

FOSTERING EFFECTIVE NGO-CORPORATE PARTNERSHIPS

Susan Rae Ross, SR International

Jim Pitofsky, Hands on the Bay Area

Randy Chum, Wells Fargo





Presentation Summary

- What are NGO-Corporate Partnerships?
- Why are these Partnerships Important?
- Trends Influencing these Partnerships
- Benefits/Challenges
- Types of Partnerships
- Key Questions for NGOs

What are these Partnerships?

Cross-Sectoral Partnerships:

People and organizations from some **combination** of public business, NGOs and civil society groups who engage in **voluntary, mutually beneficial, innovative** relationships to address common societal aims by **combining** their **resources** and **competencies***The Copenhagen Center, Partnership Alchemy*

Susan R. Ross, susanraeross@yahoo.com



Why these Partnerships?

*the world has grown flatter with dramatic technological advances yet looming **social & environment issues** have not fully benefited from these efforts...requiring society to **marshal knowledge, skills, resources of all its sectors**.. Thomas Friedman, *The World is Flat**

*issues have become **too complex &interdependent**; financial/managerial **resources required too scare** for any single sector to effectively respond to current challenges. **New forms of partnerships** are needed to address societal problems where traditional, single sector approaches are proving inadequate
.....Simon Zadek *Partnership Alchemy*.*

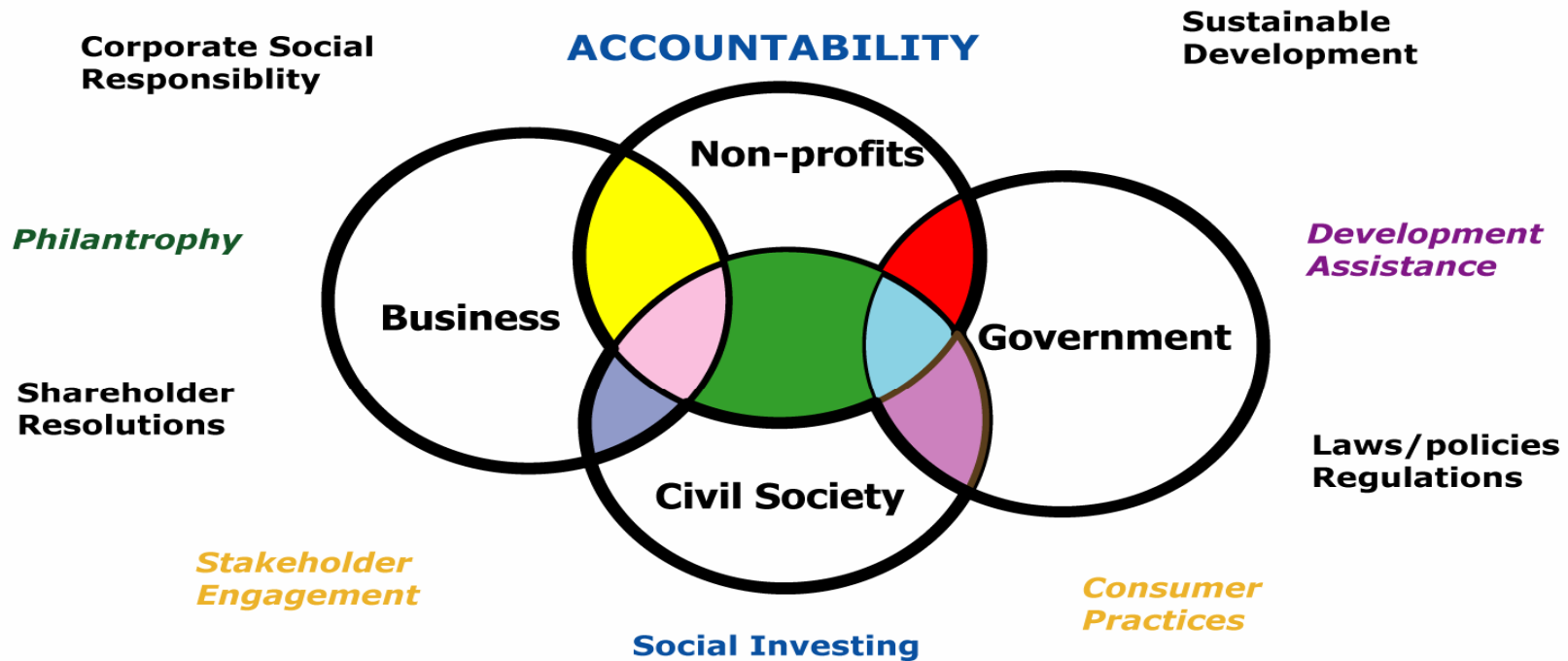
Susan R. Ross, susanraeros@yahoo.com



Trends Influencing NGO-Corporate Partnership

Trends Influencing NGO-Business Partnerships

Globalization



- Non-profits/Business
- Non-profits/Business/Civil Society
- Business/Civil Society

- Non-Profit/Gov't
- Non-profit/Civil Society
- Non-profit/Gov't/Civil Society

Benefits of NGO-Corporations Partnerships

For Corporations

- Economies of scale
- Image/credibility
- Recruitment/retention of high-performing staff
- Skills development
- Product innovation

For NGOs

- Access to staff/skills
- Financial resources
- Access to Networks
- Technical expertise/ technologies.
- Enhanced visibility

Susan R. Ross, susanraeros@yahoo.com



(Mis)Perceptions

Business

- Self-Interested
- Part of the Problem
- Profit Motivated
- Dishonest
- Check Writers

NGOs

- Inefficient
- Not Analytic/Strategic
- Foster Dependency
- Highly Political



Different Perspectives

- **World Views**
 - Timing (quarterly earnings vs behavior change)
 - Missions (profit, non-profit)
- **Language** (e.g. technical jargon)
- **Status Different** (e.g, size, resources, influence)
- **Approaches and Results**
 - Decision-Making (e.g., quick vs consensus building)
 - Measures of Success



Types of Collaboration

Resource Exchange/Philanthropic

Traditional partnerships limited by *gratefulness* and *charity* syndrome. Expectations/investments are low and narrowly defined on both sides.

Transactional/Fee for Service

Engagement limited in focus with specific results expected by the paying party.



Types of Collaboration (cont'd)

Joint Programming

Engagement is more 2-way. Activities are more closely aligned with business objectives. Strategic fit becomes More important. (e.g., cause-related marketing, licensing agreements)

Integrative

The relationship evolves into a highly integrated joint venture that is central to both organizations strategies.



Internal Partnership Assessment

Question 1: Why Collaborate?

Question 2: Type of Collaboration Desired?

Question 3: Who to Partner with?

Question 4: Type of Partnership?



Partnership Portfolio Mapping

Type of Partner/Organization	Type of Collaborative Efforts/Partnerships			
	Resource Exchange	Transaction	Joint Program	Integrative
Community Based Org.				
Private Voluntary Org.				
Other Non-Profit				
University/Research				
Corporation				
Government/Multi-Laterals				
Private Foundations				
Corporate Foundations				

Susan R. Ross, susanraeross@yahoo.com



Partnership Implementation and Results

Question 5: Relationship Mechanisms?

Question 6: Required Level of Effort?

Question 7: Desired Outcome of Partnership?

Level of Effort and Outcomes

Type of Partnership	Mechanism	Level of Effort (Staff)	Results/ Outcomes
Resources Exchange	Grants, In-kind Donations, pro-bono services, volunteers	Project & Finance Staff, some Sr. mgmt	Project Outcome <i>(Short-term)</i>
Transactional	Contracts/Fee for Service	Project & Finance Staff, some Sr. mgmt	Contract Deliverables
Joint Program	Cause related marketing, Licensing	Project, finance, comm/marketing staff & more support from Sr. mgmt	Project Outcomes +Greater Visibility+ Funds
Integrative	Series of Agreements	Sr. mgmt involvement of a variety of staff @ organizational levels	Outcomes +Greater Visibility + Improved Relationships+ Value



Successful Partnerships

- Are built, they do not just happen.
- Are a valuable outcome in their own right.
- Have clearly defined outcomes/results.
- Have well-articulated partnership strategy *including indicators to monitor progress of the partnership*
- Have organization structures, communication channels and operational systems to support the partnership.



Summary

- Cross-Sectoral partnerships will increase in importance in the coming years.
- NGOs and Business will need to learn how to speak the same language and find common ground for partnerships to succeed.
- Mechanisms to efficiently leverage the various strengths among the various partners will need to be developed.