

Headline Findings

Importance and role of corporate-NGO partnerships

- Partnerships remain very important to companies and NGOs
 - Reputation and credibility emerge as primary reasons why companies engage in partnerships (scored 92% compared to 62% for innovation, ranked second important reason)
 - For NGOs, access to funding is the dominant reason for seeking partnerships with companies (scored 95%, compared to 69% for 'access to people and contacts', the second highest ranked reason listed by NGOs)
 - NGOs are more open to partnering with to create more appropriate (commercial or not-for-profit) products and services, than was the case a year ago (up 14% on 2010)
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The partnering experience

- There has been a clear shift towards companies and NGOs engaging in more strategic partnerships (proactively sought, strategically important and with a longer life-span).
 - 57% of corporate respondents classify over half their partnerships as 'strategic' – an increase of 14% over the 2010 equivalent
- 'Social investment' (support via donations of cash, products, gifts in kind, employee fund-raising) is most used partnership type for 84% of NGOs and 90% of businesses
- However, 'business type' partnerships which use advisory services to improve business / organisational practices, social business development, social or commercial product development, etc, have become even more significant for companies than in 2010.
- Companies and NGOs feel very differently about the benefits of non-financial support and how these should be applied.
 - 71% of businesses believe that harnessing their competencies and non-cash resources would make much more of an impact on the fulfillment of their NGO partners' objectives, than purely cash-based relationships.
 - However, only 38% of NGOs agreed with this view
- NGOs and businesses feel very differently about corporate employee volunteering, with businesses much more enthusiastic about this method of engaging than are NGOs

The most admired corporate-NGO partnerships and partners

- M&S and Oxfam triumphed again as the 'Most Admired corporate-NGO Partnership 2011'
- Oxfam secured the 'Most Admired Partnering NGO 2011' status, seizing the accolade from last year's winners, WWF
- M&S also secured the accolade of the 'Most Admired Partnering Company 2011' ahead of Barclays, P&G and Sainsbury's
- Consumer facing retail, fmcg and banking sector companies dominated the 'most admired corporate' partnering categories, securing over 50% of the nominations

Role of the Public Sector in corporate-NGO partnerships

- Many key partnerships involve the public sector. Indeed, only a fifth of respondents indicate that none of their partnerships proactively involve the public sector.
 - The public sector influences cross-sector partnerships by setting an enabling framework, and by acting as a source of leverage corporate-NGO partnering
- However, the jury is still out on the likely influence of the UK coalition government's Big Society on the corporate-NGO partnering agenda. In what seems a wake-up call to government:
 - Half the survey respondents see the 'Big Society' having only a moderate influence on their corporate-NGO partnering agendas.
 - Nearly a similar proportion of respondents (44%) said that the Big Society was unlikely to have any influence whatsoever on their cross sector partnering agenda

Future prospects for corporate-NGO partnerships

- Businesses (88%) and NGOs (93%) expect the role of cross-sector partnerships to become much more important to their organisations over the next three years
- Growth will be driven by recognition of the need to leverage each sector's assets to maximise mutual benefit; pressure on companies to demonstrate societal consideration within their business practices; and clear evidence of the success of corporate-NGO
- Investment in corporate-NGO partnering is set to grow over the next three years, with 79% of respondents expecting their investment in cross-sector partnerships to either increase or increase significantly over the next three years
- In a significant finding, not a single respondent from either sector suggested that their investment in partnerships will decrease

Concluding points

The most successful partnerships clearly blend corporate, brand and commercial objectives, with a clear focus on benefit for society. It is great news that cross-sector partnerships are becoming more important and strategic in nature - and that more resource will be invested in them. The future of corporate-NGO partnering is clearly very bright.

However, in a difficult economic climate, it is imperative that companies and NGOs focus even harder on securing the greatest possible value from their investments in partnerships – for shareholders, for society, and for the environment.

There is also a huge amount for the UK coalition government to do if it is to fully engage companies and NGOs in its Big Society agenda.

C&E Advisory
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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.

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. www.candeadvisory.com

About The Barometer

This document is a summary of the C&E Corporate-NGO Partnerships Barometer 2011. It is the second in a series of annual surveys of current practice, drivers and key trends in cross sector partnerships. The Barometer is based mainly on an online survey of 156 leading companies and NGOs engaged in cross-sector partnerships. The survey took place across June and July 2011.

For more information or a copy of the full report visit www.candeadvisory.com/barometer

Figure 1: Sector representation

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

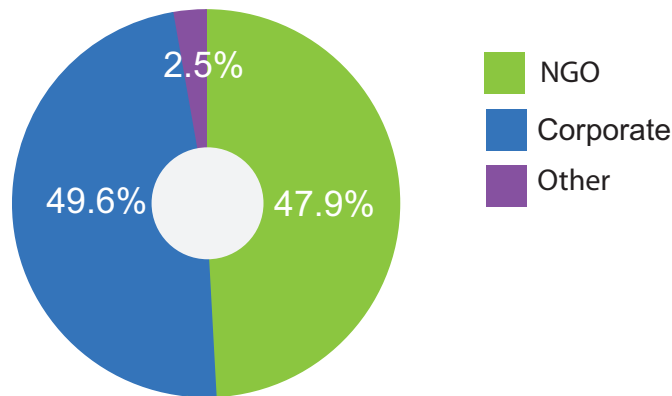


Figure 2: Respondents' roles

“What is your role?”



List of participating companies and NGOs

Survey respondents (excluding organisations wishing to remain anonymous)

Companies (and corporate foundations)

- 3M United Kingdom plc
- Accenture
- Admiral Group
- Allen & Overy LLP
- Alliance Boots
- Allianz Insurance
- ArcelorMittal
- AstraZeneca
- Aviva
- BAE Systems
- BAM Construction
- Barclays
- Bliss
- BP Plc
- Capgemini
- CEMEX
- Centrica
- Credit Suisse
- De Beers
- Deloitte
- ENEL
- E.ON
- Ernst & Young
- Eversheds LLP
- Experian Plc
- Ford Motor Company
- Friends Life
- Herbert Smith LLP
- HSBC
- Imperial Tobacco
- Innocent foundation
- Intertek
- John Laing plc
- Legal & General Investment Management
- Linklaters LLP
- Marks and Spencer
- Molson Coors
- Mondi Group
- Morgan Stanley
- Mothercare
- Northumbrian Water Ltd
- Old Mutual
- P&G
- Pfizer Ltd
- Randgold Resources Limited
- RSA
- Shell Foundation
- Standard Life Plc
- Syngenta International AG
- Telefonica UK (O2)
- The Ashmore Foundation
- Virgin Atlantic
- Vodafone



Corporate-NGO Partnerships Barometer 2011

NGOs

- ActionAid
- AfriKids
- Age UK
- Amnesty International UK
- Asthma UK
- Barnardo's
- Beatbullying
- Best Beginnings
- Breast Cancer Campaign
- Cancer Research UK
- CARE International
- Christian Aid
- Comic Relief
- Daycare Trust
- Diabetes UK
- Earthwatch Institute
- English National Opera
- FareShare
- Football Foundation
- Friends of the Earth
- Get Connected
- Global Action Plan
- Help For Heroes
- I CAN
- International Council on Minerals & Metals
- Impetus Trust
- Macmillan Cancer Support
- Make-A-Wish Foundation UK
- Media Trust
- National Trust
- NMCF UK
- NSPCC
- Oxfam Gb
- Plan UK
- Practical Action
- RNIB
- Safer London Foundation
- ShareGift (a.k.a. The Orr Mackintosh Foundation)
- Shelter
- Sightsavers
- Southbank Centre
- Sparks
- STARS Foundation
- The chickenshed Theatre Trust
- The Climate Group
- The Stroke Association
- Tomorrow's People
- UNICEF
- Volunteering England
- Woodland trust
- WWF-UK
- YouthNet