

EVPA COLAB AWARD

INVEST.COLLABORATE.TRANSFORM.

PHILANTHROPY COLLABORATION: EXAMPLES FROM REFUGEE / MIGRANT SECTOR IN FRANCE

Submitted by Sanofi Espoir Foundation, France

BACKGROUND

A. Which **type of organization** are you (tick all that apply)?

- A Capital Provider (grant maker): An engaged grant maker deploying financial capital and other resources for impact

B. Please briefly summarise your **mission**

Created in 2010, the Sanofi Espoir Corporate Foundation aims to reduce inequalities in health in France and internationally. Its actions aim to improve the health of the most vulnerable populations, particularly children. These serve the Foundation's vision of a world in which everyone has a chance to be born, grow and maintain their health. This ambition covers four strategic areas: maternal and neonatal health, paediatric cancers in low- and middle-income countries, access to healthcare for the most vulnerable populations in France and responding to humanitarian crises. Find out more at: <http://fondation-sanofi-espoir.com/en/>

C. Which of the **use cases** does your practice(s) apply to? Please tick all that apply!

- Social innovation in public services / with public authorities
- Open social innovations
- Building impact (investing) ecosystems

D. Which **system practice field(s)** does your practice apply to? Please select the most relevant (max three).

- Systems diagnostics
- Strategy design
- Collaboration

E. Please give us a brief background 1) what motivated you to act, and who initiated the practice(s), inside or outside your organisation, and (if applicable) 2) describe the event that triggered your engagement.

The Committee of Foundations for the Reception and Integration of Refugee People has been committed since 2015 to the growing mobilization, of companies and their corporate foundations to support migrant and refugee populations. However, most of these organizations operate as silos, arranging independent calls for projects, and evaluating their impact at the edges of their business. Faced with this observation, in 2018 the Sanofi Espoir Foundation sought to strengthen dialog and coordination among foundations concerning this complex, multidimensional issue, as well as sharing cross-sectoral practices and knowledge (in the fields of health, education, professional integration, gender, and extreme social exclusion).

THE PRACTICE(S)

- F. Briefly **analyse the situation before you introduced the practice**. What contributed to maintaining the status quo and producing (undesirable) results, e.g., resources (or lack of resources), rules (informal and formal), roles (relevant actors from the public, private and social sector, their legitimacy or effectiveness) and/or the kind and quality of relationships (informal and formal cooperation, power dynamics, information flows).¹
- G. Please describe the **actual results** you sought to achieve with your practice, **the parameters you sought to influence most**; roles, relationships, rules, and resources and how?
- H. Please describe the **intended results** you sought to achieve with your practice and **the parameters you sought to influence most** – if considerably different from the actual results described above.
- I. Please specifically explain the **role other actors and collaboration played** in this practice (if not the main practice itself) and insert a figure that illustrates the main stakeholders and partnerships that play a role in the practice you are presenting here.

Philanthropic organizations have a well-defined core mission, specific areas of intervention, their own budgets, and dedicated forms of governance. In practice, most organizations work in silos, organizing independent calls for projects, and evaluating their impact at the edges of their profession. However, issues such as integrating refugees are complex social problems that require a truly holistic agenda in order to make an impact.

The primary objective of this Foundations Committee is therefore to remove these restrictions by combining the expertise and resources of these private organizations committed to helping exiled people, so as to increase the overall social impact.

The Sanofi Espoir Foundation set up this Foundations Committee in 2018 by acting as a unifying force with a 360° perspective.

Through this Committee, the Sanofi Espoir Foundation wished to define a common objective that would benefit from the complementary expertise and commitments of some twenty French foundations.

In 2019, these foundations mapped out all their action lines in order to identify which areas were being covered and which were being left out, both in terms of issues and geographical coverage.

In 2020, the Committee defined its objective of improving the reception and integration of refugees in France and joined forces with the Observatory of Immigration and Asylum of the

¹ See more details on using the 5R framework (Results, Ressources, Rules, Roles, Relationships) for systems analysis for example here Ashoka [Online Guide on System Change, part 3](#) based on USAID's Program Cycle.

French Institute of International Relations (IFRI) to act as both the committee coordinator and technical monitoring service.

In 2021, following an initial needs analysis carried out in Corrèze with local associations and regional public actors, ten members of the Foundations Committee decided to fund a pilot project for learning French, in collaboration with local players.

Speaking the language is essential for access to health, mobility, social inclusion, training, and professional integration, which cover the various action lines of the Committee's member foundations

A mobile team will offer language training to 230 beneficiaries, with a particular focus on women and young people aged 16 to 25. This project, designed by a consortium of 11 associations and supported by the Ligue de l'enseignement de Corrèze (Corrèze Teaching League), will be deployed throughout the department. It will provide a 6-to-12-month course including individual and group classes, as well as cultural outings.

This project aims to strengthen the synergies between actors (associations, foundations, and local institutions) and complement existing government actions in the region.

This pilot initiative will be evaluated in mid-2022. It will cover not only language learning but also the integration of exiled people through health, education, and job access activities. The results will be widely disseminated so that this project can then be rolled out in other French regions.

YOUR INSIGHTS

- J. What went well and why? What were the challenges you faced and how did you overcome them? What would you do differently today and why?
- K. Which three pieces of advice would you give to your peers?
- L. Any other information you would like to share

When the Committee was created in 2018, about twenty foundations wanted to participate in this collective adventure. It quickly emerged that several foundations found themselves limited by their field of action or their over-strict rules of governance and had to withdraw (due to the geographical region of operations, type of beneficiaries, over-sensitive topics, etc.)

One of the first challenges facing this Committee was to unify all stakeholders around a common theme and goal. Several agreed to make concessions on behalf of the collective (by broadening the spectrum of beneficiaries, operating in a region outside its usual scope, supporting an action beyond the usual "call for projects" etc.).

Five tips that could be helpful for similar projects:

- This approach only applies to complex social problems,
- Take sufficient time to agree on the framework and the main objective before moving forward and testing the pilot project,
- Thinking in terms of a "global approach to persons", because acting across the entire range of key social factors will have a more significant and lasting impact on the beneficiaries,
- Think in terms of "decompartmentalization" and "collective" action, because pooling skills and resources is a key success factor. Solving a complex problem will be easier when working with several partners, and will also resonate more visibly, especially in the media,
- It is important to involve a neutral, independent and legitimate coordinating structure to oversee the shared subject matter.

FURTHER RESOURCES

The first official communication will be issued at the launch of the project in Corrèze on October 20, 2021, in Uzerche (Press release to come)

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