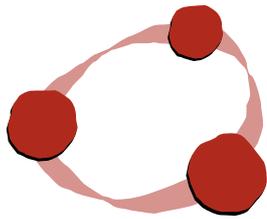




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CHANGING TRENDS IN BUSINESS-NGO PARTNERSHIPS

A Netherlands perspective

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The Partnering Initiative

&. SOS Kinderdorpen

July 2010



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Preface

Dear SOS friends,

Hereby we proudly present the report about the results of the survey of business-NGO partnerships conducted by SOS Kinderdorpen and The Partnering Initiative: "Evolving trends in business-NGO partnerships: maximizing the business and societal benefits of innovative collaboration".

The relationship between business and NGOs has come a long way over the last decade. The development of a better understanding of the complex interconnections of business within society has led to a drive towards company-NGO partnerships. These partnerships are now becoming more sophisticated, strategic and aligned to business objectives, in many cases moving beyond philanthropy towards 'win-win' partnerships with strong 'core' business, social and environmental benefits.

We undertook this unique project because we want to better understand the needs and considerations of businesses in their cooperation with NGO's. We believe that in order to reach more children, we need to enhance our collaborative capacities regarding involvement with companies and better understand their wishes about partnerships with NGO's. We are always looking for partners who can support us in reaching out to children without parental care and families in difficult living conditions, making sure these children are able to grow up in a loving family.

This report will give insights about the changing trends in business-NGO partnerships. Furthermore, it focuses on the corporate drivers and the business case for partnerships and identifies key challenges and best practices.

I would like to take this opportunity to thank all the participants and my international colleagues who have invested time and energy in making this project happen. Your input has provided valuable insights into the potential for cross-sector collaboration and partnerships. Furthermore, I want to thank TPI for their support in this project, specifically naming Maria Bobenrieth, Darian Stibbe, Elena Korf, Claudiu Necula and Kate Raphael.

I hope this report will provide food for thought to further discuss cross sector partnerships in general and a partnership with SOS Kinderdorpen in particular.

We emphasize that SOS Kinderdorpen wants to move forward in the cooperation with companies and wants to jointly develop new projects that benefit both the children as well as businesses.

I am sure we can make it happen together!

Margot Ende

Marketing Director SOS Kinderdorpen



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Changing trends in business-ngo partnerships

Partnerships between business and non-governmental organisations (NGOs) have increased in number and sophistication over the last decade. A number of factors are contributing to this trend including governments, consumers and others demanding an increase in the private sector's commitment to being "responsible members of society". This combined with the decrease of government funding of NGOs means that cross-sector partnerships are becoming core to addressing many complex social and environmental issues. Over time, these collaborations are becoming more sophisticated, strategic and aligned to business objectives, in many cases moving beyond basic philanthropy to 'win-win' partnerships that are in fact generating strong business, social and environmental benefits. Accelerated by the global financial crisis, this trend is becoming increasingly a reality in The Netherlands.

The Partnering Initiative (TPI), in collaboration with SOS Kinderdorpen, has conducted over 15 one-on-one interviews with representatives of multinational and national companies from a wide range of sectors, including construction, banking, retail, office supply, hospitality and travel, and consulting. TPI and SOS Kinderdorpen selected an individual from each company to interview who (a) is located in The Netherlands, and (b) is most knowledgeable about the company's activities regarding corporate social responsibility.

Research goals included identifying:

- Trends in business-NGO partnerships.
- Corporate drivers and the business case for partnerships.
- Key challenges and promising practices in partnerships.
- Insights for both NGOs and companies on how to achieve win-win outcomes through partnerships.

TPI applied the following methods in creating this report:

- Designed and distributed an interview guide to participating companies.
- Conducted telephone interviews following distribution of the interview guide.
- Completed desk research to collect additional information about each company's activities related to corporate responsibility.
- Referenced other research regarding developments in the field of multi-sector engagement.
- Utilized TPI organisational experience in working globally with cross-sector partnerships.

TPI then synthesized all research and identified the following key findings. These findings were discussed and confirmed during an interactive symposium in May 2010 attended by 12 of the companies and key SOS International, Netherlands and field offices.



The following companies were interviewed for this report:

- Rabo Bank
- Stride Rite
- Staples
- G-Star
- ING
- Atos Origin
- Schipol Group
- OAD Reizen
- Nike
- PriceWaterhouseCoopers
- Danone
- DHL
- Heijmans
- Marriott
- KNVB



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Finding 1 – Opportunities for cross-sector collaborations are widening



For NGOs that are “fit for purpose”, opportunities for collaboration are varied and increasing in number. However, for successful partnering with the private sector, there is no “one size fits all.” In the past, companies commonly supported NGOs through writing checks. Today, some companies continue to provide generous financial support, while others are looking for new ways to partner, from including employees in hands-on activities to working side-by-side with NGOs to develop innovative new ways to deliver services. Because of the wide range of partnering possibilities with companies, NGOs should consider an “investment portfolio” approach and seek partnerships that reflect a range of relationship types along a partnering spectrum.

To examine types of partnerships, TPI uses a Relationship Spectrum Tool (see Appendix B). The Relationship Spectrum allows members of a partnership to identify whether a partnership is transactional, transformational, or somewhere along the spectrum between these two points. A transactional collaboration is characterized by a one-on-one “principal-agent” relationship where the dominant party determines the work plan and obligations for services. This type of relationship is completely appropriate when both the corporation and the NGO agree that for efficiency (or other reasons) more traditional financial support fulfills the needs of both parties. At the other end of the spectrum, a transformational partnership is characterized by a work plan that is shared by all parties, reciprocal obligations, and partners that work closely together and practice equity, transparency and co-creation toward mutual benefit. This type of relationship requires significant investment on the part of both parties and should be entered into with careful due diligence and commitment. Relationships most often begin in a more transactional way and often do move along the spectrum towards transformational when both parties learn and evolve in the partnership.

The Relationship Spectrum Tool does not imply that one type of relationship is better than another as it is not a value judgment; its purpose is to help partners better identify and clearly articulate the kind of collaboration that best meets an organisation’s needs. It does not describe or prescribe what is a “better” type of collaboration, as its primary purpose is to identify self-selected opportunities. If there is a mismatch between the benefits an organisation wants from the partnership and the realities of the actual collaboration, then a more accurate assessment of the structural relationship may improve the effectiveness and efficiency of a partnership. From this perspective, an “investment portfolio” approach implies that in order to achieve organisational objectives efficiently and effectively, NGOs and companies can and should have a range of relationships with a number of different partners. Regardless, from the companies’ point of view, NGOs must then build their capacity, and competencies, to manage a variety of partners to meet its “investment portfolio” goal.

Companies interviewed expressed interest in a range of partnership relationships with NGOs. The range includes greater strategic alignment of an NGO’s mission with a company’s mission, increased employee involvement in developing and participating in projects and, in some cases, providing financial support and receiving recognition for doing so. An NGO must have the capacity to work with each business at the partnership level that works for the business, and be prepared to grow together as interest, familiarity, and expertise increase.



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Finding 1 – Opportunities for cross-sector collaborations are widening

In order to create maximum efficiency and effectiveness through an investment portfolio approach, NGOs should:

- Be aware of the corporate responsibility capacity of the private sector partner, and develop a partnership plan that matches the ability of the partner to meet intended goals.
- Be clear about what it wants from each private sector partner, and be very transparent about needs, collaboration, and desired outcomes.

Individuals from companies in the private sector interviewed for this report noted the following:

We do not have a dedicated person doing community investment. We have some key people in our organisation who want to organize and think about our strategy in the next two years--what kind of organisations we would like to support. That's a core group of about ten people from different business units. So it is organized as a community [in addition to] our daily jobs.

The NGOs are very enthusiastic to cooperate, but they often don't know exactly what they want from us. The risk is that we start a partnership and an organisation is not committed or prepared enough.

NGOs need dedicated resources for the partnership; otherwise the partnerships won't work. [Our "perfect partner" is] open to "involvement" from the start on our side to create a "win-win" scenario--not a ready-made product (our needs have to match); understands our industry...what we do and what we can contribute beyond money; takes the long term view--and is flexible to evolve with us, i.e., sustainability has become key to our business--how can we evolve in that way with partner?; and brings companies (partners) together to connect and learn from each other.

The first lesson is to sit and think about your own agenda and be very open with your potential partners and try to learn about each other. I spent many years with SOS but it's only in the last year that we started to understand what we are getting with this partnership. You need to understand the overlap between your business and your partner's agenda.

[A good NGO partner must] understand what partnership is, [and] have enough resources to manage the partnership without draining our resources (we've had cases before when [the NGO] fully relied on us for managing and marketing).

NGOs have to be experts in the businesses that they want to partner with, too.



The interviews confirmed:

Each private sector company has a different level, capacity, and organisational structure for engagement with NGO partners.

Each private sector company differs in how it wants to be engaged with NGO partners now and in the future.



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Finding 2 – Companies are becoming increasingly strategic in their NGO engagement



Companies are increasingly (a) linking their corporate social responsibility investments with their core business goals and (b) seeking synergistic relationships with NGO partners who can support in the delivery of those goals. This means that companies are increasingly looking for ways to move beyond writing checks into offering a broader range of “capital” or resources, including in-kind goods and services such as employee expertise. The closer alignment of NGOs and their private sector partners creates numerous benefits for both sides, including:

- Increase of equity in the relationship, allowing for exchange of ideas and strategy that often leads to a deeper, more sustained commitment to the partnership from both sides.
- The merging of non-profit and for-profit expertise develops powerful programmes that can be financially sustainable with significant social impact.
- Both NGO staff and company employees learn from each other.
- NGOs learn for-profit strategies for increased organisational efficiency and management.

This emerging shift in the way corporations want to partner with NGOs creates an exciting new landscape of opportunities for NGOs and companies to collaborate, increasing capacity, sustainability and service delivery.

Individuals from companies in the private sector interviewed for this report noted the following:

In an ideal world, partnership is when you bring your expertise and combine it with the expertise of non-profit partners to build programmes to create social value; this for us is the ultimate objective of the partnership.

We don't just donate money; we just want to share our knowledge. It has to be related to our core business.

We provide funds, equipment and employees. It's an integrated approach.

Must be more than “about money”, i.e. exchanging knowledge and experience (two-ways). For example, we provide technical expertise and SOS provides our employees with team development and action learning opportunities.

[Corporate social responsibility] has become a more vital and integrated part of our business approach. We used to [take] more of a “charity” [approach]. Now corporate social responsibility is no longer a “luxury” but a necessity and a valuable asset to the company. This has been driven by stakeholder demand--specifically wanting to know what we are doing in the corporate social responsibility area.

It is important that the NGO understand that the partnership has to be in line with our corporate strategy. That is very important for [us]. The NGOs have to be more performance driven and...that will help NGOs to cooperate better with companies.



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Finding 2 – Companies are becoming increasingly strategic in their NGO engagement



We have a real estate unit; we have knowledge about building houses, buildings, etc. Maybe we could share this knowledge in a partnership. That would be an ideal project for us. For instance, we had a project in India where we supported in different ways children going to school. But there was no link to our business strategy. So we launched a project in Kenya where we helped by building houses for SOS. This was much better linked to our real estate strategy and easier to explain internally.

If we want to achieve our goals, we can't do it alone. NGOs are influencing our policy and allowing us to anticipate future trends and issues.

We would like to partner but through more than the usual fundraising; we would like to use our expertise and skills to contribute to partnerships.

Our 'least successful' partnerships? Those where we donated money and got reports back. Maybe the project was successful, but as a partnership it wasn't a partnership.



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Finding 3 – Companies increasingly seek global engagement with local action



Increasingly NGOs seek to engage partners in the private sector who can support them at both the local and global levels. At the same time, businesses often look for a variety of corporate social responsibility opportunities – local and global -- with a minimal number of NGO partners, so NGOs with local and international offices become particularly appealing. Interviewees for this research process agreed that NGOs should be adept at matching a private sector partner's interests and need to applicable sites, depending upon whether the company is interested in local engagement, global outreach, or both.

- NGOs with sites around the globe have an advantage with certain companies looking for partners-on-the-ground to help get into new markets.
- International NGOs also have an advantage in that they provide a “one stop shop” for a business that would like to be engaged locally and internationally without having to partner with multiple NGOs.
- At the same time, businesses have to be careful when working with a global NGO, making sure there is buy-in to the project or partnership at the different levels of the NGO where the business will be partnering. For example, if a global office approves a local project, confirm there is support for the project at the local site.
- If possible, NGOs would do well to map global and local alignment and consider how to offer hands-on, in-kind opportunities for a business' employees where those employees are located.

Individuals from companies in the private sector interviewed for this report noted the following:

When I am listening to the voices of our employees in the Netherlands, they wish to participate in initiatives where they can see an impact in their own communities.

We are looking for social partners to get to these target groups, to build the distribution channel.

You have different challenges at different levels. At global NGOs you don't have the buy in of all members of the organisation. You find that maybe the organisation at the global level is very supportive of that partnership but the national offices are not. So that could be a danger for the success of the partnership.

We also look at how the need for the project arose--whether there is local demand, or whether the idea came from an NGO. We prefer the initiative comes from the local community.

We choose partners based on countries where we produce goods.

As a global company, we are also looking for organisations that are acting at a global and local level.



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Finding 3 – Companies increasingly seek global engagement with local action

In the Corporate Office, the key partnerships are managed centrally, but we also allow local partnerships on a smaller basis, if the partnership applies to the local needs.

We are not interested in cooperation where fundraising is done in the Netherlands and the money goes to Africa, because we don't work in Africa and we want to impact our communities.



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Finding 4 – Employee engagement is increasingly a key driver for collaboration

Companies are increasingly looking for opportunities to engage their employees in their community social responsibility investments. Active company engagement in community social responsibility is becoming core to employee morale, recruitment and retention efforts. Companies are encouraging employees to provide “in-kind” services where they can share their passion aligned to their technical expertise across the value and supply chain (i.e., accounting and budgets, project management, leadership, logistics). Companies are increasingly including employees in decisions about which NGOs to partner with, and maximizing employees’ personal involvement with local organisations. As a result, businesses are recognizing the myriad of benefits employees, and companies, receive when partnering with an NGO. Benefits include:

- Hands-on employee engagement increases visibility of a company’s corporate responsibility activity, improving “citizen of the world” reputation.
- Through participation in corporate social responsibility activities, employees experience being part of “something larger”.
- In some companies, employees play a significant role in generating ideas and connections for corporate social responsibility projects, increasing employee commitment to the project and the company.
- When a company increases corporate social responsibility activities, employees feel listened to by their employer, as companies report that employees are increasingly asking their employers to be more active in environmental sustainability efforts, etc.
- Employees practice and learn new skills by playing a different role in corporate social responsibility actions (leadership, etc.).

Many companies’ desire for employees to have a greater role in activities related to corporate social responsibility means NGOs need to move “employee engagement” from an addendum or “nice to have” to a core component of the initial strategic partnership conversation.

Individuals from companies in the private sector interviewed for this report noted the following:

We have one-on-one partnerships with NGOs. For instance we provide them with 100 or 150 hours of our know-how. We help them with business plans and financial plans.

It gives the employees a lot of satisfaction to contribute their experience in logistics in such initiatives, because they really can see the benefit of being part of the big...organisation.

When our people are engaged we benefit in terms of the development of our people:

- *It enhances the work atmosphere.*
- *People feel good and are proud of being part of [our company].*
- *[Employees] gain experience [when they] work under new cultural circumstances.*



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Finding 4 – Employee engagement is increasingly a key driver for collaboration

In any social programme, the basic requirement is the triple win – social win, employee win, business win.... It is important to make sure that [our company] is seen not as solely a commercial company but a company with a heart.

A main risk is that our employees don't understand why we partner for instance with SOS Children's Village. It has to be logical for our staff.

We want to strengthen and develop communities through the engagement of employees and through the active partnerships.

[It is] important that NGO has the same vision, idea, is located where we are, and equipped with opportunity for employee engagement.

In terms of employee engagement, we try to develop our employees' different leadership skills. For example, next week we are sending a group to India to work with NGOs on business development and business cases. At the same time, our employees get training on their leadership qualities. This is an important benefit for us.

We use these partnerships internally to communicate and engage our employees to demonstrate our corporate values. We also engage employees to be more responsible people.



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Finding 5 – Profile, branding and communication matter



Profile and Branding

The positioning and profile of NGOs are becoming increasingly important considerations for potential partners from the private sector. Clear and careful thinking in building a profile should help create a solid platform for alignment and collaboration. The NGO must maximize communications about its work, its partners, and among partners. Businesses want to know they are part of a reputable “club” of partners whom they can also learn from. Through the “halo effect”, partnering with an NGO with a good reputation benefits the reputation of the business partner.

Internal and External Communications

NGOs need to understand the internal communications and reporting needs of their business partners. The sophistication and cadence of reporting needs to be aligned with private sector expectations. That means understanding when a private sector partner will require progress reports documenting the results and impact of the corporate social responsibility project.

As partnerships move toward the transformational end of the Relationship Spectrum (see Appendix B), both sides must become better educated about key issues related to joint projects. This includes being prepared to speak externally about a variety of important social issues related to a project including, for example, the environment, climate change, and the rights of children.

Individuals from companies in the private sector interviewed for this report noted the following:

Our connection to a reputable, well-known organisation is one of the key benefits for us.

It is also very good for our reputation, like for any other business,...to be seen as a corporate citizen.

No risk assessment but need to be very well established organisations with positive names,...we are engaged in children's issues so need to be very confident that our partners have excellent reputations.

[The partnership] should enhance our brand.

Externally, we use the partnerships to support our image in the market, which is maybe not the main reason, but we want to show that we are responsible.

The biggest risk is the risk to our reputation if the NGO is not professional enough. Both sides are taking potential risks with their reputations; they have to be aware of them and discuss them.



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An “ideal” NGO Partner



According to interviews, the “ideal” NGO partner has the following 10 attributes, which the participating companies have ranked in the following order:

1. Brings clear value propositions

An ideal NGO demonstrates understanding of the industry and business with which the NGO wishes to partner. The NGO knows what a company can do and what a company can contribute beyond money. An ideal NGO learns about each company - the specifics of the business - and speaks the language of business. It is a partnership the company can learn from in a way that adds value to the business. Managers have noted that they are very often approached by numerous NGOs with a wide range of interesting projects. However, if these proposals are not related to the company’s core business and cannot be aligned with the company’s business objectives, it is unlikely the company will support this proposal.

2. Collaborates

The ideal NGO collaborates and cooperates with other NGOs to increase impact. It was noted that NGOs very often are highly competitive among themselves and do not see the potential in consolidating efforts and working together with each other. Participants mentioned that a true relationship between companies and NGOs is always based on collaboration.

3. Communicates with excellence

An ideal NGO communicates well internally and externally, including communicating interim and final results. It has clear, simple and solid reporting mechanisms. Good communications reinforce all partners in a partnership, both companies and NGOs, and contribute to the creation of a joint image of the partnership.

4. Creates synergy

Beyond bringing a clear value proposition (#1 above), an ideal NGO is then able to actively develop a common goal and a win-win situation (i.e. it is open to company involvement from the start to create a win-win scenario) not a ready-made product. NGOs and companies can then work together to design opportunities for employees, especially when a company’s global office is far from the work site and neither anticipate nor plan the optimal partnership between an NGO and local employees. NGOs can meet companies half-way, minimizing the challenge of finding “best fit” volunteering opportunity for employees.

5. Is transparent

An ideal NGO is willing to have the difficult conversations; transparency is very important to build trust and long-term relationships. For companies, it is important to know what NGOs are doing, how they can act on the things they do, what third parties are involved, and what their needs are. It is important to know how the money flows out and get a clear understanding of specific results of activity beyond just pretty pictures. Most companies have stressed the importance of accountability in their own operations to their own employees and shareholders. Interviewees agreed that they need to know how the money is spent, so that they can share tangible results and continue to build



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An “ideal” NGO Partner



their reputation as socially responsible. However, NGOs must communicate program results efficiently and effectively and not bog down the private sector partner with excessive detail.

6. Is strategic

Companies are not interested in a ‘hit-and-run’, short-term deal. An ideal NGO thinks strategically about partnerships, is clear and focused, has a long-term view, is flexible, and can evolve with the partnership. With this longer-term approach in mind, the partnership will be a better fit with the business and core business strategy.

7. Is knowledgeable

An ideal NGO has knowledge, experience and time to invest in the relationship with each private sector partner. This includes deep knowledge of issues relevant to its partners as well as It has high professional standards, is able to engage people from all levels of the company, has done research about the company, knows what kind of people a company has, and knows what the company can offer.

8. Is proactive

An ideal NGO comes to a company with ideas that make sense for the company and can be easily understood by the Board of Directors. It takes initiative, is creative and generates excitement, creates a personal connection, and taps into the imagination and inspiration of employees, consumers and other stakeholders. Companies want clear explanations of what their contributions, both financial and “in-kind”, have achieved, and appreciate NGOs who provide this level of information, not just a thank you note.

9. Create profile & network

The ideal NGO has good visibility and public profile (is well-known and respected by clients and suppliers). It is proactive in bringing companies (partners) together to connect and learn from each other, and shares their network. The companies emphasised the importance of networks. Companies are interested in sharing and learning about best practices in corporate social responsibility with other companies; NGOs can play an important role in facilitating this exchange.

10. Is flexible

An ideal NGO adjusts and mainstreams decision-making cycles to meet the needs of partners. Flexibility is seen as an essential and indispensable part of the partnering process.

As a final phase of this research process, The Partnering Initiative facilitated a conference between staff from SOS Kinderdorpen and representatives from private sector representatives.

During the discussion, members of the private sector prioritized the “ideal NGO partner” qualities listed above, and reported the following:



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SOS Kinderdorpen zorgt ervoor dat kinderen die er helemaal alleen voor staan kunnen opgroeien in een liefdevol gezin.



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An "ideal" NGO Partner

Rabobank's relationship with NGOs is professional and mutually beneficial, it is not philanthropy. On a regular basis we discuss social trends and issues with NGOs. It helps our employees to make responsible choices concerning our services within our business objectives.

- Ruud Nijs, Rabobank, Director of Corporate Social Responsibility

Twenty years ago people were looking for a job with a pay cheque and companies gave for charity; now people are looking for a job with a purpose and companies must have a connection with society.

-Wim Mul, Director of Human Resources, Schiphol Group

In a company that has offices in several cities and employees who want to be involved in local communities, it is essential to have partnerships with NGOs that are locally active and aware of the local needs.

-Hayde van der Kooij, Senior Manager, PricewaterhouseCoopers



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Summary

The Partnering Initiative thanks the national and international staff of SOS Kinderdorpen Netherlands and the companies who participated in this research for advancing the conversation around partnerships between NGOs and the private sector in The Netherlands.

Evidence collected during this research process confirms that cross-sector collaborations are becoming more sophisticated, strategic and aligned to business objectives. In many cases the business-NGO relationships are moving beyond basic philanthropy to 'win-win' partnerships that are generating strong business, social and environmental benefits. Accelerated by the global financial crisis, this trend is increasingly becoming a reality in The Netherlands. TPI's global experience and the direct feedback from the participants of this research in The Netherlands confirm that cross-sector collaboration can be highly effective and sustainable when designed, developed and managed in a strategic and systematic way.

Moreover, the relationship between businesses and NGOs has shifted significantly over the last decade. The perception that wealth creation is separate from development goals is slowly shifting within more innovative NGOs who are beginning to appreciate that economic development is a central long-term solution to alleviating poverty and addressing social challenges. Consequently these collaborations are becoming more sophisticated, strategic and aligned to business objectives, and both NGOs and their private sector partners are experiencing strong outcomes as a result.

For those organisations that are properly prepared, the opportunities for collaboration are many and varied. Leading NGOs are carefully examining their approach for achieving their goals. Moving beyond fundraising requires innovative NGOs to carefully examine their "fit for purpose" and develop competencies that will prepare them to deliver on their social goals through a new way of working that includes enthusiastic, professional, skilled, and innovative partners from the private sector.



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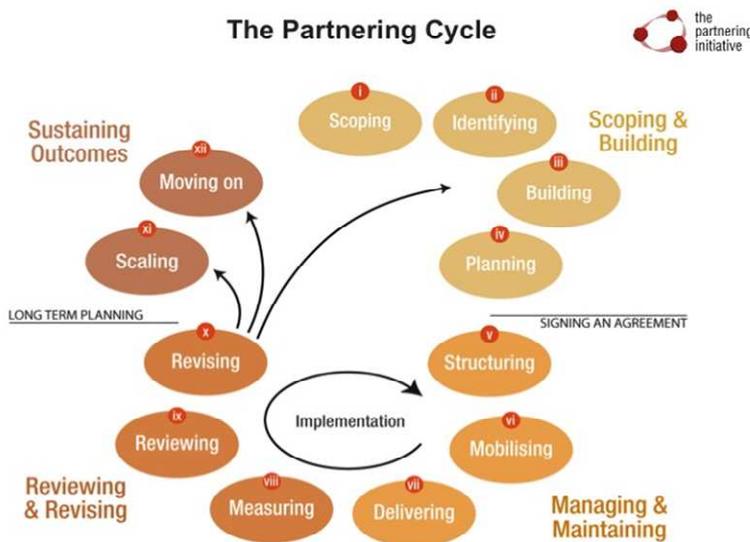




Appendix A: The partnering cycle



TPI believes and has demonstrated that partnerships can be developed and managed systematically. The diagram below summarizes TPI's explanation of the different stages in the life of a partnership. It is a schematic; partnerships are evolutionary in nature and no single partnership conforms precisely to this sequence, but many have found it helpful as a framework for their partnering work.



SOURCE: The Partnering Initiative (www.thepartneringinitiative.org)



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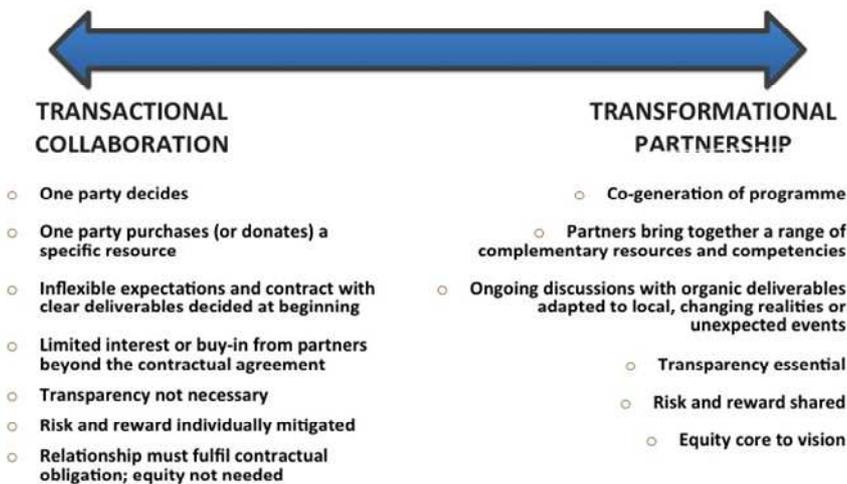




Appendix B: The relationship spectrum



The Relationship Spectrum



The Partnering Initiative developed The Relationship Spectrum Tool. It allows a partnership to identify whether it is transactional, transformational, or somewhere along the spectrum between these two points. A transactional collaboration is characterized by a one-on-one “principal-agent” relationship where the dominant party determines the work plan and obligations for services. At the other end of the spectrum, a transformational partnership is characterized by a work plan shared by all parties, reciprocal obligations, and partners that work closely together and practice equity, transparency and co-creation. This tool helps each partner identify how it sees itself in relation to each other within the partnership. TPI also uses it to help partners identify with each individual partner where they want to go on the spectrum: does a partner want the relationship to be more transactional, or more transformational?

The Relationship Spectrum does not imply that one type of relationship is better than another as it is not a value judgment; its purpose is to help partners better identify and clearly articulate the kind of collaboration that best meets organisational goals, including (a) their own organisation’s needs; (b) specific project needs; and (c) a range of investment portfolio needs. The Relationship Spectrum Tool does not describe or prescribe a “better” type of collaboration as its primary purpose is to identify self-selected opportunities. If there is a mismatch between the needs of the project or benefits an organisation wants from the partnership and the realities of the actual collaboration, then a more accurate assessment of the structural relationship may improve the effectiveness and efficiency of a partnership.



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Appendix C: Information about SOS Children's Villages & TPI



About SOS Children's Villages:

SOS Children's Villages is an international organisation that works with children without parental care and families in difficult living conditions, making sure that children are able to grow up in a loving family. The organisation believes that every child needs a safe and loving home to develop to their full potential. Thanks to the unique family based care, children grow up in a stable family environment where they receive individual support and guidance towards an independent life as adults. Check the website www.soskinderdorpen.nl for more information.

About The Partnering Initiative:

The Partnering Initiative (TPI) is a specialist programme of the International Business Leaders Forum (IBLF), a non-profit international organisation supported by 100 of the world's leading businesses to enhance the contribution that companies can make to sustainable development. IBLF was established in 1990 and is registered in the UK as Registered Charity no 1024119 on 22.7.1993.

With 20 years of leading edge work in the theory and practice of cross sector partnership, TPI facilitates widespread, systematic and effective collaboration between civil society, government, development agencies and business by:

- Promoting an enabling environment for partnerships to flourish
- Supporting partnerships to achieve the optimum sustainable development impacts through innovation, efficiency and outreach
- Building organisations that are fit for purpose for partnering across sectors
- Empowering individuals to broker, lead, manage and maintain partnerships in a diversity of conditions and geographic locations.

Based on action research and continuous knowledge exchange, TPI has systematized the essential processes of partnering and developed a leading range of practical tools to help all sectors seek new opportunities and implement effective partnerships. We provide direct support, brokering and advice to new and ongoing multi-stakeholder partnerships around the world to help them achieve greater impact and efficiency. We also set new standards in the partnering practice through our range of tool books and the delivery of training and capacity building at various levels appropriate to the needs of different sectors and participants, as well as tailored training developed with organisations in different phases of the Partnering Cycle. For more information check: www.thepartneringinitiative.org



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