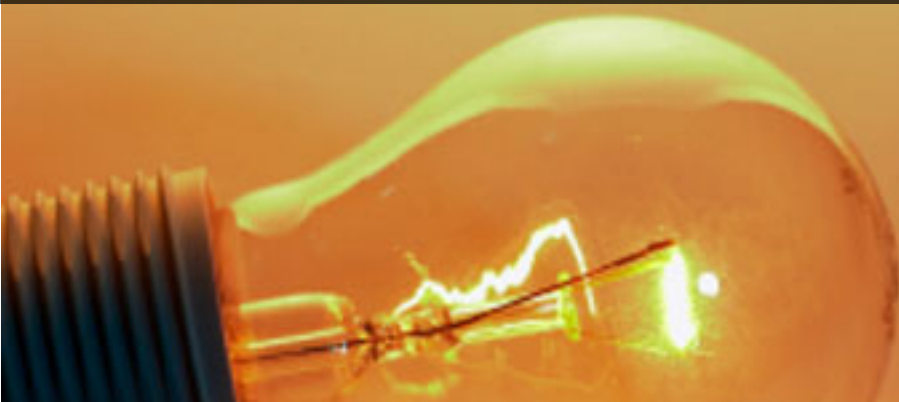




# Corporate-NGO Partnerships Barometer 2013



- Innovation breaks through as a driver for partnering between the sectors. But beware bottlenecks!
- Corporates and NGOs are failing to measure and communicate the impact of their partnerships to internal and external stakeholders
- Future prospects for the Corporate-NGO partnerships agenda remain very bright

## Contents

Introduction	3
Headline messages	4
Part 1: Motivations - Why corporates and NGOs partner	9
Part 2: Partnership practice and effectiveness – including our focus topic on impact measurement	12
Part 3: The Stars – The most admired Corporate-NGO partnerships and partnering organisations	25
Part 4: Future Trends	31
Concluding Remarks	36
About the Barometer - Appendix 1: Methodology and sample	38
Appendix 2 - List of participating companies and NGOs	40

## Introduction

Welcome to the C&E Corporate-NGO partnerships Barometer 2013 – the fourth in our annual series of practitioner-led studies.

This edition of the Barometer draws on the experience of the 120 leading companies and NGOs who completed our confidential survey during July, as well as insights from roundtable discussions held with senior corporate and NGO partnership practitioners in early September.

With data from three prior years, we are better able to apply the ‘barometer effect’ – to determine the extent to which changes in context (economic, social, political) are affecting both current practice, as well as practitioners’ sentiments about the future prospects for cross-sector partnering.

For this year’s focus topic we examined **the extent to which companies and NGOs measure, evaluate and communicate the impact of their strategic partnerships**. The results of this self-analysis are revealing and raise issues for both sectors.



Manny Amadi, MVO  
CEO, C&E Advisory

Again, we are grateful to all our respondents and commentators for sharing their perspectives and experiences. We hope this 2013 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 for the next edition.

## Headline Findings

### Importance and role of corporate-NGO partnerships

#### Reputation, access (to funds and people) and innovation stand out as reasons for the enduring importance of partnerships between businesses and NGOs

Unsurprisingly, given their differing core roles and imperatives, businesses and NGOs have differing primary reasons for working in partnership with each other.

#### For businesses:

- Enhancing brand or corporate reputation and credibility is (with a score of 91%) by far the most important reason listed by business respondents as to why they chose to partner with NGOs. This reflects the increasing importance of brand and trust attributes as imperatives for business success.
- Innovation breaks through this year to become, for businesses, the second highest listed reason for partnering with NGOs. Approximately two-thirds (67%) of corporate respondents cite innovation – developing unexpected / new ways of addressing old issues and complex challenges – as a key reason for partnering. This a massive increase of 20% on 2012 figures, and provides evidence of the increasing maturity of the partnering agenda.

#### And for NGOs:

By contrast, the opportunity to access and generate resources (including funding) remains overwhelmingly the most important reason why NGOs partner with businesses, with 100% of NGO respondents listing resource generation as a reason for partnering.

- However, there are other reasons why NGOs choose to partner with businesses. We again found evidence that NGOs may be moving beyond the single-dimension, 'cash partnership' mind-set and that **business partnerships are increasingly important to NGO's mission-delivery agenda** (whether that relates to service delivery or campaigning).
  - 83% of NGO respondents listed access to people and contacts (drawing on a wider pool of technical expertise, experience, skills, labour and networks) as the second most important reason for partnering; and nearly two-thirds (65%) of NGO respondents list reputation and credibility as the third most important reason for partnering with business – again reflecting the importance of these attributes as imperatives in NGO effectiveness.
  - Finally, at 52%, innovation ranks as the fifth most listed reason why NGOs enter into cross-sector partnerships, but in a surprising finding the score for innovation dropped by 23% compared to the 2012 Barometer report. This highly reduced score contrasts starkly with the very strong corporate appetite for innovation noted above. This divergence of emphasis between the two sectors may have implications for the planning and execution of partnerships between the sectors.

## Levels of investment

In this year's Barometer, we discovered that at a consolidated level across both sectors, 40% of the full respondent sample of NGOs and corporate respondents, invest or secure over £5million per annum in corporate-NGO partnering. But significant variances emerge when the data is analysed at NGO and corporate sector levels:

- 23% of NGOs estimate that they secure £5million in financial and non-financial value from partnerships.
- By contrast, over half (56%) of companies in our sample set estimate that they invest over £5million per annum in such partnerships and over a third of business respondents (37%) invest more than £10 million in partnerships with NGOs.

## The shift towards more strategic partnerships continues

At a consolidated level, 43% of respondents classify over half their partnership portfolio as 'strategic'. Such partnerships tend to be given the highest priority by the parties involved because they are material to core business. They tend to command higher investments of financial and non-financial resources and are also longer in their duration.

However:

- On the whole, businesses tend to classify a significantly higher proportion of the partnerships as strategic, than do their NGO counterparts. This implies that the corporate sector is significantly ahead of NGOs in undertaking the more efficient, strategic partnerships that are commonly held to yield greater 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

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 91% of respondents expressing such views.

## Partnerships are really moving the dial for business

The overwhelming majority of respondents from both sectors state that Corporate-NGO partnerships have improved business understanding of social and environmental issues, and a majority of corporate respondents state that corporate-NGO partnerships have helped businesses to improve business practices for the better.

Specifically, this year:

- 93% of company respondents 'agree' or 'strongly agree' that their key NGO partnerships have helped their businesses to improve understanding of social and / or environmental issues. No business respondent disagreed with this view. And in terms of behaviour, 46% of corporate respondents state that their key NGO partnerships have helped their organisations to change business practices for the better.

- **...But NGOs continue to understate the value of their role** in improving business practices and enhancing business understanding of social and environmental issues.
  - 40% of NGO respondents 'agree' or 'strongly agree' with the statement "we have helped our corporate partners to change their business practices for the better". This number is down 10% on the 2012 figures and is lower than the equivalent figure (46%) indicated by business respondents.
  - Nonetheless, nearly four out of five NGO respondents (79%) 'agree' or 'strongly agree' that their strategic partnerships are helping key corporate partners to improve understanding of social and / or environmental issues by business.

The variance in levels of confidence between the sectors about the impact of partnerships on business understanding and practice may be due to scepticism or lack of confidence on the part of NGOs. It may also result from the fact that corporates are closer to the evidence of changes enabled by partnerships with NGOs, but are not being effective in communicating these impacts to the latter.

### Disputed value

**The gap between NGOs' and corporate perception of the value (or perceived value) of non-financial support has widened.**

In what now seems consistently to be the greatest area of dissonance between the sectors, this 2013 Barometer again reveals a significant gap between NGO and corporate perceptions regarding the extent to which non-financial corporate inputs do or can make a difference to the delivery of the mission of NGO's.

- 69% of businesses in the 2013 Barometer 'agree' or 'strongly agree' that harnessing their competencies and non-cash resources would make much more of an impact on the fulfilment of their NGO partners' objectives, than purely cash-based relationships.
- However, only 34% of NGOs agreed with this view.

### Measuring value

In findings that align with NGO's stated reasons for partnering with companies, we discovered that at 81% 'direct contribution to the bottom line' (income generated, cost reduction, efficiency gains, etc.) is by a clear margin the leading metric used by NGOs to assess the value of partnerships. Brand and reputation (awareness, trust, credibility, etc.) ranks second (at 60%), with mission delivery (securing better results for beneficiaries) stated as the third ranking metric currently used by NGOs to assess partnership value.

For companies, 'employee engagement' is (by a small margin) the key metric currently used to assess partnership value, closely followed by 'brand and reputation enhancement' (72% and 70% respectively). These are followed by 'more effective delivery of mission' (56%) and 'enhancing other stakeholder relationships' (53%).

## A yawning gap between intent and performance

Having identified the key metrics used by corporates and NGOs to determine the value of partnerships, this year's Barometer also assessed how practitioners from each sector rate the performance of their organisations on a range of important partnership practices. The self-assessments made for a revealing picture.

- Only 39% of NGO respondents rate their organisation as 'good' or 'excellent' at communicating the impact of their partnerships externally and just 33% place themselves on the same scales in relation to internal communication.
- Only 27% of companies rate themselves as 'good' or 'excellent' at customer engagement, whilst as many as 41% rate themselves as 'below average' or 'poor' on this performance criterion. The numbers for internal and external communication are hardly better. Over a third of companies (36%) are self-rated as 'poor' or 'below average' at external communications, whilst nearly a fifth (19%) of companies rate themselves as 'below average' or 'poor' at communicating the impact of partnerships internally. Indeed, nearly half (48%) of companies rate themselves as 'average' at internal communication with regard to sharing messages about the impact of corporate-NGO partnerships.

Considering that corporates rate brand & reputation enhancement, and employee engagement highly in their choice of metrics and reasons for engaging in partnership, there is much room for improvement in terms of communicating the impact of partnerships to key stakeholders.

## The most admired Corporate-NGO partnerships and partners

Marks and Spencer's collaboration with Oxfam was again voted the most admired corporate-NGO partnership this year. This much admired and enduring partnership maintained a very healthy gap between it and the other contenders, securing 15% of practitioner votes in 2013.

- The partnership between Boots & Macmillan cemented its place in the top rankings by holding onto second place this year, and
- In a remarkable debut, the recently launched partnership between GSK and Save the Children stormed into third place

In terms of the most admired partnering organisations:

- Oxfam again secured the 'Most Admired Partnering NGO' acclaim in 2013 status, ahead of Save the Children (second) and Macmillan (third)
- M&S also secured the accolade of the 'Most Admired Partnering Company' in 2013 - ahead of Boots (second) and Unilever (third)

## Future prospects for corporate-NGO partnerships

For the fourth year in a row, sentiment about the **mid-term prospects for corporate-NGO partnering remains very positive**. Between 2013 and 2016:

- Both businesses (84%) and NGOs (96%) expect the role of cross-sector partnerships to become more important to their organisations
  - The desire by companies and NGOs to leverage each other, pressure on businesses to demonstrate societal consideration, and the need for NGOs to raise funds 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 two-thirds of business and 86% of NGO respondents expecting their investment in cross-sector partnerships to either increase or increase significantly over the next three years
  - **The nature of partnerships will also evolve** with trends towards more strategic, integrative, holistic and mission-focused partnerships becoming more pronounced in the medium term

## Concluding points

As is their inherent nature, cross-sector partnerships remain complex and sometimes challenging to execute effectively since they are dependent on finding and aligning interests across organisations, sectors and cultures. However, this practitioner-led 2013 edition of the C&E Corporate-NGO Partnerships Barometer again confirms the importance of such partnerships for both companies and NGOs and that their prospects remain bright!

On the whole, and as illustrated by the most admired partnerships, practitioners are successfully evolving in order to meet their objectives. However, in order to fully leverage potential, companies and NGOs have much to do in order to communicate the impact of their partnerships with key internal and external stakeholders.



## Part 1: Why Companies and NGOs Partner

Again, we commence this report with the fundamental, existentialist question: why partner? It is well known that partnerships and collaborations of any type – whether between individuals or organisations – can be complex and challenging. This is additionally so when organisations from different sectors, with fundamentally different core roles seek to collaborate. So in an era of ongoing economic challenge, what motivates businesses and NGOs to spend time and valuable resources working together?

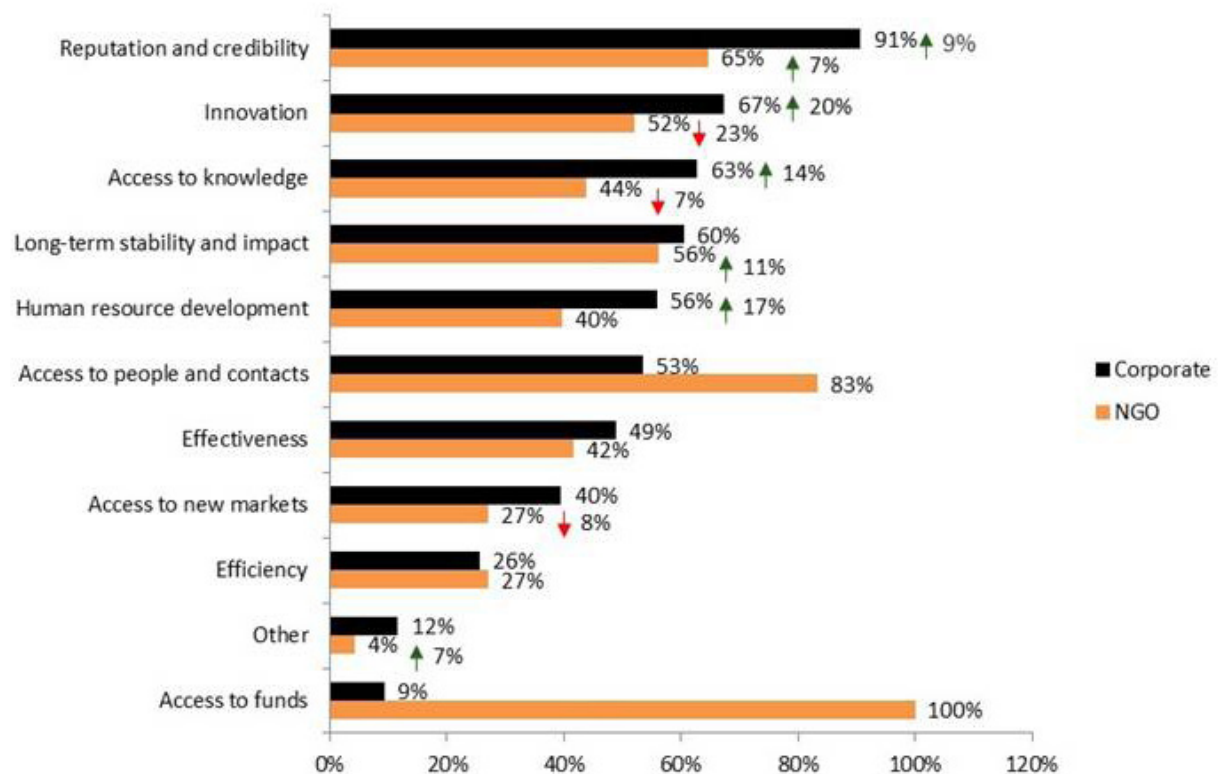
### Reputation, access (to people and funds) and innovation stand-out

Unsurprisingly, given their core roles and cultures, businesses and companies have differing reasons for partnering with each other – and there is no doubt about the primary reasons for each sector wishing to partner with the other: the drive to enhance reputation and credibility remains a lead motivator for businesses, whilst in a finding consistent with previous barometers, the opportunity to access and generate resources is again the single highest reason driving NGOs to partner with companies.

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*



As figure 1 shows, enhancing brand or corporate reputation and credibility is (at 91%) by far the most important reason listed for business engagement in partnerships with NGOs. Perhaps mirroring the increasing importance of brand and trust attributes as imperatives for business success, ‘reputation and credibility’ was given a 9% higher score in 2013 than in the prior year – and scores nearly 25% higher as a reason for partnering than the next most highly ranked listed reason.

**Innovation breaks through this year to become, for businesses, the second highest listed reason for partnerships with NGOs.** Ranked the fifth highest reason for partnering by companies in last year’s study, at 67%, the scores for innovation – developing unexpected / new ways of addressing old issues and complex challenges – are up by a whopping 20% on 2012 figures.

There is every indication that this very striking increase in the scores for innovation provides evidence for the maturity of the partnering agenda. There appears to be a clear move towards effective and business-based collaborations in support of the increasingly recognised concepts of purpose-led growth or shared value creation.

In a finding that aligns with the above, access to knowledge (including the opportunity to mitigate risk and reduce potential mistakes by greater understanding of the operational context) is ranked the third most important reason for businesses seeking to partner with NGOs. Nearly two-thirds (63%) of corporate respondents list access to knowledge as a reason for partnering. This is up 14% on the equivalent score for 2012 and supports the finding on innovation.

**Why Corporates and NGOs engage in partnerships: Top 3 reasons (NGO and Businesses Consolidated)**

Rank 2013 (2012)	Reason	Percentage (NB: Multiple options allowed)
1 (2)	<b>Reputation and credibility: Achieving organisational reputation and greater credibility.</b>	78%
2 (1)	<b>Access to people and contacts: Drawing on a wider pool of technical expertise, experience, skills, labour and networks.</b>	68%
3 (3)	<b>Innovation: Developing unexpected / new ways of addressing old issues and complex challenges.</b>	60%

Figure 2

**Why businesses engage in partnerships with NGOs: Top 3 reasons (businesses only)**

Rank 2013 (2012)	Reason	Percentage (NB: Multiple options allowed)
1 (1)	<b>Reputation and credibility: Achieving organisational reputation and greater credibility.</b>	91%
2 (5)	<b>Innovation: Developing unexpected / new ways of addressing old issues and complex challenges.</b>	67%
3 (4)	<b>Access to knowledge:</b>	63%

Figure 3

It is also worth noting that the score for human resource development as a reason for companies engaging in corporate-NGO partnerships (56%) has increased by 17% compared to our last study. This emphasis on enhancing professional skills and workforce competencies may indicate a move towards the types of skills-based volunteering which is deemed most valuable by NGOs and on which we have commented in past editions of the Barometer.

By contrast, the opportunity to access funds (100%) remains by far the most important reason why NGOs partner with businesses. Pressure on other sources of income for charities and NGOs (for instance the well documented reductions in public sector funding, or the impact of low interest rates on investment income) mean that, for most NGOs, income generation will remain a paramount motivation for partnering with companies. However, there are of course other reasons, for NGOs wishing to partner with companies.

Access to people and contacts (drawing on a wider pools of technical expertise, experience, skills, labour and networks) is again (at a score of 83%) listed by NGOs as the second most important reason for partnering with business.

Reputation and credibility is this year listed by nearly two-thirds (65%) NGOs as the third highest reason for partnering with business. Up 7% on 2012, this increase indicates that reputation and credibility is becoming more important for NGOs as they seek to cut-through an increasingly cluttered landscape in order to achieve their objectives.

Finally, in what is by any measure, a striking finding, innovation which was in 2012 the third most stated reason by NGOs for partnering with business, falls in this year's study by a massive 23%. At 52%, innovation still ranks as the fifth most listed reason why NGOs enter into cross-sector partnerships, but the highly reduced score contrasts starkly with the very strong corporate appetite for innovation described above.

This divergence of emphasis between the two sectors may have implications for the planning and execution of partnerships between the sectors. Indeed in a number of companies highlighted their experience of bottlenecks in finding NGOs to partner with on significant innovations. We return to this topic later in the report.

**Why NGOs engage in partnerships with business: Top 3 reasons (NGOs only)**

Rank 2012 (2011)	Reason	Percentage (NB: Multiple options allowed)
1 (1)	<b>Access (to funds).</b>	100%
2 (2)	<b>Access to people and contacts: Drawing on a wider pool of technical expertise, experience, skills, labour and networks.</b>	83%
3 (3)	<b>Reputation and credibility: Achieving organisational reputation and greater credibility..</b>	65%

Figure 4

## Part 2: Partnering practice – and effectiveness

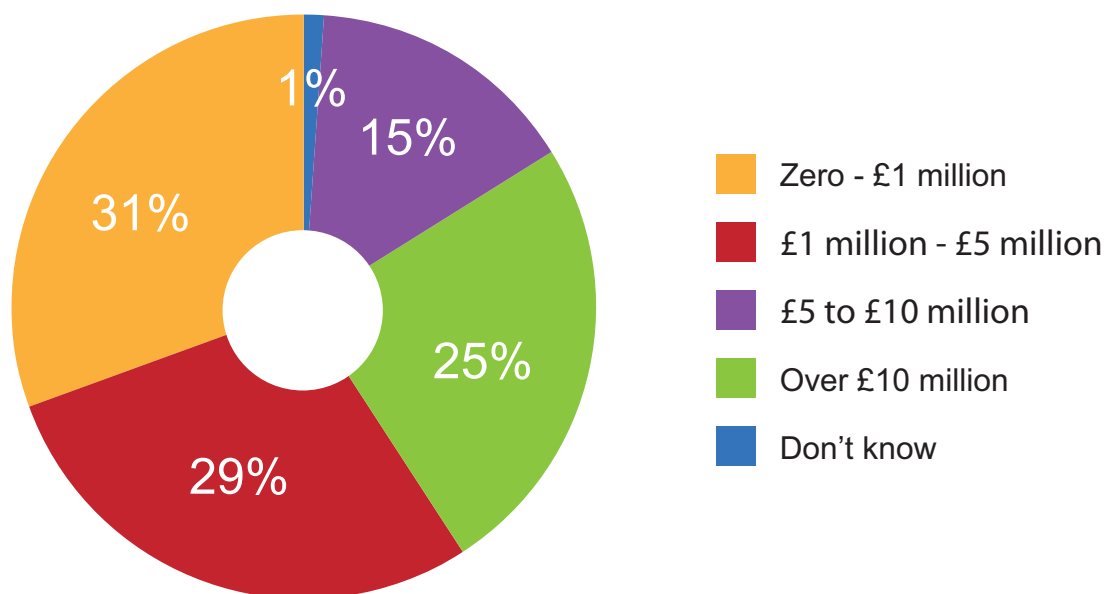
What are the levels of investment in corporate-NGO partnering and to what extent do these determine performance? Have partnerships between companies and NGOs become more or less strategic over the last year? How are partnerships adding value? We address these and related questions in this section.

### Levels of investment

For the first time, we categorized the level of annual investment (financial and non-financial) in corporate and NGO partnerships made by the respondents to our online survey. We discovered that at a consolidated level across both sectors, 40% of the full respondent sample (figure 5), invest or secure over £5million per annum in corporate-NGO partnering.

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

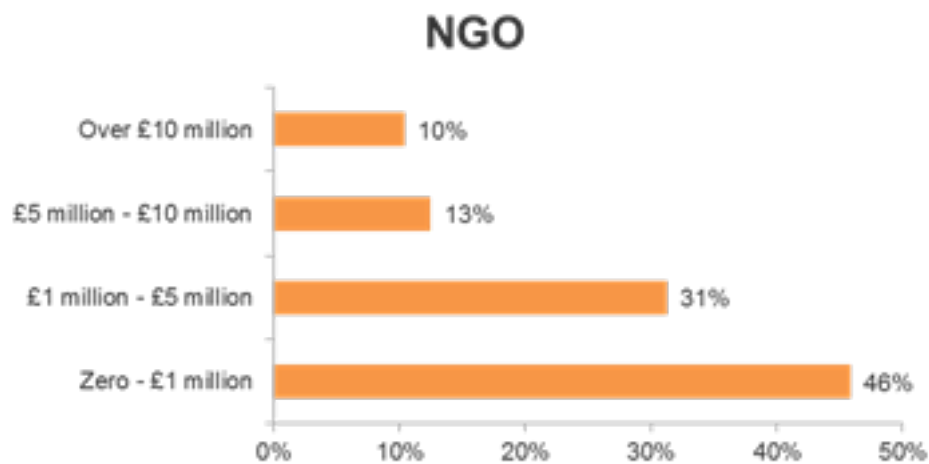
*In approximate terms, what is your estimate of how much your organisation invests in – or secures from – Corporate-NGO partnerships in the UK and elsewhere annually? Please include total estimate of financial and non-financial value.*



Significant variances emerge when the data is analysed at sector level. As figure 6 shows, 23% of NGOs estimate that they secure £5million in financial and non-financial value from partnerships.

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

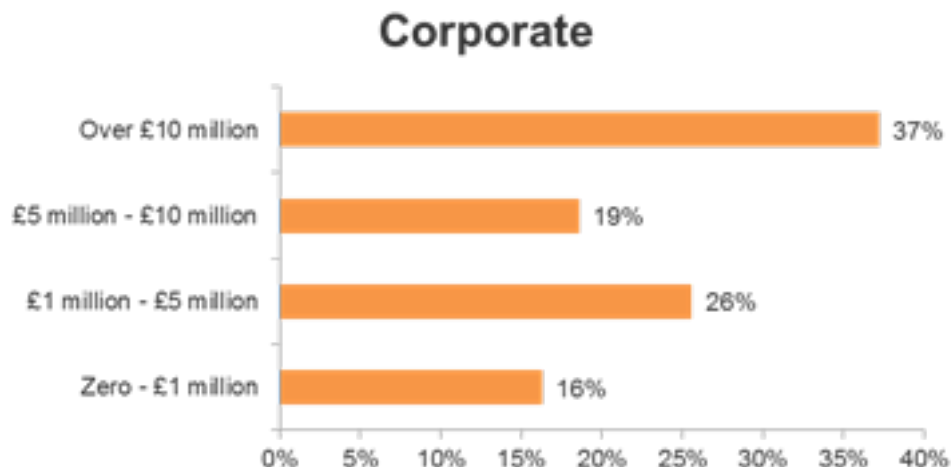
*In approximate terms, what is your estimate of how much your organisation invests in – or secures from – Corporate-NGO partnerships in the UK and elsewhere annually? Please include total estimate of financial and non-financial value.*



By contrast, over half (56%) of companies in our sample set estimate that they invest over £5million per annum in such partnerships and over a third of business respondents (37%) invest more than £10 million in partnerships with NGOs.

Figure 7: 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.*



We analysed much of the data in this report by 'size of investment' and note in the rest of this report, instances where results vary significantly by 'size of investment' segmentation.

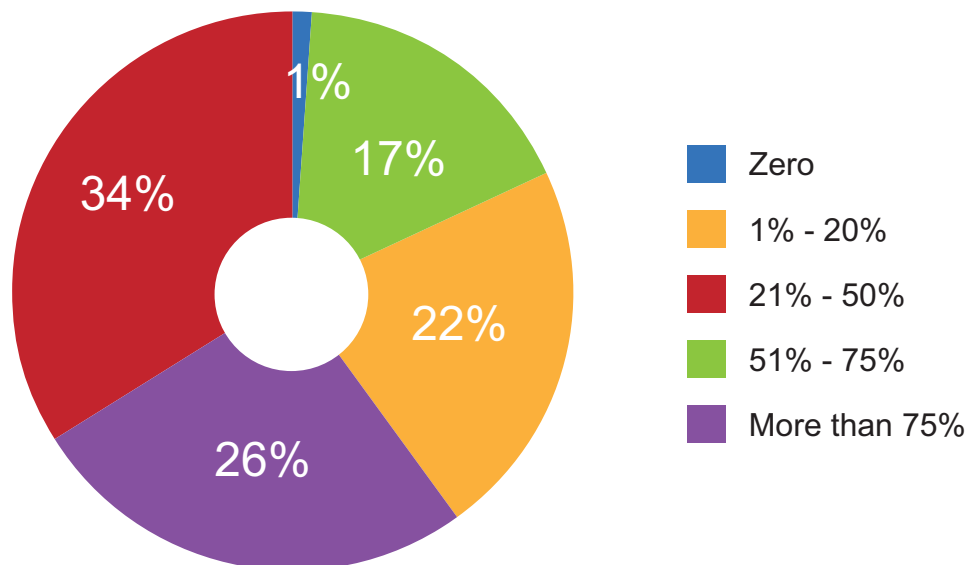
**The shift towards more strategic partnerships continues to hold – this is more so for companies**

Previous Barometer reports noted that partnerships between companies and

NGOs were becoming more strategic. This year's survey again confirms the trend. At a consolidated level, 43% of respondents classify over half their partnership portfolio as 'strategic'. Such partnerships tend to be given the highest priority by the parties involved because they are material to core business. They tend to command higher investments of financial and non-financial resources and are also longer in their duration.

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 respondents]*



When the data for strategic partnerships is segmented by NGO and corporates, significant variances emerge between the sectors. For NGOs only 30% of respondents classify more than 30% of their portfolio of partnerships as 'strategic' (figure 10), compared to the 59% of corporate respondents classifying over half of their partnerships portfolio as 'strategic' (figure 9).

These findings imply that the corporate sector is significantly ahead of NGOs in undertaking the more efficient, strategic partnerships that are commonly held to yield greater 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.

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]*

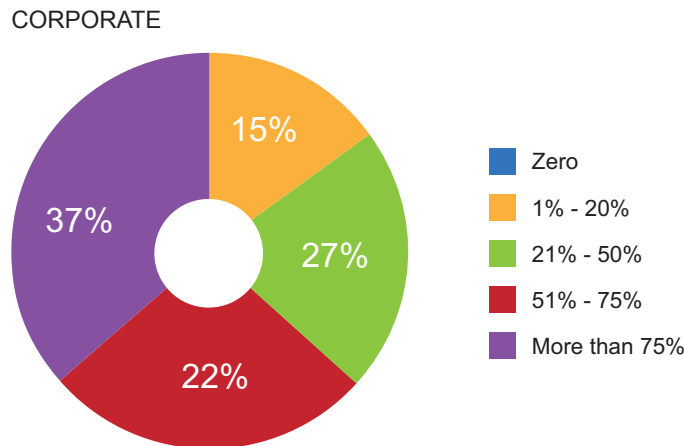
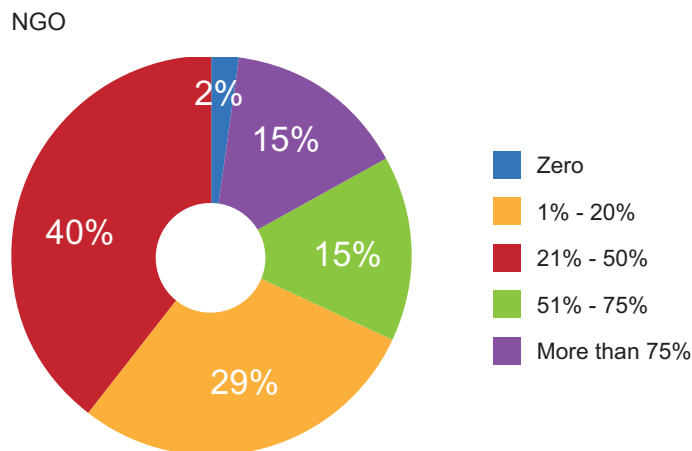


Figure 10: Strategic partnerships – NGO responses only

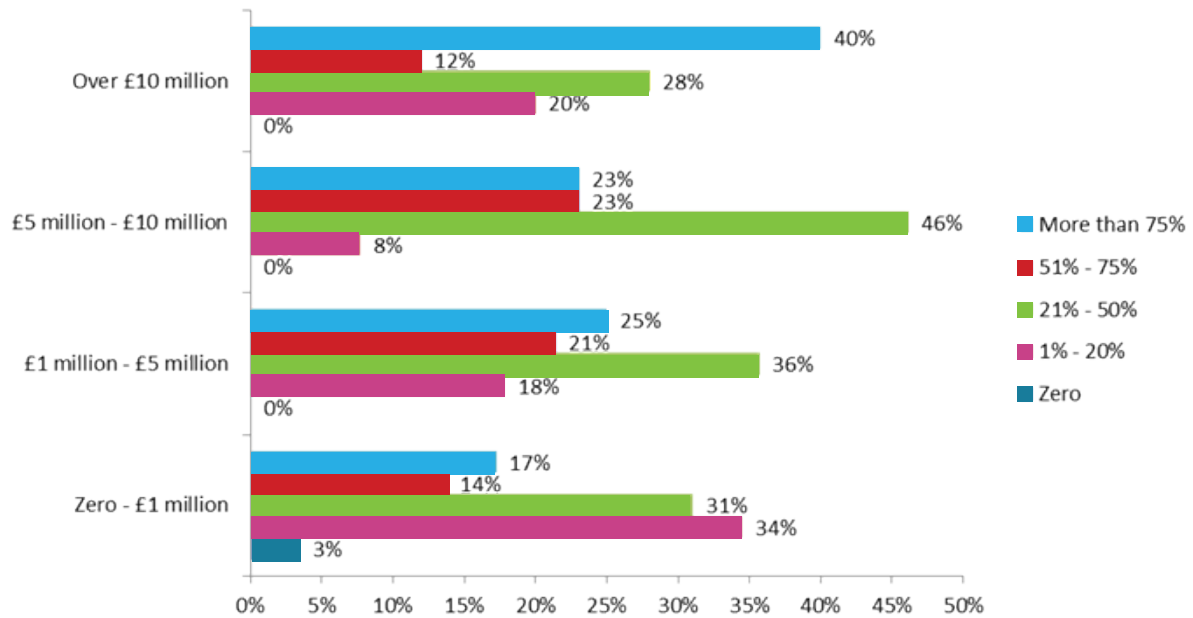
*In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)? [NGO respondents only]*



On the whole, **organisations with higher levels of investment in cross-sector partnerships, tend to have more strategic partnerships within their portfolio.** As figure 11 shows, 52% of businesses and NGOs in the £10m resource investment segment consider over half their partnerships as 'strategic'. The equivalent 'strategic' categorization for those in the zero-£1m investment segment is 31%.

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

**There is a high degree of confidence that strategic cross-sector partnerships are meeting objectives and delivering value**

In a finding similar to last year, we discovered an overwhelming level of confidence 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.

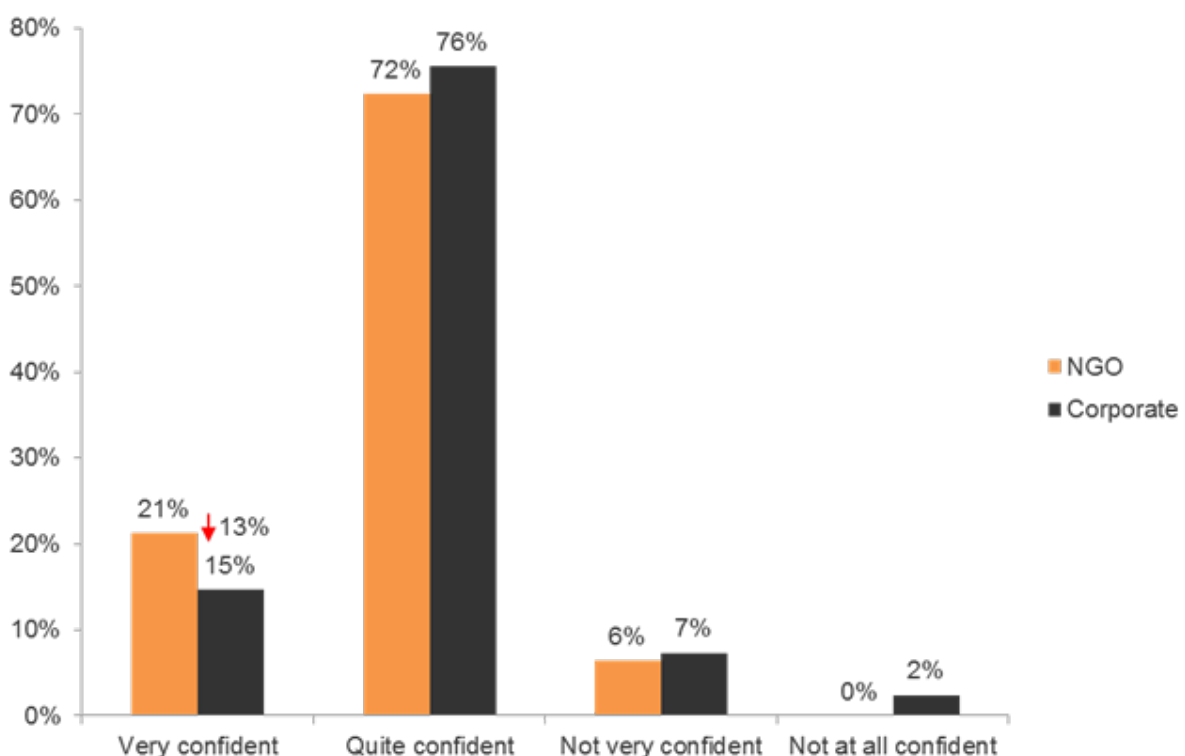
At a consolidated level, 91% of respondents in the 2013 survey are ‘quite’ or ‘very confident’ that strategic partnerships are meeting their objectives and delivering the value expected from them.

Of note, whilst the 91% of corporate respondents indicating that they are ‘quite’ or ‘very’ confident that their strategic partnerships are delivering the value expected of them is unequivocal, there are some nuanced differences compared to last year’s finding. The levels of corporate confidence appears less secure in 2013, with those answering ‘very confident’ down 13% compared to 2012, whilst those answering ‘quite confident’ has increased by 10% compared to last year.

Levels of confidence on the NGO side is more secure. 93% of NGOs are either ‘quite’ or ‘very’ confident that their strategic partnerships are meeting their objectives and delivering expected value, with a fifth of NGOs classifying themselves as ‘very confident’.

**Figure 12: Level of confidence that strategic partnerships will meet objectives and deliver value**

*On the whole, to what extent are you confident that your strategic partnerships are meeting their objectives and delivering the value expected from them?*



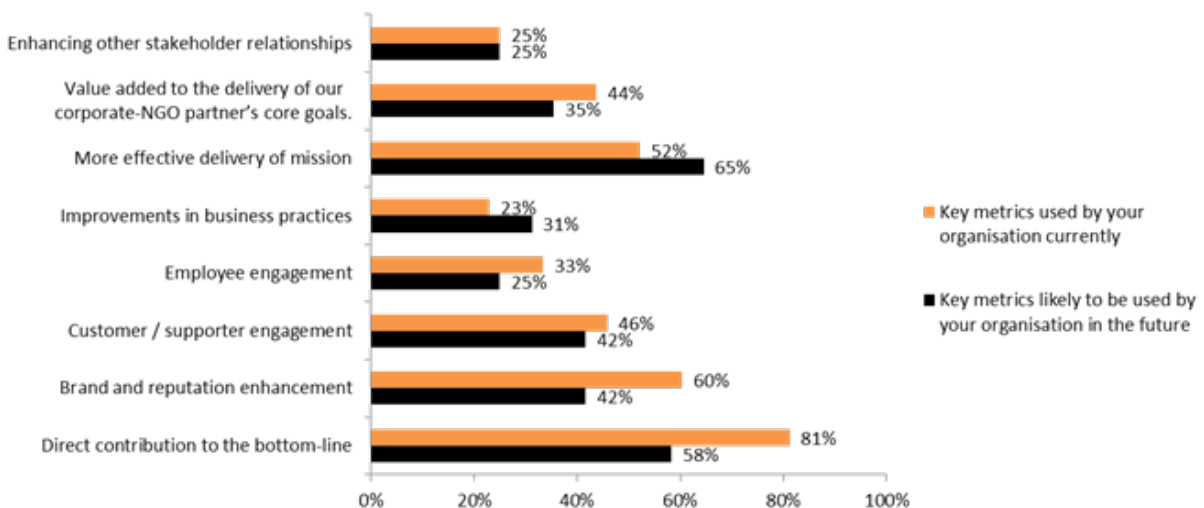
## Capturing impact

As a focus topic this year, we wanted to reveal the key metrics used by companies and NGOs to assess the value of partnerships. We also wanted to rate the performance of companies and NGOs across a range of partnership attributes. We hope the following findings will prove helpful.

Figure 13: Key metrics used to assess the value of corporate-NGO partnerships (NGOs, current and future)

*What are the key metrics used by your organisation to assess the value of your strategic corporate-NGO partnerships currently – and how do you envisage the value of corporate-NGO partnerships being assessed by your organisation in future?*

### NGO



In findings that align with NGO's stated reasons for partnering with companies, we discovered that at 81% 'direct contribution to the bottom line' (for instance, income generated, cost reduction, and efficiency gains) is by a clear margin the leading metric used by NGOs to assess the value of partnerships. Brand and reputation (including awareness, trust, and credibility) ranks second (at 60%), with mission delivery (securing better results for beneficiaries) stated as the third ranking metric currently used by NGOs to assess partnership value.

Asked how they intend to assess partnership value in the future, some notable changes

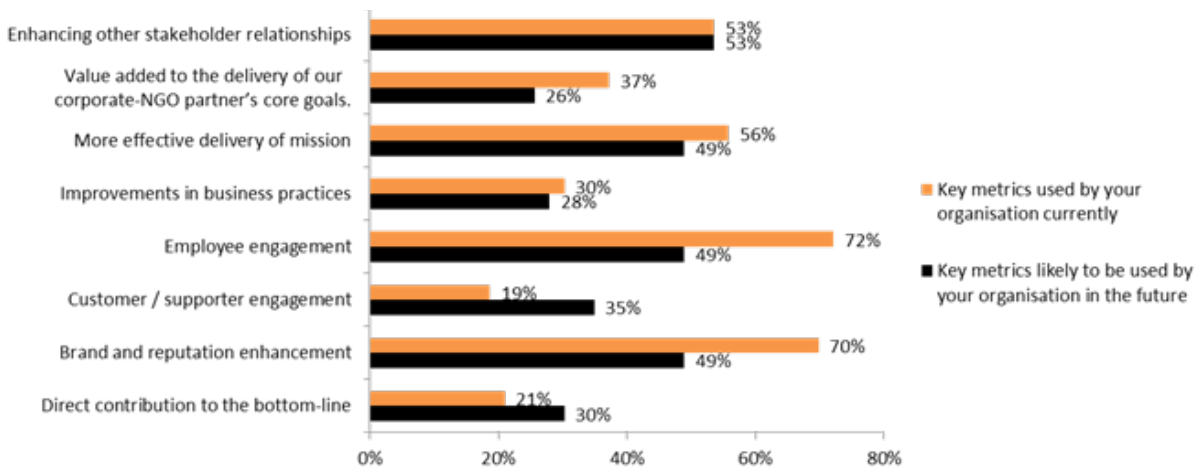
emerge. The most significant of these are that NGOs intend to pay greater attention to 'mission delivery' in assessing partnership value in the future. Emphasis on this attribute increases by 13% to 65%, making it the most rated future metric with which NGOs will assess partnership value.

NGO responses indicate that direct contribution to the bottom line will remain important as a metric, though it appears that mission delivery will be given a higher rating.

Figure 14: Key metrics used to assess the value of corporate-NGO partnerships (Corporates, current and future)

*What are the key metrics used by your organisation to assess the value of your strategic corporate-NGO partnerships currently – and how do you envisage the value of corporate-NGO partnerships being assessed by your organisation in future?*

**CORPORATE**



For companies, ‘employee engagement’ is (by a small margin) the key metric currently used to assess partnership value, closely followed by ‘brand and reputation enhancement’ (72% and 70% respectively). These are followed by ‘more effective delivery of mission’ (56%) and ‘enhancing other stakeholder relationships’ (53%).

In terms of the future, at 53% and by a small margin, companies list ‘enhancing other stakeholder relationships’ (e.g. government, regulators, investors, and suppliers) as the most likely metric to be used by them to assess the value of corporate-NGO partnerships. Perhaps this reflects the

interests companies have in influencing and shaping the landscape within which they operate, as well as their view that partnerships can be effective in helping them engage with stakeholders.

‘More effective delivery of mission’, ‘employee engagement’ and ‘brand and reputation enhancement’ (49%) are deemed equally to be the second most likely metrics to be used to assess partnership value in future. However, rather curiously all three attributes score significantly lower in the future than currently. We intend to explore this finding in greater detail in next year’s barometer.

## A yawning gap between intent and performance

Having identified the key metrics used by corporates and NGOs to determine the value of partnerships, we wanted to further assess how practitioners from each sector rate the performance of their organisations on a range of important partnership practices. The self-assessments make for a revealing picture.

On the whole, NGOs rate themselves highly in terms of their ability to engage external stakeholders (other than customers), with 68% of respondents rating their organisation as 'good' or 'excellent' in this regard. Over a third (67%) and over half (58%) of NGOs rate their organisations as 'good' or 'excellent' respectively at setting clear goals for their strategic partnerships, and engaging customers in

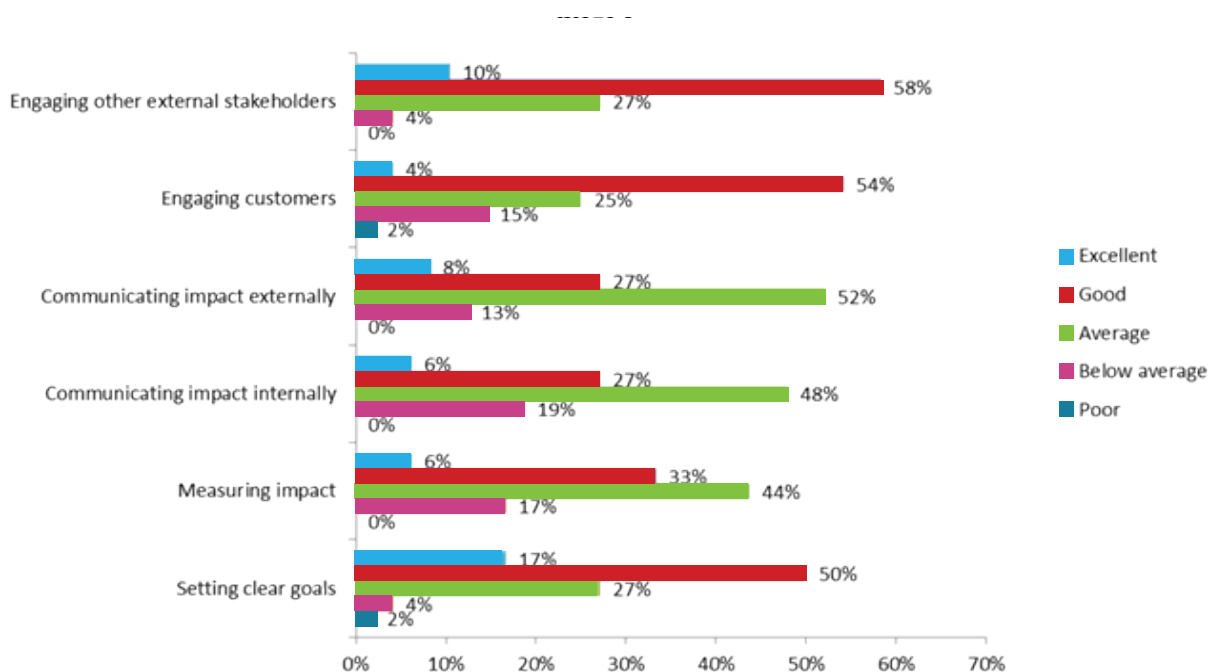
their partnerships with companies. These are encouraging scores indicating that NGOs enter into strategic partnerships with a clear purpose and then work effectively to engage external stakeholders and customers.

However, it is striking that the ratings drop considerably in relation to measuring and then communicating the impact of strategic corporate-NGO partnerships to both internal and external audiences. Only 39% of NGO respondents rate their organisation as 'good' or 'excellent' at external communication and just 33% place themselves on the same scales in relation to internal communication.

Figure 15: NGOs self-rating with regard to partnership performance

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

### NGOS



Corporate respondents rated their organisations' performance more highly than did their NGO counterparts with regard to setting clear goals (83% 'good' or 'excellent'), and measuring the impact of partnerships (59% 'good' or 'excellent'). And although only around half (52%) of corporate respondents give their organisation a 'good' or 'excellent' rating for engaging stakeholders other than customers, this appears a reasonable score, even if there is clear room for improvement in this area.

However, considering that corporates rate brand and reputation enhancement, and employee engagement highly in their choice of metrics and reasons for engaging in partnership, it is very striking to note that most companies perform at an average or below average level in terms of engaging

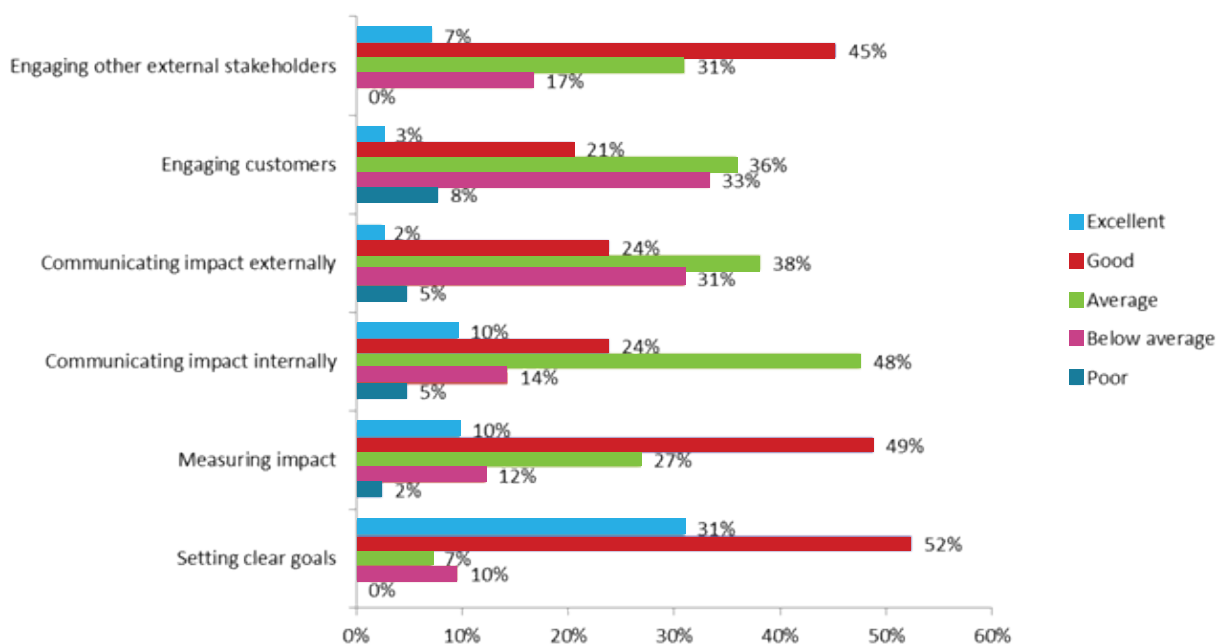
customers, and in communicating the impact of partnerships internally and externally.

Only 24% of companies rate themselves as 'good' or 'excellent' at customer engagement, whilst as many as 41% rate themselves as 'below average' or 'poor' on this performance criterion. The numbers for internal and external communication are hardly better. Over a third of companies (36%) are self-rated as 'poor' or 'below average' at external communications, whilst nearly a fifth (19%) of companies rate themselves as 'below average' or 'poor' at communicating the impact of partnerships internally. Indeed, nearly half (48%) of companies rate themselves as 'average' at internal communication with regard to sharing messages about the impact of corporate-NGO partnerships.

Figure 16: Corporates self-rating with regard to partnership performance

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

**CORPORATE**



## The gap between NGOs and corporate perception of the value (or perceived value) of non-financial support has widened.

In what now seems consistently to be the greatest area of dissonance, this 2013 Barometer again reveal a significant gap between NGO and corporate perceptions regarding the extent to which non-financial corporate inputs do or can make a difference to the delivery of the mission of NGO's.

In an echo of last year's finding, 69% of businesses in the 2013 Barometer 'agree' or 'strongly agree' that harnessing their competencies and non-cash resources would make much more of an impact on the fulfilment of their NGO partners' objectives, than purely cash-based relationships (figure 17). However, only 34% of NGOs agreed with this view. Although this figure is 14% up on the 2012 figure for 'agrees', more NGOs 'disagree' or 'strongly disagree' (36%) with the sentiments of the above statement than the 34% that agree.

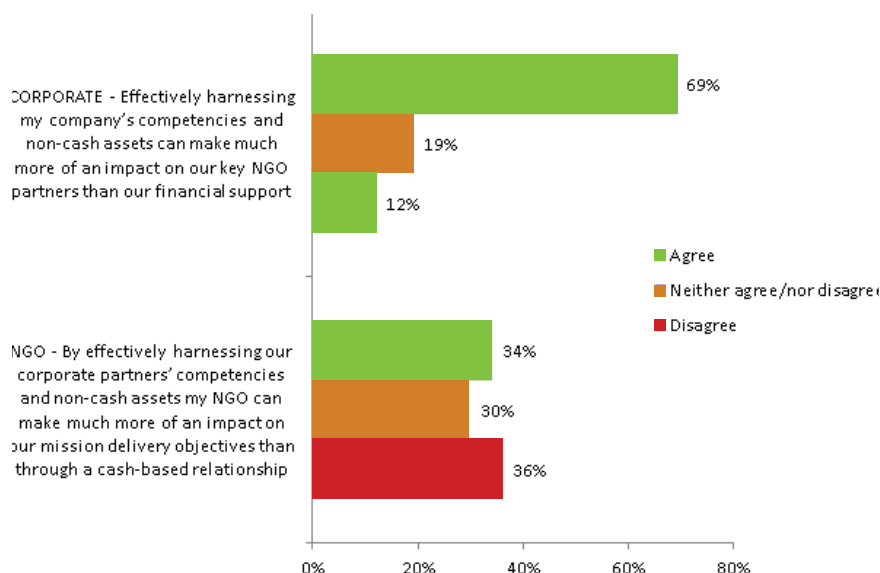
The message from NGOs remains that they are experts in the delivery of the social or environmental missions for which they are conceived (through service delivery,

campaigning) and that they have unique specialist know-how to drive their mission forward. They often require additional financial and non-financial resources to achieve greater impact and they value the contribution (including competencies and other assets) that companies bring through partnership. However, most NGOs appear to prefer the flexibility (of choice, procurement of third-party services) that financial support brings, over what is sometimes perceived as the risk of relying on voluntary service provision from corporate partners.

Nevertheless as noted in part 1, this study has also discovered that NGO's increasingly partner with companies in order to drive forward their mission delivery agenda. This indicates a growing recognition of the value of corporate partnerships to the NGO sector. Despite this encouraging development, the perception clearly remains on the corporate side that NGOs could do more to harness the former's competencies and assets to greater effect. How NGOs can best leverage such competencies and assets must remain one of the challenges for the future.

Figure 17: Assumption about the potential impact of non-financial assets

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



## Corporate-NGO partnerships are changing business practices for the better...

Business respondents seem confident about the value and potential value their sector brings to NGOs. Do NGOs really shift the dial in important ways for companies?

Again, the overwhelming majority of respondents from both sectors state that corporate-NGO partnerships have improved business understanding of social and environmental issues, and a majority of corporate respondents state that corporate-NGO partnerships have helped businesses to improve business practices for the better.

Specifically, this year, 93% of company respondents 'agree' or 'strongly agree' that their key NGO partnerships have helped their businesses to improve understanding of social and / or environmental issues. No business respondent disagreed with this view. And in terms of behaviour, 46% of corporate respondents state that their key NGO partnerships have helped their organisations to change business practices for the better. This is a lower score than last year's 57%, but important nonetheless. And only 5% of business respondents disagree with this view.

**...But NGOs continue to understate the value of the role they play in improving business practices and enhancing business understanding of social and environmental issues.**

By contrast, NGOs appear less confident that they are changing business practices for the better by partnering with the latter. 40% of NGO respondents 'agree' or 'strongly agree' with the statement "we have helped our corporate partners to change

their business practices for the better". This number is down 10% on the 2012 figures and is lower than the equivalent figure (45%) indicated by business respondents. As many as 40% of NGO respondents neither agree nor disagree with the statement and even more notably, 21% of NGO respondents disagree with the statement that their strategic partnerships have helped their corporate partners to change business practices for the better.

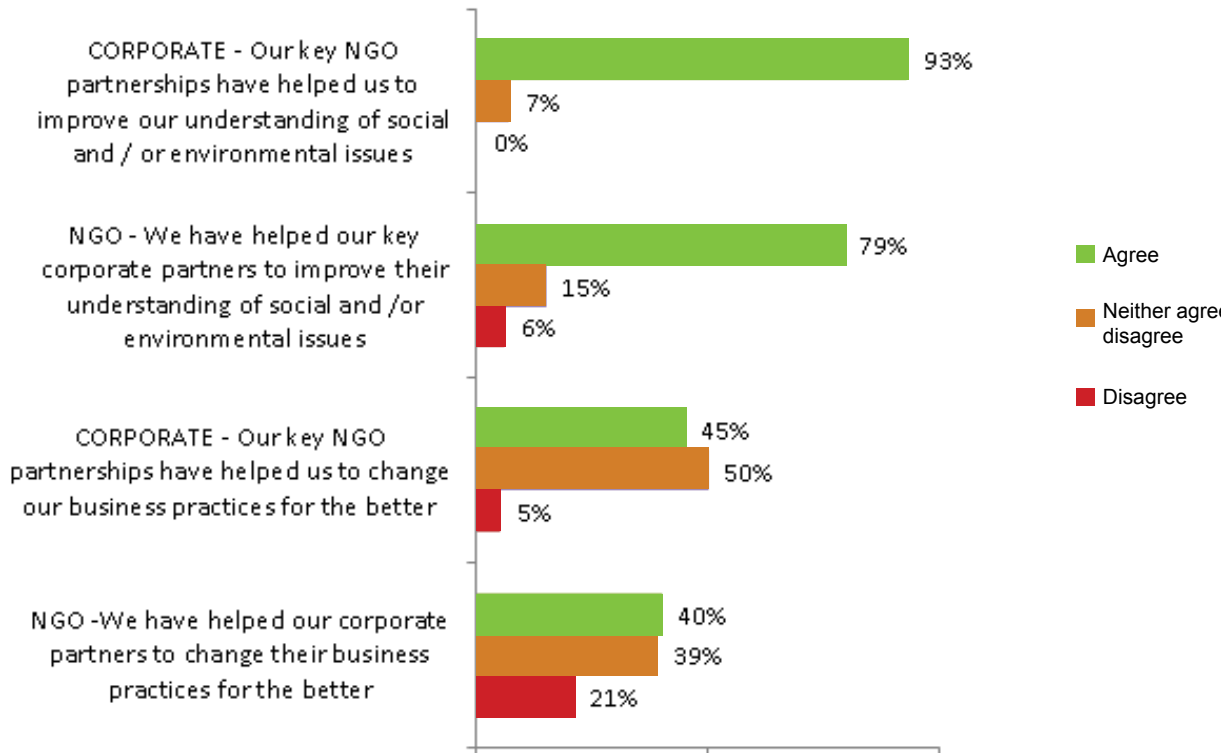
Nonetheless, nearly four out of five NGO respondents (79%) 'agree' or 'strongly agree' that their strategic partnerships are helping key corporate partners to improve understanding of social and / or environmental issues by business.

The overall messages are that on both sides, corporate-NGO partnerships are deemed to be of value in helping business understand the external landscape with regard to social and environmental issues, and indeed in directly helping businesses to improve their practices. Corporate respondents are more confident in these views than are their NGO counterparts. This may be due to scepticism or lack of confidence on the part of NGOs. It may also result from the fact that corporates are closer to the evidence of changes enabled by partnerships with NGOs, but are not being effective in communicating these impacts to the latter.

It is clear therefore from both sides of the partnering arena that companies and NGOs have seen partnerships between the sectors as adding clear value to businesses.

Figure 18: Impact on businesses of partnering with NGOs

*'Which of the following statements describes your organisation's current position on shared value?'*





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

So, who is really getting it right, in terms of partnering practice? Which are the most admired Corporate-NGO partnerships and partnering organisations – and what can be learnt from their success?

As is now usual practice, in an unprompted voting exercise, we invited corporate and NGO practitioners to tell us which partnerships and organisations they most admired in the cross-sector partnering landscape – and why. Again, the suggestions were many and varied, and the reasons for each nomination were very well informed. Three partnerships clearly stood out from the rest in terms of unsolicited nominations by respondents, each with a clear rationale for their nomination.

Reaches, engages and nudges sustainable consumer behaviour. A big win, for consumers, for Oxfam and for M&S.

### The Usain Bolt of Corporate-NGO partnering: M&S - Oxfam triumph yet again as 'Most Admired' Corporate-NGO Partnership

Marks and Spencer's collaboration with Oxfam was again voted the most admired corporate-NGO partnership this year. In a performance reminiscent of Usain Bolt, this much admired and enduring partnership maintained a very healthy gap between it and the other contenders, securing 15% of practitioner votes in 2013.

A very strategic partnership. Truly integrated into their business and their sustainability focus.

The partnership involves M&S and Oxfam sharing knowledge and working together to drive sustainable production and consumption. The collaboration famously includes 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. In the four years since the partners have worked on clothes recycling over 11 million items have been donated, worth an estimated £8 million to the charity.

In addition to the illustrative comments above, practitioners commented on the effectiveness of the communications campaigns for the partnership, as well as the success in keeping the partnership fresh and innovative in its feel.

Once again, M&S and Oxfam are to be congratulated for raising the bar, rather than resting on their laurels.

A great business model, drawing on the business competencies of both partners

**Boots' - Macmillan's focus on customer / supporter care secures them second place**

An entirely new entrant in last year's study, the partnership between Boots and Macmillan has cemented its place in the top rankings by being voted the second Most Admired Corporate-NGO partnership by practitioners.

In a brand and mission-led collaboration, Macmillan and Boots are bringing information about living with cancer to the UK's local high streets, regional communities, and online. Boots customers can get general information about cancer

A great fit between two highly respected brands on an issue that resonates well with customers and meets real need.

from all its stores, and be signposted to Macmillan where they can find out more about the breadth of vital services provided by Macmillan, including practical, medical, financial and emotional support. Employees are heavily involved in providing expertise, as well as in fundraising for Macmillan.

Very purposeful employee engagement, with what looks like passionate and focused engagement across the company

Strongly integrated and visionary

**And GSK-Save the Children storm into third place**

Third Most Admired Corporate-NGO Partnership this year goes to a new entrant. Indeed, a collaboration so new that it was launched only in May 2013, the partnership between GSK and Save the Children appears to have really captured practitioners' imaginations, successfully cutting through to gain their acclaim soon after launch.

The partnership is an ambitious new initiative to save the lives of a million of the poorest children in the world. This unique collaboration will see GSK and Save the Children work together in a very different way, sharing expertise, resources, reach and influence to tackle some of the leading causes of childhood deaths.

Among the key initiatives are the transformation of an antiseptic used in mouthwash into a life-saving product for new-borns and the roll-out of a powder-form of an antibiotic in child friendly doses to help fight pneumonia - one of the main killers of children under five.

For the first time, Save the Children will be involved in helping GSK to research and develop medicines for children, with a seat on a new paediatric R&D board to accelerate progress on innovative life-saving interventions for under-fives, and to identify ways to ensure the widest possible access in the developing world. GSK will be able to leverage Save the Children's child health expertise and on-the-ground experience to reach children in the most remote and marginalized communities with basic healthcare.

As the quotes above illustrate, once again, partnership professionals rate these as the most admired partnerships because of their ambition, scale, as well as their ability to innovate by drawing on the competencies of the partners involved in each collaboration. Each of these partnerships have also succeeded in communicating effectively to key audiences. All of them are to be congratulated.

Breaks new ground and takes shared value to a new level

Bold, ambitious and draws strongly on the competencies of the parties involved

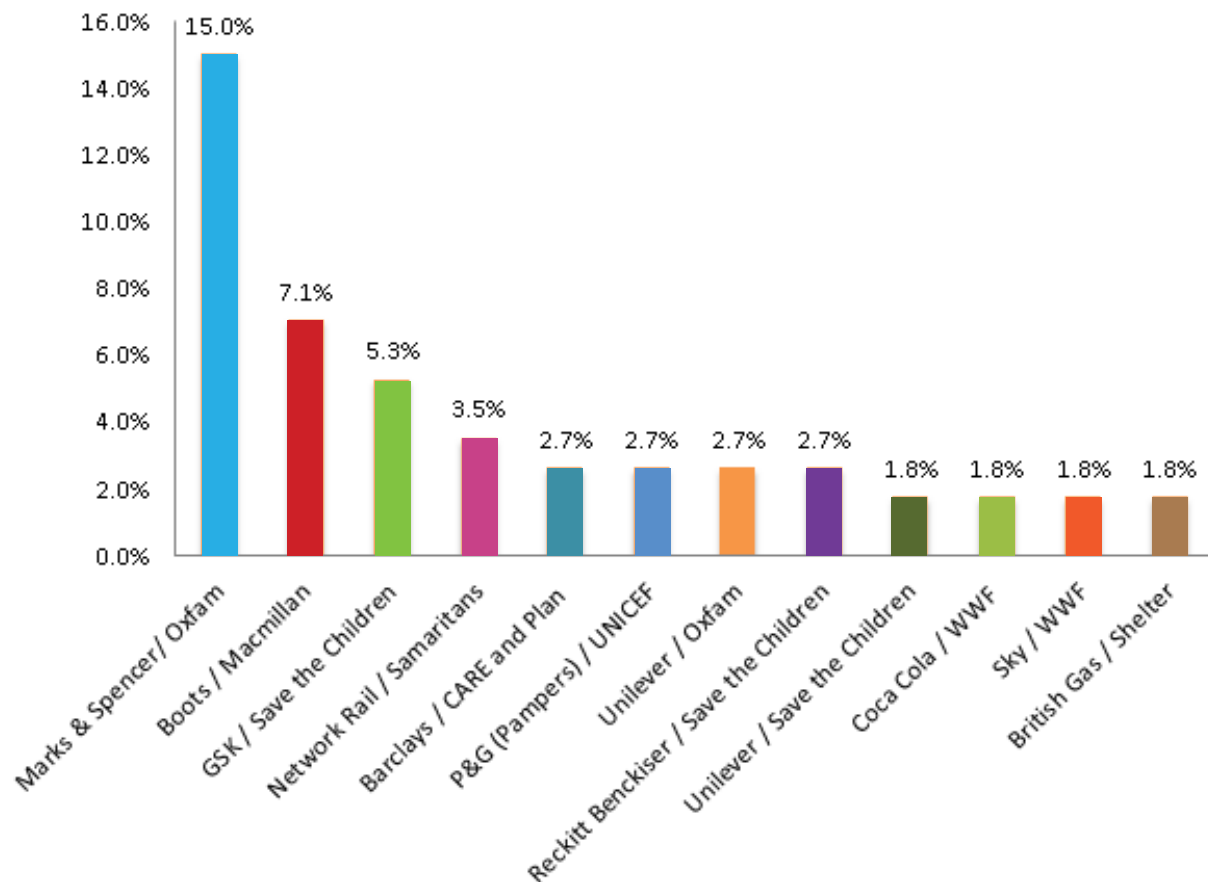
Addresses a real need in new ways

### Others

There are nine other collaborations each nominated by around 2% or more of the respondents - all are to be commended and are listed on figure 19.

Figure 19: The 'Most Admired' partnerships

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



## The 'Most Admired' partnering NGOs

For the third in a row, Oxfam has been voted the most admired partnering NGO. This is a result of Oxfam's partnership with M&S and other major companies – including the charity's partnership with Unilever which also received many mentions from practitioners.

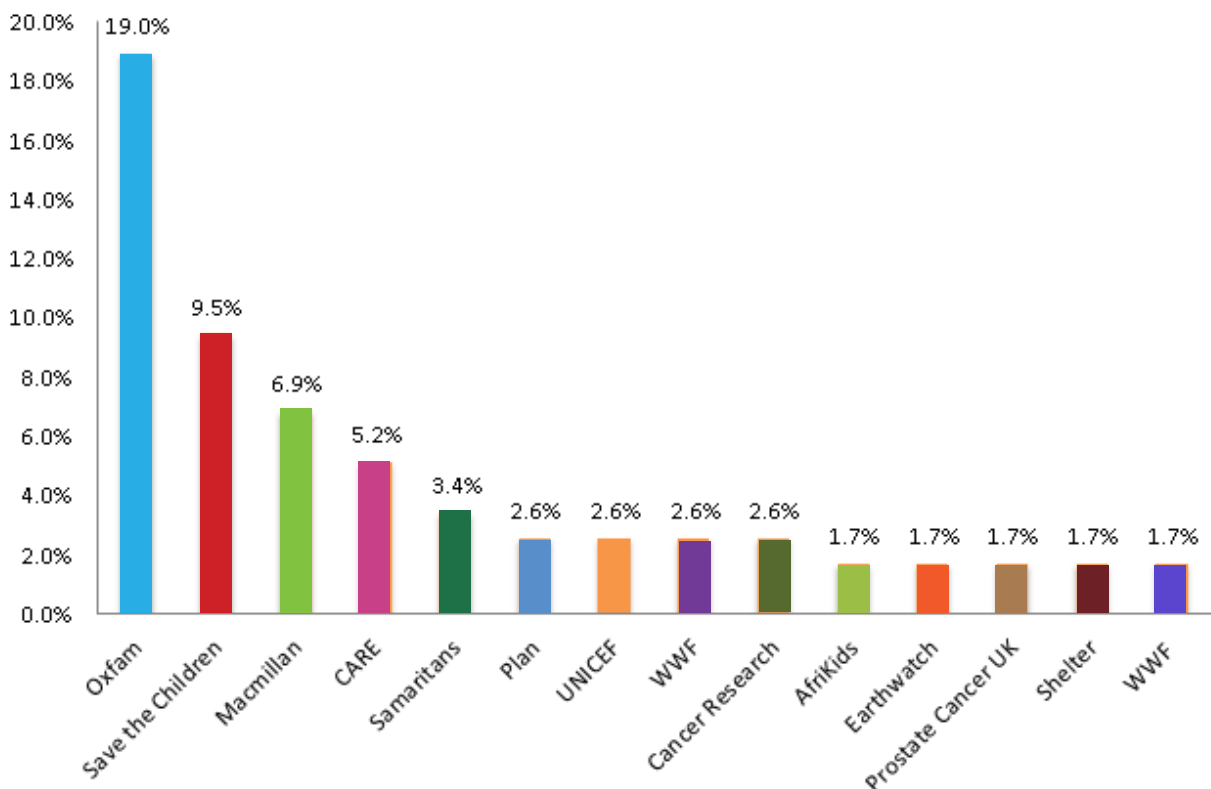
Save the Children storms into second place for similar reasons, whilst Macmillan holds onto the third place which it secured for the first time in 2012. UNICEF also maintains the second place it secured last year. Once again, the high ranking of these

major NGOs appears to confirm that their scale, reach and the power of their brands all enable them to stand out. It is also clear that these organisations emphasize mission-led, strategic partnerships and have become adept in navigating the opportunities and challenges inherent in cross-sector partnering.

There are eleven other NGOs who were nominated by just under 2% or more of respondents. Again all are to be congratulated.

Figure 20: The 'Most Admired' partnering NGOs

*The Most Admired Partnering NGOs*



## The 'Most Admired' partnering companies

Once again, M&S secured the accolade of 'Most Admired Partnering Company.' The company is clearly very well respected by practitioners across the partnering spectrum and continues to focus on fresh thinking and effective execution.

Boots, which broke through to third place last year, moves up to become the second most admired partnering company this year. And for the first time, Unilever, which has in previous years featured at the lower end of the rankings, is voted third most admired partnering company.

In other notable changes, GSK which has not previously featured on the list moved into fourth place ahead of Network Rail whose partnership with Samaritans is much admired by practitioners.

It is again striking that so many of the most admired partnerships and partnering

organizations are drawn from the consumer facing retail, fmcg and banking sectors. Clearly high profile, impactful, customer-facing partnerships are factors here. It is also a fact that those sectors have built up their partnering experience over many years and therefore benefit from their partnership savvy. They have also been prepared to invest in partnerships, including in their promotion and marketing – and this underpins their success.

However, it is encouraging to see the rise of companies such as GSK and Network Rail on the list. GSK's presence on the list shows that innovative thinking can indeed lead to breakthroughs.

There are thirteen other Corporates who were nominated by just under 2% or more of respondents. Again, we commend all these nominees.

Figure 21: The 'Most Admired' partnering companies

*The Most Admired Partnering Companies*

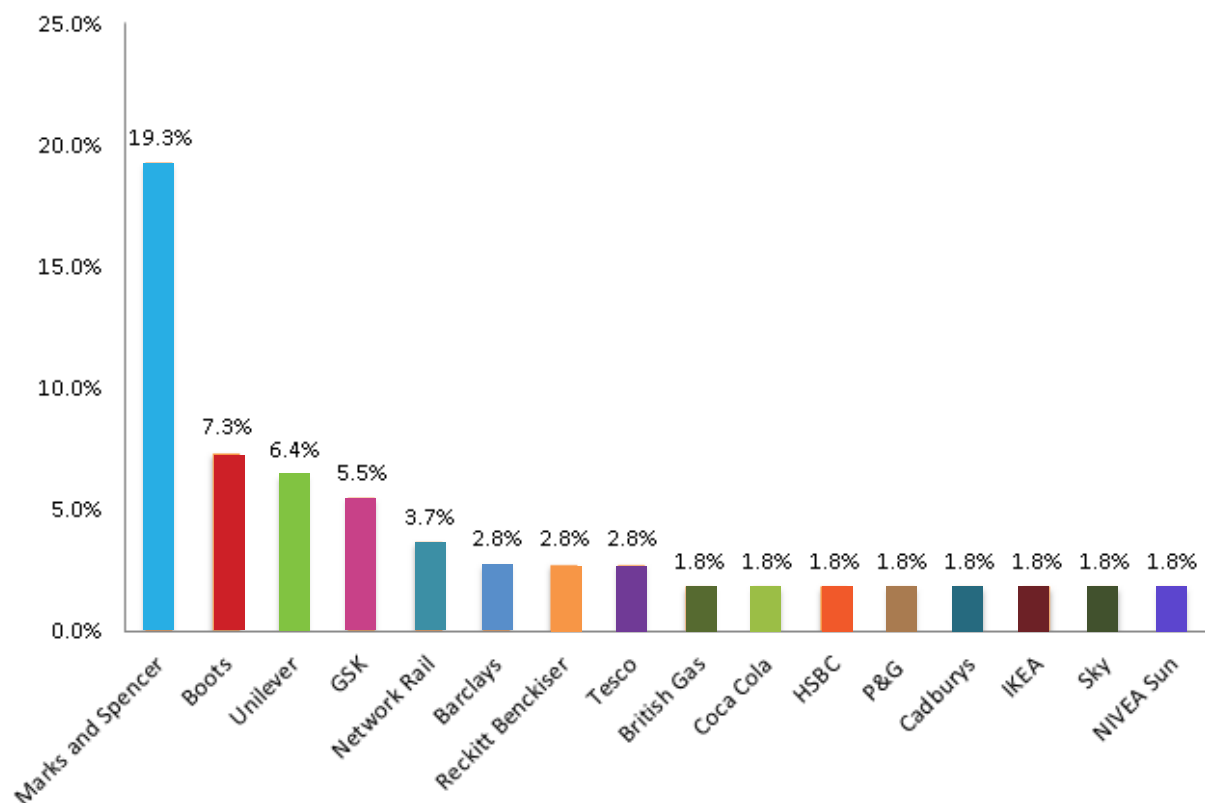


Figure 22

Top 5 Most Admired corporate-NGO partnerships	
Rank 2013 (2012)	Partnership and Partners
1 (1)	M&S and Oxfam
2 (3)	Boots and Macmillan
3 (new entry)	GSK and Save the Children
4 (4)	Network Rail and Samaritans
5	Barclays, CARE and Plan; P&G (Pampers) and UNICEF; Unilever & Oxfam

Figure 23

Top 3 Most Admired Partnering NGOs	
Rank 2013 (2012)	NGO
1 (1)	Oxfam
2 (7)	Save the Children
3 (2)	Macmillan

Figure 24

Top 3 Most Admired Partnering Companies	
Rank 2013 (2012)	Company
1 (1)	M&S
2 (3)	Boots
3 (5)	Unilever

## Part 4: Future trends – Prospects and likely developments in corporate-NGO partnering

This 2013 Barometer has again found plenty of evidence that notwithstanding areas for improvement, corporate-NGO partnering is in great shape. The agenda is demonstrably adding value to companies and NGOs alike as the role model partnerships and partnering organisations have illustrated. We turn now to anticipate the prospects for, and likely future developments in Corporate-NGO Partnerships over the coming years.

### Cross-sector partnerships will become more important over the next three years

Again this year we can report a resounding finding that both businesses and NGOs expect the role of partnerships to become important or much more important to their organisations over the next three years.

Both businesses (84%) and NGOs (96%) are confident that partnerships between the two sectors will become 'more' or 'much more' important over the next three years. There are some subtle shifts compared to last year's figures, particularly in connection to corporate respondents. A third of corporate respondents expect that partnerships with NGOs will become 'much more' important over the coming three years (down 8% on 2012), however,

51% of respondents from the same sector expect such partnerships to become 'more important' to their company's agenda over that period.

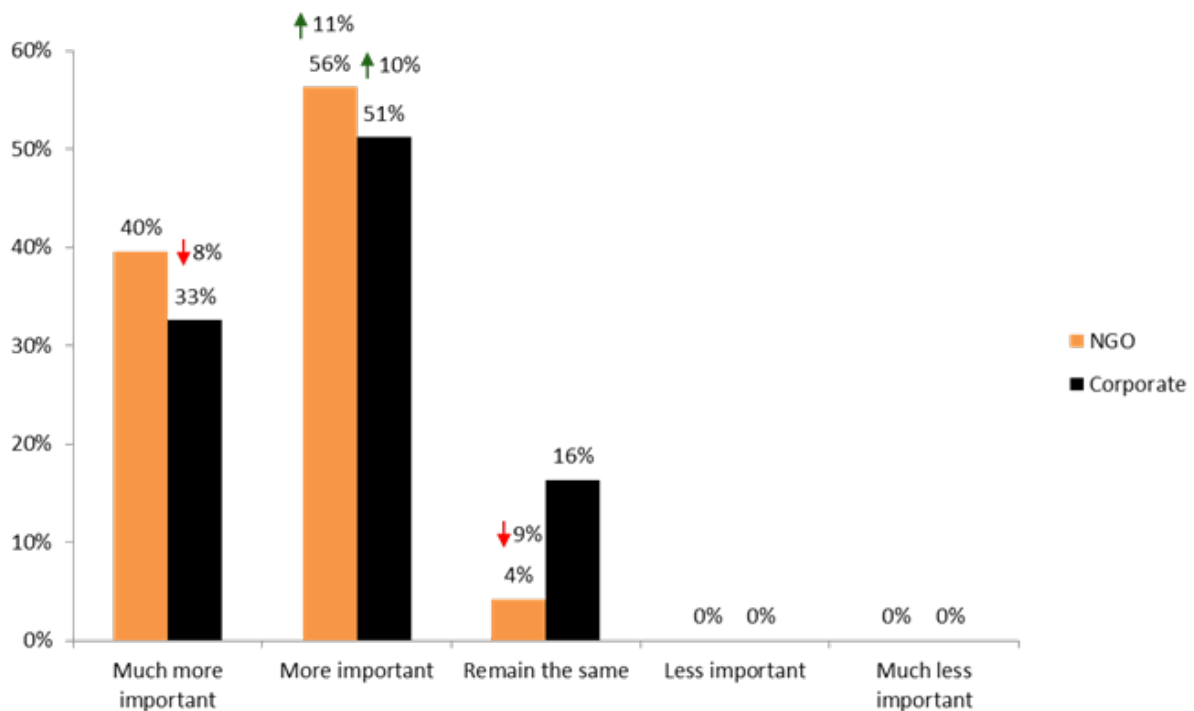
In an identical finding to 2012, 40% of NGO respondents expect partnerships with business to become 'much more' important to their NGO, with 56% of this segment expecting such partnerships to become 'more important' over the next three years (up 11% on last year).

Much smaller numbers of respondents from either sector expect the importance of cross-sector partnerships to remain the same (and a number of those who chose this option commented that they believed the partnering agenda will remain at an already high level). No respondent from either sector could foresee cross-sector partnerships becoming less important over the coming three years.

It is clear therefore that the Corporate-NGO partnering agenda will become even more material to businesses and NGOs over the next three years. This will present significant opportunities to those practitioners on either sector who are ready to harness these opportunities whilst skilfully navigating the inherent challenges.

Figure 25: 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?



Desire for leverage, pressure to demonstrate societal consideration, the need to generate income and more evidence of the success of partnerships remain key drivers of the likely growth in the importance of cross-sector partnering.

Corporates (81%) and NGOs (90%) are united in their opinion that the need for companies and NGOs to leverage each sector’s different assets in order to maximise mutual benefit is a key factor likely to make corporate-NGO partnerships more important over the next 3 years – with over four out of every five respondents on both sides citing this factor. This is the single most important factor for both sectors.

For companies (and to a lesser extent, for NGOs) this is closely followed by pressure on companies to demonstrate societal consideration within their business practices, with 79% of businesses and 71% of NGOs citing this factor.

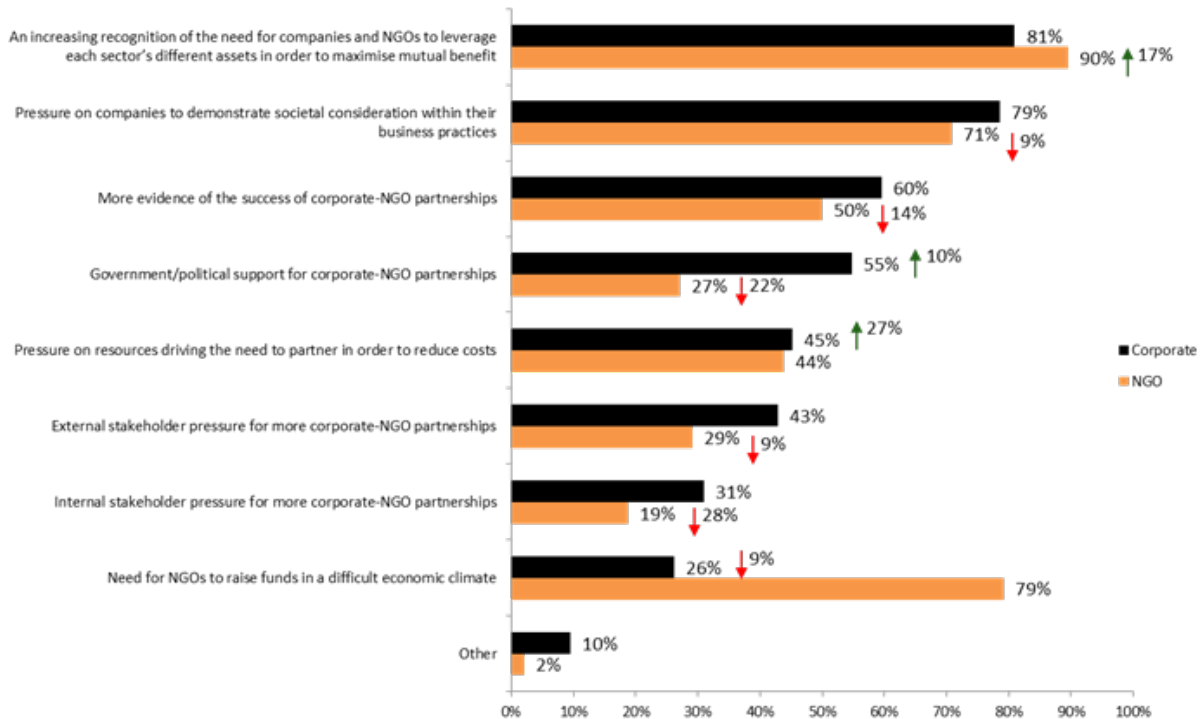
Unsurprisingly, for NGOs, the second most important factor likely to make partnerships with companies more important over the next three years, is the need to raise funds in what is likely to remain a difficult economic climate (79%).

Inspiration also appears to be a driver. 60% of corporate and 50% of NGO respondents see more evidence of the success of cross-sector partnerships as a factor which will contribute to the growth in importance of this agenda. Success breeds success, and the competitive zeal also means that companies and NGOs are likely to want to achieve the success and benefits being achieved by the types of partnerships and organisations acclaimed in the previous chapter.



Figure 26: 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*



### Investment in corporate-NGO partnering set to grow over the next three years

In findings that are near identical to the 2012 data, it is pleasing to record that the significant majority of respondents on the corporate and NGO sides expect to increase their investments (commitment, time, and other resources) in cross-sector partnerships. Clearly, this finding aligns fully with the driving factors noted above and the expected increase in the importance of corporate-NGO partnering over the next three years.

Exactly two-thirds of corporate respondents expect their investments in cross-sector partnerships to either 'increase' or 'increase significantly' over the next three years, with 9% expecting a significant increase and 56% expecting their investments to increase. A third of corporate respondents expect that

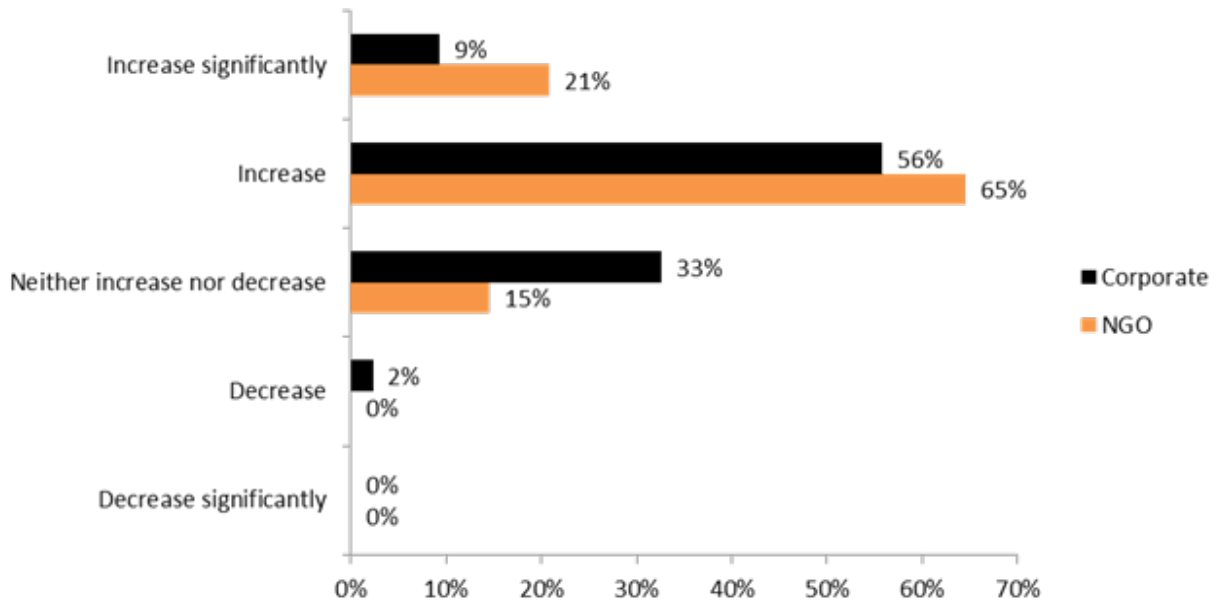
their investments in partnerships would neither increase nor decrease between 2013 and 2016 – and only a tiny minority (2%) of corporate respondents expect their investments to decrease over the same period.

Again this year, NGOs have an even more optimistic view about their likely investments in corporate-NGO partnerships than their corporate peers, with 86% of this segment expecting that their investments in partnerships will either increase or increase significantly over the next three years. Of these, 21% expect that their investments in partnerships will 'increase significantly', and 65% expect their investments to 'increase'.

In all therefore, the future remains very bright for the corporate-NGO partnering agenda. And practitioners have positive expectations for the period between 2013 and 2016.

Figure 27: 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?

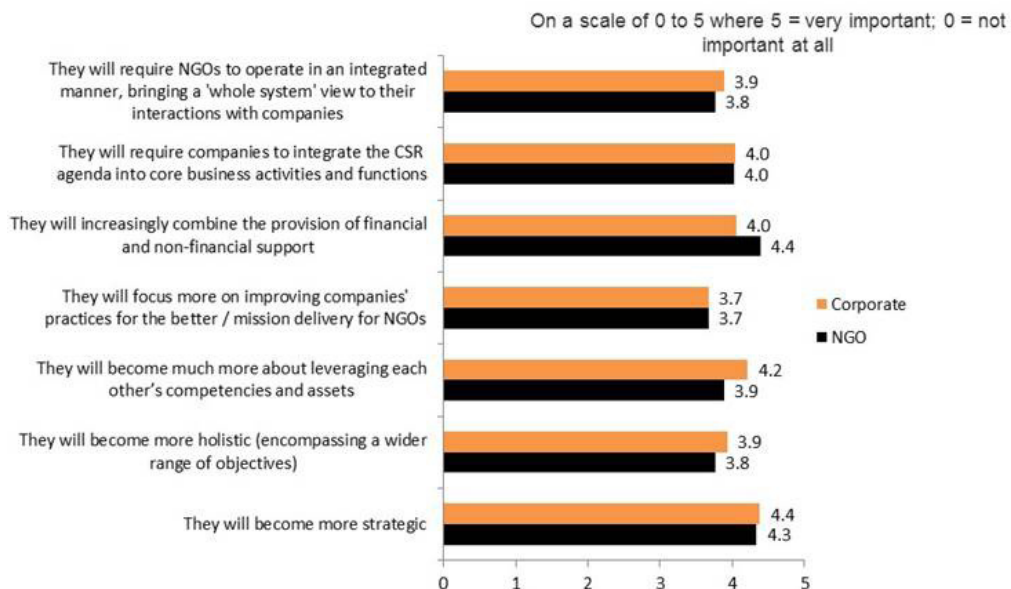


The nature of corporate-NGO partnerships will continue to evolve over the next three years

Finally, having established that the corporate-NGO partnering agenda will become more important and receive greater investment over future years, we wanted to enable practitioners to make informed decisions in their planning for the future. With input from partnering practitioners from the corporate and NGO sectors, we have identified a number of characteristics that will define successful collaborations in the future.

Figure 28: Likely characteristics of Corporate-NGO partnerships over the next five years.

To what extent do you agree or disagree that Corporate-NGO collaborations will increasingly demonstrate the following characteristics over the next 5 years?



We asked practitioners about the extent to which they agreed or disagreed that Corporate-NGO collaborations will increasingly demonstrate a number of characteristics. The vast majority of respondents agreed that the attributes noted in figure 28 will become either important or very important over the next five years. The lowest scores for 'important' and 'very important' related to the statement that collaborations between the sectors "will focus more on improving companies' practices for the better / mission delivery for NGOs". 3.7 out of 5 the average score given by Corporate and NGOs respondents regarding the likely future importance of this partnership characteristic. However, it seems clear that more and more partnerships will in future seek to influence, shape or improve business practices for the better whilst delivering the core mission of the NGO (as, for instance, the M&S-Oxfam and GSK-Save the Children partnerships seek to do in different ways).

There are even clearer expectations that successful partnerships will over the coming years require companies and NGOs to operate in an integrated manner, combine the provision financial and non-financial support, leverage the competencies and assets of each partner, and be even more strategic in nature than they are today. Each of these characteristics scored highly in terms of respondent affirmations with the statements put to them (figure 28).

As we have seen, the partnerships that are acclaimed as 'most admired' demonstrate the above characteristics. To do that, they have had to undertake clear strategic planning processes, engaged and secured strong leadership support and championship, and succeeded in building an enabling environment in which all key parts of the organisations concerned (for instance, commercial and trading teams, marketing and communications, distribution, and sales, on the corporate side; and policy, campaigns, services, communications, and programme divisions on the NGO side) feel a sense of joint ownership for the success of the partnerships. Leadership, integration and 'whole system' thinking and planning require careful planning and effective navigation.

The role of partnership practitioners includes acting as change agents to steer the partnership agenda through their organisations. We hope that the findings from this 2013 edition of the Corporate-NGO Partnerships Barometer will help to illuminate your path as you seek to achieve your future ambitions for cross-sector partnering.

## Concluding Remarks

As is inherent in their nature, since they are by necessity dependent on aligning interests across organisations, sectors and cultures, cross-sector partnerships can be complex and sometimes challenging to execute effectively. However, this practitioner-led 2013 edition of the C&E Corporate-NGO Partnerships Barometer has found the cross-sector agenda to be in rude health:

- Driven primarily by the need to enhance reputation and credibility on the business side, and NGOs' need for financial resources, cross sector partnerships have continued to be very important to both sectors. There are of course, additional reasons for the level of importance attributed to the partnering agenda. For businesses, innovation has broken through this year as a key motivation, whilst business partnerships are increasingly important to the direct mission-delivery objectives of NGOs.
- In terms of performance, the drive towards more strategic partnerships identified in previous years, has continued in 2013; there is confidence that such partnerships are meeting their objectives and delivering the value expected of them; and this Barometer has found further evidence that cross-sector partnerships are moving the dial for businesses and NGOs – the overwhelming view of data providers for this 203 study confirming that Corporate-NGO partnerships have improved business understanding of social / environmental issues, whilst many, particularly on the corporate side, state that such partnerships have helped to improve business practices for the better; and we hope it was helpful to reveal for the first time, the metrics deployed by partnership practitioners in determining the value of their key partnerships
- In terms of the future, this 2013 Barometer has revealed that sentiment regarding prospects for Corporate-NGO partnering over the next three years remain very positive. Driven by the desire of companies and NGOs to leverage each other's assets; pressure on businesses to demonstrate societal consideration; as well as NGOs ongoing need to secure additional resources, the Corporate-NGO agenda is set to become yet more important over the next three years. In line with this, NGOs and companies are set to invest more in terms of time, commitment and resources in such partnerships, whilst continuing to evolve the nature of partnering practice towards more strategic, holistic, mission-focused relationships that are more closely integrated into the core business of both companies and NGOs.

Despite these highly encouraging findings some key challenges remain. These include:

- Clear bottle-necks in the motivations for and practice of partnering. Notable amongst these are:
  - The gaps between the corporate and NGO sectors regarding their respective appetites for innovation. The former recorded a sharp rise in interest in innovation, whilst the latter recorded an equally sharp fall in interest in the same subject, leaving the likely scenario of unfulfilled demand in terms of the take up of opportunities for joint innovation. And,
  - The significant dissonance between the sectors regarding the value (or perceived value) that non-financial corporate support can yield for NGOs was very evident again in 2013

- A yawning gap between intent and practice in terms of both NGO and corporate communication of the impact of partnerships to their key internal and external stakeholders. With significant numbers of respondents self-rating their performance in this area as ‘average’ or ‘poor’, there is clearly, much room for improvement around communicating the impact of partnerships.

These are major challenges to the cross-sector partnering agenda which, unaddressed, will limit current and future potential. Or, to put the point more positively, there remains plenty of scope for savvy NGO and corporate practitioners to leverage the very significant opportunities that exist for cross-sector partnering. Good role models are important in the development and evolution of improved practice. In this context, we found much enthusiasm and acclaim for the ‘most admired’ corporate-NGO partnerships and partnering organisations. We congratulate them all.

### 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 advice – 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](http://www.candeadvisory.com)

## Appendix 1 - About the Barometer

### Methodology

The C&E Corporate-NGO Partnerships Barometer 2013 was compiled using responses to a confidential online survey of 120 leading UK-based companies and NGOs engaged in corporate-NGO partnerships.

The number of respondents reflects a growing interest in the corporate-NGO partnering agenda and confirms some of the findings in our survey. It also reaffirms practitioners' strong appetite for the Barometer as an important instrument which provides a sector-wide perspective, gauging changes in the cross-sector partnering landscape.

The survey comprised a broad mix of new and previously asked questions. This mix allowed us to identify new issues in partnering, whilst simultaneously enabling accurate and effective comparison of data against Barometer readings from previous years.

In this year's survey, more respondents than ever expanded on their own opinions through open text. This offered a wealth of useful individual commentary which is reflected in this report.

As a final step in our process, we moderated two roundtable discussions involving practitioners from the corporate and NGO sectors. These presented opportunities to review and discuss the survey findings, and input from this qualitative exercise enabled us to more accurately interpret the survey findings.

The online survey and practitioner evaluation took place during the summer of 2013.

### The Sample

The online survey was undertaken by 120 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.

The distribution of 46% corporate and 51% NGOs (figure 29) was again very well balanced, with the remaining few respondents representing Corporate Foundations and international non-profit agencies.

The survey participants encompassed a diverse range of professional roles all directly engaged in, or overseeing corporate-NGO partnerships from a senior level. However, this year noticeably over a third of corporate respondents held a specific corporate responsibility position, as can be seen in figure 30.

Figure 29: Sector representation

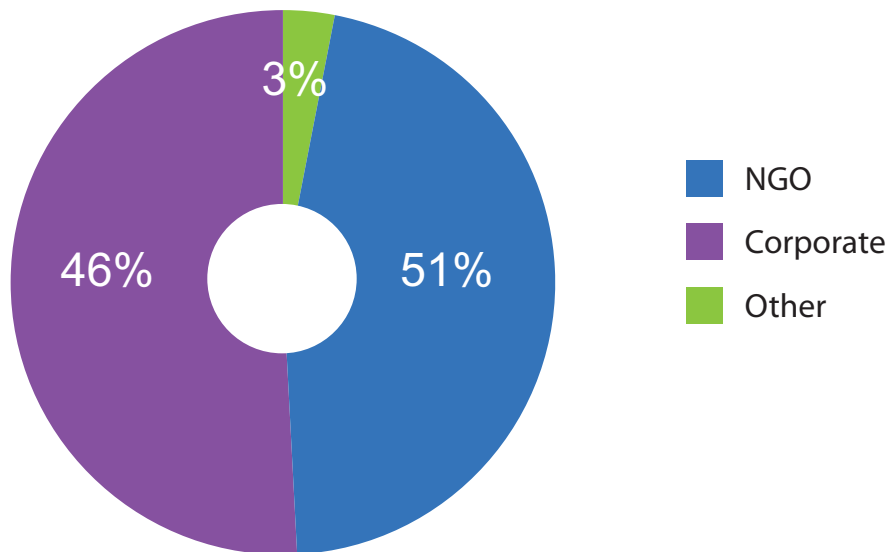
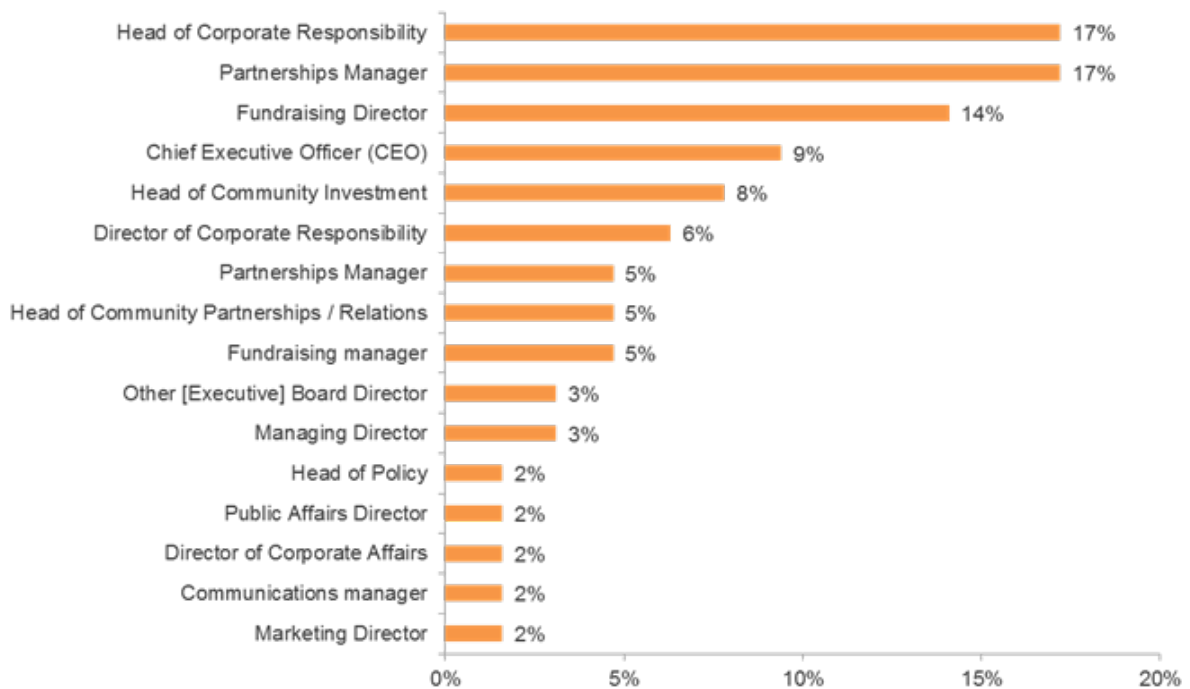


Figure 30: Respondents' roles



## Appendix 2: Survey respondents (excluding organisations wishing to remain anonymous)

### NGO

- AfriKids
- Amnesty International
- Anthony Nolan
- Barnardo's
- Bliss
- Cancer Research UK
- CARE International UK
- Citizens Advice
- CLIC Sargent
- Community Links
- Family and Childcare Trust
- FareShare
- Get Connected Helpline
- Global Action Plan
- Great Ormond Street Hospital Children's Charity
- Green Alliance
- Help the Hospices
- International Planned Parenthood Federation
- Kids Company
- Leonard Cheshire Disability
- London's Air Ambulance
- Macmillan Cancer Support
- Malaria No More UK
- Merlin
- Mind
- National Trust
- Ovarian cancer Action
- Oxfam (GB)
- Prostate Cancer UK
- RedR UK
- RNIB
- Save the Children
- Scope
- Sense International
- Shelter
- Sparks
- Tommy's
- UNICEF UK
- Variety, the Children's Charity
- VSO
- Wildfowl & Wetlands Trust



COMPANIES & CORPORATE FOUNDATIONS

- Alliance Boots
- Allianz Insurance plc
- Anglo American
- ArcelorMittal
- AstraZeneca
- Aviva
- Barclays
- Boots UK
- British Airways
- BSkyB
- BT
- CEMEX
- CitiGroup
- City of London Corporation
- Clifford Chance LLP
- Credit Suisse
- De Beers
- Deutsche Bank
- Divine Chocolate Ltd
- E.ON UK
- Edelman
- Home Retail Group
- HSBC
- I CAN
- IBM UK
- Jaguar Land Rover
- Kingfisher plc
- Linklaters LLP
- Nationwide Building Society
- Nestlé
- NFU Mutual
- O2
- Old Mutual
- RBS
- Reed Elsevier
- Rolls-Royce
- Syngenta
- Tesco
- UBS
- Vodafone