



Corporate-NGO
Partnerships Barometer
2014

The partnering agenda grows deeper roots...



Contents

Introduction	3
Headline messages	4
Part 1: Why corporates and NGOs partner	7
Cash is still king for NGOs, whilst reputation remains the stand-out driver for Corporates	
Part 2: Partnering in practice – effectiveness & value	9
“Fewer, bigger better” – the move to higher value partnerships continues	
A higher degree of confidence in the performance of strategic partnerships	
Senior leaders best understand the importance of, and engage in partnerships - versus colleagues in other functions	
Corporates are better than NGOs at reviewing partnership performance	
Increased understanding of the potential role that business assets (beyond cash) can play in mission delivery	
More than ever, Corporate-NGO partnerships are moving the dial, in terms of supporting positive changes in business practices	
Part 3: The Stars – The most admired corporate-NGO partnerships and partners	22
M&S, Boots, GSK, Macmillan, Oxfam, Save the Children - shining lights of the Corporate-NGO partnering scene	
Part 4: Future trends, prospects and likely developments in corporate-NGO partnering	26
Partnerships will become more important over the next three years	
Investments in Corporate-NGO partnering is again set to grow over the medium term	
Concluding Remarks	31
About the Barometer	32
Appendices	35

Introduction

Welcome to the fifth C&E Corporate-NGO partnerships Barometer - our unique annual series of practitioner-led studies.

This 2014 Barometer edition draws on the experience of 130 leading companies and NGOs who completed our confidential survey during July 2014.

Interesting trends are now emerging from the series as the five-year data demonstrate. Overall, it is noticeable how high up the agenda NGO partnerships now are for corporates – particularly at a senior level, and how there is a real opportunity for NGOs to help corporates communicate the effects of their partnerships better, most notably to external audiences.

It is also interesting to see how both sets of practitioners seem to be gaining a deeper understanding of the potential for corporates to harness their expertise in delivering NGO objectives. Understandably, NGOs' focus remains principally on cash – but the ground is shifting towards a deeper understanding of the value that mission-led partnering can yield.

This is where the true 'barometer effect' is beginning to get ever-more interesting. The developing trends become more statistically valid over time – whilst the qualitative side of the Barometer and the additional work carried out by C&E across sectors lends us a deeper understanding of the way the sector is changing.



Manny Amadi, MVO
CEO, C&E Advisory

Finally – there are perhaps more signs of optimism from this year's Barometer than at any time since we began this process in 2010, thanks to the wider signs of economic recovery.

We are very grateful to all our respondents and commentators for sharing their perspectives and experiences. We hope this 2014 edition of the C&E Corporate-NGO Partnerships Barometer helps to inform and enhance their and your understanding, investment decisions and practice of Corporate-NGO partnering.

As usual, we welcome comments and suggestions at www.candeadvisory.com/barometer or info@candeadvisory.com

Manny Amadi, MVO
CEO, C&E Advisory

Headline Findings

Why Corporates & NGOs partner with each other

Reputation is a leading factor across both sectors - but cash remains king for NGOs

Corporates and NGOs have differing reasons for wishing to partner – though some overlap.

For corporates:

- With a score of 92%, enhancing brand or corporate reputation and credibility is the private motive for engaging in partnerships with NGOs.
- This is followed equally by **long-term stability and impact** (a factor which has moved up the corporates' priority list significantly this year), and innovation (both at 73%).
- Businesses are also increasingly motivated by the need to **develop their people** through partnerships (63% score).

For NGOs:

- By contrast, NGOs remain primarily interested in the opportunity to **access funds**, with 95% of NGO respondents listing resource generation as the lead reason for partnering.
- However, **long-term stability and impact** has moved significantly up the NGOs' agenda over the last year with over 70% of NGOs now realising how important a factor this is. This has been a general trend amongst NGOs over the five-year history of this unique Barometer series. It reflects an ever-greater realisation from NGOs of the value of long-term partnerships and the assistance with **programme delivery in non-financial ways** that partnerships can bring.
- Similarly, 73% of NGO respondents value access to people and contacts (drawing on a wider pool of technical expertise, experience, skills, labour and networks) whilst two-thirds of NGO respondents agree that reputation and credibility is the third most important reason for partnerships.

Strategic partnerships

“Fewer, bigger, better” - the move towards higher value partnerships continues

Since its inception five years ago, the Barometer series has shown a significant **overall shift towards strategic partnerships**. This trend has continued to 2014 with more respondents demonstrating an understanding of the strategic importance of partnerships.

But there are significant differences; 42% of NGO respondents classify more than half their partnerships as 'strategic', compared with 64% of corporate respondents. The findings seem to indicate that the **corporate sector remains ahead of NGOs** in understanding the strategic importance and overall position of partnerships in yielding value for stakeholders.

NGOs may need to think more carefully about their partnership portfolio design and management, as well as the efficiencies in resource use that can derive from having a more strategic approach.

Confidence

Yet again, this year, the Barometer discovered an overwhelming level of confidence that **strategic partnerships between NGOs and businesses are meeting their objectives and delivering value**, with 90% of respondents expressing such views.

The role of colleagues

Senior leaders best understand the importance of, and engage most in, partnerships

The 2014 Barometer took a first look at the perceived role of colleagues from different functions in the partnering process.

Overall, all colleagues are perceived to be broadly supportive with an aggregate figure of 79% being seen to be either engaged and supportive or highly so. Senior leaders scored highest, whilst HR and finance colleagues scored lowest.

From the NGOs' perspective, senior leaders and marketing people are seen to be the most supportive, with HR people scoring lowest. From the corporates' perspective, finance staff score lowest whilst senior leaders are perceived as being highly engaged. There is work to be done by both sectors to better engage finance and HR colleagues.

Driving improvements

Corporates are better than their NGO counterparts at reviewing partnership performance

Both NGOs and corporates recognise the importance of internal reviews of partnerships, as well as reviews with their partners. **Over 90% of all respondents undertake annual reviews of partnerships.** Corporates, however, seem to place more importance on carrying out reviews both internally and with their NGO partners. The Barometer found scope for improvement in the review processes for long-term partnerships. Such reviews often present an opportunity to understand what aspects of the partnership are working well and how they might be further leveraged, and conversely, what is not working well and how improvements can be made.

The value partners bring to each other

Corporate-NGO partnerships are really moving the dial for businesses

The overwhelming majority (87%) of corporate respondents state that corporate-NGO partnerships have improved business understanding of social and environmental issues. Perhaps more importantly, this enhanced understanding appears to be translating into positive changes in business conduct. Most respondents from the corporate sector (59%) state that their **key NGO partnerships have helped their companies to change their practices for the better.** The 14% year on year increase in this score is very notable.

An improving understanding of the potential role that business assets (beyond cash) can play in NGO mission delivery

Previous editions of the Barometer have identified a significant gap between NGOs' and corporates' perceptions of the value of non-financial support. This gap is again notable in the 2014 Barometer. However, the gap appears to be narrowing significantly.

Business respondents are notably more bullish about the value that can derive from harnessing their competencies in non-cash ways to aid the achievement of NGO goals. 68% of corporate respondents agree that harnessing their competencies and non-cash assets would better boost the achievement of NGO objectives through financial support alone.

This compares with 48% of NGOs in agreement with the proposition - a gap of some 20% between the corporate and NGO views. But the gap is narrowing, as the 48% of NGO respondents who now agree that "By effectively harnessing our corporate partners' competencies and non-cash assets my NGO can make much more of a impact..." represents an increase of 12% on 2013. This is an encouraging development which clears the path towards deeper, mission-focused partnering.

The stars – the most admired corporate-NGO partnerships and partners

M&S, Boots, GSK, Macmillan, Oxfam, Save the Children - shining lights of the NGO-Corporate partnering scene

For a remarkable fifth year in a row, the partnership between M&S and Oxfam was voted the Most Admired Corporate-NGO Partnership by practitioners. The Boots-Macmillan and GSK-Save the Children partnerships consolidated second and third place respectively in the Most Admired Partnership standings. These three partnerships stood out for their clarity of purpose, creativity, scale of mutual benefit and for innovation.

All six organisations involved in the top-three partnerships also featured in the 'Most Admired Corporate' and Most Admired NGO' categories.

Future prospects for Corporate-NGO partnerships

Partnerships will become more important over the next three years

For the fifth year in a row, sentiment about the **mid-term prospects for corporate-NGO partnering remains very positive. 90% of respondents state that partnerships will become more or much more important** over the next three years. Not a single respondent anticipates a decline in importance for partnerships.

The desire by companies and NGOs to leverage each other (91%), pressure on businesses to demonstrate societal consideration (77%), and evidence of the success of partnerships (70%) are the key drivers behind this expected growth.

Investment (of time, commitment and resources) in corporate-NGO partnering is set to grow over the next three years, with 60% of business and 95% of NGO respondents expecting their investment in cross-sector partnerships to either increase or increase significantly over the next three years.

Part 1: Why Companies and NGOs Partner

Cash is still king for NGOs, whilst reputation remains the stand-out driver for Corporates.

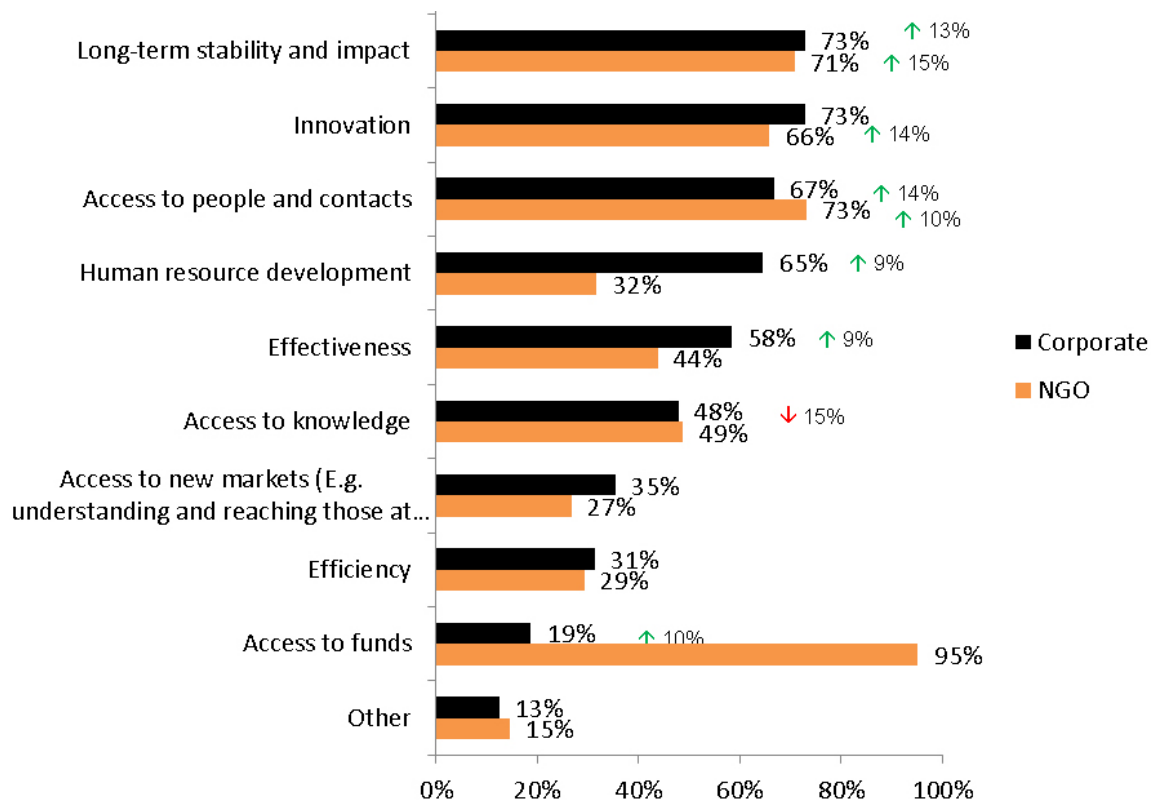
In a period of growing economic recovery, what motivates businesses and NGOs to spend time and valuable resources working together?

By far the overwhelming reason for both corporates and NGOs is reputation. This is more so for corporates than NGOs, but represents a leading driver for both. Over 90% of corporates cited reputation as the main driver, followed by long-term stability and impact and innovation in equal measure.

For NGOs, access to people and contacts are seen as essential reasons to partner, though with a 95% score, cash remains king – with funding still being seen as the principle reason for partnering corporates.

However, behind the seemingly obvious headlines, lie some important changes in the motivations for partnering, particularly when the data is viewed by sector.

Figure 1: Why companies and NGOs engage in partnerships with each other



Why does your organisation engage in corporate-NGO partnerships? TICK ALL THAT APPLY

Corporates are becoming ever-more interested in the development of people through partnerships. This emphasis on enhancing professional skills and workforce competencies seems to indicate a continuing move towards skills-based volunteering which is deemed valuable by NGOs.

Both NGOs and corporates are placing greater emphasis than before on long-term stability and impact. This possibly reflects the greater understanding both sides gradually have of the potential for partnerships as organisations engage in multi-lateral agreements over longer timescales – leveraging resources to achieve mutually agreed goals in ways beyond funding. As one NGO respondent said: *“We use partnerships when we need our partners to deliver a service that we can’t deliver without them.”*

Why Corporates and NGOs engage in partnerships: Top 3 reasons (NGO and Businesses Consolidated)		
Rank 2014 (2013)	Reason	Percentage (NB: Multiple options allowed)
1 (1)	Reputation and credibility: Achieving organisational reputation and greater credibility.	77%
2 (5)	Long-term stability and impact: Achieving greater reach and expanding opportunities for inclusive, sustainable development	70%
3 (2)	Access to people and contacts: Drawing on a wider pool of technical expertise, experience, skills, labour and networks.	66%

Figure 2

Why businesses engage in partnerships with NGOs: Top 3 reasons (businesses only)		
Rank 2014 (2013)	Reason	Percentage (NB: Multiple options allowed)
1 (1)	Reputation and credibility: Achieving organisational reputation and greater credibility.	92%
2 (2)	Innovation: Developing unexpected / new ways of addressing old issues and complex challenges.	73%
2 (4)	Long-term stability and impact: Achieving greater reach and expanding opportunities for inclusive, sustainable development	73%

Figure 3

Why NGOs engage in partnerships with business: Top 3 reasons (NGOs only)		
Rank 2014 (2013)	Reason	Percentage (NB: Multiple options allowed)
1 (1)	Access to funds.	95%
2 (2)	Access to people and contacts: Drawing on a wider pool of technical expertise, experience, skills, labour and networks.	73%
3 (4)	Long-term stability and impact: Achieving greater reach and expanding opportunities for inclusive, sustainable development	71%

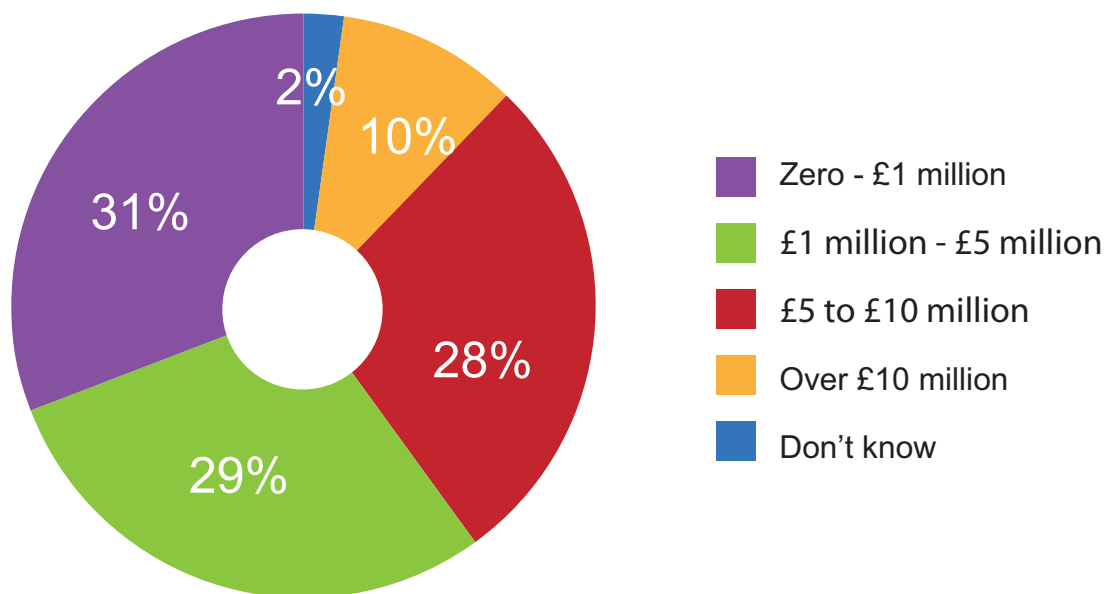
Figure 4

Part 2: Partnering practice – and effectiveness

“Fewer, bigger better” – the move to higher value partnerships continues.

Over recent years, there has been a marked shift to higher value, more strategically-based partnerships. This is continuing, though growth has slowed.

Figure 5: Estimates of how much respondents' organisations invest in – or secure from – corporate-NGO partnerships (both sectors combined)

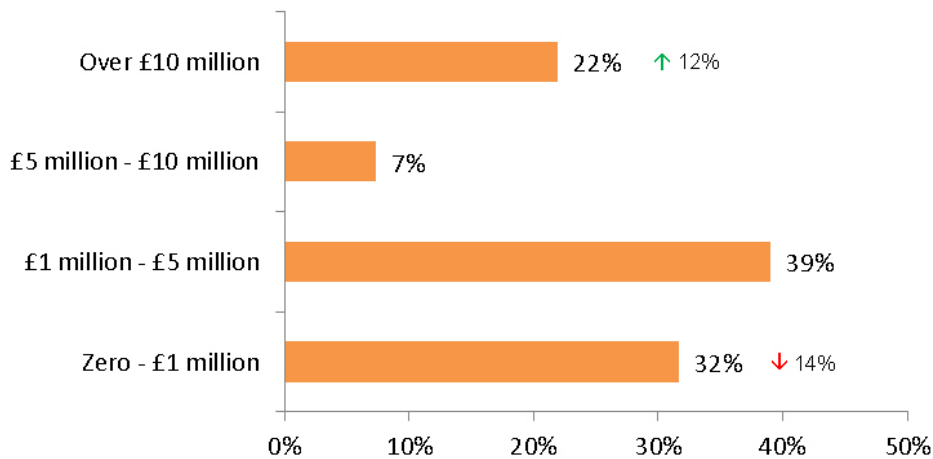


In approximate terms, what is your estimate of how much your organisation invests in – or secures from – Corporate-NGO partnerships in the UK and elsewhere annually? Please include total estimate of financial and non-financial value.

From the NGOs' perspective, there are now more partnerships with an overall worth in excess of £10 million annually. NGO's in this category were up 12% compared to 2013, whilst those in the zero-£1m category fell by 14%.

Figure 6: Estimates of how much respondents' organisations invest in – or secure from – corporate-NGO partnerships (NGOs only)

NGO

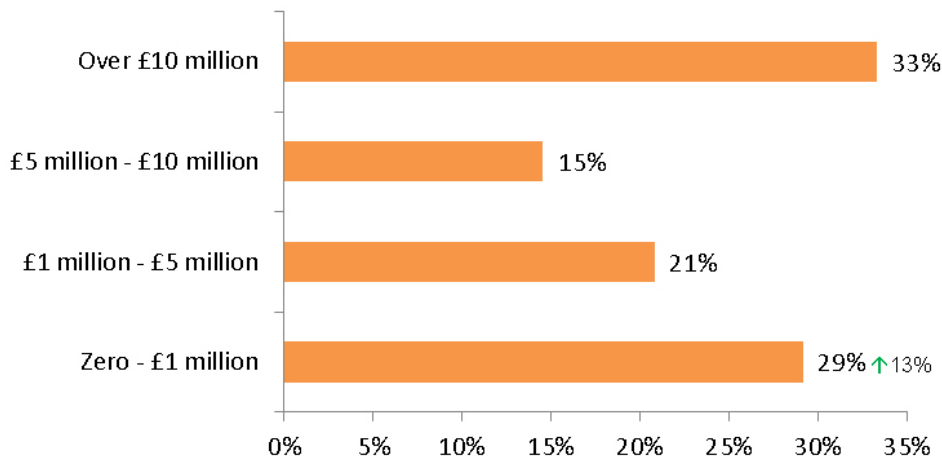


In approximate terms, what is your estimate of how much your organisation invests in – or secures from – Corporate-NGO partnerships in the UK and elsewhere annually? Please include total estimate of financial and non-financial value.

From the corporates' perspective, the number of big partnerships has held steady though there is a marked increase in the number of smaller value partnerships up to £1 million.

Figure 7: Estimates of how much respondents' organisations invest in – or secure from – corporate-NGO partnerships (Corporates only)

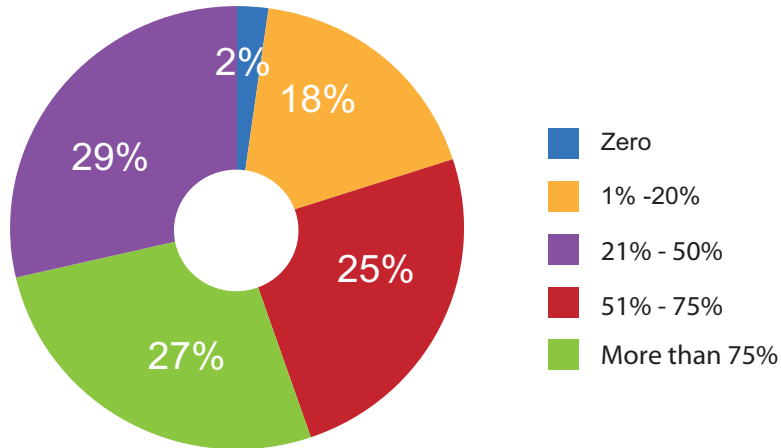
Corporate



In approximate terms, what is your estimate of how much your organisation invests in – or secures from – Corporate-NGO partnerships in the UK and elsewhere annually? Please include total estimate of financial and non-financial value.

The value of the Barometer’s findings measured over the five years since its inception show a significant overall shift towards strategic partnerships with ever-higher values placed by respondents on partnerships (which are a reflection of both cash and non-cash value contributions).

Figure 8: Strategic partnerships – corporate and NGO responses



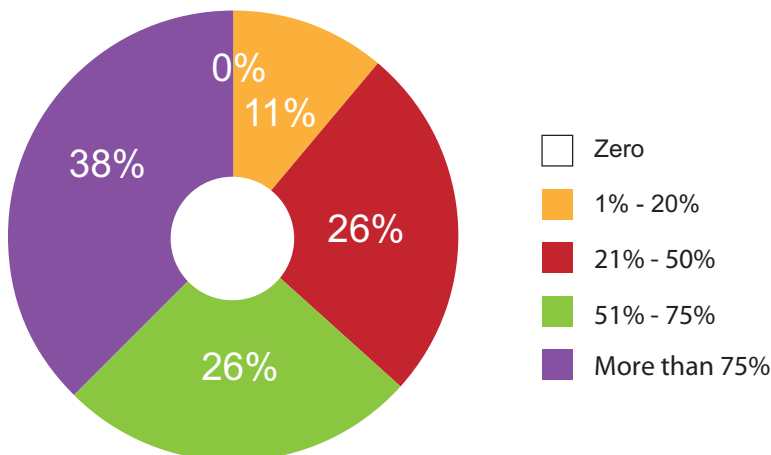
In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)? [NGO and corporate responses]

This trend has continued to 2014 with more respondents demonstrating an understanding of the strategic importance of partnerships.

When the data for strategic partnerships is segmented by NGO and corporates, significant variances emerge between the sectors. For NGOs 42% of respondents classify more than half their partnerships as 'strategic', compared with 64% of corporate respondents. This reflects the pattern observed in previous Barometer findings over the last five years.

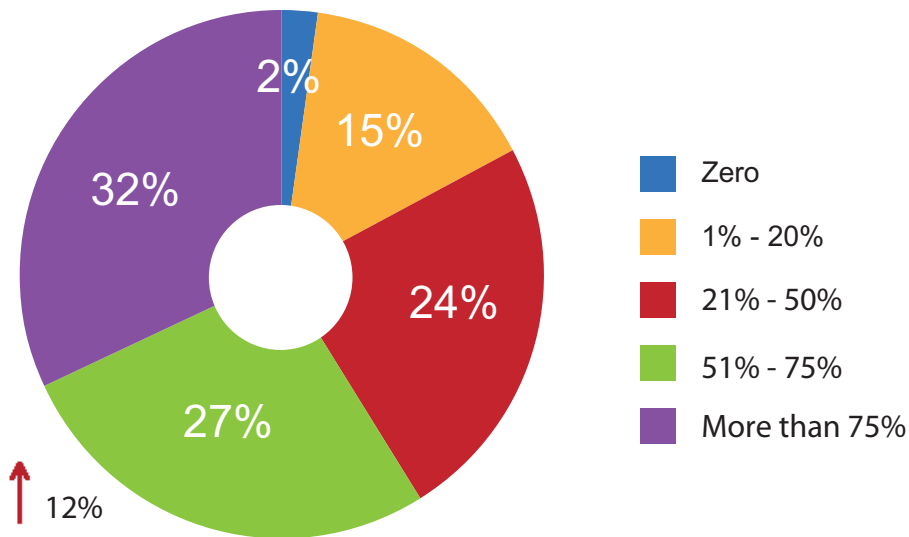
The findings seem to indicate that the corporate sector remains ahead of NGOs in understanding the strategic importance and overall position of partnerships in yielding value for stakeholders. NGOs have some way to go in evolving their partnerships portfolio design and management, in order to better realise the efficiencies in resource use that can derive from having a more strategic approach.

Figure 9: Strategic partnerships – corporate responses only



In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)? [Corporate respondents only]

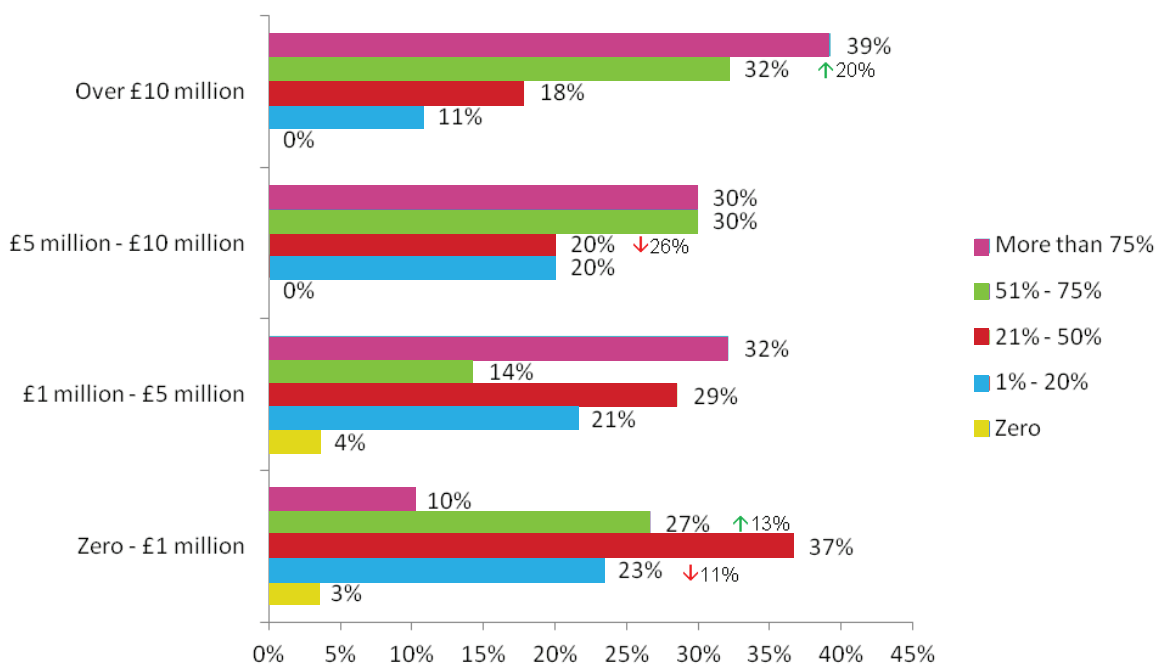
Figure 10: Strategic partnerships – NGO responses only



In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)? [NGO respondents only]

On the whole, organisations with higher levels of investment in cross-sector partnerships tend to have more strategic partnerships within their portfolio. Figure 11 shows that 71% of businesses and NGOs in the £10m resource investment segment now consider over half their partnerships as 'strategic', a 19% combined increase on last year. For those in the zero-£1m investment segment, the equivalent 'strategic' categorization increased slightly, from 31% to 37%.

Figure 11: Strategic partnerships – by size of investment in partnerships



In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)? [NGO and corporate respondents]

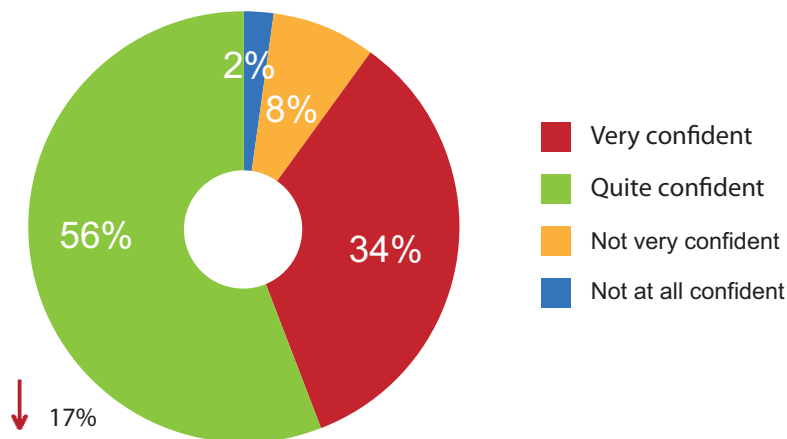
Confidence

A higher degree of confidence in the performance of strategic partnerships

There is a high degree of confidence that strategic cross-sector partnerships are meeting objectives and delivering value. Ninety per cent of all respondents are either confident or quite confident that strategic partnerships between businesses and NGOs are meeting their objectives – and delivering the value expected of them. Strategic partnerships are fit for purpose and this finding has remained stable over previous Barometer studies.

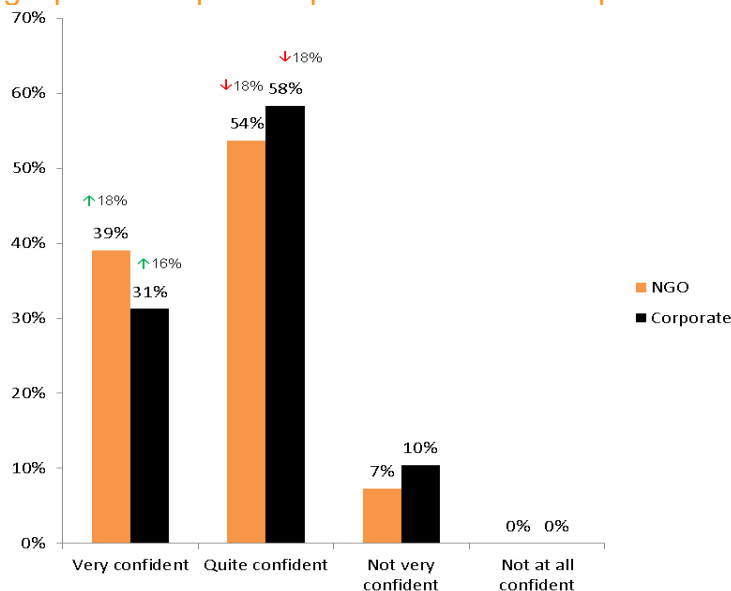
Notably, there has been a marked increase in the percentage of respondents being “very confident” about the value of partnerships. With both NGOs and corporates, the value of this parameter has broadly doubled over the past 12 months, with NGOs remaining slightly ahead of the business sector. Again, this may well reflect a gradual return to confidence and optimism in the wider economy.

Figure 12: Strategic partnerships – combined corporate and NGO responses



On the whole, to what extent are you confident your strategic partnerships are meeting their objectives and delivering the value expected from them? [NGO and corporate respondents]

Figure 13: Strategic partnerships – corporate and NGO responses



On the whole, to what extent are you confident your strategic partnerships are meeting their objectives and delivering the value expected from them? [NGO and corporate respondents]

The role of colleagues

Senior leaders best understand the importance of, and engage in partnerships - versus colleagues in other functions.

As a focus topic this year, we wanted to take a closer look at the perceived role of relevant colleagues in delivering the objectives of partnerships. Specifically in terms of the planning, execution or leveraging of strategic Corporate-NGO partnerships, we asked respondents how engaged and supportive are:

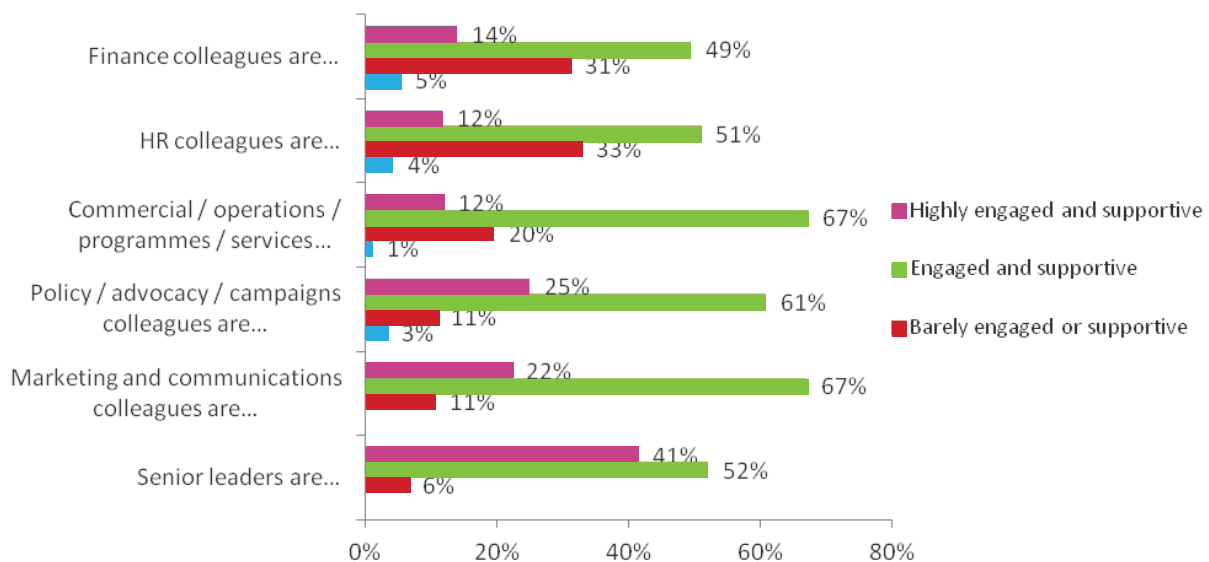
- senior leaders
- marketing and communications colleagues
- policy / advocacy / campaigns colleagues
- commercial / operations / programmes / services colleagues
- HR colleagues, and
- finance colleagues

- in driving value for key partnerships:

Overall, all colleagues are generally perceived to be reasonably supportive with an aggregate figure of 79% being seen to be either engaged and supportive or highly so.

Senior leaders scored highest, whilst HR and finance colleagues scored lowest.

Figure 14: The role of colleagues – corporate and NGO responses



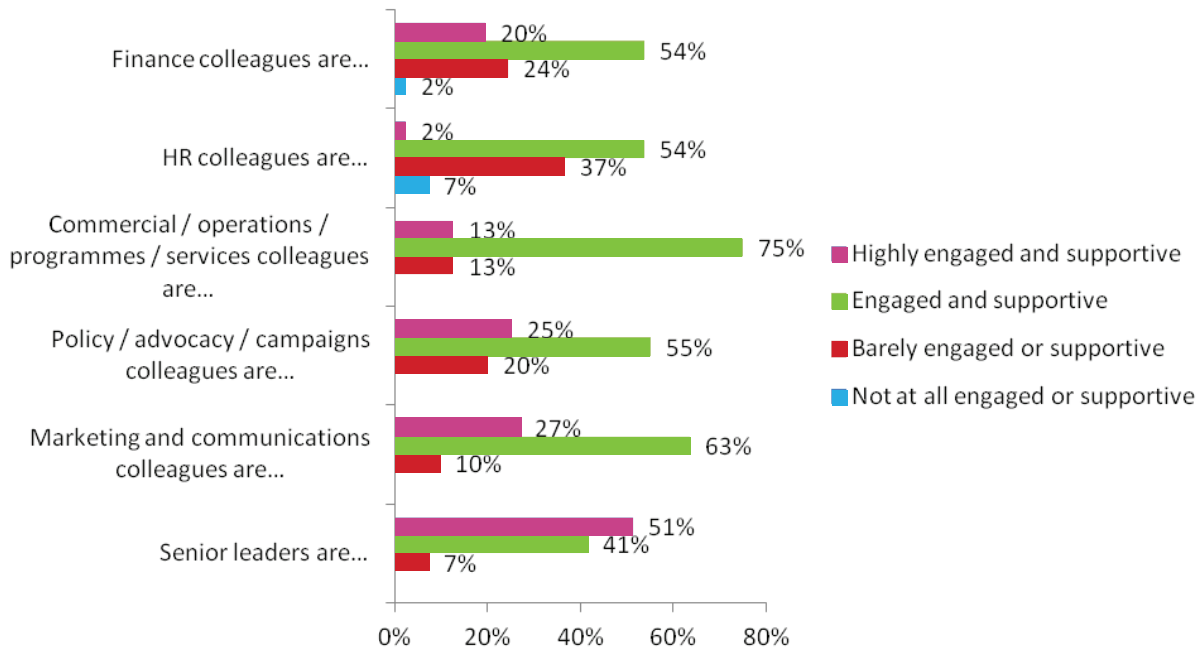
Thinking of the planning, execution or leveraging of your organisation's strategic Corporate-Non-Profit partnerships, how would you categorize the role of relevant colleagues in driving value for your key partnerships? [NGO and corporate responses combined]

From the NGOs' perspective, senior leaders and marketing colleagues are seen to be the most supportive, with HR colleagues scoring lowest. From the corporates' perspective, finance colleagues score lowest whilst senior leaders are perceived as being highly engaged. Understandably, finance personnel score higher with NGOs.

With over a third of HR and finance colleagues (in the consolidated data) considered to be barely or not at all engaged in the partnering agenda, there is clearly work to be done by NGOs and Corporates to get colleagues in these important functions more onboard.

Figure 15: The role of colleagues - NGOs

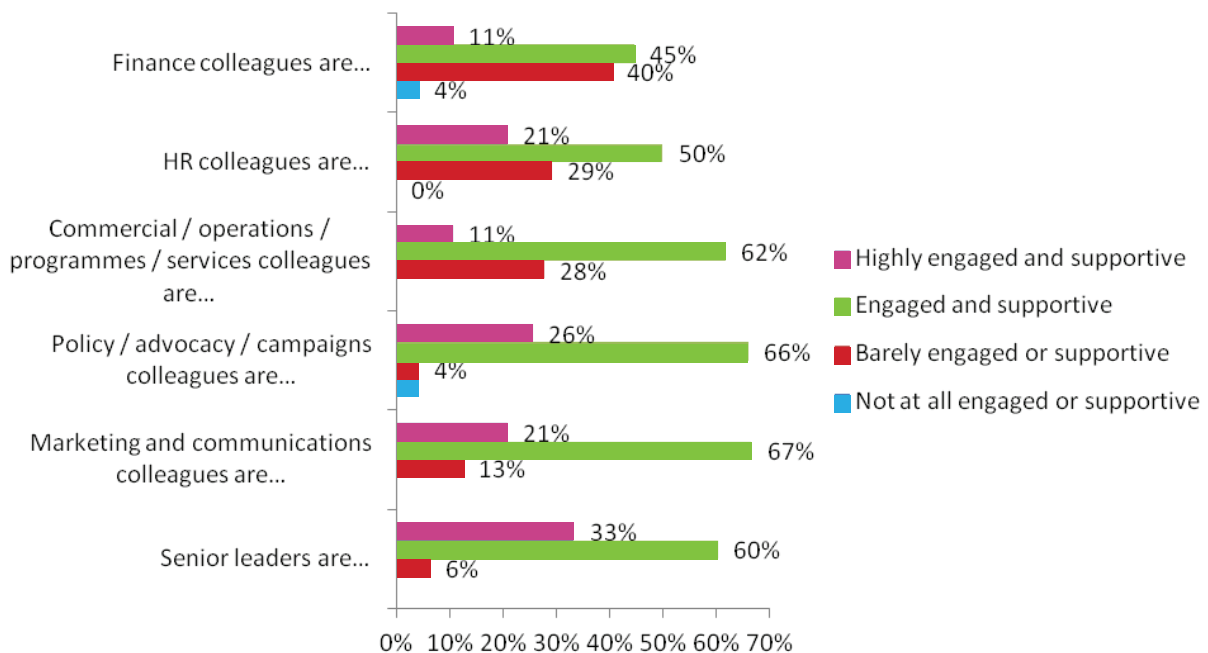
NGO



Thinking of the planning, execution or leveraging of your organisation's strategic Corporate-Non-Profit partnerships, how would you categorize the role of relevant colleagues in driving value for your key partnerships? [NGO respondents only]

Figure 16: The role of colleagues – corporates

Corporate



Thinking of the planning, execution or leveraging of your organisation's strategic Corporate-Non-Profit partnerships, how would you categorize the role of relevant colleagues in driving value for your key partnerships? [Corporate respondents only]

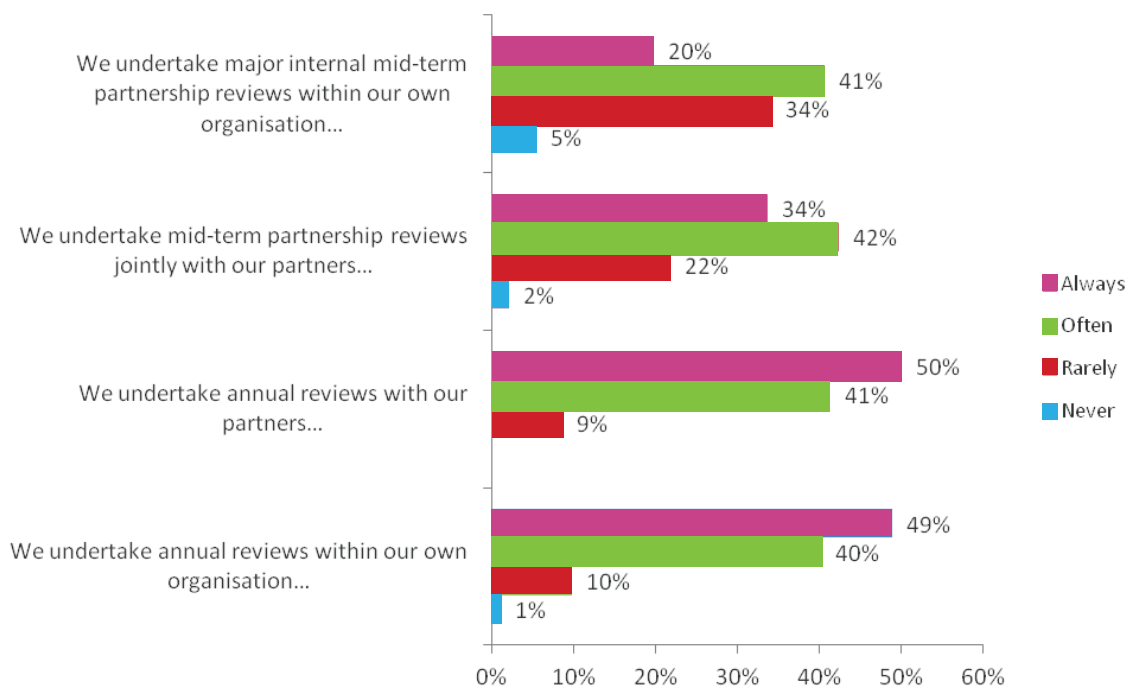
Driving improvements

Corporates are better than NGOs at reviewing partnership performance.

What do corporates and NGOs do to drive improvements in partnership performance?

Most undertake regular reviews within their organisations and with partners. But a surprisingly high number (39%) don't undertake internal mid-term reviews of their strategic partnerships. There may be a case for building into agreements more formal mid-term reviews. Such reviews often present an opportunity to understand what aspects of partnership are working well and how they might be further leveraged, and conversely, what is not working well and how improvements can be made. C&E's experience of helping some of the best known Corporate-NGO partnerships with their mid-term reviews confirms the value that such a process can yield for the partners and their stakeholders.

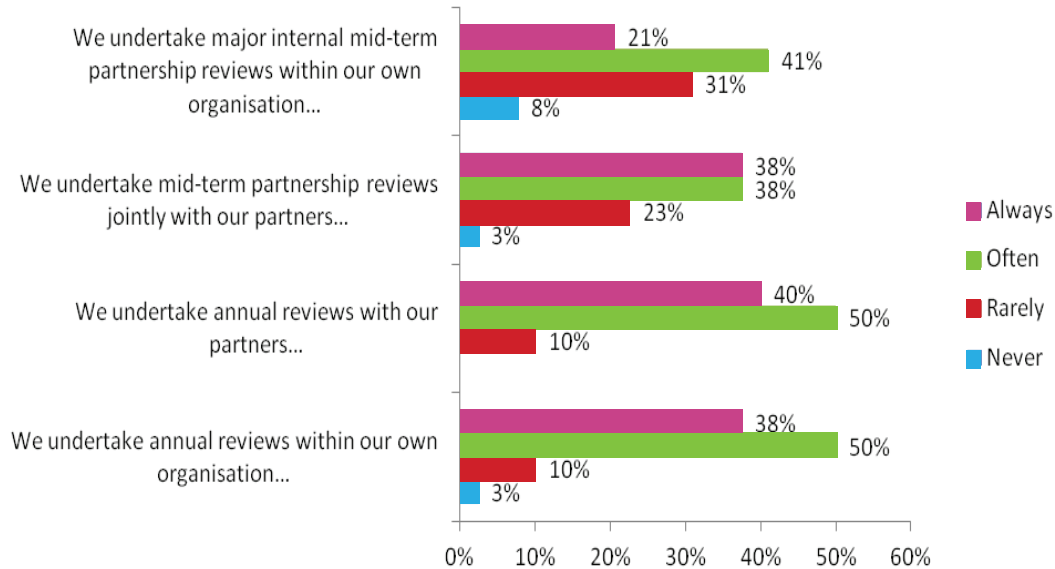
Figure 17: Improving partnership performance



With regard to our strategic Corporate-Non-Profit partnerships, we endeavour to do the following in order to drive improvements in partnerships performance [NGO and corporate responses combined]

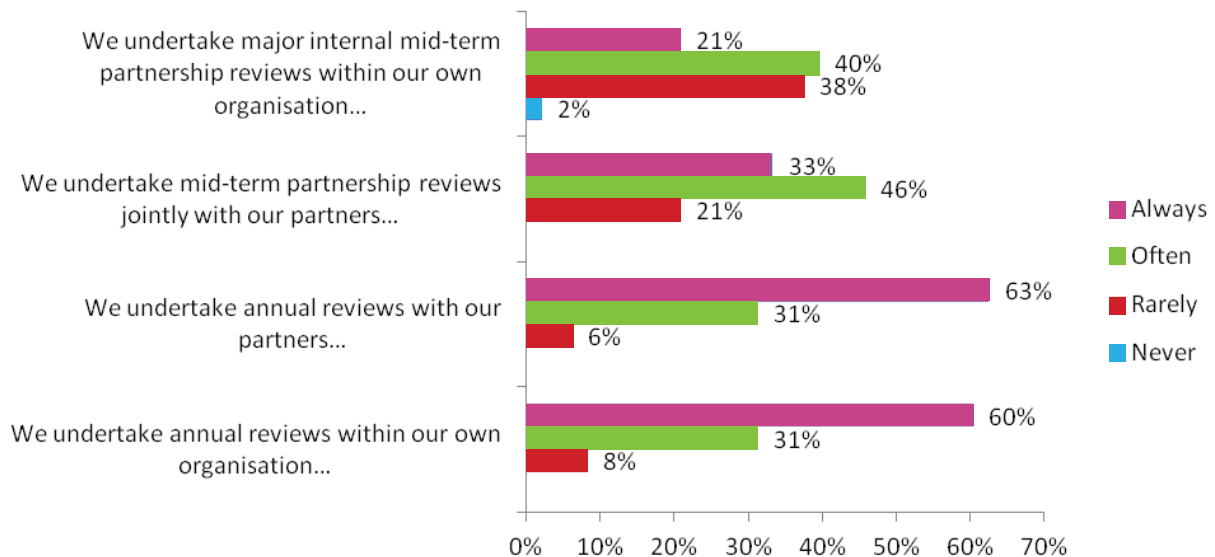
Clearly – both NGOs and corporates recognise the importance of internal reviews of partnerships and reviews with their partners. Corporates, however, seem to place more importance on carrying out reviews both internally and with their NGO partners.

Figure 18: Improving partnership performance – NGO perspective
NGO



With regard to our strategic Corporate-Non-Profit partnerships, we endeavour to do the following in order to drive improvements in partnerships performance [NGO respondents only]

Figure 19: Improving partnership performance – Corporate perspective
Corporate



With regard to our strategic Corporate-Non-Profit partnerships, we endeavour to do the following in order to drive improvements in partnerships performance [Corporate respondents only]

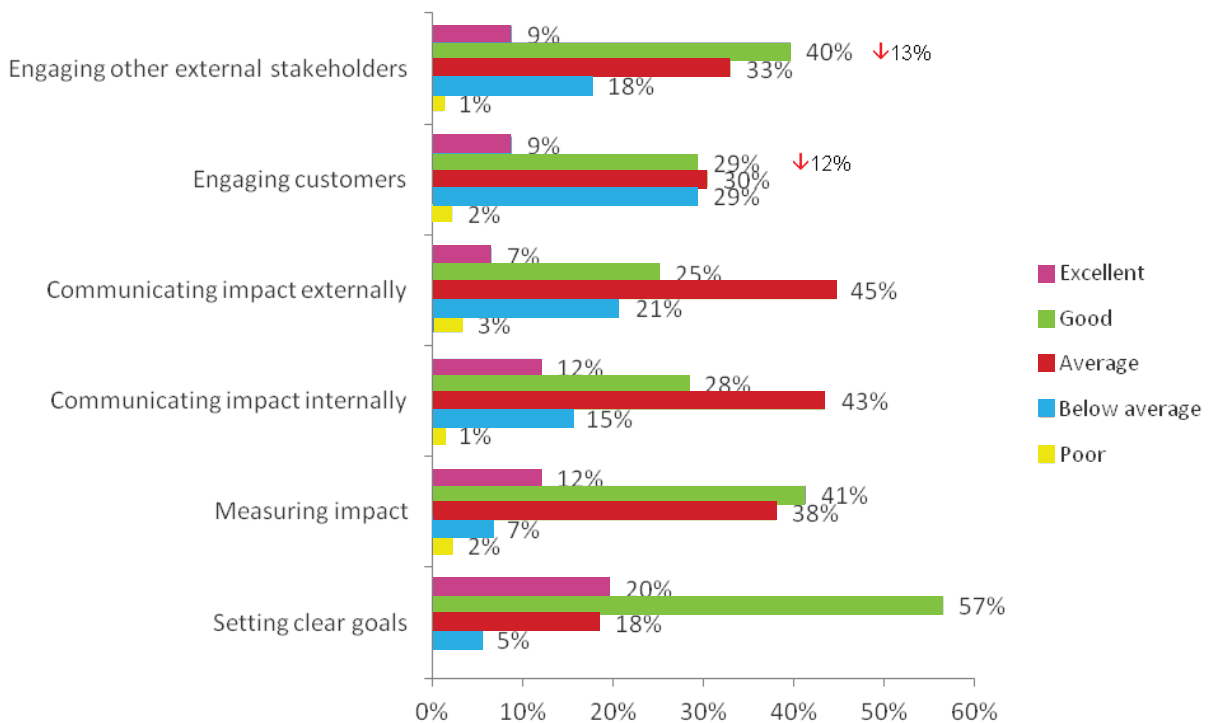
Delivering performance

Room for improvement in engaging corporates' customers

In delivering partnerships, both NGOs and corporates perceive that they are good at setting clear goals – but that there is clear room for improvement in communicating partnership goals and performance (both internally and externally).

Both NGOs and corporates have seen a fall in performance in engaging stakeholders over the last year.

Figure 20: Self-rating with regard to partnership performance – NGOs and corporates



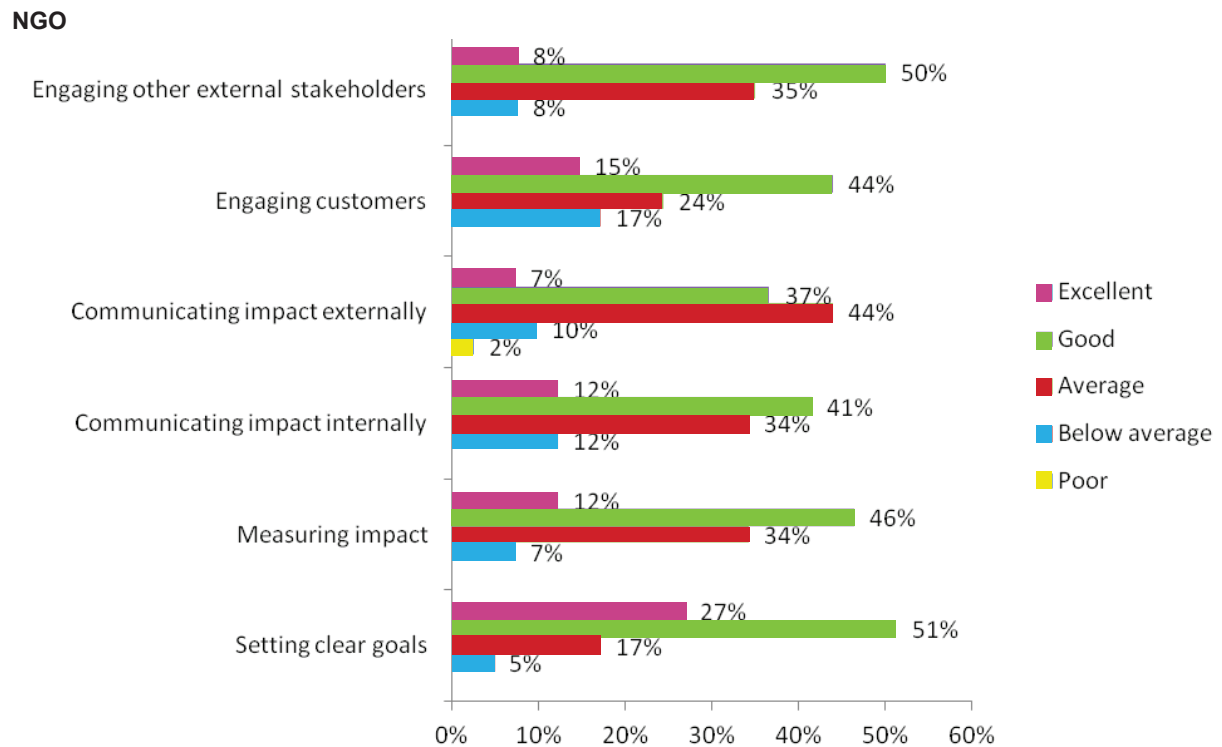
In terms of your strategic Corporate-NGO partnerships, how would you rate your organisation with regard to the following?

In comparing differences between the different sides of partnerships, the most striking dissimilarity comes in engaging customers – where NGOs think this is done effectively, unlike corporates where only 17% of respondents currently state that customers are well engaged. This figure is also down on the previous year – and reflects the trend of the Barometer reports over the last five years.

Corporates also report that they aren't effective enough in communicating the impacts of partnerships externally.

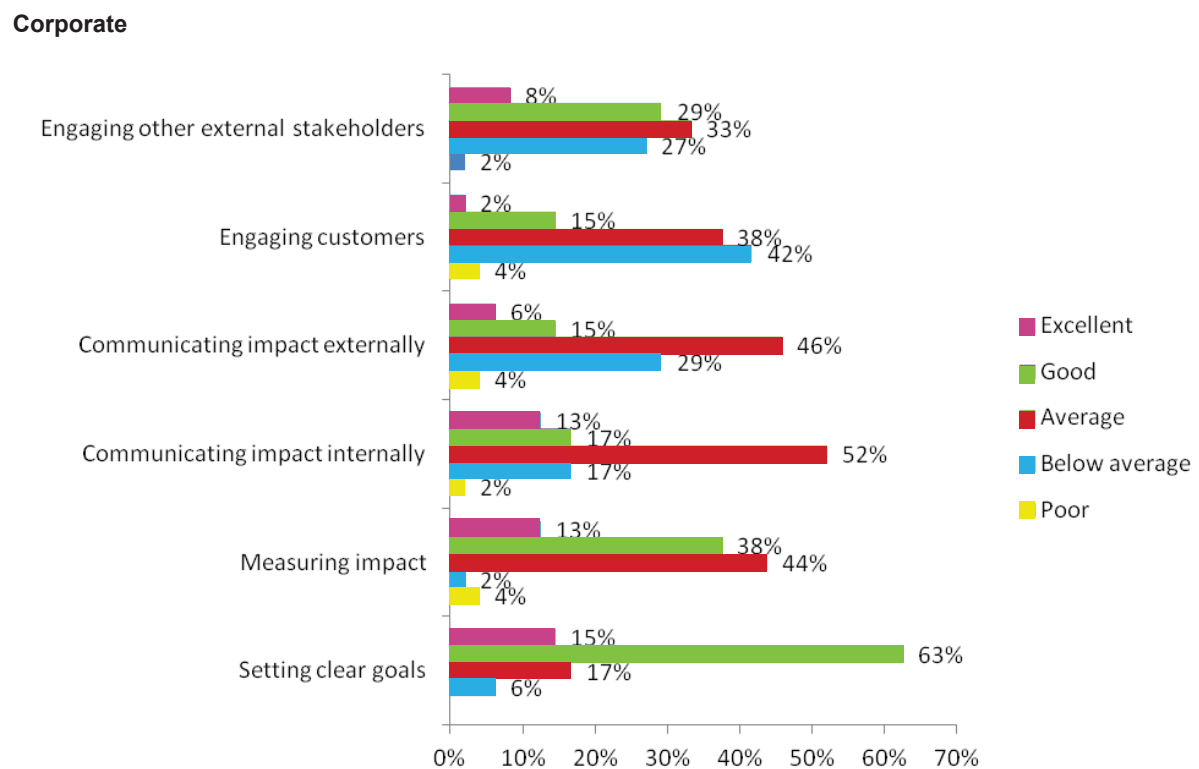
NGOs, on the other hand, report that they are more effective at engaging customers. Nevertheless, improving external communications through working closely with corporates and helping corporates to better engage and enthuse customers may be a significant area of opportunity for NGOs.

Figure 21: Self-rating with regard to partnership performance – NGOs



In terms of your strategic corporate-NGO partnerships, how would you rate your organisation with regard to the following?

Figure 22: Self-rating with regard to partnership performance – Corporates



In terms of your strategic corporate-NGO partnerships, how would you rate your organisation with regard to the following?

What value do partners bring to each other?

A better understanding of the potential role that business assets (beyond cash) can play in mission delivery

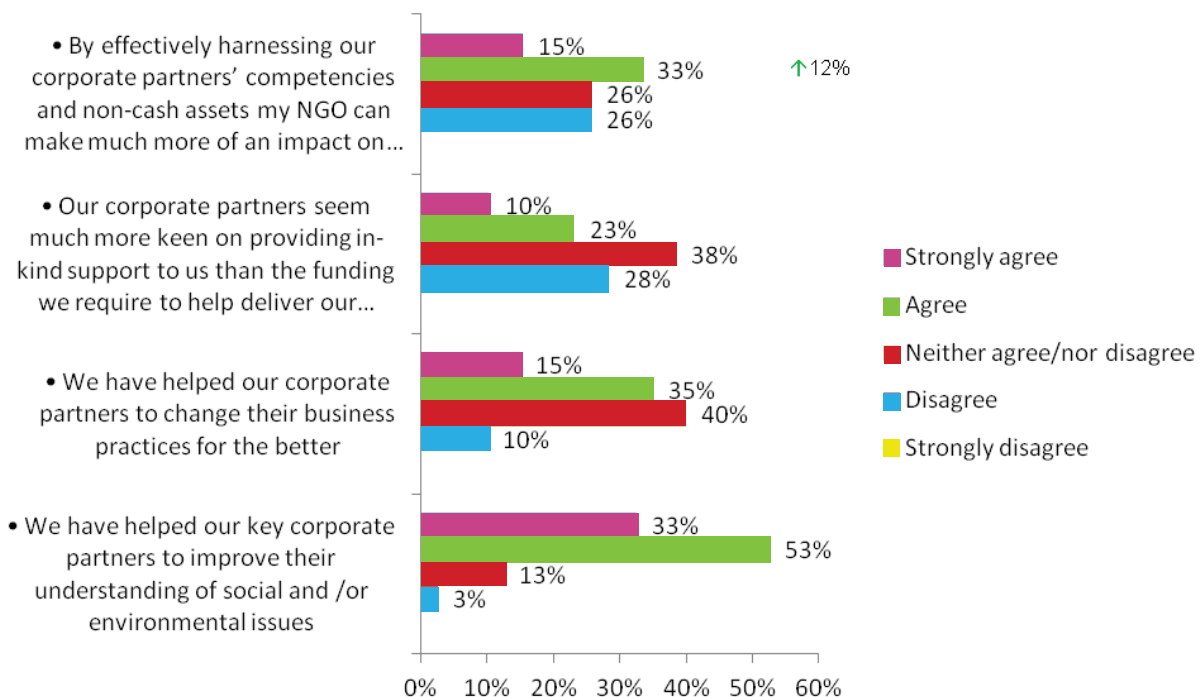
There remains a gap between NGOs' and corporates' perception of the perceived value of non-financial support. But this gap is narrowing.

This divergence of views about the role that corporate (non-financial) assets can play in the delivery of NGOs missions, has been a continuing theme since the Barometer was begun five years ago.

NGOs' views

The 2014 Barometer again reveals a significant gap between NGO and corporate perceptions regarding the extent to which non-financial corporate inputs make a difference to the delivery of the mission of NGOs. But the gap is narrowing, as almost half (48%) of NGO respondents now agree that "By effectively harnessing our corporate partners' competencies and non-cash assets my NGO can make much more of an impact..." This is an encouraging development which clears the path towards deeper, mission-focused partnering.

Figure 23: NGO experience of strategic corporate-NGO partnerships



Which of the following statements reflect the experience of your NGO in terms of your strategic corporate partnerships?

Evidently, NGOs still remain a little reticent about the extent to which they manage to change business practices for the better. Just under half of all respondents felt this is achieved – but this is significantly up on the Barometer findings for 2013.

NGOs are more confident, however, on the extent to which they've helped corporates to improve the latter's understanding of social and environmental issues – with 86% of respondents believing this to be the case – a marked improvement on 2013.

Corporates' views

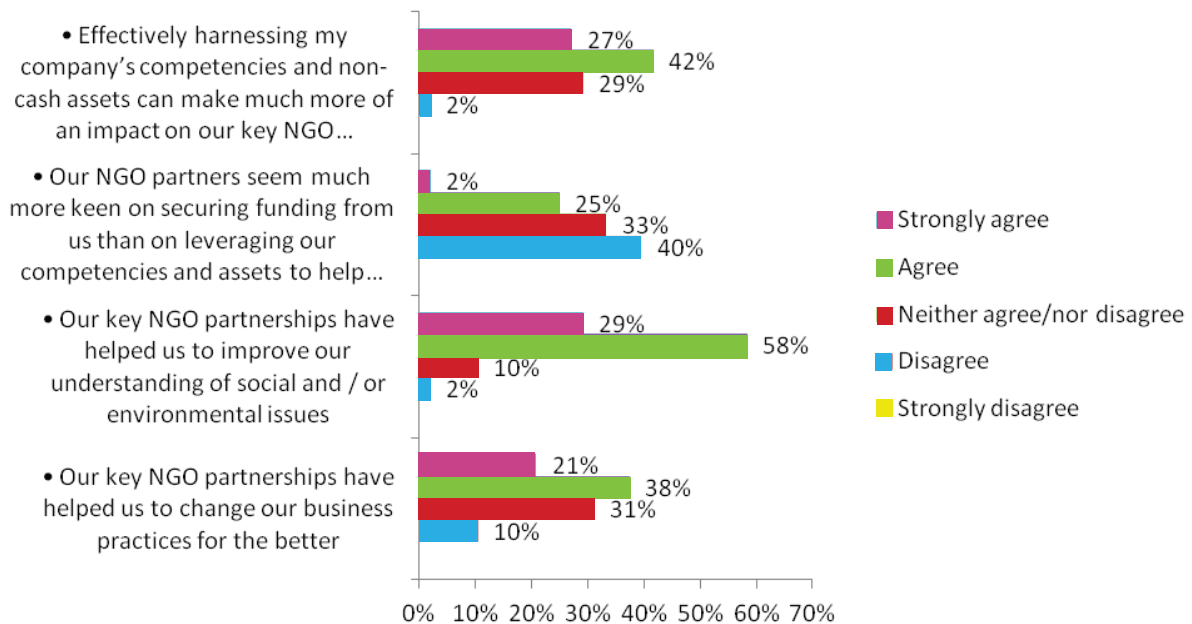
Do business partnerships with NGOs really shift the dial in important ways for companies?

More than ever, corporate-NGO partnerships are moving the dial, in terms of supporting positive changes in business practices.

As evidenced in figure 24, the findings were very striking. The overwhelming majority (87%) of corporate respondents state that corporate-NGO partnerships have improved business understanding of social and environmental issues. Perhaps more importantly, this enhanced understanding appears to be translating into positive changes in business conduct. Most respondents from the corporate sector (59%) state that their key NGO partnerships have helped their companies to change their practices for the better. The 14% year on year increase in this score is very notable.

Almost nine out of ten corporates feel their NGO partners have helped them better understand the social and/or environmental issues they're tackling, whilst 59% feel their NGO partners have helped them change business practices for the better.

Figure 24: Corporate experience of strategic corporate-NGO partnerships



Which of the following statements reflect the experience of your company and / or corporate foundation in terms of your strategic NGO partnerships?

These are strong testimonials for the value of corporate-NGO partnerships.

Additionally, business respondents are notably more bullish about the value that can derive from harnessing their competencies in non-cash ways to aid the achievement of NGO goals. Almost 70% of corporate respondents agree that harnessing their competencies and non-cash assets would better boost the achievement of NGO objectives through financial support alone.

Part 3: The stars –The most admired corporate-NGO partnerships and partners

M&S, Boots, GSK, Macmillan, Oxfam, Save the Children - shining lights of the Corporate-NGO partnering scene

Which corporate-NGO partnerships are the shining lights – and what can be learnt from their success?

In this unprompted voting exercise, we invited corporate and NGO practitioners to tell us which partnerships and organisations they most admired – and why.

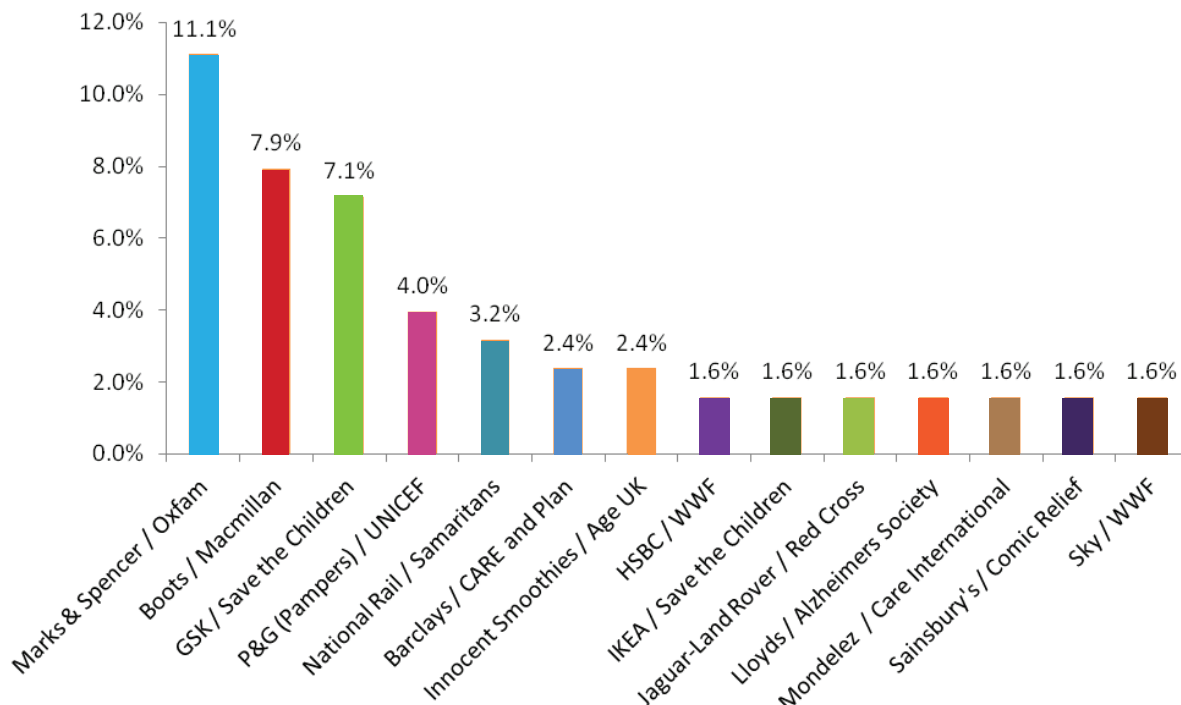
The suggestions were many and varied, and the reasons for each nomination were very well informed. Three partnerships stood

out for nominations – Marks & Spencer and OXFAM, Boots-Macmillan and GSK-Save the Children.

The Marks & Spencer-OXFAM partnership moved down slightly over the last 12 months as we would expect from such a high-profile partnership that has been topping the charts for a number of years.

Boots-Macmillan and GSK-Save the Children, meanwhile, closed the gap somewhat.

Figure 25: Most Admired Partnerships



Which other Corporate-NGO partnerships do you admire and why?

Figure 26: Most Admired Partners: Corporates

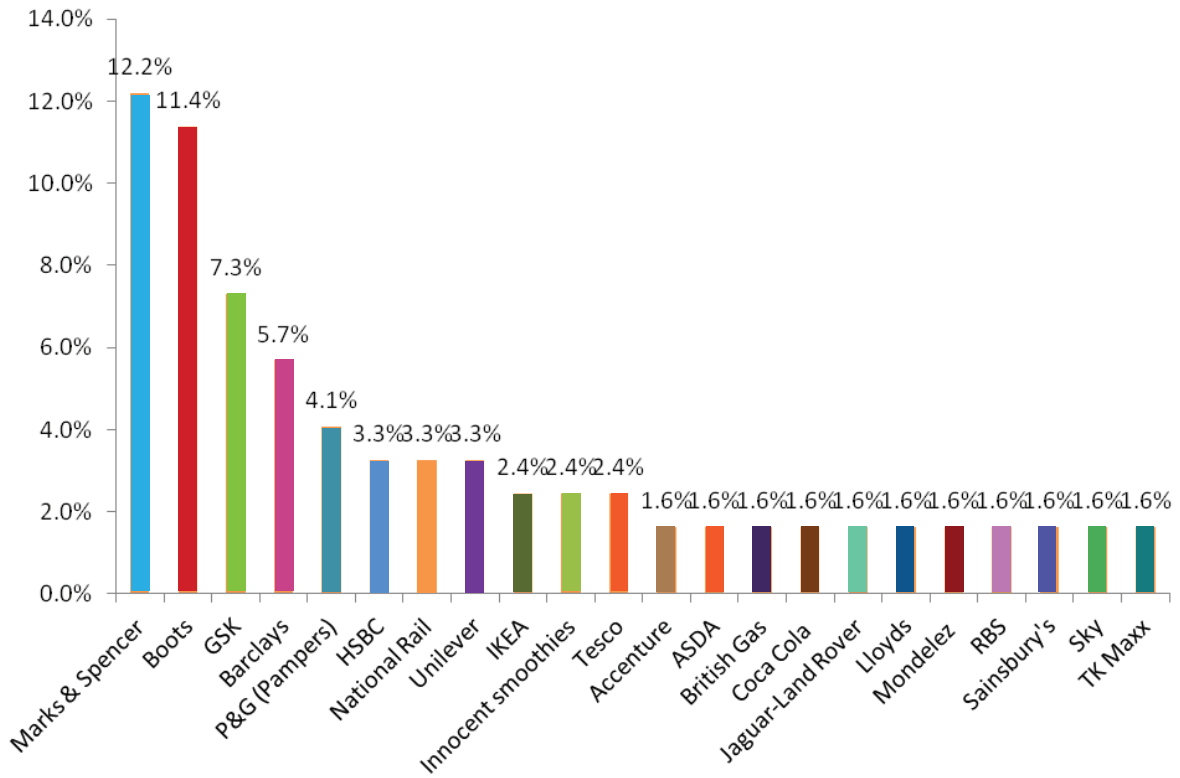
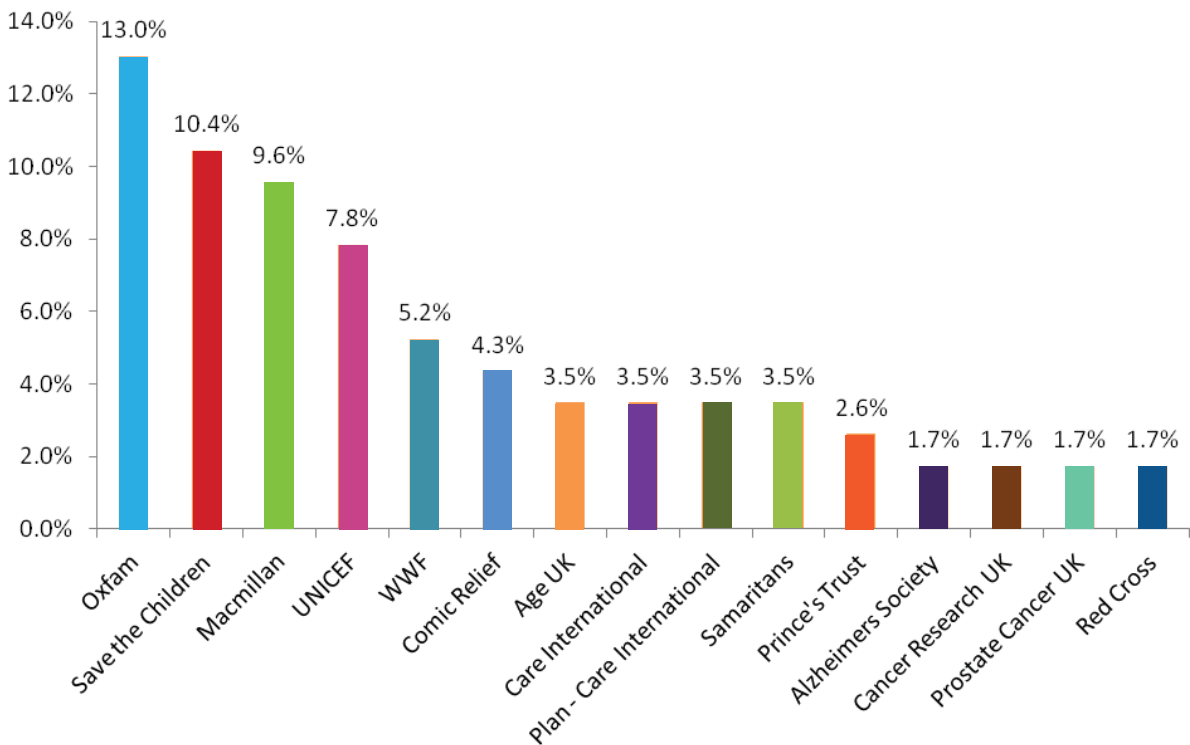


Figure 27: Most Admired Partners: NGOs



The M&S-Oxfam partnership involves sharing knowledge and working together to drive sustainable production and consumption. Notably, the partnership famously includes the “Shwopping” campaign, through which the partners hope to achieve a dramatic reduction in the number of clothes sent to landfill in the UK. M&S customers are encouraged to return their old or unused clothes and other items to M&S and Oxfam stores. These are then either sold or recycled by the charity. Last year alone, the partnership raised an estimated £3.2 million for Oxfam.

excellent initiative which raises substantial funds to support Oxfam’s work, whilst tackling a key environmental impact of M&S’ business

The Boots-Macmillan Partnership is a multi-faceted collaboration. Through this brand-led collaboration there has been a significant increase in access to cancer information and support, available in an accessible and trusted high street environment, in the community and online. This clearly supports the charity’s drive to provide greater support to target audiences, whilst enabling Boots to activate and further illustrate the caring and trust attributes of its brand and providing additional services to customers and employees.

Over 1,850 Boots Macmillan Information Pharmacists have been trained in many stores to help provide a familiar, trusted port of call for information about cancer support

a unique selling proposition for Boots, combined with excellent profile-raising for Macmillan on the high street

The partnership is admired because it is innovative, durable and has clear objectives consumers can readily relate to.

easy to understand, high profile

inventive and always developing

durable with a good fit

services on the high street.

And over 200 Boots Macmillan Beauty Advisors have also been introduced in some stores to help provide advice on how to manage the visible side effects of cancer treatment.

The partnership has raised several million pounds since it began, whilst over 1,000 Boots staff have volunteered for Macmillan - supporting local events, campaigning and providing practical and emotional support.

It is admired for the mutual benefit it clearly brings to both organisations, and its employee motivation.

great employee buy-in, important to Boots’ customers, high street presence for Macmillan, excellent internal engagement tool

an excellent fit - clear mission-led objectives

The GSK-Save the Children partnership was formed in May 2013. It aims to help save the lives of a million children in some of the world's poorest countries through combining the two organisations' expertise, resources and influence.

The partnership goes beyond the traditional charity corporate fundraising model and sees the two organisations working together in a multi-layered, shared value partnership. This includes programmatic work, advocacy and campaigning, employee engagement, marketing initiatives and the research and

development of child-friendly medicines. It aims to widen vaccine coverage to the poorest children, increase investment in health workers and develop a low cost nutritional product to help combat child malnutrition.

This partnership contains multiple elements that add value to both the business and the NGO – as well as the overall development agenda

A perfect match; one partner provides the reach for children, the other provides the vaccines

Brave and innovative - a true co-creation"

All these partnerships and partners, are not only admired, but also are to be congratulated for showing the best of partnering. They are all, mission-led, long term, strategic, clearly well executed, and also effectively communicated to relevant audiences. They act as an inspiration to other organisations large and small.

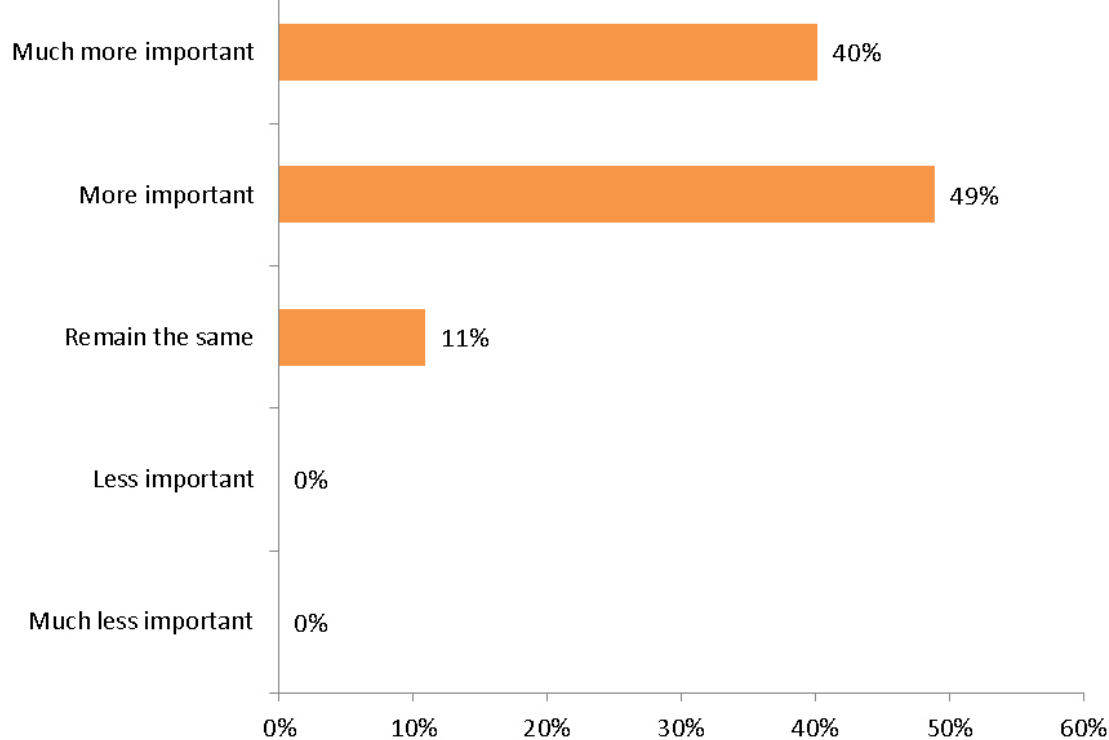
Part 4: Future trends, prospects and likely developments in corporate-NGO partnering

Partnerships will become more important over the next three years

This 2014 Barometer again demonstrates that the world of corporate-NGO partnering is seen as becoming ever-more important over the next three years, as perceived by practitioners on both sides.

These findings have been a continual theme since the Barometer began in 2010. Whilst the 2014 findings were almost identical to findings in 2014, they still highlight that 90% of respondents see partnerships becoming more or much more important. Remarkably, not a single respondent foresees the cross-sector partnering agenda becoming less important in the mid-term.

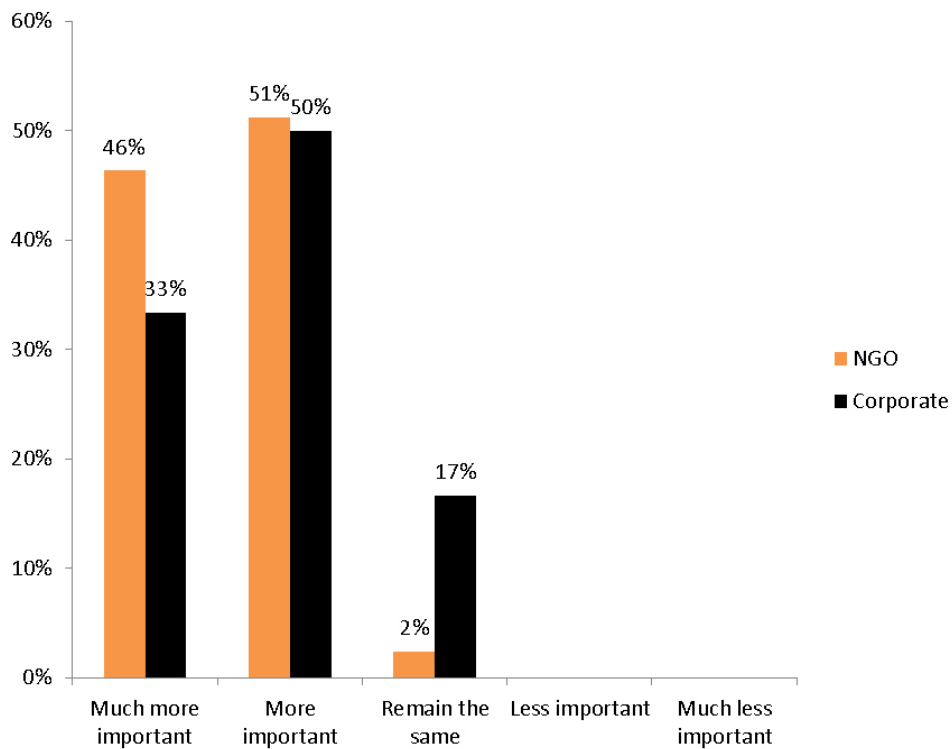
Figure 28: Likely importance of corporate-NGO partnerships over the next 3 years



What is your expectation of the role that partnerships will play in the corporate or NGO agenda over the next 3 years? Would you say they are likely to become.....?

NGOs lead corporates slightly in seeing partnerships becoming “much” more important, but there is a large degree of consensus across the sectors. Given the findings earlier in this report that strategic partnerships help to deliver NGOs’ mission and move the dial in terms of improved business practices, the anticipated continuing importance of cross-sector partnering bodes well for both NGOs, Corporates, and their respective stakeholders.

Figure 29: Likely importance of corporate-NGO partnerships over the next 3 years

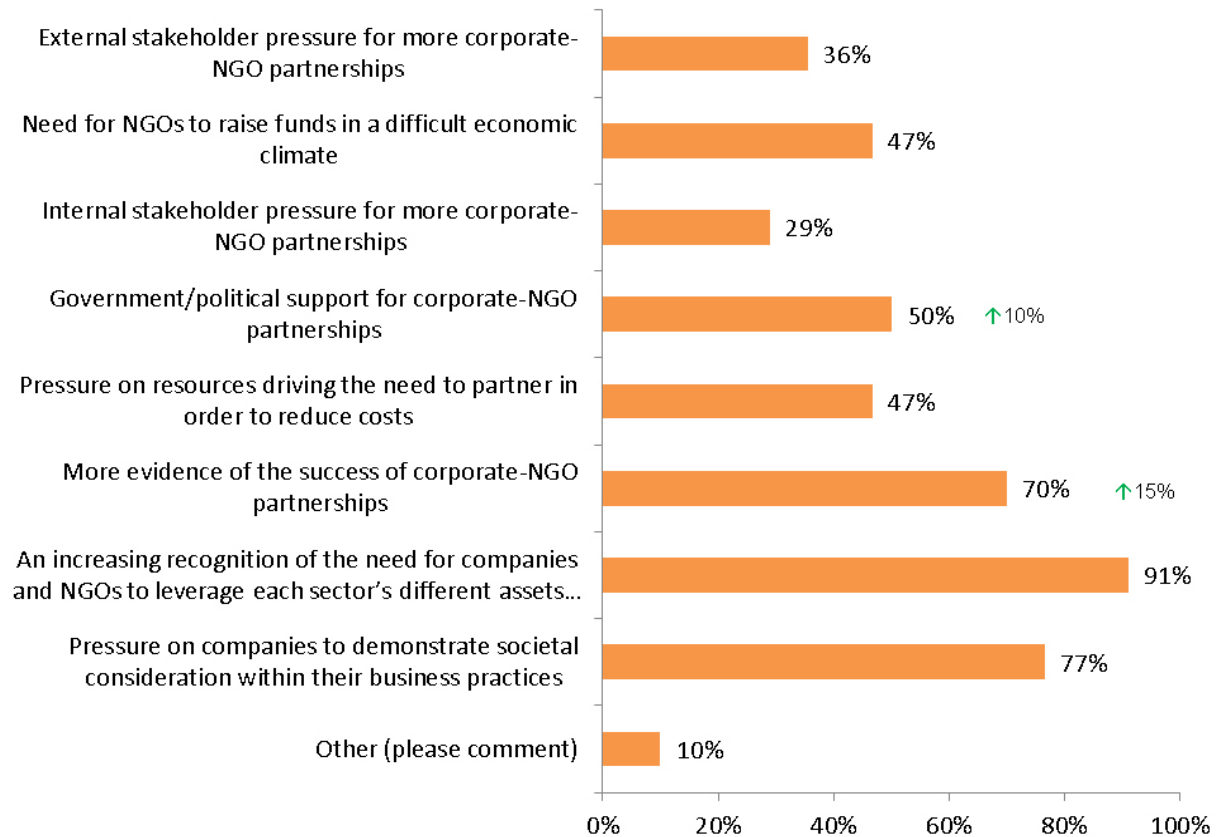


What is your expectation of the role that partnerships will play in the corporate or NGO agenda over the next 3 years? Would you say they are likely to become?

It's all about mutual benefits.

When asked what factors were most likely to make corporate-NGO partnerships more important over the next three years, over 90% of respondents saw an increasing need to leverage one another's resources for mutual benefit. This figure is even higher than in 2013 and is similar when viewed from the NGO and Corporate segment levels.

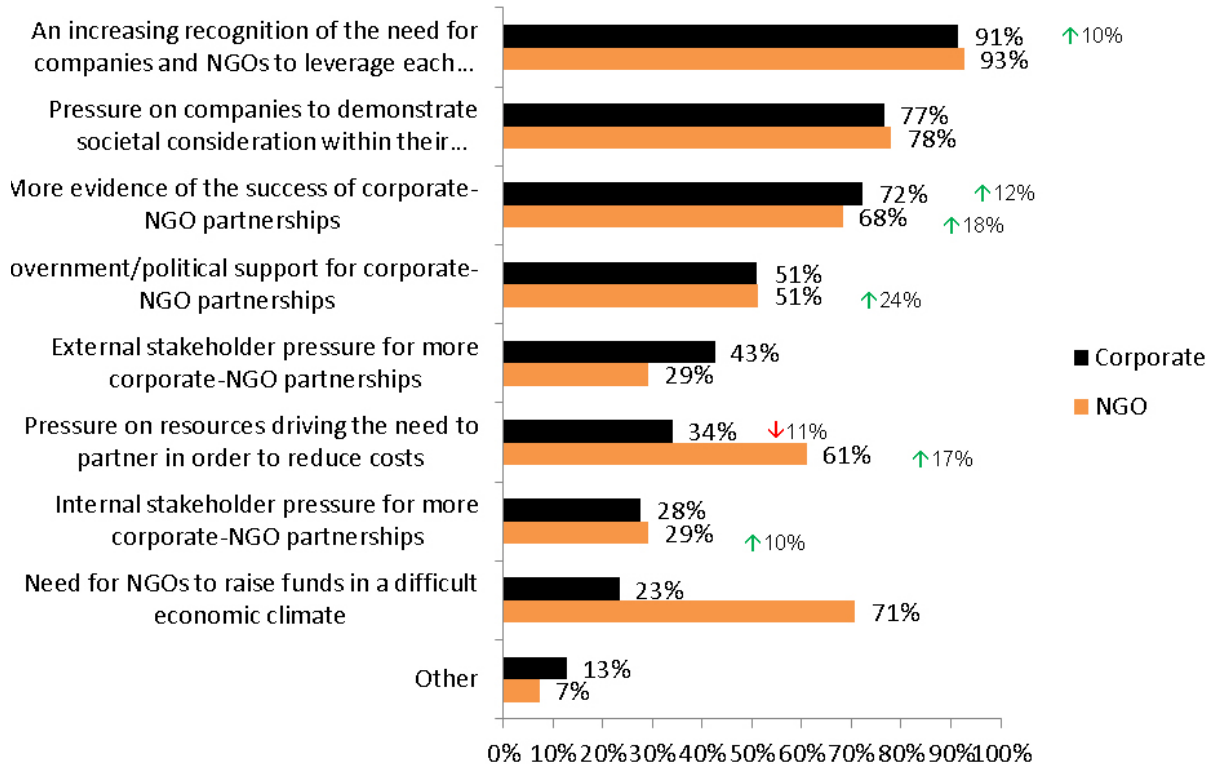
Figure 30: Factors influencing the importance of Corporate-NGO partnerships over the next three years



*In your view, what factors are likely to make corporate-NGO partnerships more important in the next 3 years?
TICK ALL THAT APPLY*

Pressure on companies to demonstrate societal considerations remains the second most likely driver for the importance of partnering with over three-quarters of respondents citing this as an important factor. And thanks to the success of partnerships such as those acclaimed as 'Most Admired', evidence of the success of partnerships is likely to be the third most important driver for the continued importance of partnerships.

Figure 31: Factors influencing the importance of Corporate-NGO partnerships over the next three years



In your view, what factors are likely to make corporate-NGO partnerships more important in the next 3 years? TICK ALL THAT APPLY

The main areas in which NGOs and corporates differed in their opinions were in pressure on resources driving the need to partner to reduce costs and the need for NGOs to raise funds in a difficult climate. These two divergences are perhaps understandable as NGOs' focus on the generation of funds is likely to continue into the future.

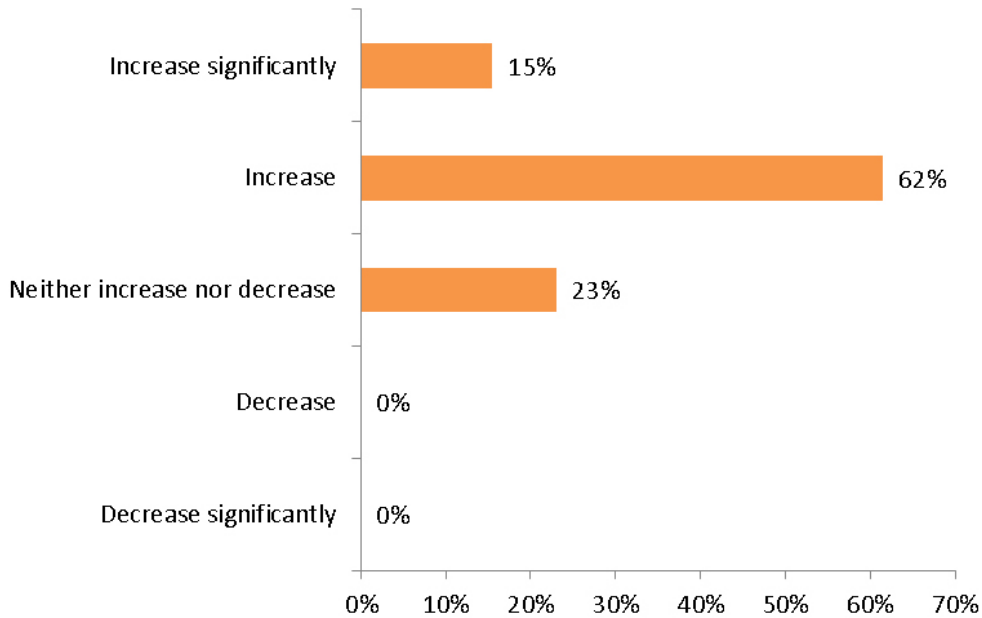
However – the desire to reduce costs via partnering has grown notably stronger on the NGOs' side – as perhaps reflects the recognition that corporates' expertise and assets can be better leveraged in non-cash contribution ways.

Investments in Corporate-NGO partnering is again set to grow over the medium term

When respondents were asked whether their overall investment (in commitment, time, and resources) in partnerships is likely to increase or decrease over the next three years, 77% said this will increase or increase significantly. This is consistent with previous findings and demonstrates the ongoing commitment to strategic partnerships and acknowledges their potential.

No respondents see this decreasing.

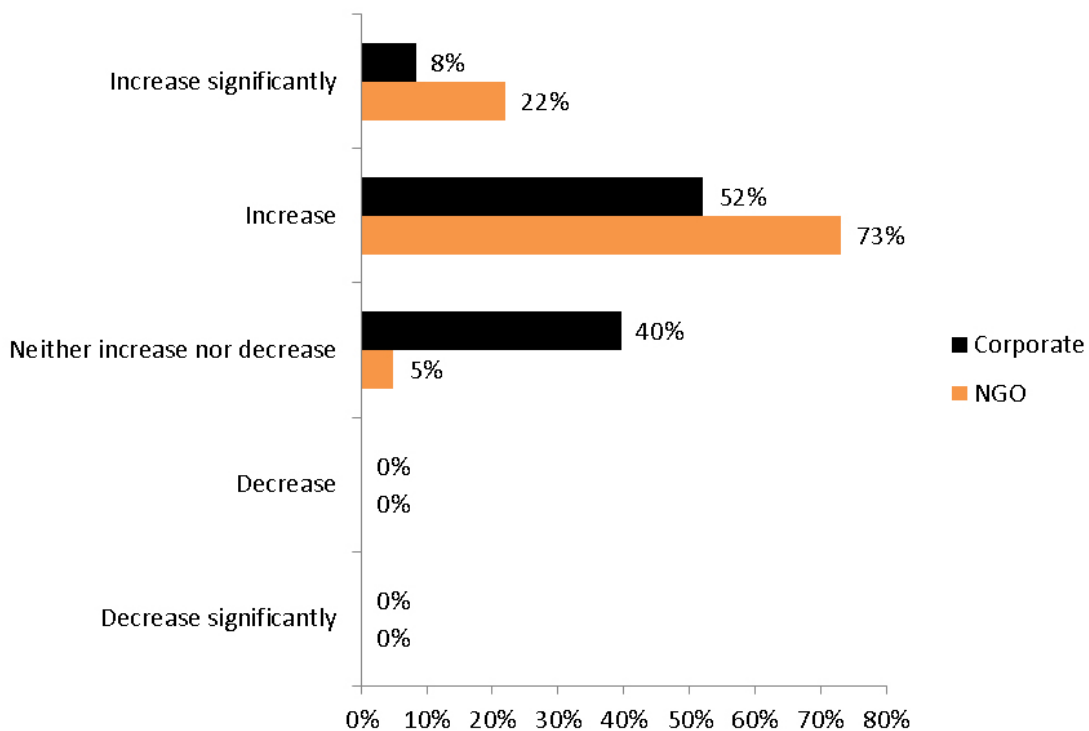
Figure 32: Likely movements in corporate-NGO partnership investments over the next three years



Is your investment (commitment, time, resources, etc) in corporate-NGO partnerships likely to increase or decrease over the next 3 years? [NGO and corporate responses combined]

NGOs expect to make a greater effort in this regard than do corporates.

Figure 33: Likely movements in corporate-NGO partnership investments over the next three years



Is your investment (commitment, time, resources, etc) in corporate-NGO partnerships likely to increase or decrease over the next 3 years?

Concluding Remarks

This fifth edition of the C&E Corporate-NGO Partnerships Barometer has found cross-sector partnerships on strong and maturing form. This report has noted many valuable developments, some of the most notable including the following:

- As predicted by practitioners in prior year forecasts, cross-sector partnerships do indeed appear to have become more important to companies and NGOs
 - For companies, partnerships with NGOs are increasingly a part of the core business agenda; they improve business understanding of social and environmental issues; and they are acknowledged to help businesses change their practices for the better
 - For NGO's, income generation remains primary (particularly in a tough economic climate), but partnerships are increasingly important to the mission-delivery agenda. Additionally, it appears that more NGOs are now recognising the value that (non-cash) corporate competencies and assets can bring when harnessed to deliver NGO missions

We have also discovered:

- “Fewer, bigger better” – the move to higher value partnerships continues
- A higher degree of confidence in the performance of strategic partnerships
- Senior leaders best understand the importance of, and engage in partnerships - versus colleagues in other functions
- Corporates are better than NGOs at reviewing partnership performance

In most settings, good role models are important in the development and evolution of improved practice. In this context, we found much enthusiasm and praise for the ‘Most Admired’ corporate-NGO partnerships and partnering organisations. Great credit is due to them all.

And looking to the future, we have again been pleased to discover that businesses and NGOs expect the role of cross-sector partnerships to become even more important to their organisations over the next three years.

Our discovery that a strong majority of practitioners on both the corporate and NGO sides expect to increase their investment in cross-sector partnering as (hopefully) economic recovery speeds up, validates the power of the drivers underlying the cross-sector partnering momentum in different economic contexts.

Partnerships will always be complex and challenging because, by definition, they involve different organisations, sectors and cultures. But we have again been pleased to confirm via this practitioner-led 2014 edition of the Corporate-NGO Partnerships Barometer that the future for such partnerships remains bright!

About the Barometer

Methodology

The C&E Corporate-NGO Partnerships Barometer 2014 was compiled using responses to a confidential online survey of 130 leading UK-based companies and NGOs engaged in corporate-NGO partnerships. Many of these are international in their scope of operations and number amongst the world's foremost companies, NGOs and International Development agencies.

The number of respondents reflects a growing interest in the corporate-NGO partnering agenda and confirms some of the findings in our survey. Practitioners on both sides of corporate-NGO partnerships clearly have a keen interest in the Barometer because it allows them to have a sector-wide perspective on the evolution of the cross-sector partnering landscape.

This year's survey included a mixture of new and previously asked questions. Thanks to this combination of questions we have been able to identify new challenges and opportunities in partnering, whilst simultaneously enabling accurate and effective comparison of data against Barometer readings from previous years.

Following in the same footsteps as last year, in the 2014 survey, an increased number of respondents have chosen to use open text to expand on their own opinions. This has been really helpful in providing individual commentary in this report. Additionally, the survey was followed by discussions and interviews with practitioners to explore in greater depth, some of the emerging findings.

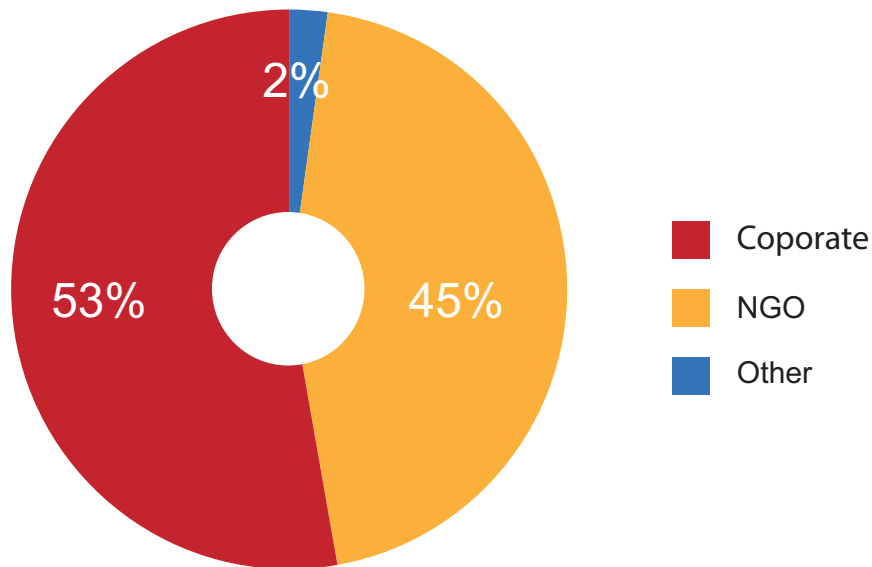
The online survey and practitioner evaluation took place during the summer of 2014.

The Sample

The online survey was undertaken by 130 respondents all of whom were involved in cross sector partnerships. Of these, corporate sector respondents were drawn mainly from the FTSE100, Interbrand's Best Global Brands Ranking, and Business in the Community's Corporate Responsibility Index. NGO respondents were drawn mainly from the leading UK charities – by brand and revenue ranking. (See Appendix 1 for list of participating organisations). Our thanks to all who took part. (wording largely unchanged)

The distribution of 53% corporate and 41% NGOs (figure 34) was again very well balanced, with the remaining few respondents representing Corporate Foundations and international non-profit agencies.

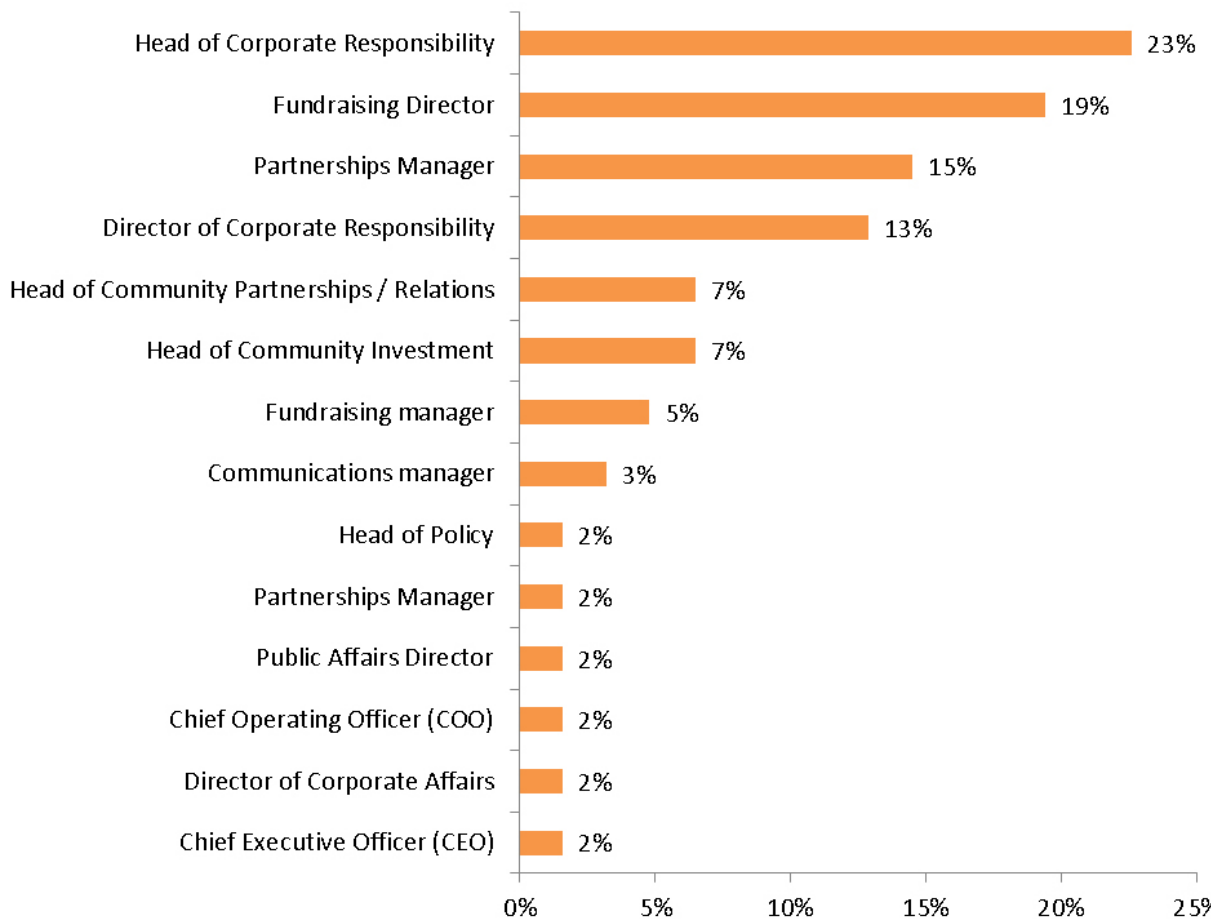
Figure 34: Sector representation



Are you completing this survey on behalf of a “not for profit” organisation (NGO) or a Corporate?

Respondents to the survey held a diverse range of professional roles all directly engaged in, or overseeing corporate-NGO partnerships from a senior level. Encouragingly, the number of corporate respondents who held a specific corporate responsibility position rose by 14% compared with last year’s survey.

Figure 35: Sector representation



About C&E Advisory

C&E is a leading specialist 'business and society' consultancy. We work with some of the world's foremost businesses, NGOs and High Net-Worth Individuals, helping them secure sustainable value – shareholder, social and environmental. Our practice areas cover strategy, programme design, oversight and reviews, performance measurement and reporting, high performance team development and leadership coaching.

And because today's challenges and opportunities require new ways of thinking, C&E is particularly adept at inspiring and enabling sometimes surprising cross-sector collaborations. We have advised – and continue to advise – on some of the world's leading and best known corporate-NGO partnerships. C&E also advises on all aspects of the shared value agenda.

www.candeadvisory.com

info@candeadvisory.com

Appendix: Survey respondents (excluding organisations wishing to remain anonymous)

Corporates

- A.P. Moller Maersk Group
- Alliance Boots
- Allianz
- Anglo American
- AstraZeneca
- Aviva
- Barclays
- BNY Mellon
- BP
- Britvic
- BT
- Bupa UK
- Capital One
- Citi
- Credit Suisse
- De Beers
- Experian
- Friends Life
- Fujitsu
- GE
- GVA
- Hilton Worldwidel CAN
- Jaguar Land Rover
- KPMG
- Linklaters LLP
- Lloyds Banking Group
- Marks & Spencer Plc
- Northumbrian Water Group
- Old Mutual
- Pearson
- Prudential UK & Europe
- RBS
- Rolls-Royce plc
- RWE npower
- Shire
- Tata Consultancy Services
- Vodafone

Appendix: Survey respondents (excluding organisations wishing to remain anonymous)

NGOs & International Agencies

- AfriKids
- Amnesty International
- Arthritis Research UK
- BFI
- Canal & River Trust
- CARE International
- Carers UK
- CLIC Sargent
- Concern Worldwide (UK)
- Crisis
- Earthwatch Institute (Europe)
- Girlguiding
- Global Action Plan
- GOSHCC
- Help the Hospices
- I CAN
- Impetus-PEF
- Lloyds Bank Foundation
- Macmillan Cancer Support
- Ovarian Cancer Action
- Oxfam
- RNIB
- Save the Children
- Scope
- Shelter
- Stroke Association
- The Children's Society
- Together for Short Lives
- UN World Food Programme
- UNICEF
- VSO
- WaterAid
- WWT