



Corporate-NGO Partnerships Barometer 2016



- **Brexit: Dissonance between Corporates and NGOs on likely impact of the UK's decision to leave the EU on cross-sector partnering**
- **Deeper, problem-solving collaborations in the ascendancy – but significant challenges exist**
- **Not all about cash: Competency-based partnerships deemed to be more impactful**

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Introduction

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

This 2016 Barometer edition draws on the experience of 118 leading companies and NGOs who completed our confidential survey during late June and early July, as well as round-table deep-dive discussions to provide qualitative input.

As the Barometer gathers more data each year – so the comparisons with previous data generated become both statistically more robust, and illuminating.

This year's Barometer was conducted in the wake of the vote in June by the UK to exit the EU. Brexit therefore forms one of our focus topics for this edition of the Barometer.

In terms of likely impact on the cross-sector partnering agenda, the overall picture generated around the Brexit issue is divergent. There is a significant amount of perhaps understandable uncertainty and trepidation on the one hand – and a “business as usual” approach on the other (the latter mainly coming from the corporates' side).

Additionally, this year's Barometer takes a specific look at the impact of the UN Sustainable Development Goals, and in particular the Goal 17 aim “revitalize the global partnership for sustainable development”. We explore the extent to which Goal 17 is influencing the Corporate-NGO partnering agenda.

Overall, the big picture remains one of partnerships becoming increasingly important in delivering societal change for the better – and in improving business practices.



Manny Amadi, MVO
CEO, C&E Advisory

For NGOs, there is also a growing recognition and acknowledgment of the impact that partnerships can have in helping organisations to fulfil their core mission - beyond cash support.

We are very grateful to all our respondents and commentators for sharing their perspectives and experiences. We hope this 2016 edition of the C&E Corporate-NGO Partnerships Barometer (the seventh in the Barometer series) helps to inform and enhance both their and your understanding, investment decisions and practice of corporate-NGO partnering.

As usual, we welcome your comments and suggestions via www.candeadvisory.com/barometer or admin@candeadvisory.com

Manny Amadi, MVO
CEO, C&E Advisory

Headline Findings

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

For businesses:

- At 91%, enhancing brand or corporate reputation and credibility remains the leading motive for engaging in partnerships with NGOs.
- However, this attitude showed a slight fall (5%), whilst innovation (at 68%) and access to people and contacts (also 68%) are also strong reasons for corporate partnering with NGOs. The latter factors increased by 9% and 11% respectively this year.

For NGOs:

- By contrast, NGOs remain primarily interested in the opportunity to access funds, with 92% of NGO respondents listing resource generation as the lead reason for partnering – though there was a slight fall (by 6%) compared to last year in NGOs stating funding as the key motivation for their partnering with companies
- Access to people and contacts is (at 77%) the second most important reason for cross-sector partnering. However, in converse finding to that reported by corporates, there was a striking fall by (22%) in the proportion of NGOs listing innovation as a reason for partnering with corporates.

Strategic partnerships

The move towards higher value partnerships continues

The **consistent trend towards strategic partnerships continues** to be evident, with a marked increase (by 10%) of partnerships classified as 'strategic'. However, many more corporate respondents assess their partnerships as 'strategic' compared to their NGO counterparts. Almost 40% of corporate respondents categorise over 75% of their partnerships with NGOs as "strategic". This compares with 28% of NGO respondents who assess 75% of their partnerships as being strategic. The findings therefore seem to confirm that the **corporate sector remains ahead of NGOs** in understanding the strategic importance and overall potential of partnerships in yielding value for stakeholders.

Again, confidence is high that **strategic partnerships are meeting their objectives**.

Partnering practice and the value partners bring to each other

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

Notwithstanding the previous point, it is striking that many more NGOs are recognising that non-financial support from companies can play a major part in helping NGOs in their mission-delivery ambitions. This year 77% (up 16% on 2015) of NGO respondents agreed with the statement: *“by effectively harnessing our corporate partners’ competences and non-cash assets my NGO can make much more of an impact on our mission delivery objectives than through cash-based relationships”*. This represents a sea change on previous years. Indeed, as recently as in 2012 only 20% of NGO respondents agreed with the above statement, and 52% disagreed. Corporates, on the other hand have remained consistent in their perception of the value inherent in leveraging their competencies and non-financial assets in their partnerships with NGOs.

In return for deploying their assets to strategic partnerships, such **collaborations continue to enhance business understanding of societal issues**, and in addition, **they are making a contribution in changing business practices for the better**.

- All corporate respondents (100%) indicated that their organisation’s understanding of corporate and environmental issues has improved as a result of partnerships. And,
- Approaching two-thirds (59%) indicate that such partnerships have helped their businesses to improve practices for the better

Cross-sector partnering clearly matters to businesses and NGOs. Accordingly, the practice of deep, problem-solving partnerships that address core mission-relevant or purpose-led issues and create value for society appear to be well practiced. At the consolidated level, 74% of corporate and NGO respondents to the Barometer survey state that their organisation either currently practices (24%) or aspires to and is currently working towards (50%) the statement: *“We are increasingly engaged in deeper, problem-solving partnerships designed to address core, mission-relevant or purpose-led issues in ways that create value for society, for ourselves and for our (corporate or NGO) partners.”*

However, significant dissonance emerges between the sectors regarding:

- the extent to which organisations engage in deeper, problem-solving partnerships that address core mission-relevant or purpose-led issues,
- the existence of an enabling environment to support such partnerships, and indeed,
- the value placed by Corporates and NGOs on such partnerships.

On the whole, the corporate sector appears more effective at engaging in the type of partnering described above, and creating the right internal conditions for successful delivery.

Likely impact of the UK's Brexit decision on cross-sector partnering

The survey for this 2016 Barometer launched at the end of June, following the UK's referendum to leave the EU. This important subject was therefore one of our focus topics.

The Barometer **findings reveal a clear dissonance between Corporates and NGOs on the likely impact of leaving the UK on the partnering agenda.**

NGOs fear that the UK's decision to leave the EU will have a negative impact on their engagement in cross-sector partnering. Almost 60% of UK-based NGOs expect the decision to have a negative or very negative effect on the partnering agenda, while 71% of international NGOs believe leaving the EU is likely to have a negative impact on corporate-NGO partnerships.

Corporates stand firm with a 'business as usual' approach. 76% of international corporates and 67% of UK-based corporates believe that Brexit is likely to have little or no effect on their engagement in cross-sector partnering.

Influence of the UN's Sustainable Development Goals

This year's Barometer report also took a specific look at Goal 17 of the UN Sustainable Development Goals (SDGs) which calls on organisations to partner for sustainable development.

At the consolidated level, it would appear that nearly two-thirds (64%) of corporate and NGO respondents view Goal 17 of the SDGs and its call for cross-sector partnerships, as either moderately or strongly influencing their organisations' engagement in such partnerships. This tends to suggest that the Goal is already a recognised factor in the cross-sector partnering.

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

For the first time since the commencement of the Barometer, a partnerships other than M&S-Oxfam has triumphed as the Most Admired partnership. The accolade has, this time, gone to GSK-Save the Children for their partnership which draws on the assets of both organisation in a bid to save the lives of one million children by tackling preventable under five mortality.

The Boots-Macmillan partnership again secured second place, with M&S-Oxfam in third. These partnerships stood out in the unprompted voting exercise, for their clarity of purpose, creativity, scale of mutual benefit and for innovation.

Future prospects for Corporate-NGO partnering

Partnerships will continue to grow in importance over the next three years – as will investments in such activities.

For the seventh year in a row, sentiment about the **mid-term prospects for corporate-NGO partnering remains very positive. 85% of respondents state that partnerships will become more or much more important** over the next three years. And yet again, not a single respondent anticipates a decline in importance for partnerships.

Pressure on businesses to demonstrate societal consideration (81%), and desire by companies and NGOs to leverage each other's assets (80%), are the key drivers behind this likely growth.

Investment (of time, commitment and resources) in corporate-NGO partnering is also set to grow over the next three years, with 55% of business and 79% of NGO respondents expecting their investment in cross-sector partnerships to either increase or increase significantly over the next three years.

Despite fears by the NGO sector of an anticipated negative Brexit effect, it appears that partnerships between corporates and NGOs are set fair for the next three years – a tribute to the drivers underpinning this increasingly important agenda.

Part 1: Why Companies and NGOs Partner

For NGOs, access to funds remains paramount, but for corporates, the picture is changing with a marked increase in private sector partners looking for innovation and access to knowledge.

Over the course of the Barometer's seven-year life, the general trend has been for corporates to look to enhance their reputation and credibility – whilst NGOs are generally seeking funding through partnerships with companies. These two considerations remain vital to both NGOs and corporates operating in the UK and internationally, but the picture seems to be changing in other areas.

The 2016 Barometer findings indicate an increasing awareness of the knowledge and expertise NGOs have in their respective fields, and the innovation and creativity they can bring to partnerships. This reflects the continuing evolution and maturity of the corporate responsibility and partnering agendas.

The 2016 findings also show corporates increasingly seeking access to people and contacts that partnerships with NGOs can bring, as well as the access to knowledge that NGOs can offer.

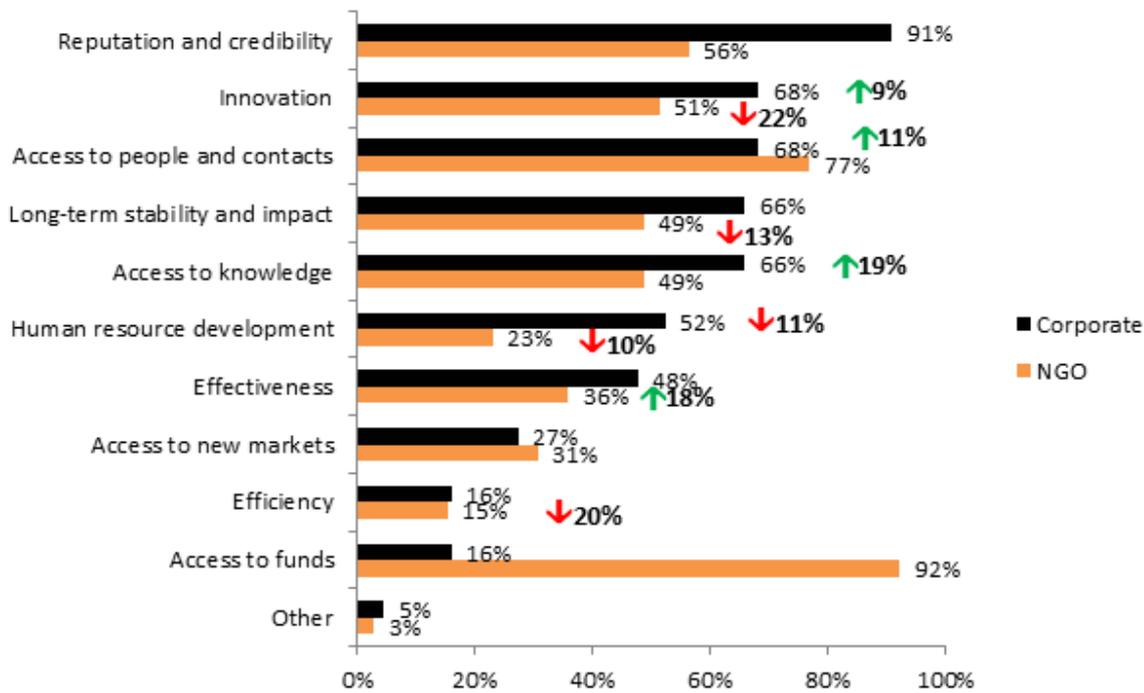
These findings are borne out later in this report by the Most Admired Partnerships. These demonstrate an increasing

understanding, by corporates and NGOs of the specific expertise that each sector can bring to partnerships with the other.

Conversely, from the NGOs' point of view, there has been a marked decrease since last year in the perception of the importance of innovation that corporates can bring to partnerships, along with the requirement for long-term stability and impact, access to knowledge, HR development and efficiency.

This presents an interesting dichotomy, as corporates are generally increasingly interested in developing partnerships along the lines of innovation, expertise and access to knowledge etc.

Figure 1: Why companies and NGOs engage in partnerships with each other (broken down by sector):

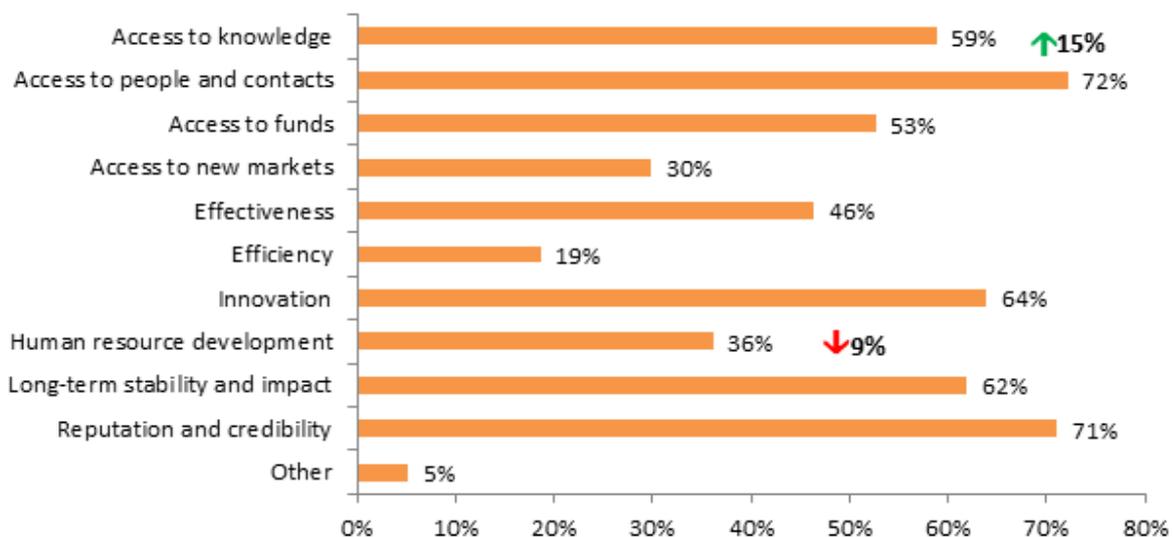


Why does your organisation engage in corporate-NGO partnerships?

When the data is consolidated, the overwhelming reasons for both corporates and NGOs to partner are reputation and credibility (which has been a constant theme over the life of the Barometer) and access to people and contacts – in equal measure.

Access to knowledge, meanwhile, shows a marked increase over 2015, a rise driven exclusively by an increasing awareness from the corporate side of the opportunities offered by NGOs in this area.

Figure 2: Why companies and NGOs engage in partnerships with each other (NGOs and Corporates consolidated):



Why does your organisation engage in corporate-NGO partnerships?

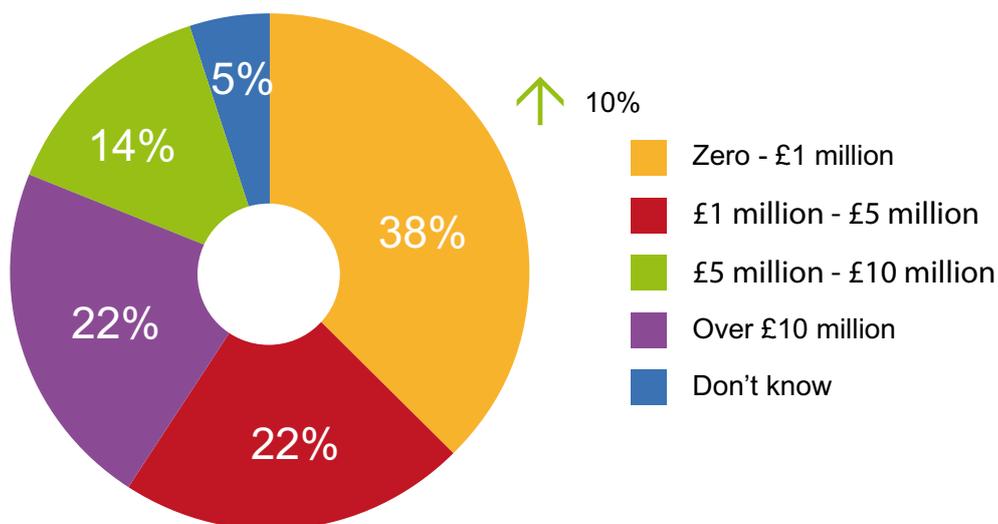
Part 2: Partnering practice – and effectiveness

An increase in the number of smaller value partnerships - but more partnerships are considered to be strategic, particularly by the corporate sector.

Last year's Barometer report suggested a distinct move towards higher value partnerships. This trend has slowed a little, though the number of partnerships in the zero to £5m range has increased. This may reflect an increase in the number of new partnerships starting.

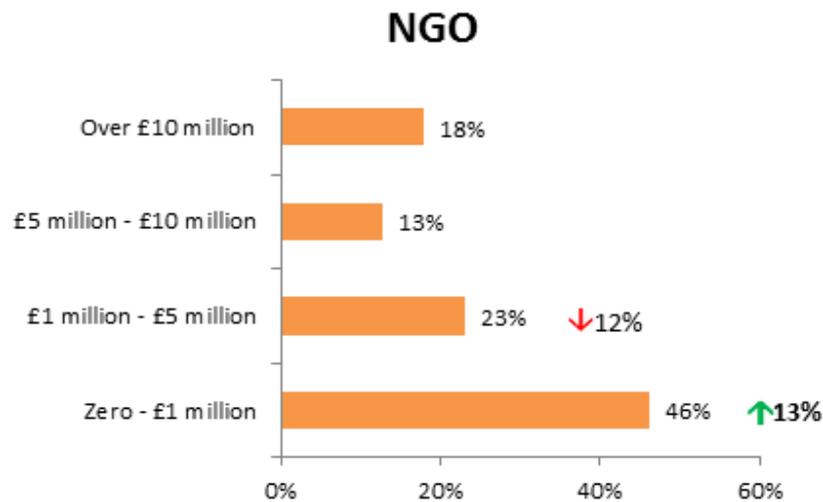
Over the life of the Barometer, however, there has been a demonstrable steady move towards higher value, more strategically-based partnerships.

Figure 3: Estimates of how much respondents' organisations invest in – or secure from – corporate-NGO partnerships (both sectors combined):



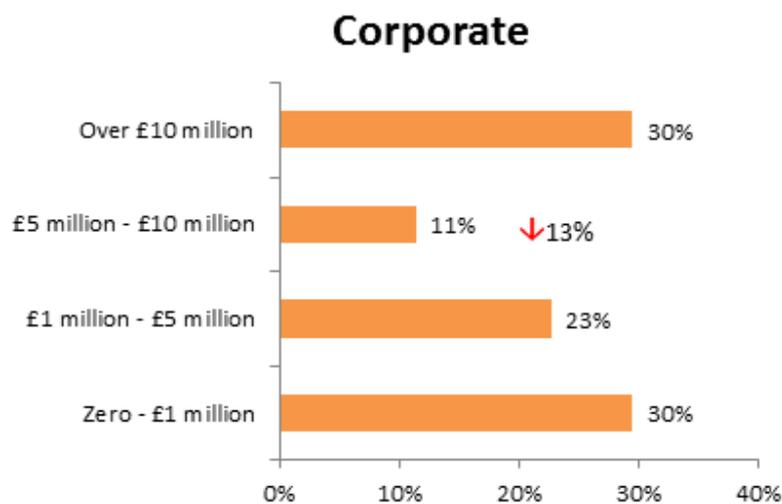
In approximate terms, what is your estimate of how much your organisation invests in – or secures from – Corporate-NGO partnerships in the UK and elsewhere annually? Please include total estimate of financial and non-financial value.

Figure 4: Estimates of how much respondents' organisations invest in – or secure from – corporate-NGO partnerships (NGOs only):



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.

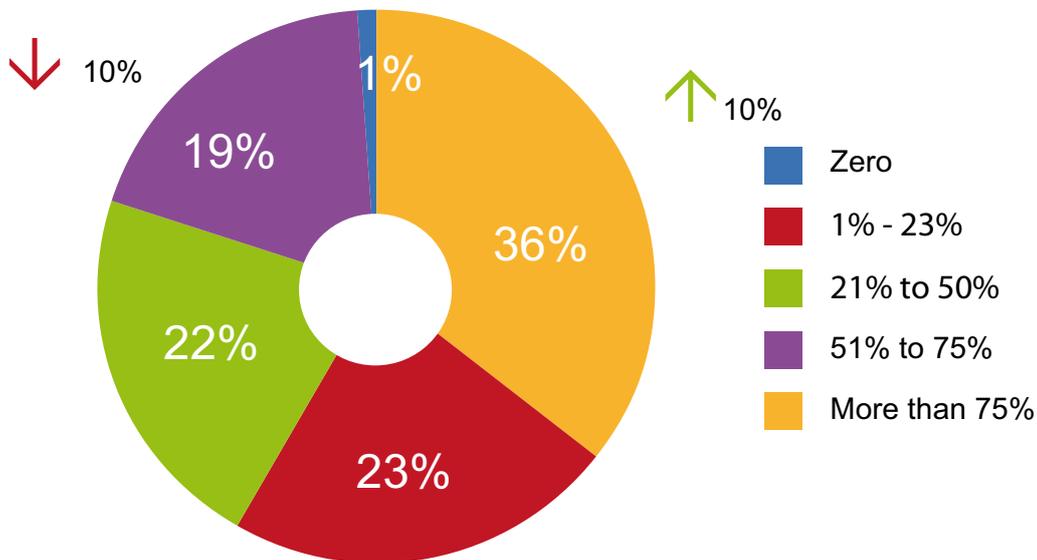
Figure 5: Estimates of how much respondents' organisations invest in – or secure from – corporate-NGO partnerships (Corporates only):



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.

It's interesting to note that both sides witnessed a decrease over the last year in middle-range partnerships. Viewed in a wider, multi-year context, this is more likely to be a one-off statistical anomaly rather than an emerging trend. We will keep a watchful eye on how this develops over the next year.

Figure 6: 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]

The consistent, overall trend towards more strategic partnerships has continued this year – with a marked increase in the number of partnerships being recognised for their overall strategic importance.

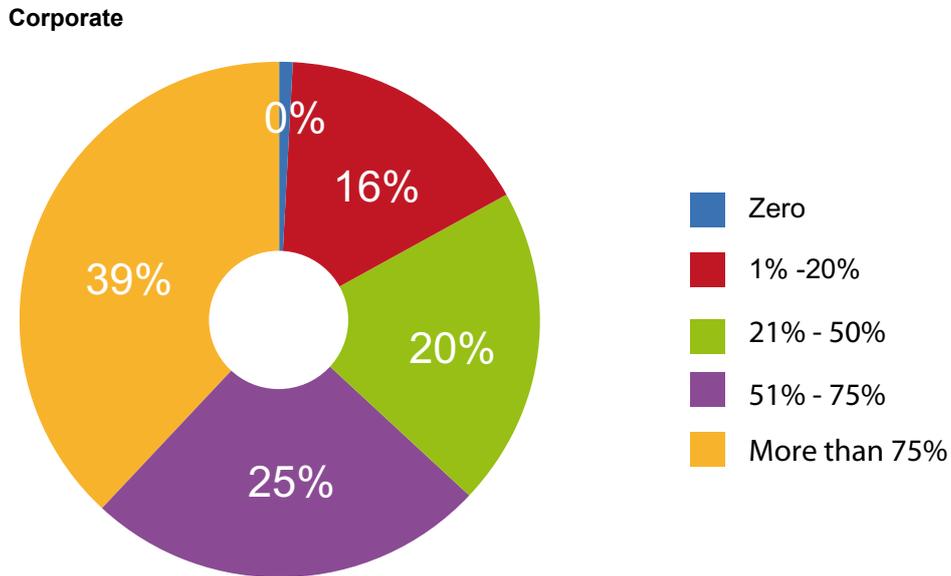
When the data for strategic partnerships is segmented by NGO and corporates, significant variances emerge between the sectors. Almost 40% of corporate respondents assess over 75% of their partnerships with NGOs as “strategic”. This compares with 28% of NGO respondents who assess 75% of their partnerships as being strategic. Similarly, 43% of NGO respondents felt that over half their partnerships were strategic. This compares

with 64% of corporates for the same range.

There is also a marked difference at the other end of the scale, with over a third of NGO respondents categorizing up to a fifth of their partnerships as “tactical” – compared with only 16% of corporate respondents.

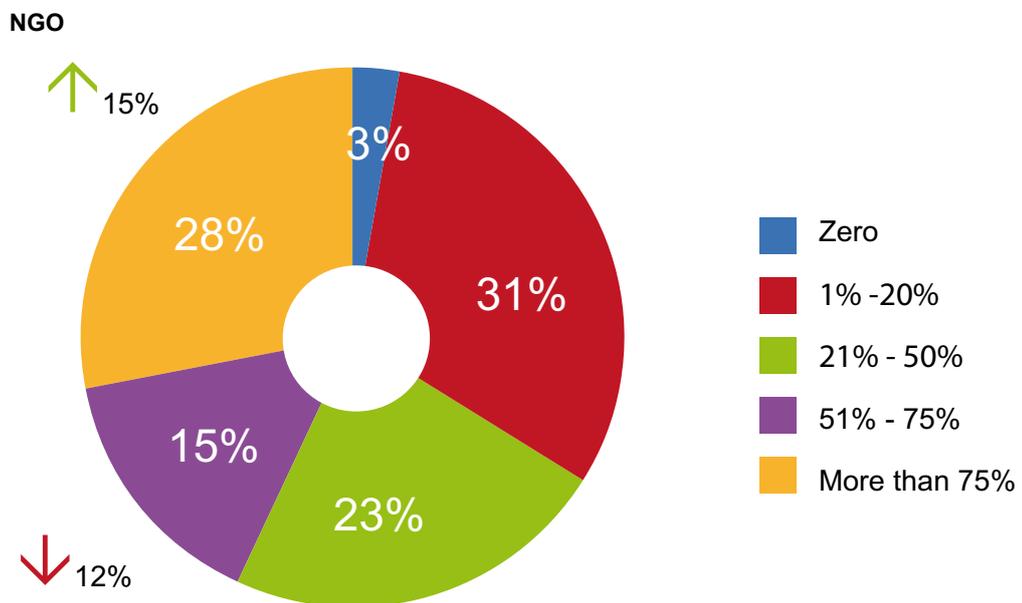
To summarise; the 2016 Barometer data continues to depict similar findings from previous years – i.e. that corporates, in general, categorise more of their partnerships portfolio as “strategic”, than do NGOs.

Figure 7: 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 8: 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]

Confidence

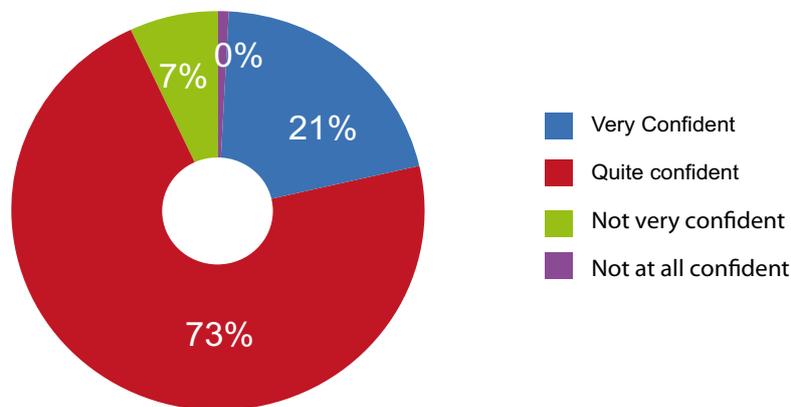
Going about the business of partnering in an increasingly confident way...

The 2016 Barometer sees continuing confidence from both corporates and NGOs in the ability of their partnerships to deliver on objectives.

This has been a marked trend since 2013-14 and shows no signs of abating.

According to 2016 data, over 90% of respondents from both sides are either very, or quite confident that their strategic partnerships are meeting their objectives – and delivering the value expected of them.

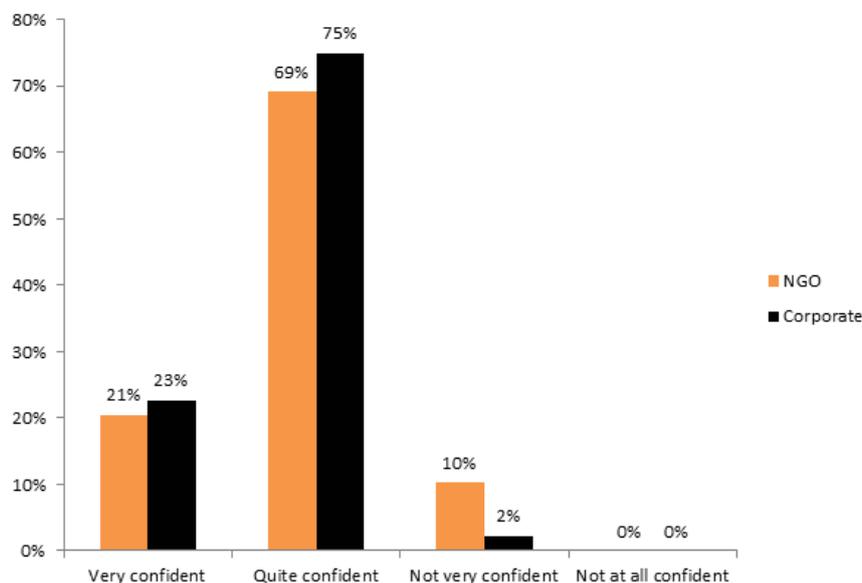
Figure 9: Strategic partnerships – combined corporate and NGO responses



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]

Similarly, there is a high degree of consensus from NGOs and corporates over this “confidence” dynamic as the following chart demonstrates:

Figure 10: 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]

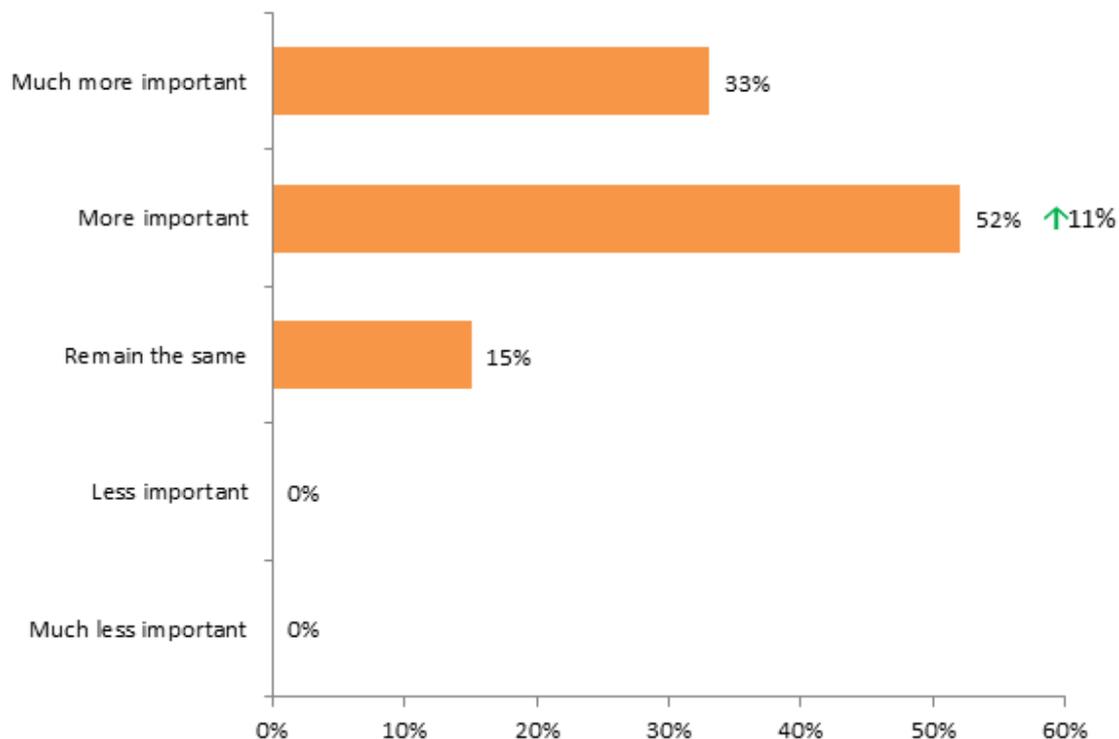
Part 3: Future trends, prospects and likely developments in corporate-NGO partnering

NGO-corporate partnerships seen as ever more vital.

One strong and consistent trend over the life of the Barometer since its inception in 2010 relates to the perceived future importance of NGO-corporate partnerships over the subsequent three years.

This year has seen a strong continuation of that overall trend, with 85% of all respondents anticipating that partnerships will become more important or much more important in the corporate or NGO agenda over the next 3 years – whilst no respondents see them becoming less so.

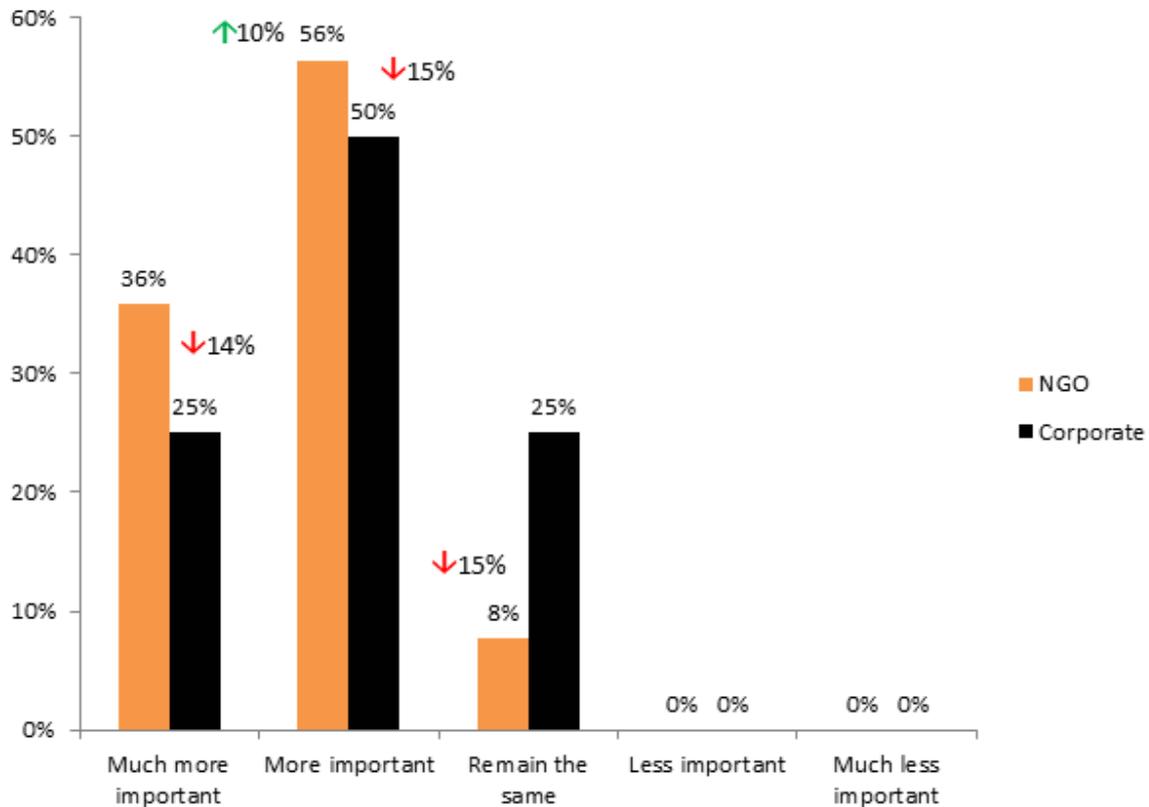
Figure 11: Likely importance of corporate-NGO partnerships over the next 3 years (corporates & NGOs combined)



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.....?

Interestingly, however, the picture is more nuanced for corporates, with a reduction (by 14%) of those expecting partnerships to become “much more” important. Overall however, 75% of corporate respondents expect partnerships to become more or much more important over the next three years. Sentiment on the NGO side is even more bullish, with 93% of NGO responding expecting that partnerships will become more, or much more important over the next three years (compared to 81% in 2015).

Figure 12: Likely importance of corporate-NGO partnerships over the next 3 years (showing corporates & NGOs separately):



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?

Why...? What factors will drive the likely growing importance of partnerships?

Stakeholder pressure, leverage, and reputation are key drivers.

When asked what factors were most likely to make corporate-NGO partnerships more important over the next three years, over 80% of respondents cited pressure on companies to demonstrate societal considerations within their business practices.

Of more or less equal importance is the need to leverage one another's core competencies. The need to enhance brand reputation and credibility is also a likely significant driver.

Societal pressure is clearly a continuing force for strong and evident CR and partnerships practice, whilst the need to leverage non-cash expertise of partnerships is playing an increasing role.

Figure 13: Factors influencing the importance of Corporate-NGO partnerships over the next three years (combined):

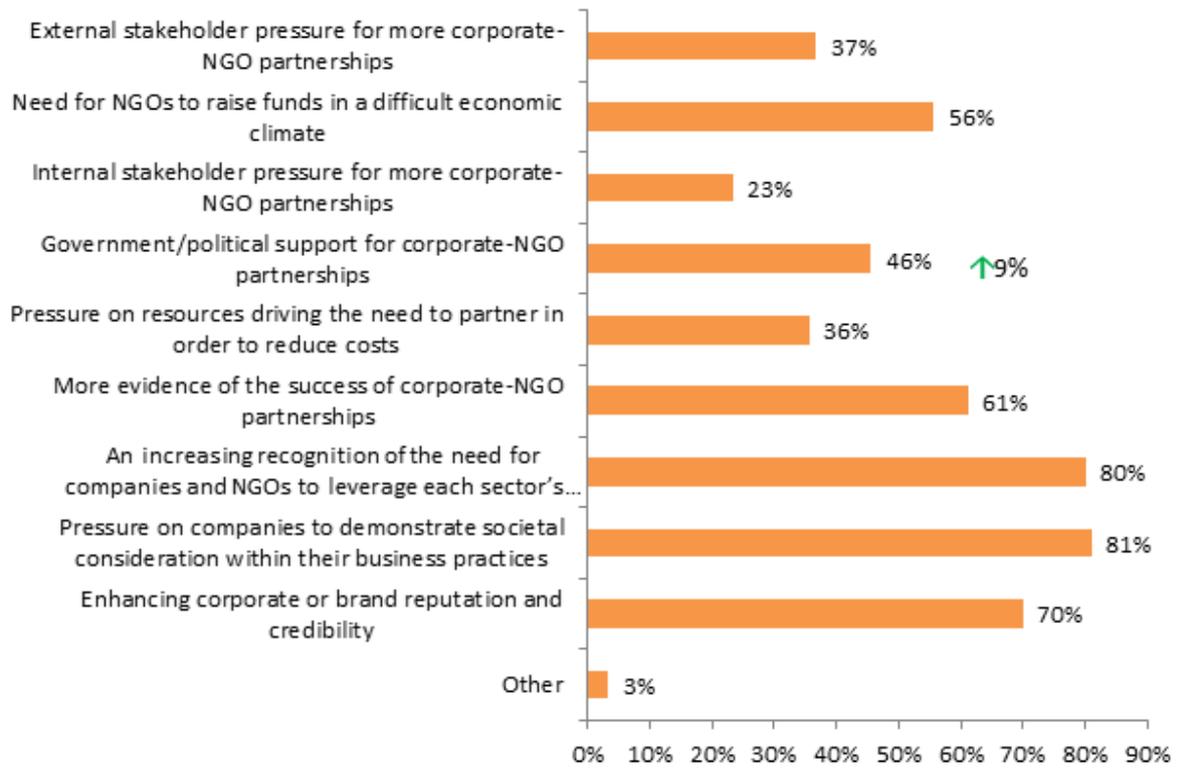
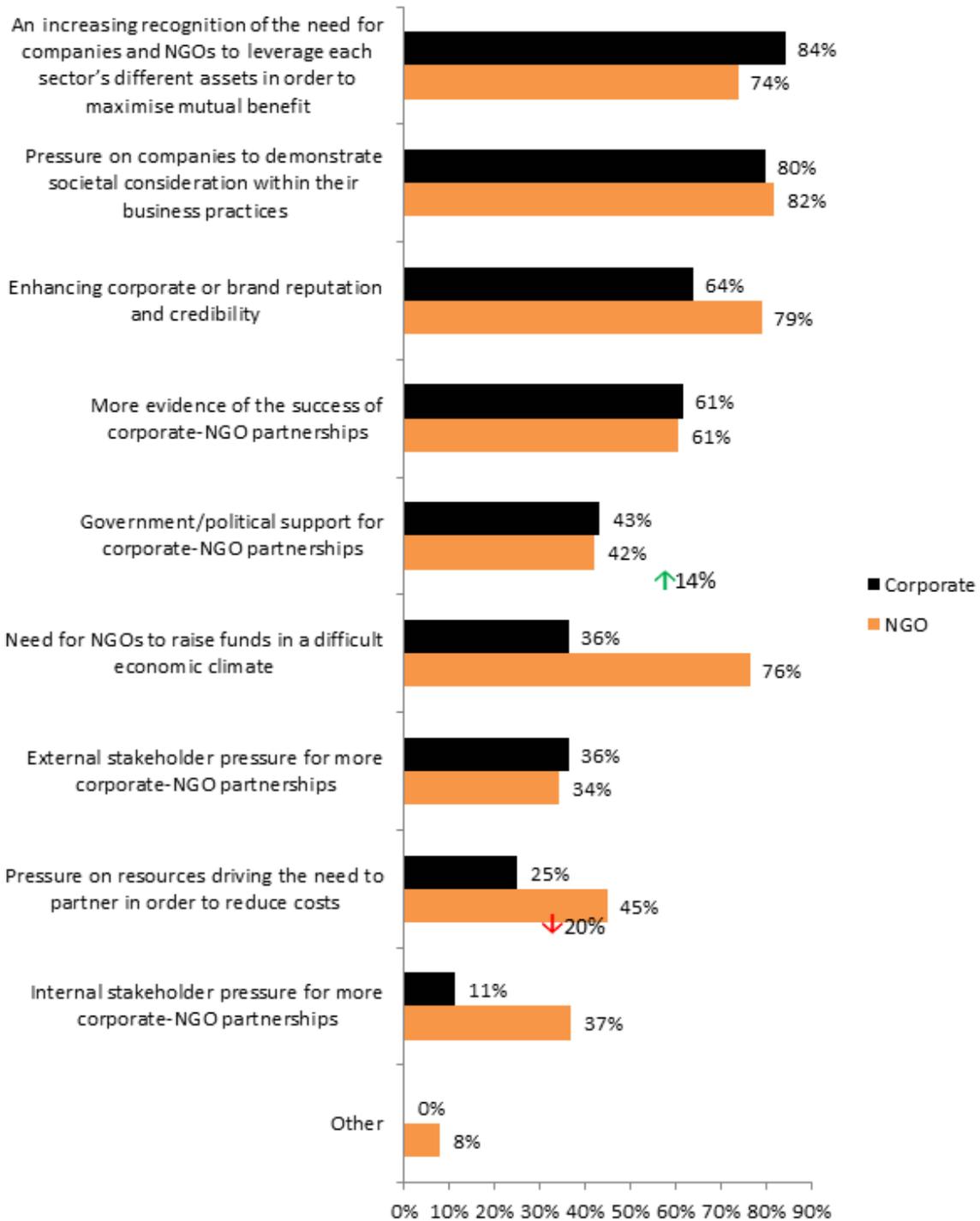


Figure 14: Factors influencing the importance of Corporate-NGO partnerships over the next three years (showing corporates & NGOs separately):



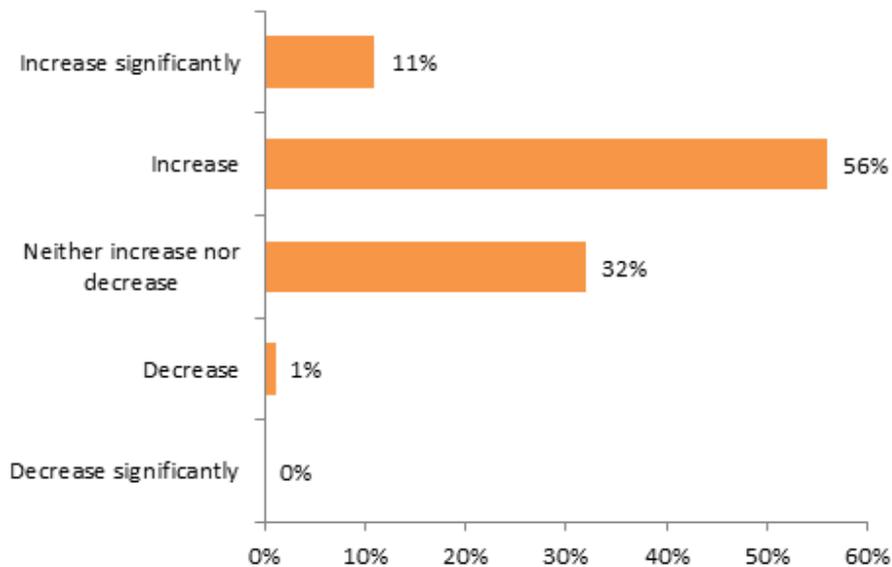
In your view, what factors are likely to make corporate-NGO partnerships more important in the next 3 years? TICK ALL THAT APPLY

The stand-out 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 understandable as NGOs continue to focus on the generation of funds. This requirement reflects previous Barometer findings.

Interestingly, this year, more anticipate that reputation and brand credibility will act as a future driver than do corporates – though both sides see this as likely to be important.

Regarding expected levels of investment in the partnering process, once again, as with previous Barometer findings, respondents see their overall investment in commitment, time and resources in corporate-NGO partnerships as being likely to increase over the next three years. **Over two-thirds (67%) of corporates and NGOs combined, expect their investment in partnerships to either increase, or increase significantly over the next three years.**

Figure 15: Likely movements in corporate-NGO partnership investments over the next three years (combined):



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]

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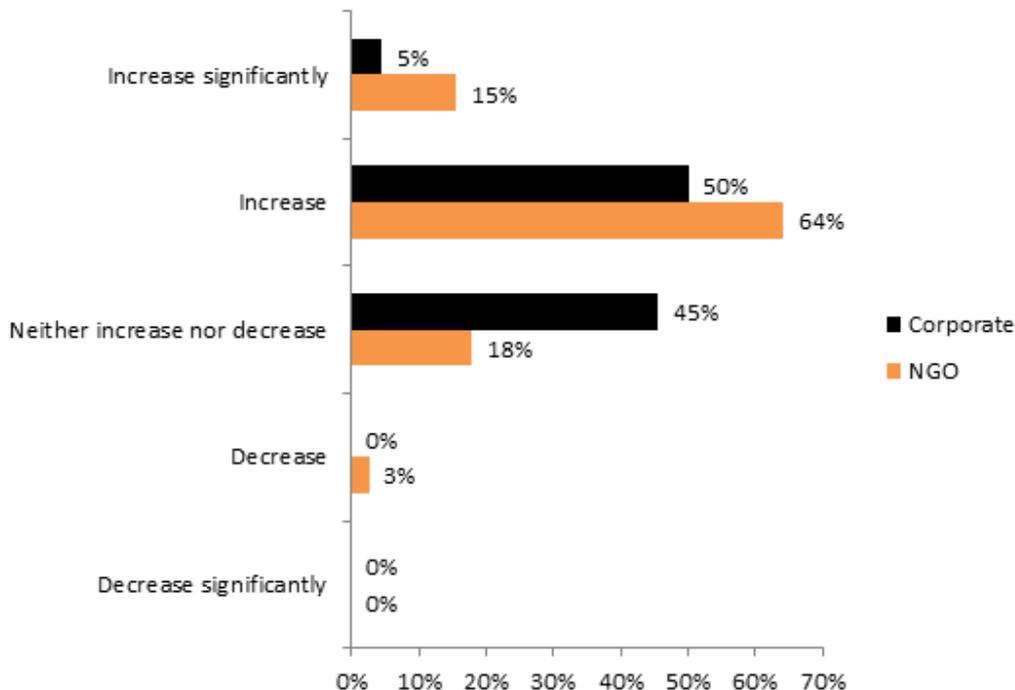
Is your investment (commitment, time, resources, etc.) in corporate-NGO partnerships likely to increase or decrease over the next 3 years? [NGO and corporate responses combined]

When the data is segmented between Corporates and NGOs, it becomes clear that differences exist between the sectors.

Whilst a clear majority (55%) of companies expect to increase their investment in cross-sector partnering over the next three years, a notable minority (45%) expect their levels of investment to remain at current levels. However, **no corporate respondent**

anticipates a reduction of investment. This is a tribute to the importance of the partnering agenda considering the uncertainties associated with the Brexit decision and uncertainties in the global economic outlook. And nearly four-fifths (79%) of NGOs expect their investment in partnerships to increase over the coming three years.

Figure 16: Likely movements in corporate-NGO partnership investments over the next three years (combined):



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

What value do Corporate and NGO partners bring to each other?

Steadily changing business practice for the better...

A growing theme in the Barometer has been the finding that, not only have partnerships with NGOs resulted in an improvement in business understanding of societal issues, beyond that, they have played a tangible role in improving business practices for the better. As one respondent put it,

Our key NGO partnerships help us to drive forward the Innovation Imperative in our business... Close, strategically engaged and committed partnerships (in) critical areas such as social responsibility security and human rights, transparency and good public governance also help us to change our practices for the better.

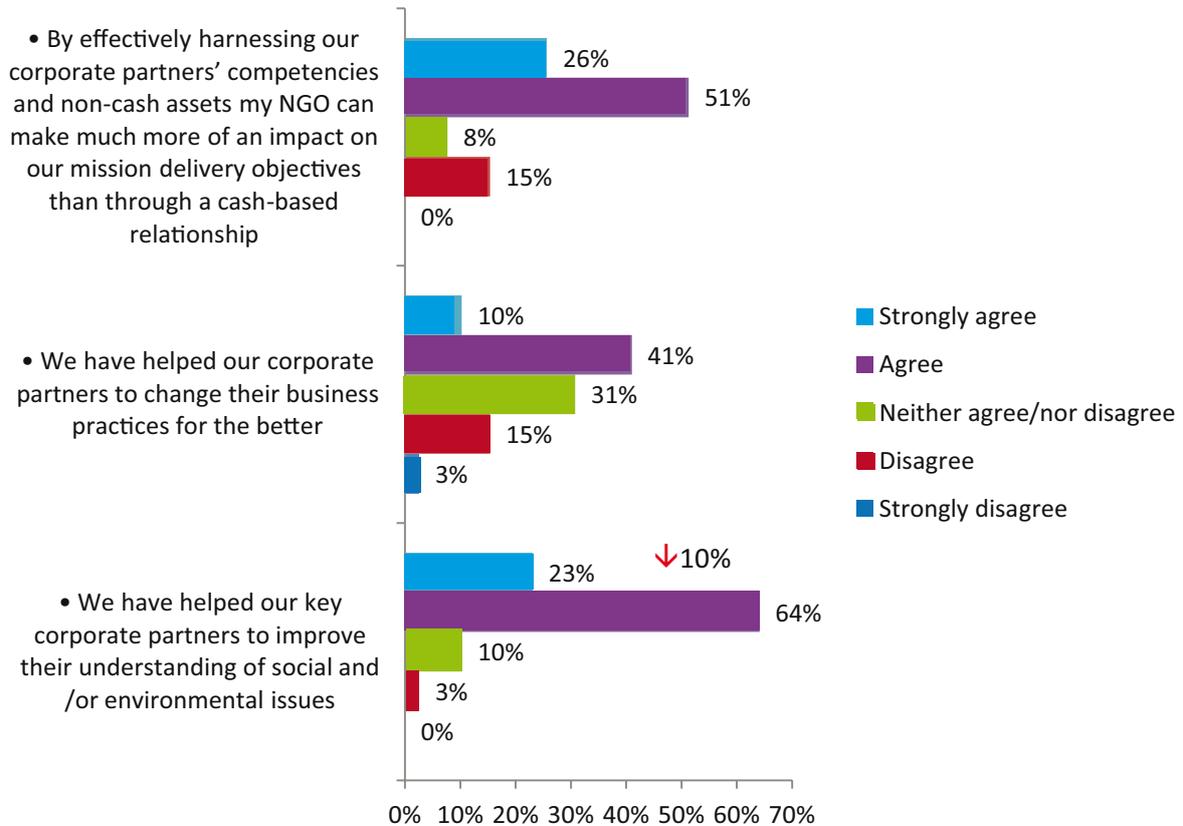
As figure 21 shows, all corporate respondents indicated that their organisations' understanding of societal

and/or environmental issues has improved as a result of their NGO partnerships, whilst approaching two-thirds (59%), indicate that such partnerships have helped their businesses to improve practices for the better.

Recent editions of the Barometer have seen a **growing acknowledgment by NGOs that harnessing corporate partners' competencies and non-cash assets can make much more of an impact on the formers' mission delivery objectives than through cash-based partnerships.**

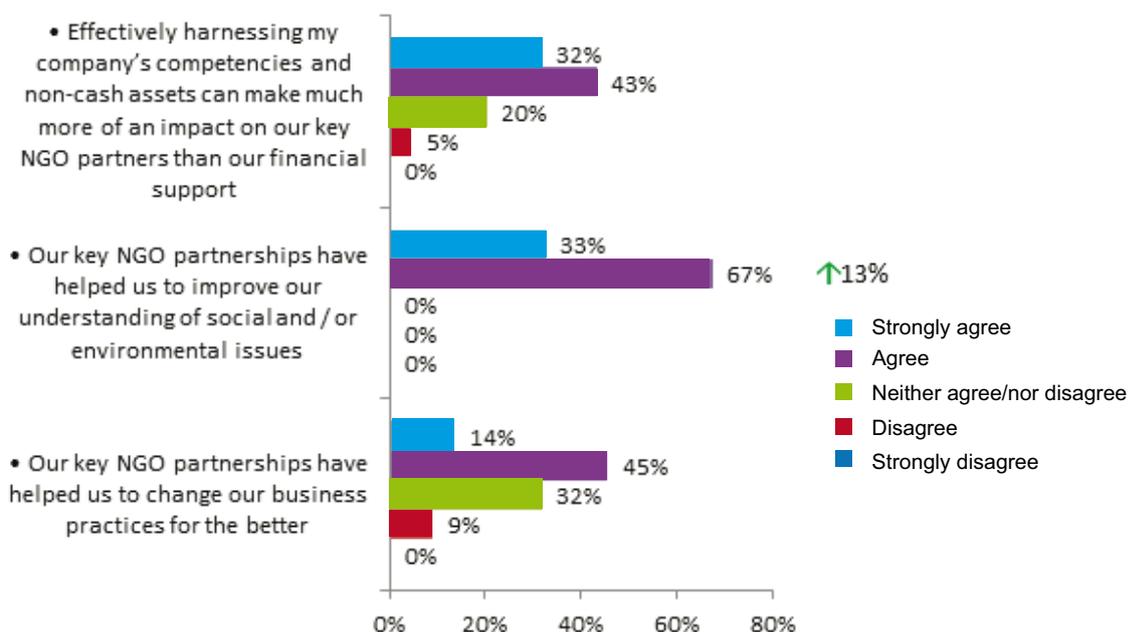
This perception accelerated in 2016 (figure 19a), with 17% more NGOs in agreement with this proposition (77%) than in 2015. This represents a sea change in sentiment and contrasts strongly with the situation just five years ago when just 20% of NGOs agreed with the statement – and a clear majority (52%) disagreed. Indeed, for the first time, more NGOs agree with the role and value of corporate competencies and assets in the partnering process than do Corporates

Figure 17: 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?

Figure 18: Corporate experience of strategic corporate-NGO partnerships:



Figures 19a and 19b below, contrast the 2016 position with that in 2012.

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

Figure 19a: Sector comparators - Harnessing competences and non-cash assets (2016 data)

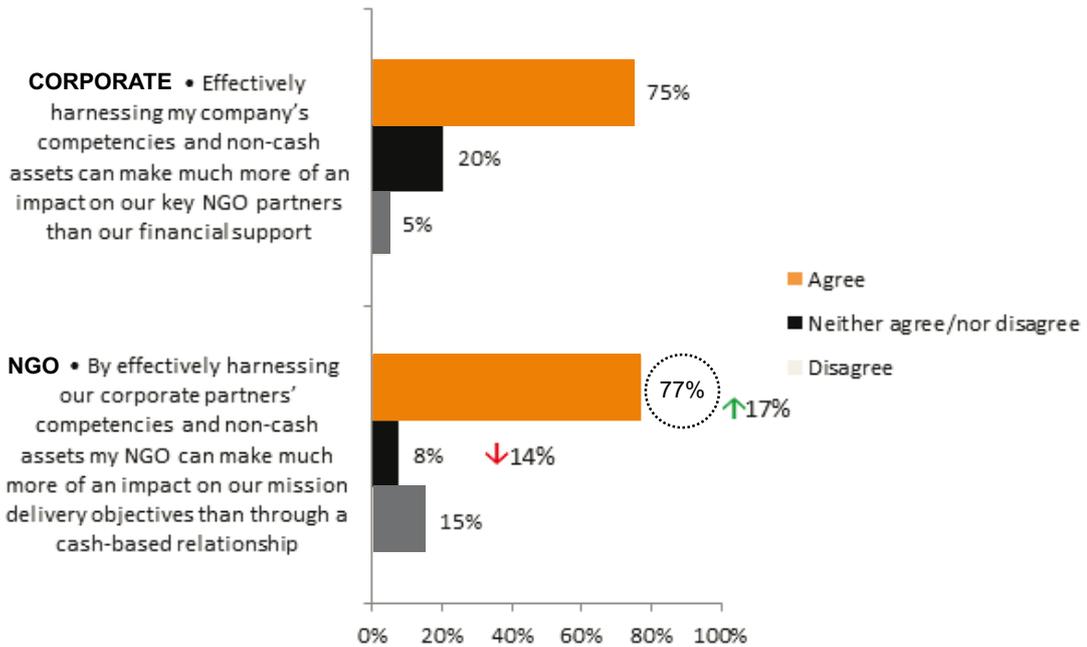


Figure 19b: Sector comparators - Harnessing competences and non-cash assets (2012 data)

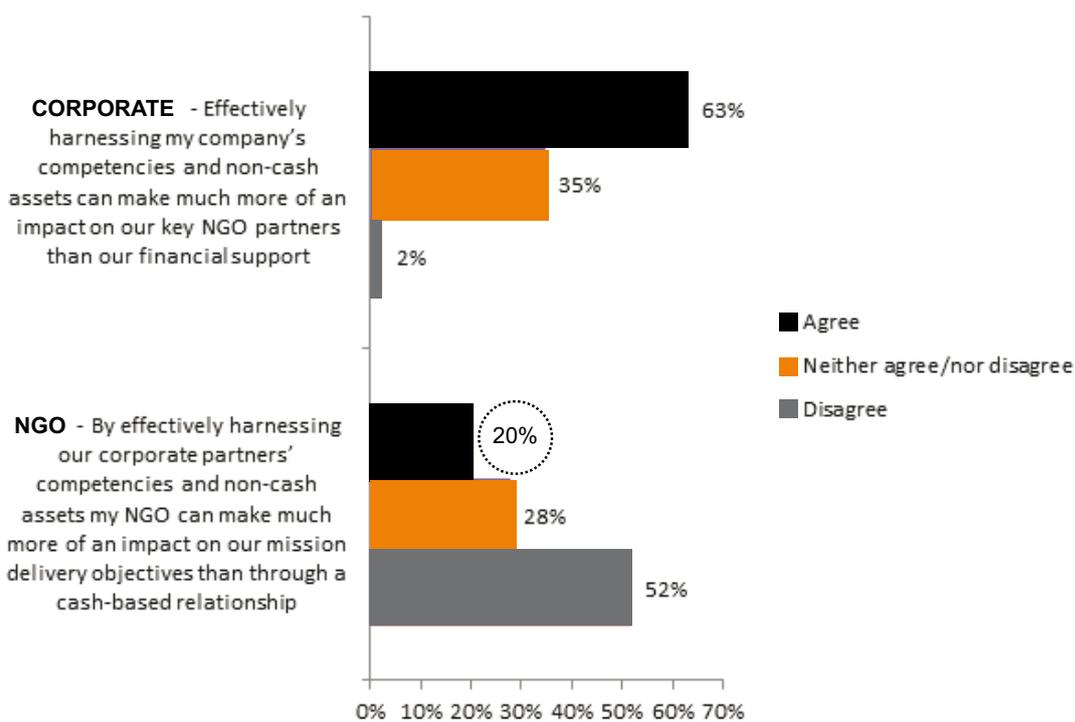


Figure 20: Sector comparators - Changing business practices for the better

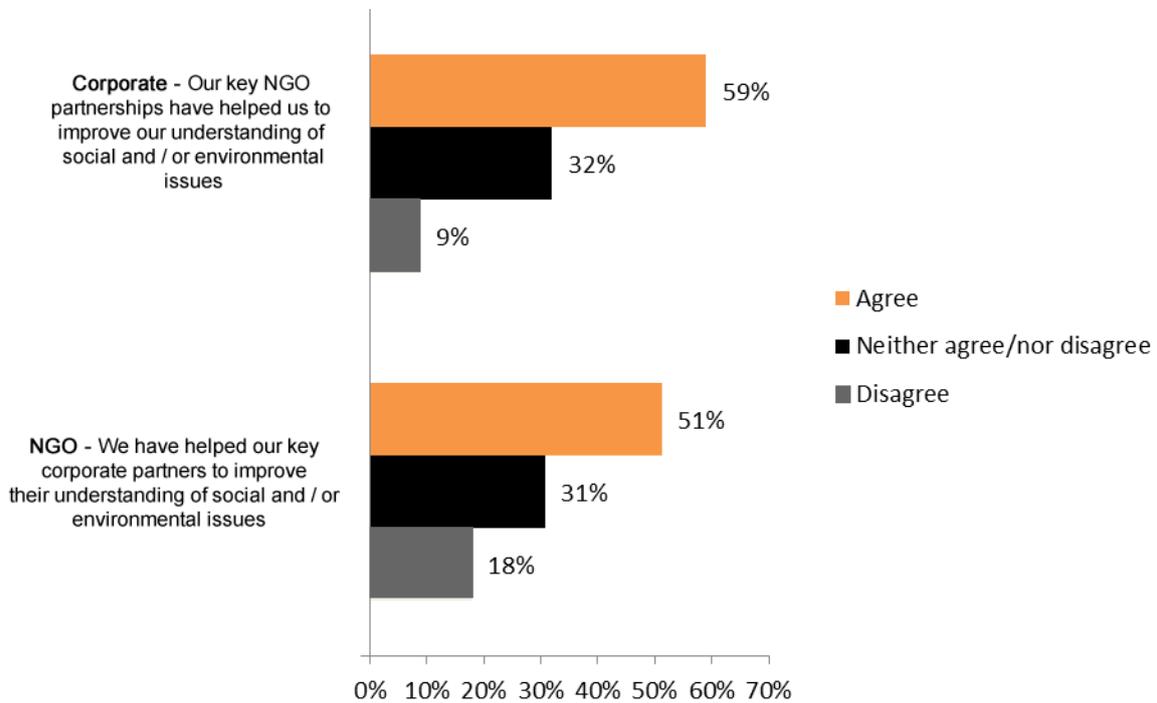
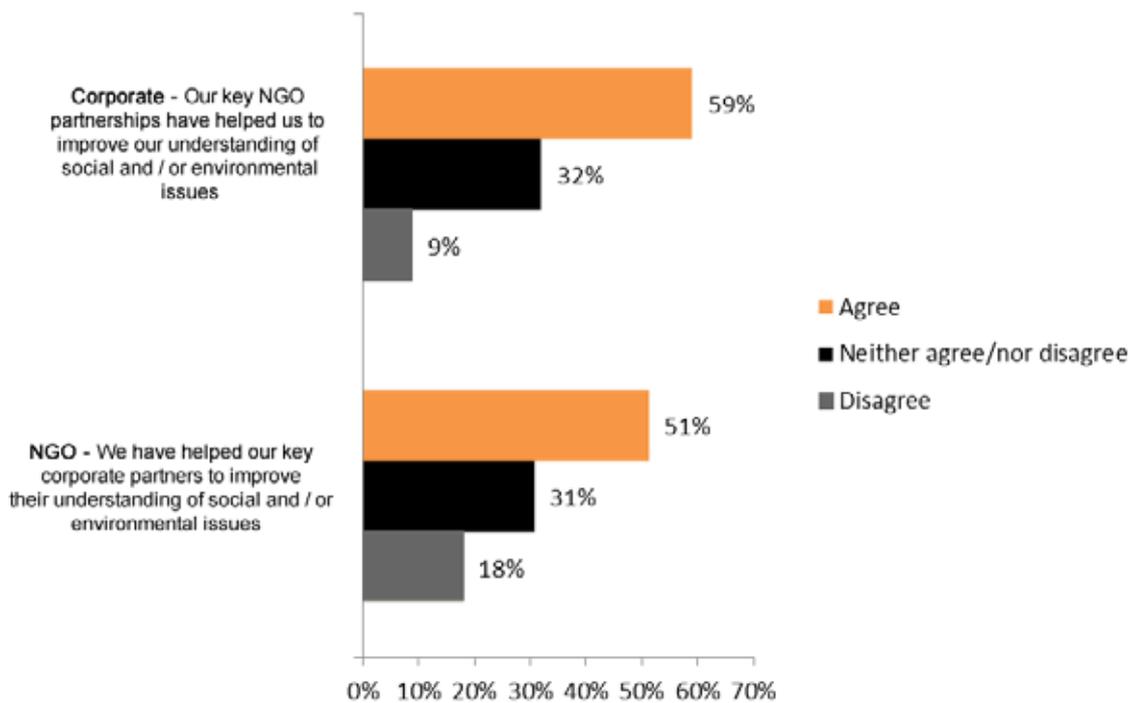


Figure 21: Sector comparators Improving understanding of societal and/or environmental issues



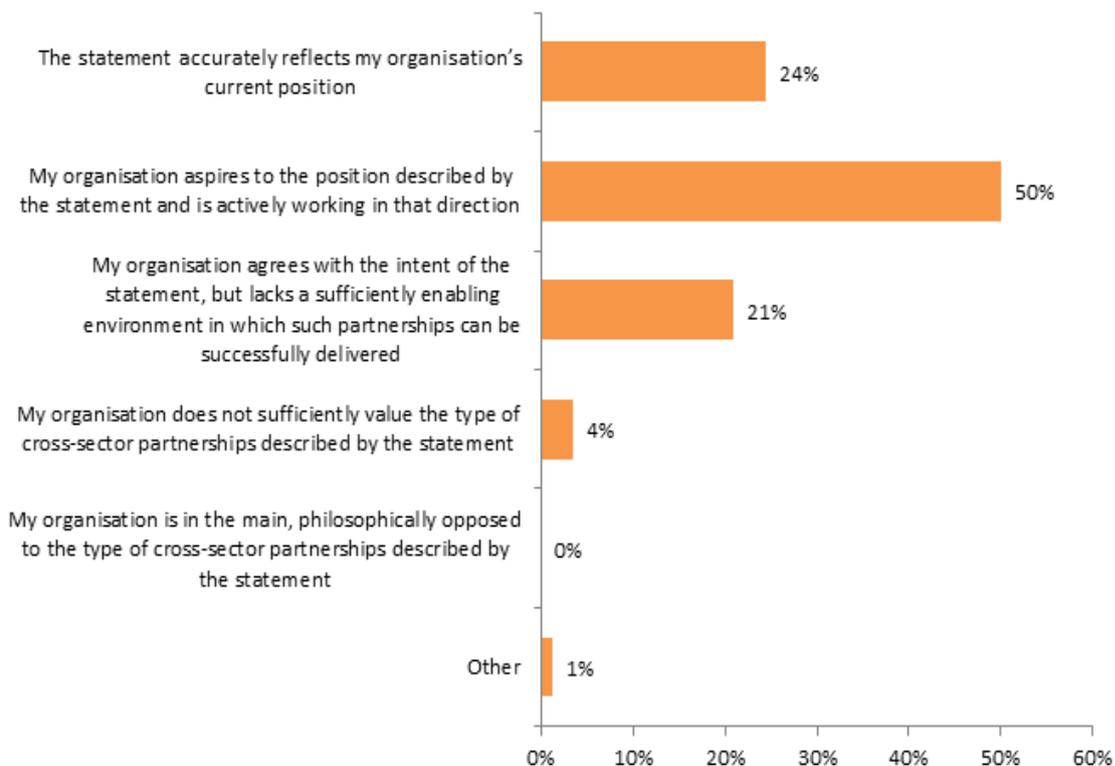
The depth and reach of partnerships

Purpose and mission-led partnerships are increasingly in focus – but contextual and mindset challenges are evident...

So, with competency-based, purpose-led partnerships increasingly acknowledged to be important by NGOs and Corporates, we wanted to explore the extent to which this type of deeper partnership is being practised. To do this, the statement: **“We are [my organisation is] increasingly engaged in deeper, problem-solving partnerships designed to address core, mission-relevant or purpose-led issues in ways that create value for society, for ourselves and for our (corporate or NGO) partners.”** was put to corporate and NGO respondents who were then asked to select one option from a series of subsequent statements that identify practices, intention and barriers (figure 22).

What the findings show is that on the whole, both corporates and NGOs believe that they are largely “on the way” towards addressing core, mission-relevant or purpose-led issues in ways that create value for society. Almost a quarter (24%) of organisations are currently engaged in deeper, problem-solving partnerships, with half (50%), aspiring to the position described by the statement. Two-fifths (21%), of organisations agree with the intent but are currently prohibited from effectively engaging in such partnerships due to lack of a sufficiently enabling environment.

Figure 22: The extent of deeper, problem-solving partnerships addressing core, mission-relevant or purpose-led issues in ways that create value for society (combined responses):



“We are increasingly engaged in deeper, problem-solving partnerships designed to address core, mission-relevant or purpose-led issues in ways that create value for society, for ourselves and for our (corporate or NGO) partners.” In light of the preceding statement, which of the following choices most accurately reflects your organisation's current position?”

Again, when the Corporate and NGO segments are separately analysed, **significant dissonance emerges between the sectors regarding: the extent to which organisations engage in deeper, problem-solving partnerships, that address core mission-relevant or purpose-led issues; the existence of an enabling environment to support such partnerships, and indeed, the value placed by Corporates and NGOs on such partnerships.**

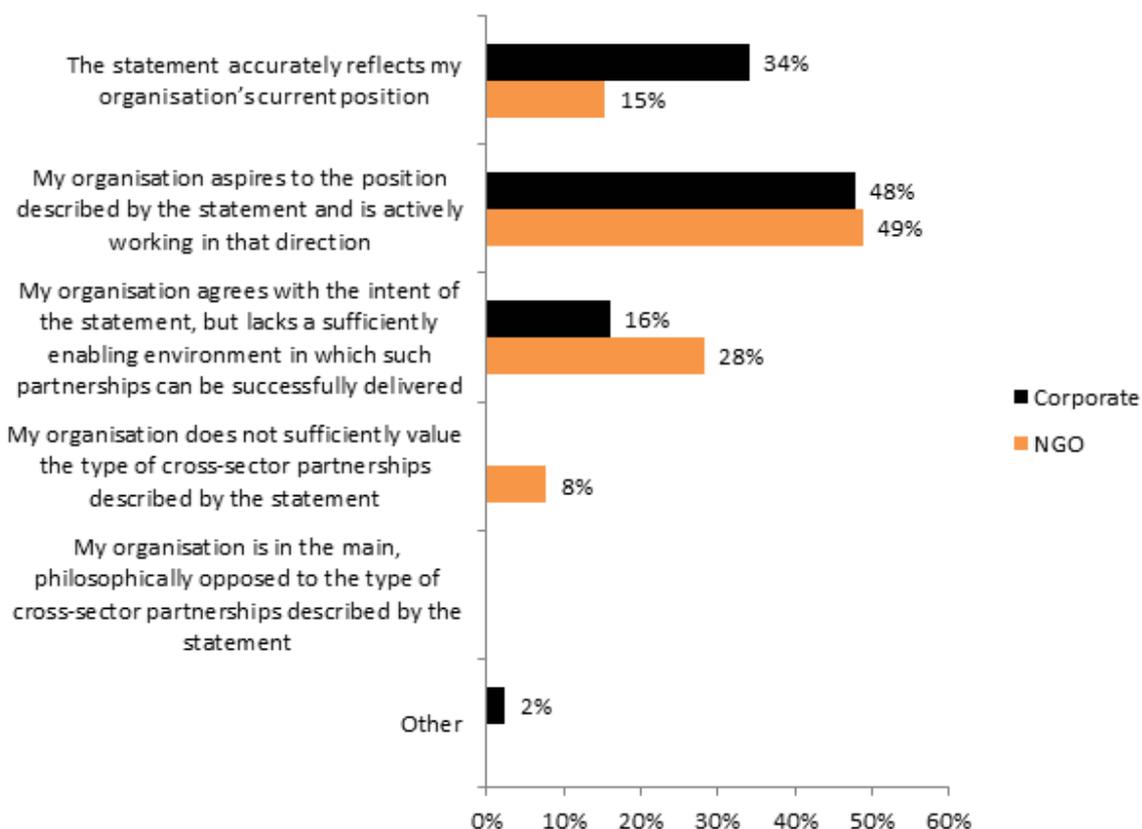
As table 23 shows, there are marked differences between the sectors: Just over a third (34%) of corporate respondents state that they practice the type of partnerships described above (compared to 15% of NGO respondents. Even more notably, over a third (36%) of NGO respondents' organisations, either lack a sufficiently enabling environment to sustain such partnerships, or do not value such partnerships. This compares to 16% of companies with an insufficiently enabling

environment, with none disagreeing with the value such partnerships can yield.

It is to be noted that lack of strong and clear leadership support, siloed working, the absence of clear incentives for internal collaboration, or lack of appropriate measurement and valuation of the contribution of problem-solving partnerships all account form part of the description of an insufficiently enabling environment for success.

We would observe that the significant proportion (36%) of NGOs that are currently hampered from properly harnessing the value inherent in problem-solving, mission-focused partnerships is of concern, and may represent something of a bottle-neck to the partnering agenda – particularly in an era when the UN's Sustainable Development Goals calls for cross-sector partnership as a route to driving forward sustainable development.

Figure 23: The extent of deeper, problem-solving partnerships addressing core, mission-relevant or purpose-led issues in ways that create value for society (corporates and NGOs separated):



Part 4: “Brexit” – the potential impact of the UK’s decision to leave the EU

Little or no effect or a big & negative impact – what will Brexit really mean for Corporate-NGO partnering?

The timing of the 2016 Barometer was ideal in gauging sector views over the UK’s referendum and decision to leave the EU.

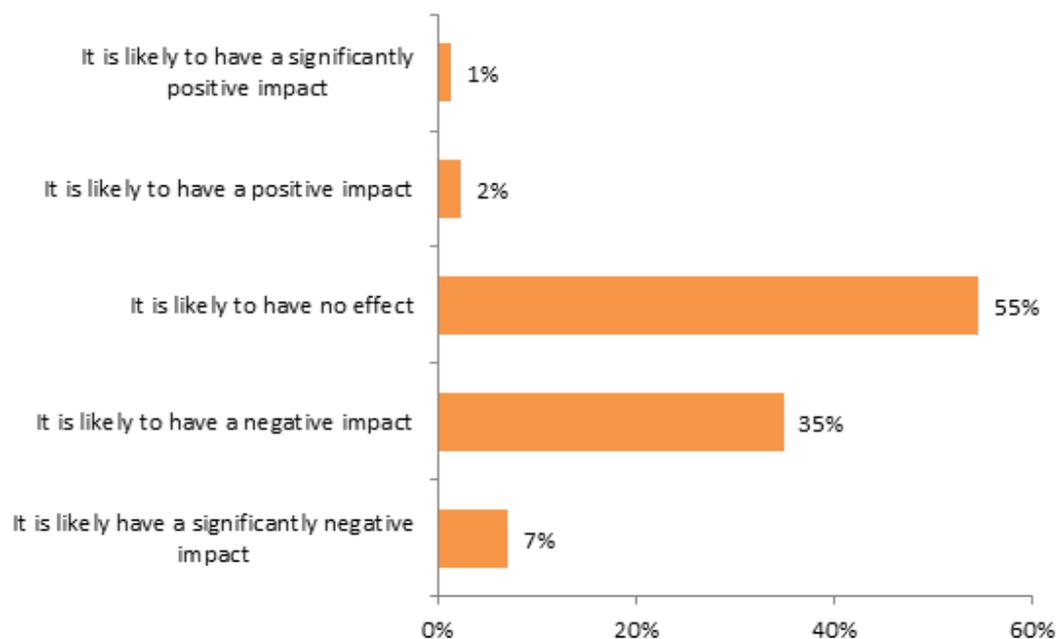
The findings are fascinating in that, whilst Brexit has caused great uncertainty in many spheres, on the whole, at a consolidated level, **the majority of respondents expect that the Brexit decision will have little or no effect on the partnering agenda.**

Specifically, whilst only 3% of respondents

see the result as likely to have a positive impact in any way, over half (55%) believe that the Brexit result will have little or no effect.

However, a significant minority (42% of respondents) are less sanguine about the UK’s referendum result. This group expect that the decision by UK to exit the EU, and the uncertainties caused, will likely have either a negative or significantly negative effect on the partnering agenda.

Figure 24: The likely impact of the UK’s decision to leave the European Union on engagement in cross-sector partnering (combined):



To what extent, if any, is the UK’s decision to leave the European Union likely to impact your organisation’s engagement in cross-sector partnering?

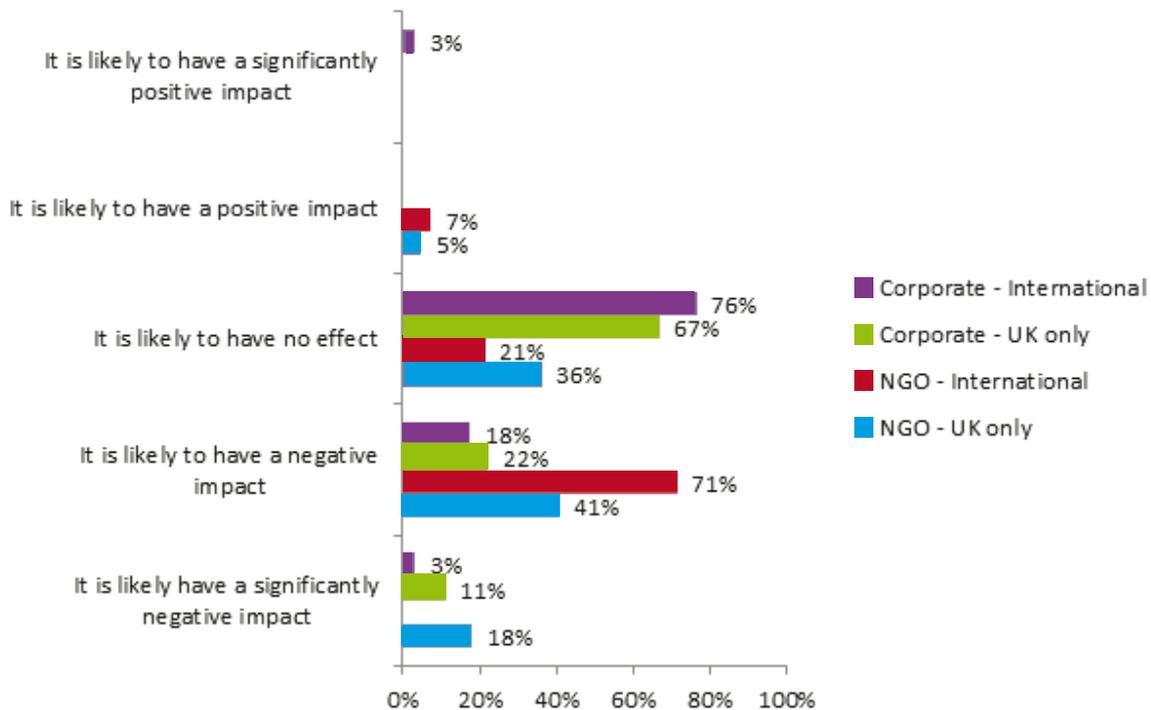
When the findings are broken down by sector, an even more interesting picture emerges. It seems **those most pessimistic about the Brexit decision are international NGOs whilst those least pessimistic are international corporates.**

Meanwhile, two-thirds of UK-based corporates remain optimistic, expecting “Brexit” to make no material difference to their partnering agenda.

Again, however, this is not reflected in the views of UK-based NGOs, almost 60% of whom expect the decision to have a negative or very negative effect on the partnering agenda.

The broad view of Brexit from the sector, whether in the UK or internationally, then, is one of the corporate sector being more sanguine than NGOs sector about the potential negative effect of Brexit on the partnering agenda.

Figure 25: The likely impact of the UK’s decision to leave the European Union on engagement in cross-sector partnering (NGOs / corporates, international / UK):



To what extent, if any, is the UK’s decision to leave the European Union likely to impact your organisation’s engagement in cross-sector partnering?

When asked to state why the Brexit decision is likely to have the impact selected, the following typify some of the sentiments expressed:

NGOs

Pressure on budgets and general uncertainty for global businesses

It's impossible to say at this point

Economic uncertainty is likely to lead to less profitable business, shifting of priorities and less time and cash for charities

The majority of our partnerships are with the private equity industry who are predicting to be worse off post Brexit with many considering not remaining in the UK

Large potential corporate partners will be moving their businesses to other locations and engagement with them will be more difficult. [NGO] partnerships may not be as high up on their agendas

Corporates

Our strategic decision to partner with NGOs is driven by our underlying social and environmental objectives rather than any specific policy requirement

We're a global, multi-national company, with NGO engagement independent of EU structure

We don't have any NGO engagement in EU countries outside the UK

Our CSR programmes should not be directly impacted by Brexit. Our programmes aim to engage UK based colleagues and invest in and support projects in the UK

We... tend to look for strategic partners within our operating areas and we do not envisage the Brexit decision to significantly alter this strategy

Part 5: Influence of the UN Sustainable Development Goal to “revitalize the global partnership for sustainable development” on cross-sector partnerships

UN Sustainable Development Goal not yet making a big impact in the UK...

This year’s Barometer report also took a specific look at Goal 17 of the UN Sustainable Development Goals (SDGs) which calls on organisations to partner for sustainable development.

Specifically, the UN has this to say about Goal 17:

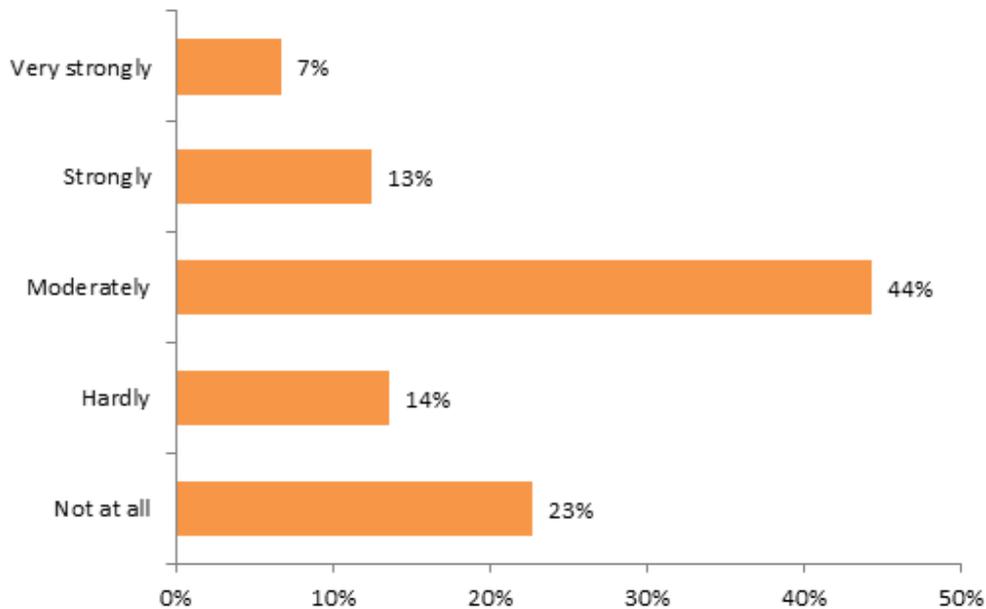
A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, are needed at the global, regional, national and local level...

Urgent action is needed to mobilize, redirect and unlock the transformative power of trillions of dollars of private resources to deliver on sustainable development objectives. Long-term investments, including foreign direct investment, are needed in critical sectors, especially in developing countries...

Data from the 2016 Barometer (figure 26) indicates that currently, just one in five (20%) of respondents cited this Goal as strongly or very strongly influencing their organisations’ engagement in cross-sector partnerships – whilst 44% said it was having a moderate impact and 37% said “hardly” or “not at all”.

In total, however, at the consolidated level, it would appear that **nearly two-thirds (64%) of corporate and NGO respondents view Goal 17 of the SDGs and its call for cross-sector partnerships, as either moderately or strongly influencing their organisations’ engagement in such partnerships.** This tends to suggest that the Goal is already a recognised factor in the cross-sector partnering arena.

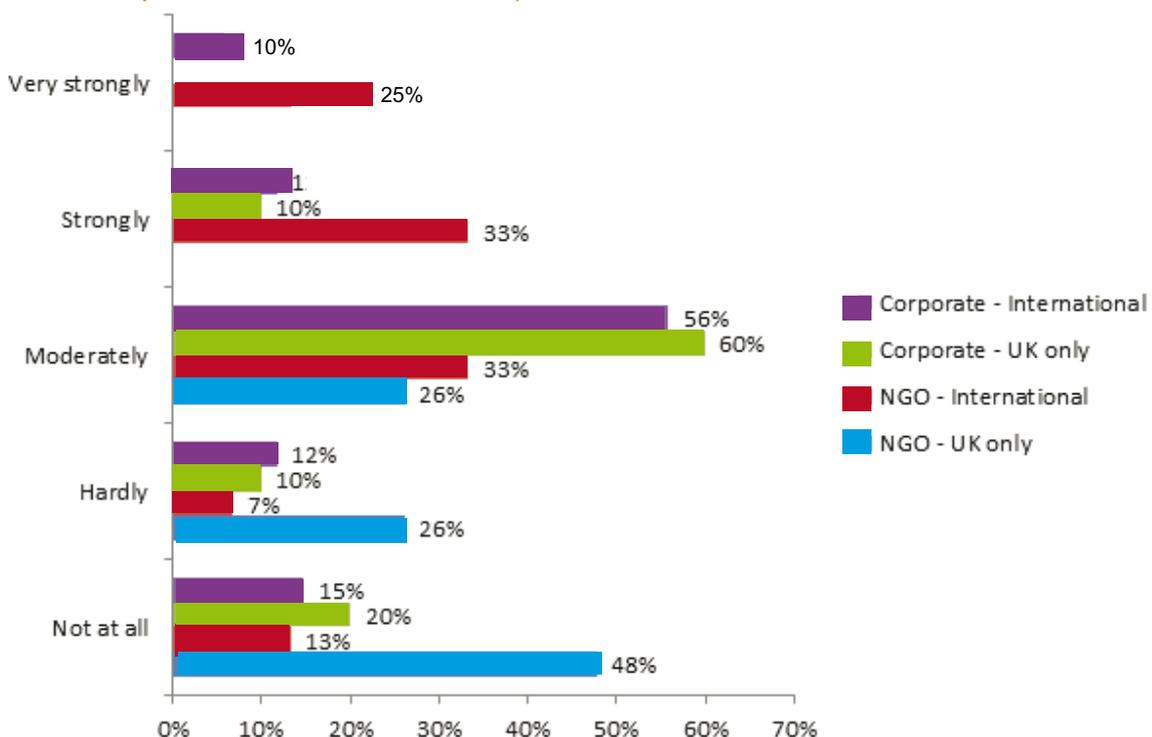
Figure 26: The impact of Sustainable Development Goal 17 on cross-sector partnerships (combined):



To what extent does the SDG influence your organisation’s engagement in cross-sector partnerships?

Furthermore, there is a consensus about this matter, on the whole, between corporates and NGOs whether UK-based or international (figure 27). There is a notable exception relating to UK NGOs - over two-thirds (68%) of this segment are hardly or not at all influenced by SDG Goal 17. This group appears to be far less influenced by the Goal than both corporates and their international counterparts. Conversely, international NGOs are most likely of all sub-segments to be influenced by SDG 17, with nearly two-thirds (73%) of this group either moderately, strongly, or very strongly influenced by the Goal.

Figure 27: The impact of Sustainable Development Goal 17 on cross-sector partnerships (NGOs / corporates, international / UK):



To what extent does the SDG influence your organisation’s engagement in cross-sector partnerships?

Part 6: The stars –The most admired corporate-NGO partnerships and partners

Clarity, reality and ambition are the watchwords

Which corporate-NGO partnerships are the leading 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.

There was a clear overall winner – with GlaxoSmithKline-Save the Children taking the top spot for the first time, as close to 11% of all respondents cited this partnership as Most Admired.

Previous leading lights Boots-Macmillan and Marks & Spencer and Oxfam, were pushed into second and third places respectively – possibly reflecting the age of those long-standing partnerships which have been consistently highly admired in recent years. In particular, this is the first time since the inception of the Barometer that the M&S-Oxfam partnership has not topped the list. But it is also worth noting that many CSR practitioners specifically cited “longevity” / “durability” etc., as being reasons they particularly admired these two partnerships.

GlaxoSmithKline- Save the Children

The GSK-Save the Children partnership began in 2013 with the mission of helping to save the lives of one million children by tackling preventable under five mortality. The ‘shared value’ model is based on both organisations acting as equal partners with benefits flowing back to both. For GSK, the partnership brings valuable insights into ways to improve access to medicines for hard to reach communities. For Save the Children, beyond amplifying its reach and societal impacts, the organisation is applying GSK expertise in a variety of areas from supply chain and logistics to change management.

The global partnership is working in over 37 countries, often where access to healthcare is most challenging - and where child mortality is highest. Since launch the partnership has:

- immunised over 23,900 children
- treated over 125,600 children for malaria, pneumonia or diarrhoea
- trained over 10,600 health workers in 16 countries
- helped over 108,400 children during and after emergencies, and
- raised over £1.8million through GSK employees from over 70 countries.

Since the partnership launched, it has reached over 1.3 million children; more than 23,500 under-five year olds have been fully immunised, over 125,000 children have been treated for diarrhoea, malaria or pneumonia, and over one million children have been screened for malnutrition.

The partnership is admired both for its ambition to create real and measurable change – and its clarity of purpose. Typical of the kind of comment made was:

“I admire this partnership because of the simplicity of the funding model - 20% of profits in the country, and the scale it has reached. The initiative recruits, trains and supports frontline health workers, ensuring their financial sustainability and creating an enabling environment, to create long-term improvements in health care provision, and has supported over 4m people in 6 Asian countries to date.”

Additional comments included:

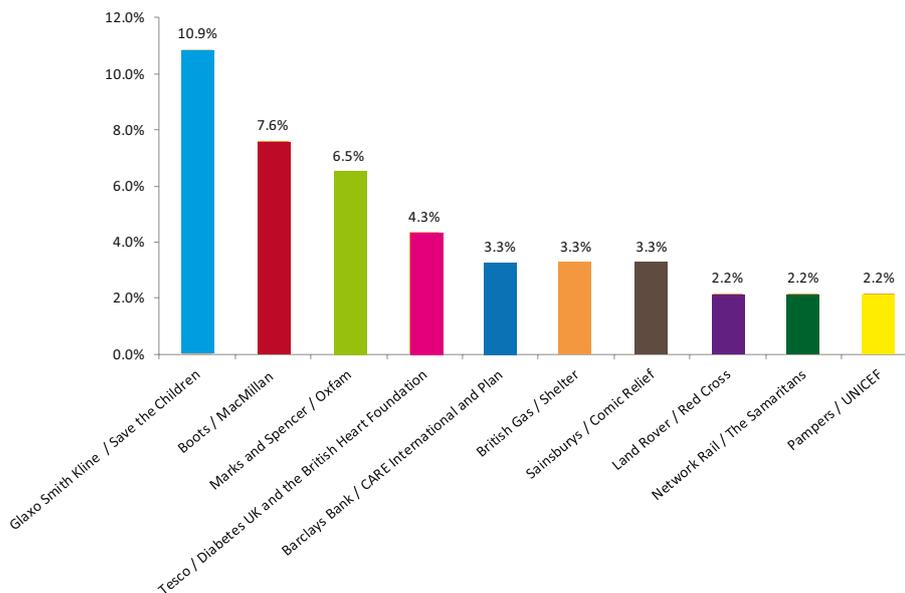
It's multi-faceted and has clear mutual benefit

Excellent model; based on commercial delivery

It's a partnership which permeates both organisations and leverages their skills and assets to save children's lives

As always, the suggestions received from practitioners were many and varied, and the reasons for each nomination were very well informed.

Figure 28: Most Admired Partnerships



Which other Corporate-NGO partnerships do you admire and why? [Respondents could list up to three starting with their most admired]

Figure 29: Most Admired Partners, Corporates

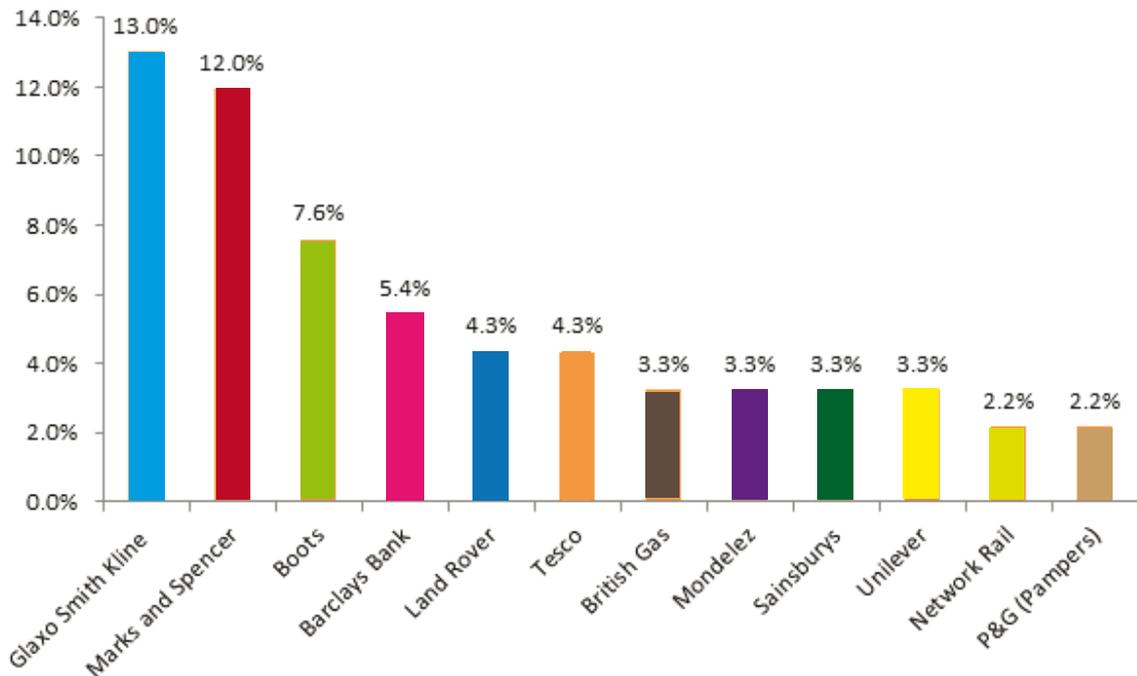
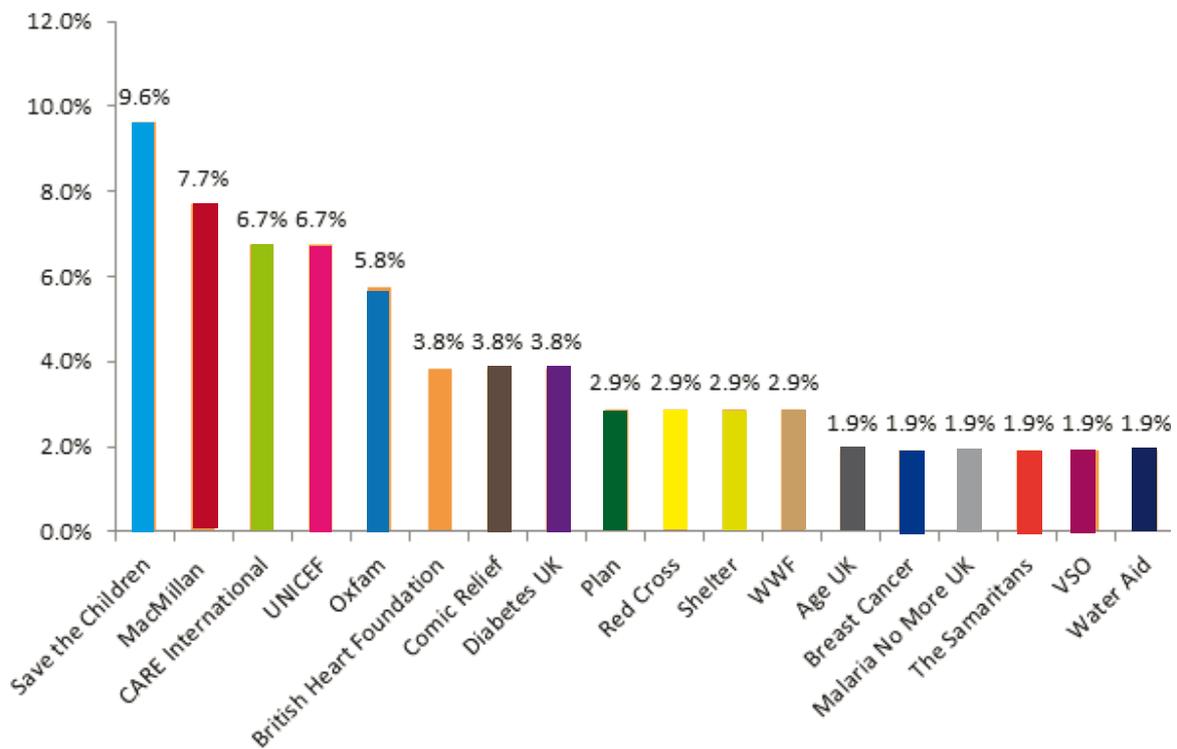


Figure 30: Most Admired Partners, NGOs



Boots-Macmillan

The Boots-Macmillan partnership aims to ensure that as the demand for cancer services rises, people affected by cancer wherever they are in the UK, have access to the best cancer information and support in their local community.

Through the 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.

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, whilst Boots Macmillan Information Pharmacists have been introduced in many stores to help provide a familiar and trusted port of call for information about cancer support services.

Since the partnership began in 2009, Boots UK staff and customers have raised over £10 million and are continuing to raise significant funds for Macmillan to help to improve the lives of people affected by cancer.

The partnership is admired in the sector for its clarity, its mutual benefits and its employee motivation.

Comments included:

Great brand fit and ability to provide a strategic service through the branches

Excellent joint service delivery, it's broad-based, long-term, and profitable

Great synergies all-round

M&S-Oxfam

The M&S-Oxfam partnership involves sharing knowledge and working together to drive sustainable production and consumption.

The partnership 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.

Since the partnership began in 2008 over 24 million garments have been donated in M&S and Oxfam shops, worth an estimated £16 million for Oxfam.

The partnership is admired because it is logical, innovative, long-lasting and has objectives that consumers can relate to.

Comments included:

Good synergy between the two partners and makes sense

Simple and easy for the consumer to get involved

It's to be hugely admired for its longevity

Concluding remarks

This seventh edition of our annual C&E Corporate-NGO Partnerships Barometer has again found the cross-sector partnerships landscape in robust health. Driven by external expectations, including the UN Development Goals, as well as by internal drivers based on enlightened self-interest, the partnering landscape continues to evolve strongly.

From addressing the climate and obesity challenges, to working together on supply-chain related issues, such as tackling modern day slavery, partnerships between companies and NGOs tackle issues that are material to each party. It is increasingly clear that purpose-led partnerships are supporting the behaviour change agenda – helping businesses to be more responsive to the changing external landscape. By drawing on the competencies of businesses, partnerships are also helping NGOs to better address the missions for which the latter were set up.

The future for Corporate-NGO partnering again, appears bright, and this edition of the Barometer series has shown that investments are likely to increase in the medium term. However, in order to have even greater impact, partners and partnerships will need to evolve their practices, as they journey towards more strategic engagement. Additionally, a number of challenges will need to be overcome.

In particular, we noted that over a third (36%) of NGO respondents' organisations, either lack a sufficiently enabling environment to sustain deep, problem-solving partnerships, or do not value such partnerships. This compares to 16% of companies with an insufficiently enabling environment, with none of the latter disagreeing with the value such partnerships can yield.

Lack of strong and clear leadership support, siloed working, the absence of clear incentives for internal collaboration, or lack of appropriate measurement and valuation of the contribution of problem-solving partnerships are all aspects of an insufficiently enabling environment for success.

That a significant proportion of NGOs (36%) are currently hampered from properly harnessing the value inherent in problem-solving, mission-focused partnerships is of concern, and may represent something of a bottle-neck to the partnering agenda. This is particularly notable in an era when the UN's Sustainable Development Goals calls for partnership as a route to driving forward sustainable development.

We will look in future editions to see how these challenges are being addressed, in order to capitalise on the rich and important promise of Corporate-NGO partnering.

About the Barometer

Methodology

The C&E Corporate-NGO Partnerships Barometer 2016 was compiled using responses to a confidential online survey of 118 leading UK-based companies and NGOs engaged in corporate-NGO partnerships. The online survey included a number of open-text questions, enabling respondents to provide commentary and to share insights. It was supported by round-table deep-dive discussions providing additional qualitative input.

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.

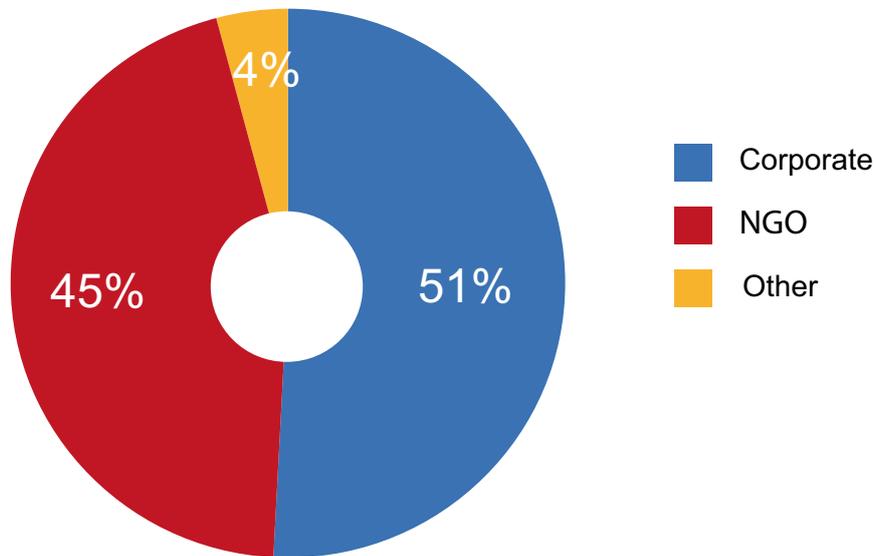
The online survey and practitioner evaluation took place during June and July 2016.

The Sample

The online survey was undertaken by 118 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. Our sincere thanks to all who took part.

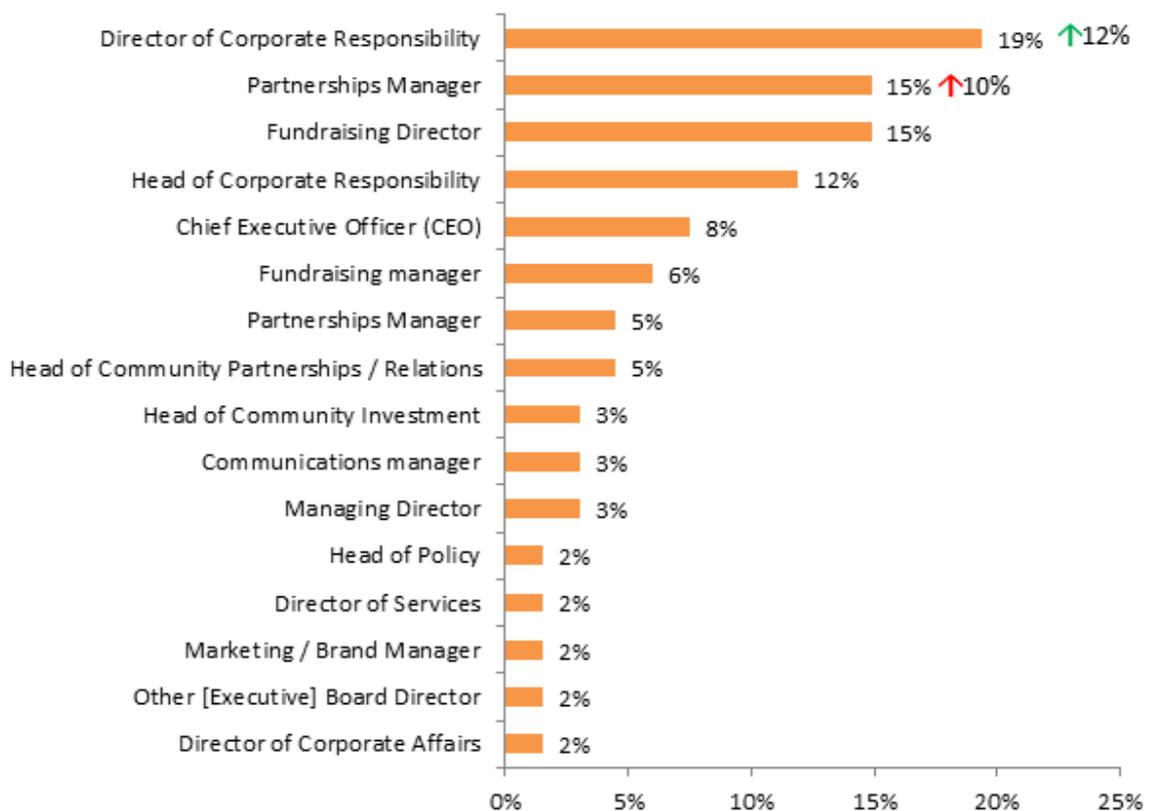
The distribution of 51% corporate and 45% NGOs (figure 27) was again very well balanced, with the remaining few respondents representing Corporate Foundations and international non-profit agencies.

Figure 31: Sector representation



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

Figure 32: Respondents’ roles



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, foundations, 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

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

Corporates

- Allianz
- Anglo American
- AstraZeneca
- BAM Construct UK
- BNY Mellon
- Boots
- BP
- Britvic
- CBRE
- Citi
- Credit Suisse
- Diageo
- DLA Piper
- DP World
- FirstGroup plc
- GE
- Heathrow Communities Fund
- Hogan Lovells International LLP
- Impetus The Private Equity Foundation (Impetus-PEF)
- Kingfisher
- Land Rover
- Land Securities
- Lloyds Bank Foundation England and Wales
- Marks & Spencer Plc
- Morgan Sindall Group
- Nationwide Building Society
- Northumbrian Water
- Old Mutual
- Pearson
- Ricoh UK
- Shoosmiths LLP
- Sky
- Societe Generale
- UBS
- Walgreens Boots Alliance
- Warner Bros.
- William Jackson Food Group
- Zurich Insurance Plc

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

NGOs & International Agencies

- Action on Hearing Loss
- AfriKids
- Age UK
- Alzheimer's Society
- Arthritis Research UK
- Barnardo's
- Breast Cancer Care
- Breast Cancer Haven
- British Film Institute (BFI)
- Charities Aid Foundation
- Canal & River Trust
- Cancer Research UK
- CARE International
- Children's Society
- Concern Worldwide (UK)
- Diabetes UK
- Farm Africa
- Friends of the Earth
- Hubbub UK
- Institute of Imagination
- Kidney Research UK
- Make A Wish
- Malaria No More UK
- MicroLoan Foundation
- Plan International UK
- Raleigh International
- Stars Foundation
- Teenage Cancer Trust
- The Gurkha Welfare Trust
- UNICEF
- World Federation of Societies of Anesthesiologists
- World Food Programme
- YMCA England