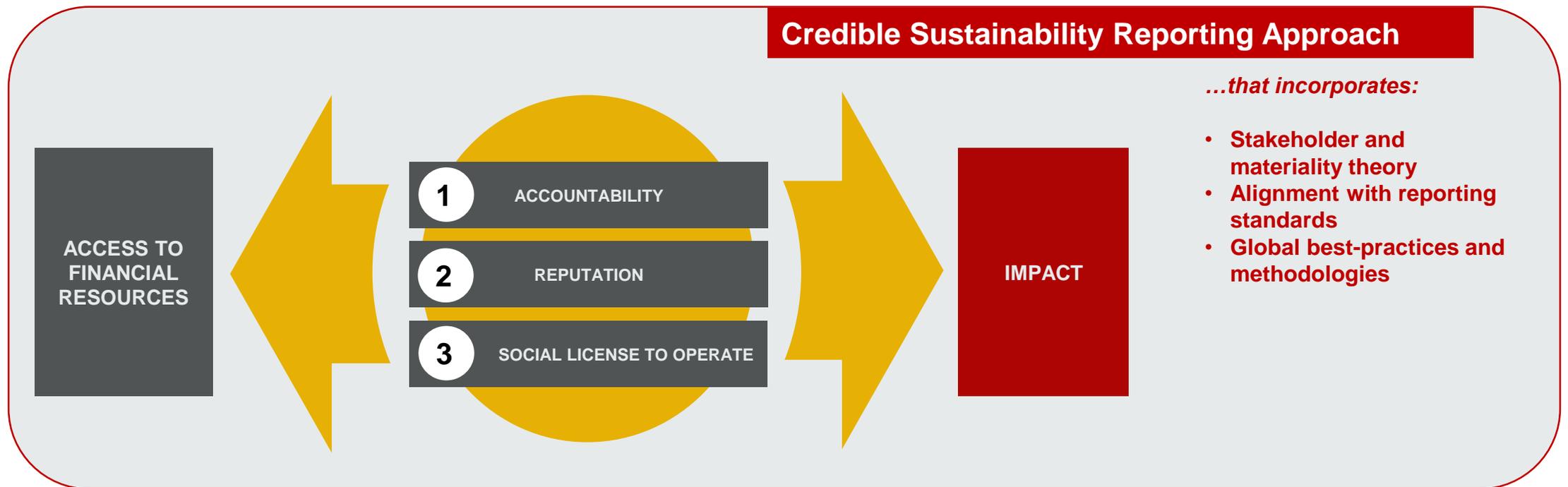
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STRATEGY | IMPACT | PERFORMANCE

3 of the key ingredients for the NGO business model

The ability to continually demonstrate **accountability**, build **reputation** and secure a **social license to operate** increases **access to financial resources** and improves the ability of the organisation to **create impact**.

This can be achieved through a...



But don't take our word for it

Here's how academic theory supports our statements...

Club theory

Joining an 'accountability club' is regarded as a [reputational signal](#). High quality NGOs have an interest in [differentiating themselves](#) from bad lemons operating in the sector.

Stakeholder theory

It is common cause that organizations that take good care of a broad group of internal and external stakeholders create more value.

Managing stakeholder relations is regarded as a critical part for a firm's ongoing success, for securing a continuous [flow of resources and for creating a strategic positioning advantage](#).

NGOs as multiple stakeholder organizations are confronted with a wide range of stakeholder accountability demands and expectations and their reporting practices of NGOs are often required to be focused on the [information needs of powerful funders](#).

Principal–agency theory

NGOs are in (principal–agent) relationships with multiple principals or external stakeholders such as donors, beneficiaries and public funders who have information disadvantages (gaps) as outsiders. Sustainability Reporting [addresses these information gaps](#)

Legitimacy theory

An organization has a [contract with society](#) at large – a social license to operate. They need to demonstrate that their actions are in line with prevailing social norms, beliefs and values.

The NGOs legitimacy is [essential for its survival](#). [The gap](#) between [societal expectations](#) and observable actions is known as a "legitimacy gap", which can endanger an organisation's 'permission to exist'

Voluntary disclosures are an effective instrument for dealing with a legitimacy gap.

Signalling theory

NGOs are civil society actors, promoting, advocating and working to achieve ESG impacts. It is therefore expected that they are particularly interested in signalling their own sustainability credentials.

Sustainability reports are a disclosure tool to influence the perception of an organization's sustainability performance by providing information about its triple bottom line performance, its commitment toward sustainability and its activities as a good citizen, NGOs can [increase the chances](#) of access to (financial) resources.

**Click through to selected academic references.*



Donors
Fundors

Donors, funders and sources of financial capital want to see that organisations are positioned for long-term value creation



Beneficiaries
Channel partners
Advocacy groups

Beneficiaries, and those representing them, are more discerning and have higher expectations



Employees
Volunteers
Future employees

Employees and future employees are drawn to organisations that share their value systems



Government
Regulators
Community

Compliance with government and community standards and expectations around ESG issues is a license to operate

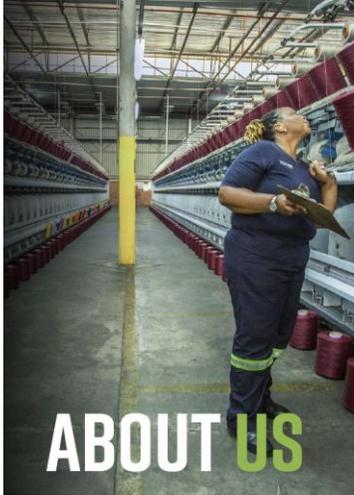
Stakeholders are applying pressure



Key stakeholders know what they want and are increasingly responsible for driving change

Stakeholders want to know if the organisation:

- Understands the impacts and value profile of its extended industry value chain
- Understands, acknowledges and describes its own role in that value chain
- Understands the socio-economic context of its operations
- Has a value system that that informs its strategic approach
- Demonstrates that ESG and material issues are reflected in its business model, strategy and management approach
- Has identified and is engaging with key stakeholders
- Has used best-practice methodologies to develop and describe its sustainability strategy



The Sustainability Profile as a tool for stakeholder engagement

The GSA Campbell Sustainability Profile is a powerful stakeholder engagement tool:

- Develop and describe your sustainability strategy, **easily, credibly** and in a format that **delivers results**.
- Use a **practical and concise** approach to ensure that **readers retain and use the most important information**
- Develop profile content to reflect **your most important** stakeholder engagement **objectives**
- Use best-practice methodologies to create content, and **align with** global and local reporting **standards**, such as GRI and SDGs.
- Publish the Sustainability Profile in print and online, and use it as a **platform for your** marketing and communications **activities**

The value of the 24-page Profile approach

- 1 Stress test your strategy – close gaps and align
- 2 Establish a rock-solid platform for engagement

STRATEGY & MANAGEMENT

Use sustainability theory as a lens to extract and narrate certain key strategic information.

Use the theory to examine strategic and management gaps that should be closed.



GSA Campbell uses an approach that extracts the great stories that are waiting to be told, without placing any pressure on the organisation.

We use technology to make things easier and faster, and we help the organisation to close any gaps that we find along the way

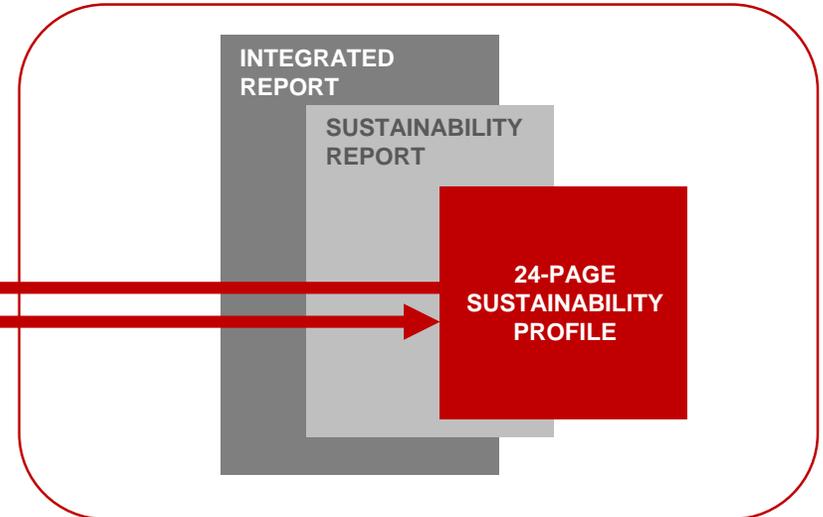
SUSTAINABILITY AND STAKEHOLDER THEORY

Credible, global best-practice theory and methodologies

Our approach is aligned with global best-practice sustainability and reporting standards, which means that the Profile outputs are credible, effective and packaged for every major stakeholder group.

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REPORTING AND COMMUNICATIONS



The 24-page profile is aligned with global best practice standards but much more concise than a traditional sustainability report. This means that it is:

- Less technical
- More versatile
- More readable
- More affordable
- Highly credible
- Easier to produce
- Highly impactful
- Faster to produce

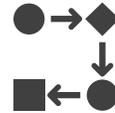
This is the format that we will build for you



Introduction and overview



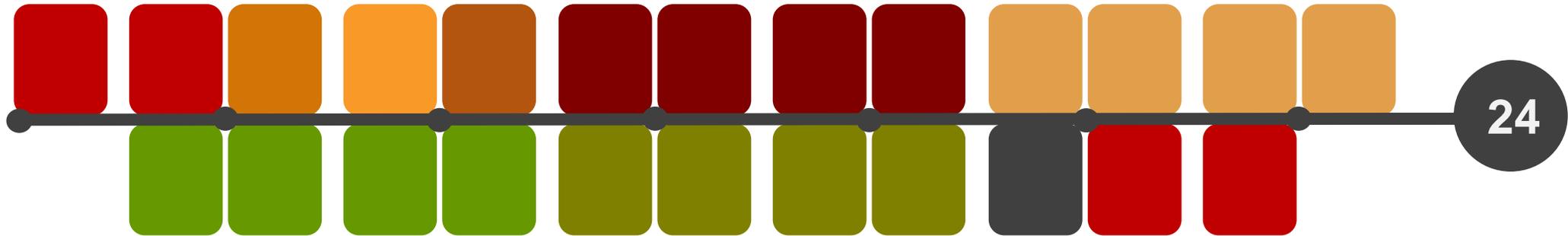
Strategy, governance, sustainability context



Business model, stakeholders, materiality



Markets, products, services and solutions



Projects, case studies, awards



People and planet: Skills, diversity, community, ecology, energy, water, waste, carbon



References to sustainability and reporting standards





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Standards and benchmarks

Aligning the SP24 Sustainability Profile with specific standards and benchmarks is optional and depends on a number of factors, including the relevance of each standard for the organisation's objectives.

Our default recommendation is to incorporate key elements of the following:

- GRI Standards
- Sustainable Development Goals
- GHG Protocol
- <IR> Framework

Various other standards and benchmarks can be requested:

- IPCC
- WBCSD
- SASB
- PRB and PRI
- And more...

Putting your Sustainability Profile to work

1. Print copies for the most important donors, funders and financiers.
2. Make it the “go-to handbook” for your communications, marketing and PR teams.
3. Create a PowerPoint version for presentation at key events.
4. Run the PowerPoint version on screens at events and in reception areas.
5. Give your outbound teams some strong new sales angles.
6. Use it to build your exhibition stand posters and theme walls.
7. Create a Profile download link in your corporate email signature.
8. Pick 5 key themes from the Profile for your social media strategy.
9. List the Profile on global reporting and NGO directory websites.
10. Use the content to update your employee induction and training materials.
11. And more...



Demonstrate resilience, competitiveness and long-term value creation for the **most attractive donors, funders and lenders of capital.**



Connect with beneficiaries and their representatives and **earn their trust.**

Establish and **grow reputation** within key communities



Attract and retain **the best employees and volunteers.** Appeal to **your ideal future workforce.**



Move **beyond compliance** to a position of **sector leadership.** Participate in, and benefit from the most powerful initiatives and forums. Set **new standards for others to follow.**

Approach and timing

We conduct desktop research and a few interviews to establish a sustainability context, and to pre-populate workshop materials

Lets get the technical stuff right. Facilitator hosts workshop – either via our screen share video call platform or in person, and either individually or with group.

We now know what information we need and what we must create.

We liaise with key people in the organisation.

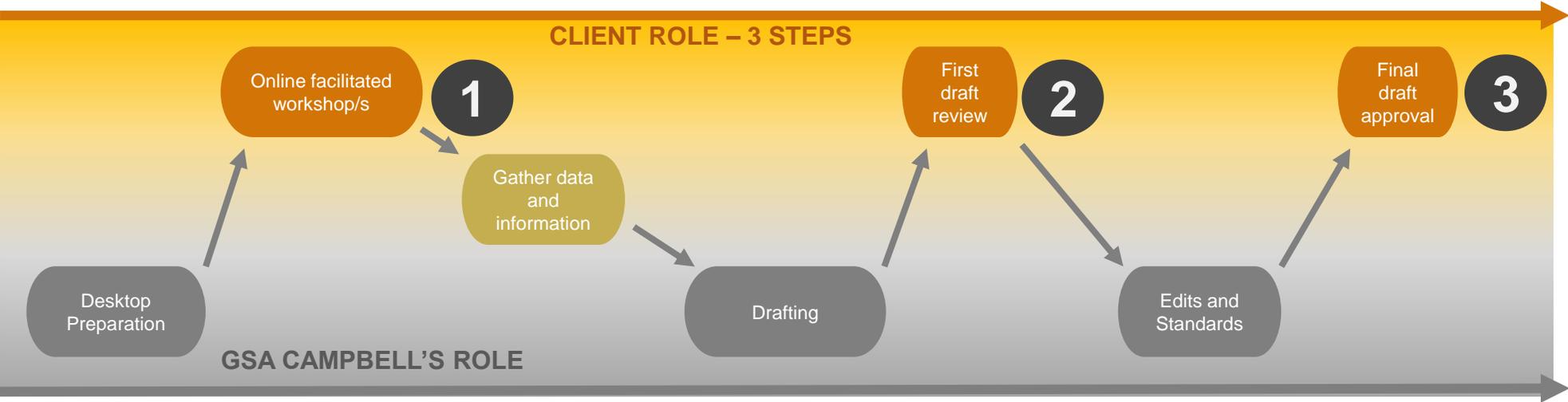
We draft and conceptualise the content for the Profile, ensuring that the emphasis of issues is guided by technical compliance and client objectives

Client reviews our first draft and provides information that could close any gaps

We perform final edits and ensure that any standards or sustainability benchmarks (such as GRI, SDGs or GHG Protocol) are incorporated and referenced

Handover of final design-ready draft, complete with design template instructions, for use with client corporate identity

Client designs, and publishes, and engages customers, investors, sponsors and other key stakeholders



4 to 6 Weeks

Why GSA Campbell

We have worked with some of the most respected local and global brands, helping them to establish credibility, target impact and compete advantageously.

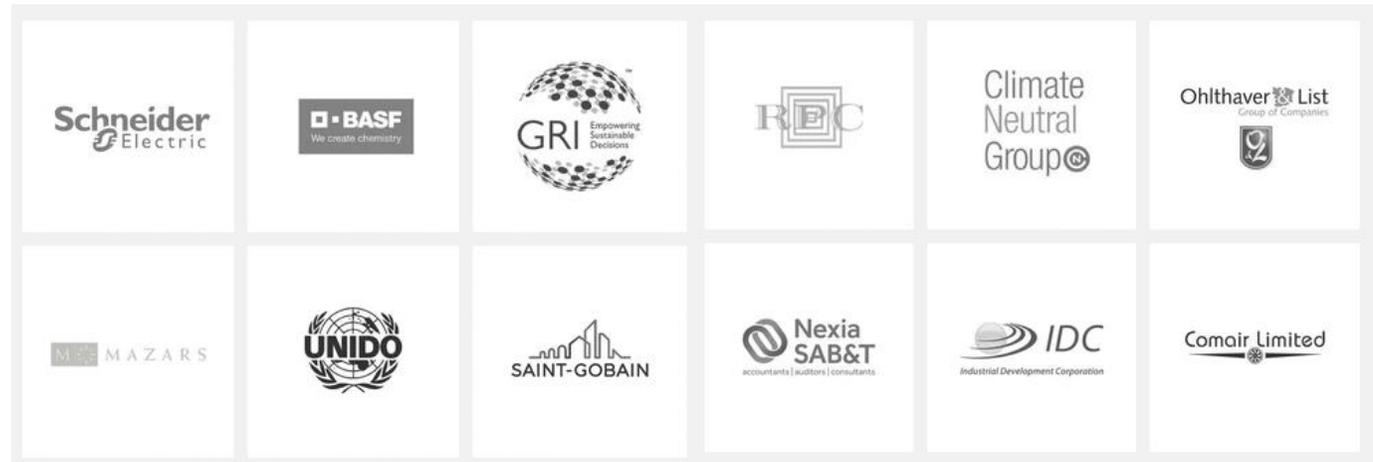
Our skills and experience are based in strategic and corporate sustainability, and part of our mission is to deliver the most practical and effective solutions for our clients.

- Highly respected and involved team.
- Deep knowledge and experience of corporate and applied sustainability theory.
- Leaders in the development of packaged solutions.
- Specific industry and sector knowledge and experience, particularly with industrial, and operating companies, and NGOs.
- Simply great to work with!



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Selected examples of GSA Campbell clients



CONTACT

Contact us for further information or a free quotation for your Sustainability Profile

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