



C&E Corporate-NGO Partnerships Barometer

2019

What Next?

*Partnerships evolve to better address
environmental and social challenges*

*Sign-posting the next 10 years:
Multi-stakeholder collaborations, deeper
impact measurement, greater leveraging of
tech. And will companies go it alone?*

10 YEAR Edition

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Introduction

Welcome to this 10th edition of the C&E Corporate-NGO Partnerships Barometer - our unique annual series of practitioner-led studies.

This 2019 Barometer edition draws on the experience of over 100 leading companies and NGOs who completed our confidential annual survey during June & July. The survey was supplemented by deep-dive discussions with corporate and NGO practitioners to provide qualitative insights.

The Barometer series offers an ever-increasing insight into the ways in which the corporate-NGO partnerships landscape is evolving. Each year's findings build on previous years' data to deepen understanding of drivers, changing practices and likely future developments in cross-sector partnering and its growing impact on society.



It would be inaccurate to describe the prevailing atmospheric conditions since the inaugural 2010 Barometer as stable. There has instead been a variety of adverse conditions, from the after effects of the global financial crisis – including austerity policies across several economies, slow economic growth, consequent demand-side spikes for the services of international agencies, NGOs and local charities – to escalating environmental challenges, Brexit, international trade disputes, and the 2018 sexual exploitation and poor disclosure scandals that consumed some leading international aid agencies.

On the other hand, recent years have also seen renewed efforts to tackle the growing threat of climate change via the 2016 Paris Agreement, adoption of the Sustainable Development Goals (SDGs) and the drive towards inclusive and sustainable growth, as well as seemingly endless growth in the value of stock markets, and falling unemployment rates in many economies.

It is impossible to say with confidence what conditions will prevail in the next 10 years. Nevertheless, as our special topic, this year's Barometer takes a specific look at practitioners' expectations for cross-sector partnering in the coming decade, addressing likely opportunities and threats and identifying likely success factors for corporates and NGOs seeking to engage successfully in cross-sector partnering. Some fascinating insights emerge from the open-text submissions from practitioner respondents.

It seems undeniable that the overall shift towards deeper, more impactful partnerships – and/or the desire to emulate others in this regard – is set to continue. This sea change in approach to partnering (from largely philanthropic, tactical partnerships that were predominant at the inception of the Barometer in 2010) seems essential and timely, given the scale of challenges facing our planet and its people - such as climate change, sustainability, health, poverty, education and other issues encapsulated in the SDGs.

But whilst practitioners across both sectors are clearly thinking on a hugely optimistic and ambitious scale, there may also be dark clouds gathering on the horizon that threaten partners' ability to deliver

their objectives. In particular, practitioners are fearful over economic and political uncertainty – whilst in the UK, Brexit is still seen as a threat by many sector professionals.

We are very grateful to all our respondents and commentators for sharing their perspectives and experiences. We hope this 2019 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 your comments and suggestions via www.candeadvisory.com/barometer or admin@candeadvisory.com

Manny Amadi, MVO

CEO, C&E Advisory

Headline Findings

Why partner?

For corporates, reputation and credibility (cited by 91% of companies) remain top priorities, but innovation is a key motivation and access to new markets is seen as increasingly important. Access to financial support (cited by 100% of NGOs) remains the primary driver, but access to people and contacts, and securing long-term stability and impact are also seen as key benefits for NGOs.

Both corporates (76%) and NGOs (79%) rate innovation highly as a reason for partnering. However, the biggest year on year increases in stated reasons for partnering related to long-term stability and impact for NGOs (up 19% on 2018 findings) and, for corporates, access to new markets (up 18%).

Partnering practice and effectiveness

The trend towards deeper, strategic partnerships continues

Boundaries between the NGO and corporate sectors continue to blur as challenging circumstances sharpen the focus of NGOs on financial sustainability alongside delivering their social and environmental mission, and, fuelled by the UN Sustainable Development Goals (SDGs), companies increasingly strive for social purpose. Against this background, the 2019 Barometer again finds that the trend towards deeper, strategic, problem-solving partnerships has continued. 90% of companies aspire to or are already engaged in such partnerships, with 76% of NGOs reporting similar status in the quest to address core, mission-relevant or purpose-led issues in ways that create value for society.

Strong upswing in NGOs acknowledging the value of Corporate partners' non-cash assets

Over the years, corporate respondents have been overwhelmingly consistent (91% this year) in their belief that harnessing and deploying corporate competencies and assets in their work with NGO partners results in greater impact than purely financial support. NGOs on the other hand, have been less emphatic, a majority of NGOs typically agreeing with the view, but usually a significant minority neither agreeing nor disagreeing.

However, the 2019 Barometer finds a strong upswing (25% increase versus 2018) in the percentage of NGO respondents agreeing that their corporate partners can add greater value by deploying the latter's competencies and assets in partnership, than can be made by financial support alone. The increase in NGOs expressing this view is highly noteworthy and takes NGO sentiment (now at 81%) much nearer corporate levels on this point.

Corporates and NGOs remain highly confident that partnerships help to improve business understanding

One of the core contributions that business engagement with the non-profit sector can bring is greater proximity to, and improved business understanding of, social and environmental contexts, issues, trends and stakeholders, in local or international arenas. It is pleasing to note, therefore, that both corporates and NGOs (96% and 90% respectively) are very confident that their partnerships have enabled corporates to improve their understanding of the social and / or environmental issues partnerships aim to tackle.

NGOs increasingly confident of their contribution to changing business practices for the better

In recent years, the Barometer has found an increasing acknowledgement from both NGOs and corporates that partnerships have helped to change the practices of the latter for the better.

This view is reinforced further this year with approximately two-thirds of both NGOs and corporates (64% and 67% respectively) believing this to be the case. NGOs have an important stakeholder role to play in holding business to account, so it is highly encouraging to note that the 64% of this constituency agreeing that their organisations have helped their corporate partners to change the latter's business practices for the better is an 8% increase on 2018 figures – and a 13% increase on 2016 (when the equivalent response was 51%). This provides strong validation of the view that businesses are taking greater positive action to improve their performance on social and environmental issues.

The stars – The Most Admired corporate-NGO partnerships and partners

Scale, impact, longevity and creativity win practitioners' admiration

Many of the above enabling factors were well reflected in the composition of this year's three most admired partnerships.

This year's winner, the Boots UK – Macmillan Cancer Support partnership, has been praised by partnering practitioners across the industry for its strategic fit, big impact, longevity, strong clear communications and mutual benefit. The GSK - Save the Children partnership (winner in the last three years) was in second place this year, with Network Rail - Samaritans in the top three for the first time.

Medium-term prospects for Corporate-NGO partnering

Partnerships will continue to become more important in the medium term

Overall, 94% of corporate respondents and 93% of respondents from NGOs see the role of partnerships as becoming more or much more important over the next three years.

Pressure on companies to demonstrate societal considerations, leveraging each other's assets, brand enhancement & credibility are the likely key drivers.

Increases in investment on the way

Over two-thirds of companies (67%) and over four-fifths of NGOs (83%) expect their organisation to increase or significantly increase their investment (commitment, time, resources, etc.) in cross-sector partnering over the next three years.

Sign-posting the next 10 years in cross-sector partnering

Alongside positive efforts to tackle the growing threat of climate change via the 2016 Paris Agreement, adoption of the Sustainable Development Goals (SDGs) and the drive towards inclusive and sustainable growth, the years since 2010 have seen a variety of adverse conditions, from the after effects of the global financial crisis to escalating environmental challenges, Brexit, international trade disputes, and the 2018 sexual exploitation and poor disclosure scandals that consumed some leading international aid agencies.

In marking the 10th anniversary of the Barometer, we invited partnerships practitioners to identify the opportunities and threats most likely to impact the evolution of cross-sector partnering – as well as what practices will need to change in order to successfully navigate future evolutions.

Key opportunities

Partnership practitioners across the corporate and NGO sectors are excited about likely future opportunities for cross-sector partnering over the next decade and keen to derive social, economic and environmental value for their organisation and others – through building more effective partnerships.

Responses to the (open text) question on opportunities were many and diverse, but *deeper, strategic partnering; multi-stakeholder collaborations; the SDGs; impact measurement; and use of technology* emerged as key opportunity-related themes from the unprompted responses. There was strong alignment on these themes across both sectors.

Key threats

Significant long-term threats to cross-sector partnering identified by corporate and NGO respondents coalesced around *economic and political uncertainty and the rise of populism*. In connection to fears around political uncertainty and the rise of populism, strong references were made to *increasing assaults on civil society* in some countries, as well as *diminishing levels of trust* in the various actors involved in cross-sector partnering. And finally, a notable number of NGO respondents perceived a possible threat of *corporate sector DIY* – i.e. that as the corporate approach to purpose-led growth extends and matures, some companies and brands may choose to go it alone by increasingly addressing societal / environmental and other issues directly, without recourse to NGO partners.

What practices will need to change in order to successfully navigate the future?

Corporate and NGO respondents were generous and insightful in proffering advice to companies and NGOs seeking to thrive through cross-sector partnering in the coming decade. Advice was framed around what organisations in each sector would need to stop, continue or start doing in order to be effective in the coming decade of partnering. In most instances, the advice was relevant across sectors, although the emphasis varied for corporate and NGO actors.

The key themes that emerged related to *strategy and approach* (even greater focus on longer-term, strategic relationships); *focus on impact; authenticity*; and greater efforts to balance *the power dynamic* in relationships between companies and NGOs. *Innovation and co-development* (between the parties in a partnership), as well as *in-sector collaboration* (strongly encouraging NGOs to collaborate more with each other) also emerged as strong themes for navigating future challenges and opportunities.

Part 1: Why Companies and NGOs partner

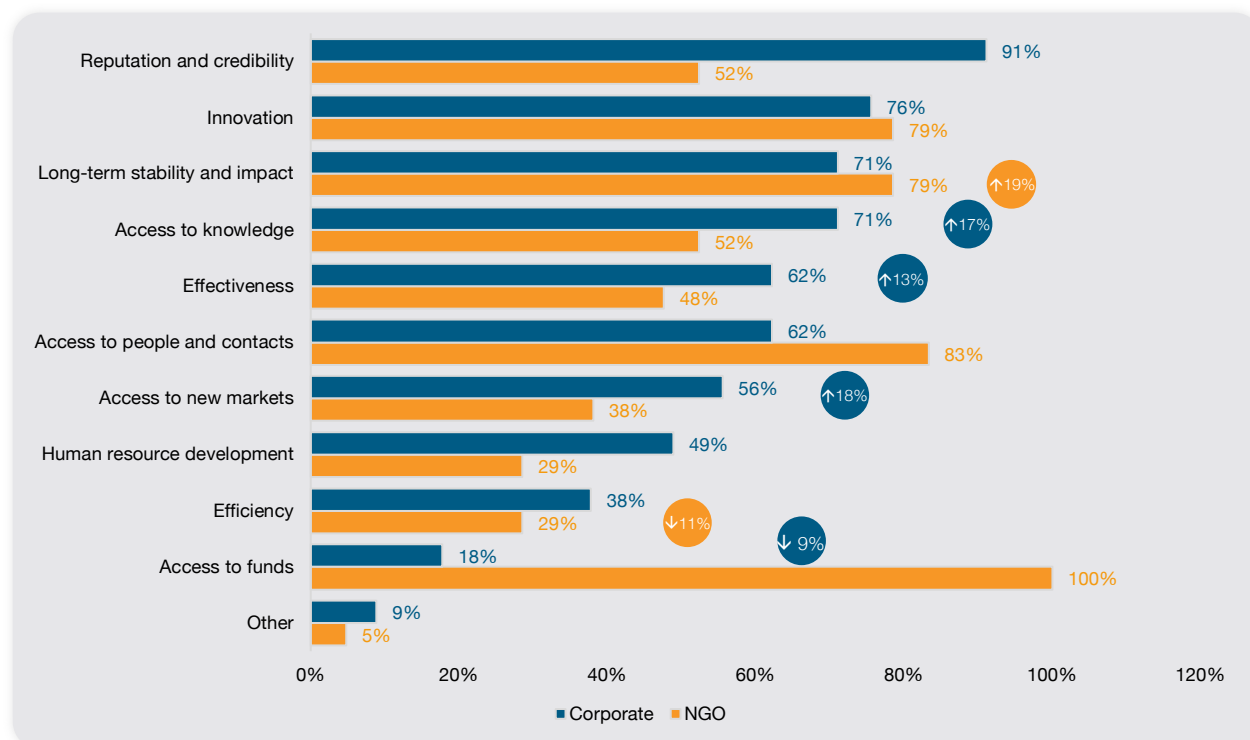
For corporates, reputation and credibility remain top priorities, but innovation is a key motivation and access to new markets is seen as increasingly important. NGOs remain focused on financial support, but long-term stability and impact is also seen as a key benefit

Over the last decade, the Barometer has consistently told us that NGOs need funding from their corporate partners. This is understandable and the 10th Barometer again shows financial support as being paramount for NGOs. But the Barometer series has also witnessed a gradually increasing understanding of the wider ways in which partnering with corporates can enable NGOs to better deliver their core missions. The latest Barometer shows this trend continuing, with a marked increase (19% year on year) in NGOs looking to achieve long-term stability and impact through partnerships. This desire reflects wider Barometer findings as NGOs are increasingly aware of the need for multi-faceted, longer-term partnerships, in order to achieve greater reach and ultimately enhance their sustainable development impact.

This year's report also reveals a shift in the motivations for partnering from the corporates' viewpoint – with significant increases in companies seeking access to new markets (up 18%) and knowledge (up 17%) from their partnerships with NGOs, along with an increased acknowledgement that NGO partners can help them improve effectiveness (though this is less important for NGOs).

Overall, as illustrated by figure 1 below, the 2019 Barometer reflects the continuing trend for corporate-NGO partnerships to become deeper and more multi-faceted – and for practitioners to reflect that greater complexity and deeper understanding in their responses.

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?

Part 2: Partnering practice – and effectiveness

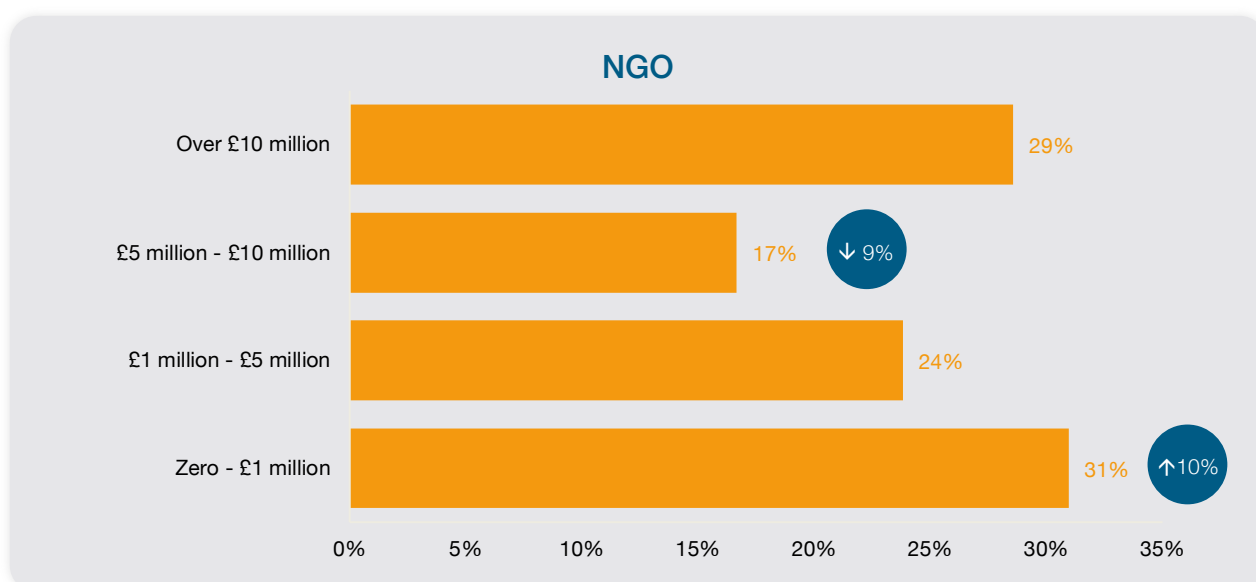
Fewer medium scale partnerships, as larger scale and smaller scale partnerships dominate

Over the last ten years, the Barometer has seen a steady move towards longer-term and higher value partnering – reflecting complementary trends in other findings.

This year's Barometer shows a decrease in NGOs reporting partnerships in the £5m-£10m range, whilst corporates report a similar decrease in the £1m-£5m range.

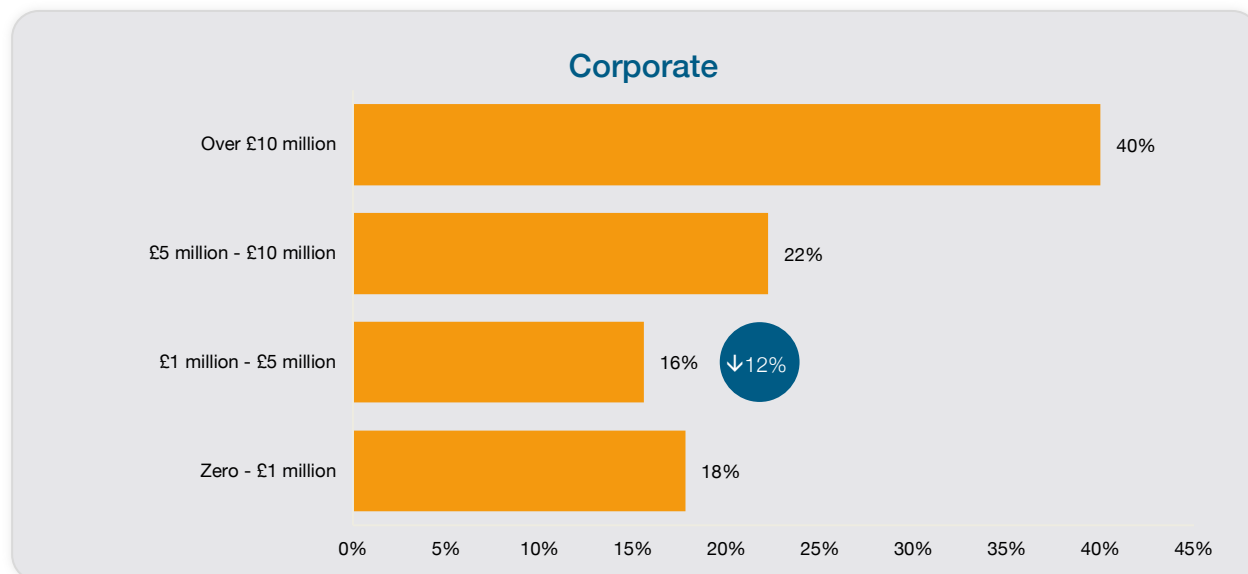
NGOs, meanwhile, report an increase in the number of smaller value partnerships in the zero to £1m range.

Figure 2: Estimates of how much respondents' organisations invest in – or secure from – Corporate-NGO partnerships (NGO responses 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? (NGOs)

Figure 3: Estimates of how much respondents' organisations invest in – or secure from – Corporate-NGO partnerships (Corporate responses 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? (Corporates)

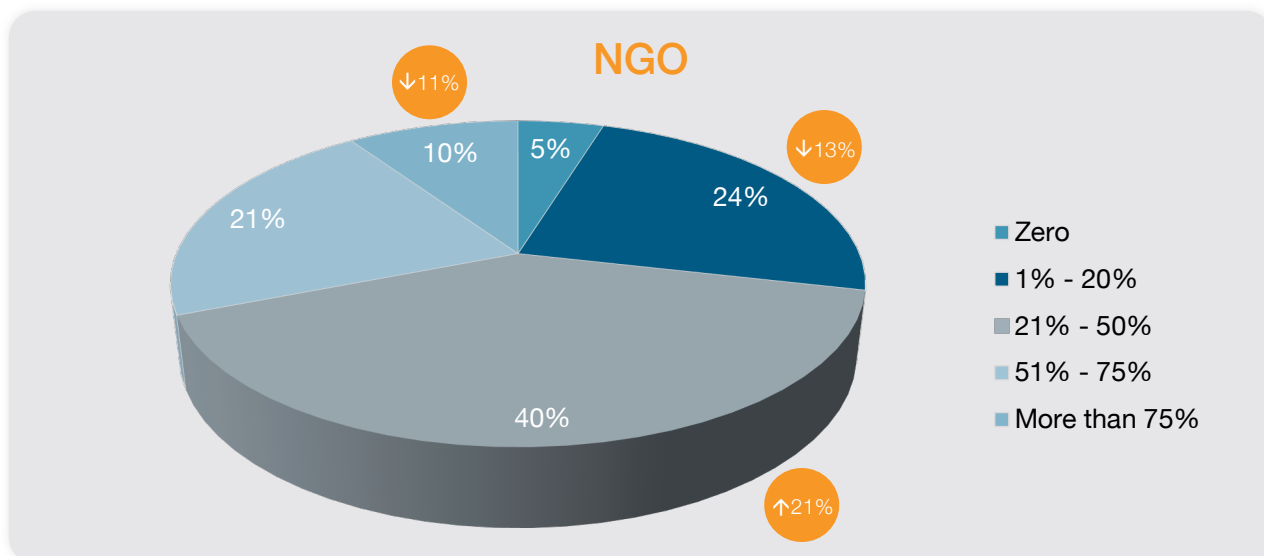
The strategic importance of partnerships

Categorisation of partnership portfolios as “strategic” falls back to 2017 levels

As partnerships become more valuable to NGOs and corporates, practitioners on both sides of the partnering landscape have, over the years, categorised a growing proportion of their partnership portfolios as “strategic” (as opposed to transactional or tactical). There were particularly marked increases in these “strategic” categorisations in 2018 for both corporate and NGO respondents. However, this 2019 Barometer reports a falling back in the proportion of partnerships placed in the “strategic” category to 2017 levels. This falling back of a long-established trend versus 2018 findings may simply relate to a “cohort issue”, but we will play close attention to how respondents categorise their partnership portfolios in the next edition to see whether this long-term trend re-emerges.

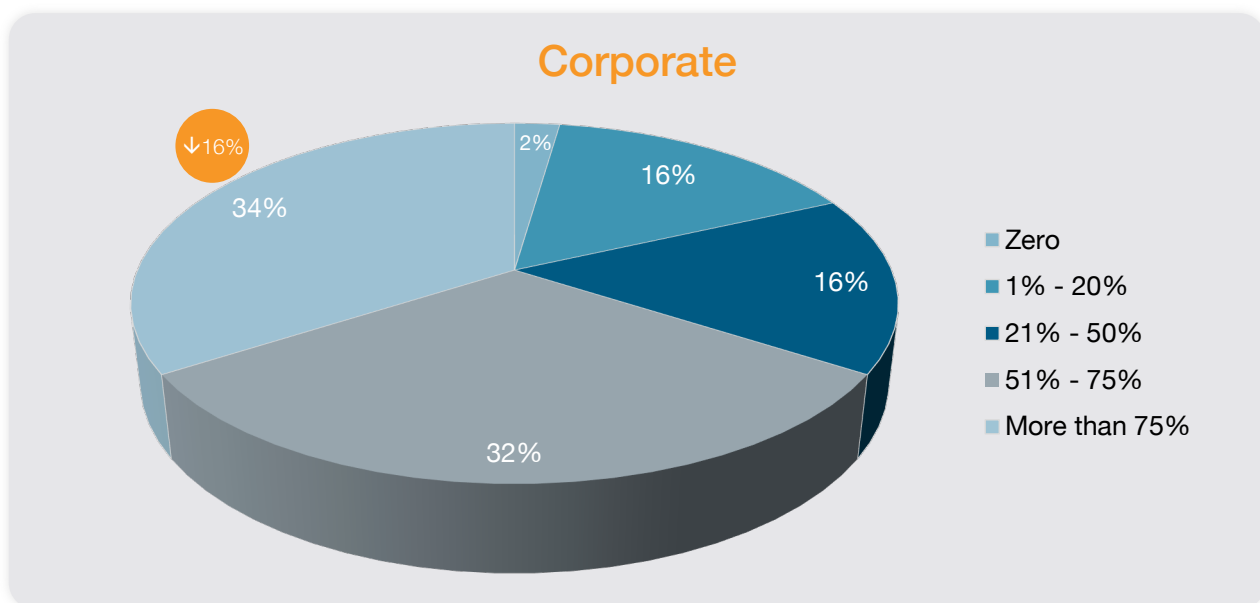
Over the years, corporates have consistently classified more partnerships within their portfolio as strategic than have NGOs. This trend is evident again in 2019 as 66% of corporate respondents classify over half their partnerships as strategic (figure 5), compared to 31% of NGO respondents classifying their partnerships as strategic (figure 4).

Figure 4: Percentage of Corporate-NGO partnerships classified as strategic (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)? NGOs

Figure 5: Percentage of Corporate-NGO partnerships categorised as strategic (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)? Corporates

The depth and reach of partnerships

Aspiration versus practice – shifts between Corporate and NGO reported experiences this year

Recent Barometer editions have seen a gradual shift in emphasis towards deeper, problem-solving partnerships. Last year's Barometer reported a record proportion of corporate respondents stating that their organisations engaged in deeper, problem-solving partnerships that address core, mission-relevant or purpose-led issues in ways that create value for society.

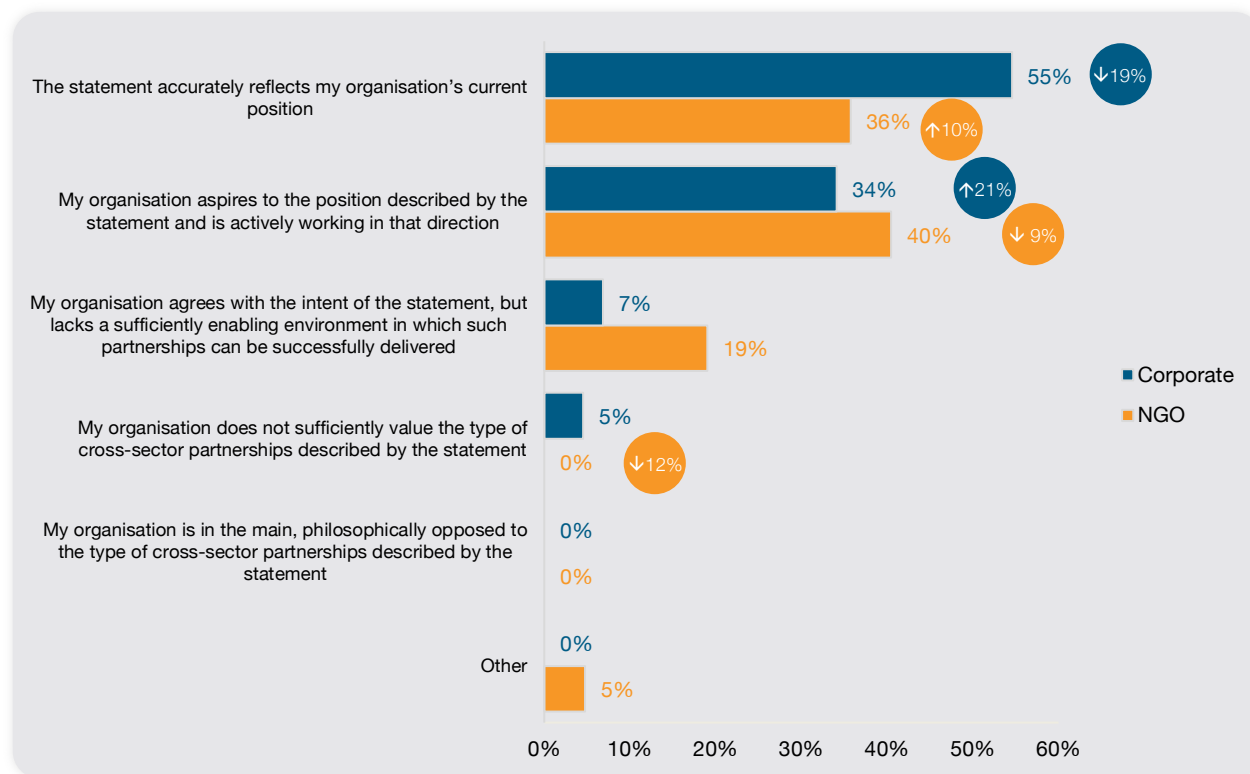
Whilst compared to 2018, a similar proportion of companies (90%) aspire to or are already engaged in the type of partnership described above, this year, however, sees the proportion of corporates already engaged in such partnerships moving significantly downwards versus 2018 (figure 6). Again, this may well be a cohort effect – the overall message from companies being the clear recognition that deeper, problem solving partnerships remain important.

Meanwhile, in similar findings to 2018, a combined 76% of NGOs are either engaged in or aspire to and are actively working towards establishing deeper, problem-solving partnerships. However, and encouragingly, 36% of NGOs (up 10% on 2018) now report that their organisations are actively engaged in such partnerships.

And notably, no NGO respondents report that their organisation either does not sufficiently value, or philosophically opposes such partnerships. It is even more striking to note that, as recently as in 2016, over a third (36%) of NGO respondents stated that their organisations either lacked a sufficiently enabling environment to sustain such partnerships (now down to 19% in 2019), or do not value such partnerships (no NGO now classifies their organisation in this latter category). This strong NGO trend towards partnerships that address core, mission-relevant issues and create value for society is to be greatly welcomed.

Figure 6: The extent of deeper, problem-solving partnerships addressing core, mission-relevant or purpose-led issues in ways that create value for society:

"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:



What non-cash value do partners bring to each other?

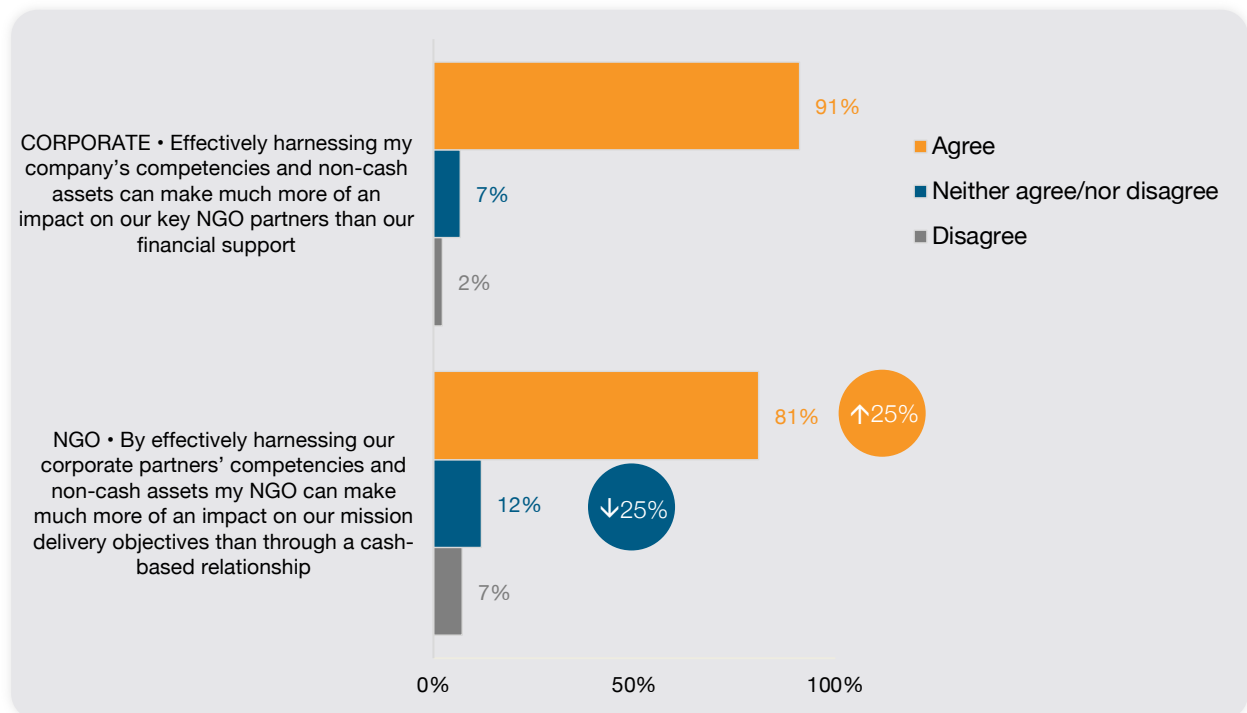
Strong upswing in NGOs acknowledging the value of Corporate partners' non-cash assets

Over the years, the vast majority of corporate respondents have been consistent in their belief that harnessing and deploying corporate competencies and assets on their work with NGO partners results in greater impact than purely financial support. This sentiment is evident again in the 2019 Barometer, with 91% of corporate respondents (figure 7) agreeing with this view. NGOs on the other hand, have been less emphatic, a majority of NGOs typically agreeing with the view, but usually a significant minority neither agreeing nor disagreeing.

However, this 2019 Barometer finds strong upswing (25% year on year increase versus 2018) in the percentage of NGO respondents agreeing that their corporate partners can add greater value by deploying the latter's competencies and assets in partnership, than can be made by financial support alone. The 25% increase in NGOs expressing this view (figure 7) is highly noteworthy. It will be interesting to see whether this increase (which takes NGO sentiment much nearer corporate levels on this point) will be sustained in the coming years.

Again, these findings are consistent with other complementary areas in the 2019 Barometer.

Figure 7: Harnessing competences and non-cash assets (Corporates and NGOs compared):



Which of the following statements reflect the experience of your organisation in terms of your strategic Corporate-NGO partnerships?

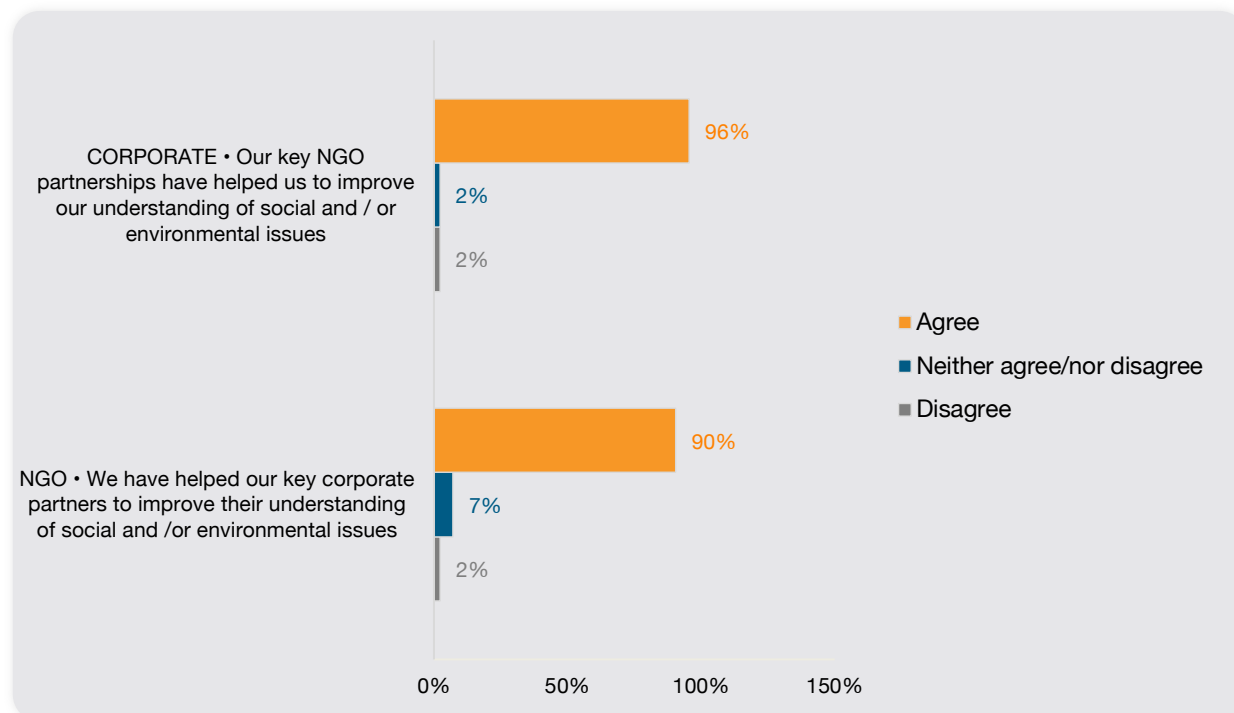
Enhancing business understanding of social and environmental issues

Corporates and NGOs remain highly confident that partnerships help to improve business understanding

One of the core contributions that business engagement with the non-profit sector can bring is greater proximity to, and improved business understanding of social and environmental contexts, issues, trends and stakeholders, in local or international arenas. It is pleasing to note, therefore, (figure 8) that both corporates and NGOs are very confident that their partnerships have enabled corporates to improve their understanding of the social and / or environmental issues partnerships aim to tackle.

The high scores given by corporate and NGO respondents in this area - 96% and 90% respectively - is a highly encouraging sign for the delivery and future of the partnerships agenda and has been a continual theme over the life of the Barometer.

Figure 8: The extent to which key Corporate-NGO partnerships have helped improve understanding of social and / or environmental issues



Which of the following statements reflect the experience of your organisation in terms of your strategic Corporate-NGO partnerships?

Changing business practices for the better

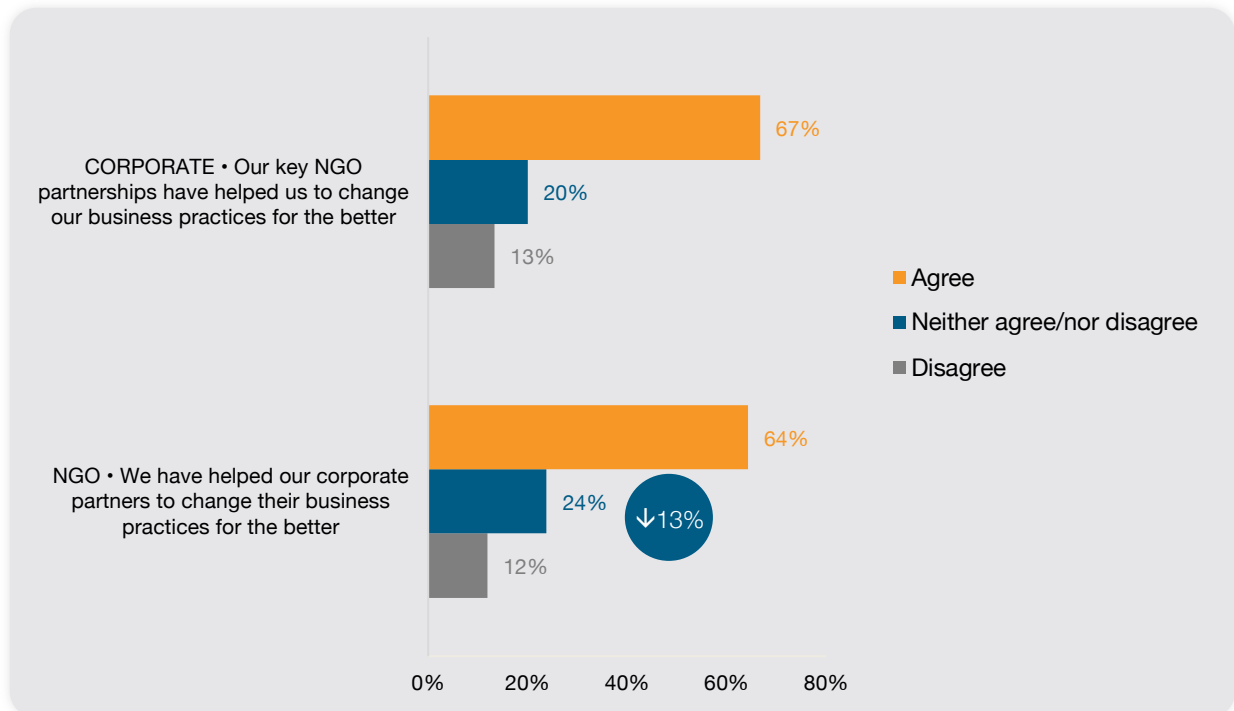
NGOs increasingly confident of their contribution to changing business practices for the better

It is one thing to enhance business understanding of social and environmental issues, but a much greater challenge to contribute to moving the dial in terms of changing business practices on these issues for the better. Business practices may need improving on a wide range of issues, from inclusive economic growth, sustainable market development and environmentally sustainable practices, to efforts to identify and tackle the risks of modern slavery in supply chains, or rising levels of obesity amongst consumers, for example.

In recent years, the Barometer has found an increasing acknowledgement from both NGOs and corporates that partnerships have helped to change the practices of the latter for the better.

This view is reinforced further this year with approximately two-thirds of both NGOs and corporates (64% and 67% respectively) believing this to be the case. NGOs have an important stakeholder role to play in holding business to account, so it is highly encouraging to note that the 64% of this constituency agreeing that their organisations have helped their corporate partners to change the latter's business practices for the better is an 8% increase on 2018 figures – and a 13% increase on 2016 (when the equivalent response was 51%). This provides strong validation of the view that businesses are taking greater positive action to improve their performance on social and environmental issues.

Figure 9: Changing business practices for the better (Corporates and NGOs compared)



Which of the following statements reflect the experience of your organisation in terms of your strategic Corporate-NGO partnerships?

Taken as whole, the findings in figures 2 – 9 and the narrative surrounding them strongly reinforce both the move towards more strategic, mission-focused, problem-solving partnerships and reinforce that such partnerships are proving effective at addressing social and environmental issues in ways that also enhance financial value creation for both companies and NGOs.

Part 3: The stars – The Most Admired Corporate-NGO partnerships and partners

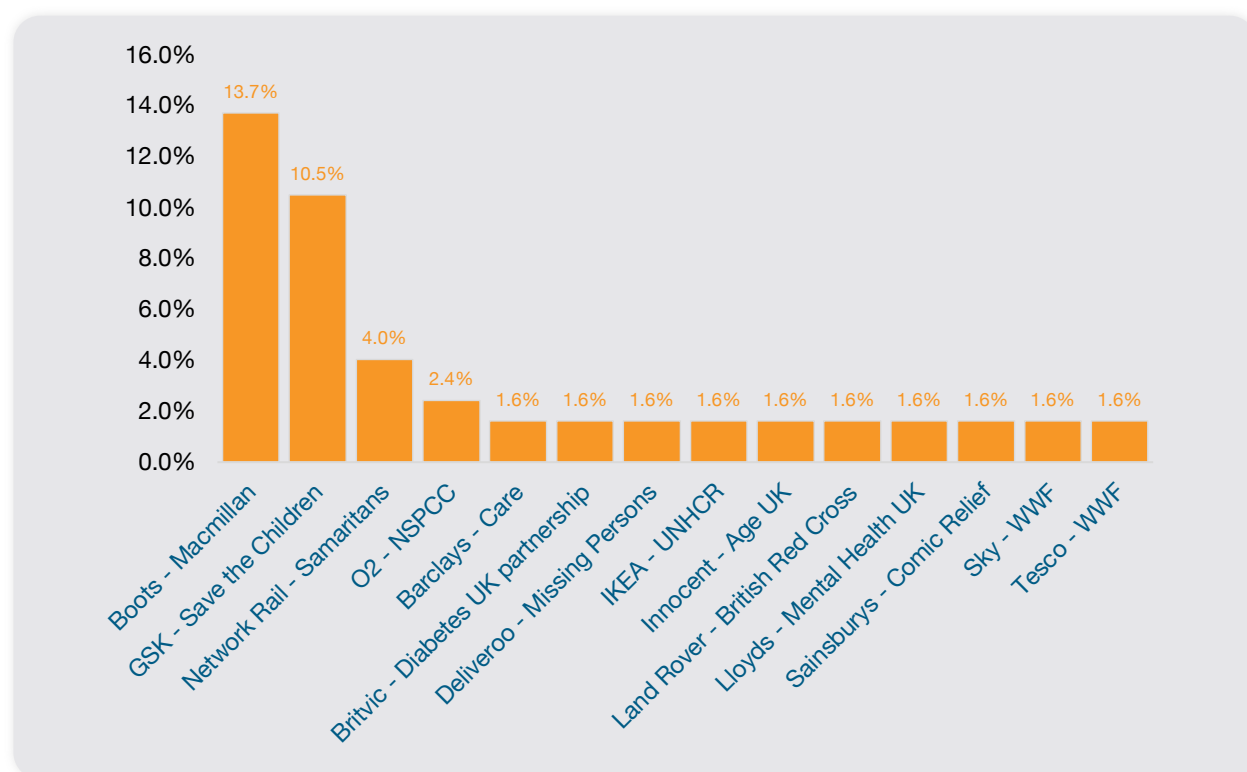
Strategic fit, big impact, longevity, strong, clear communications and mutual benefit – the Boots UK – Macmillan Cancer Support partnership has it all

Each year, the Barometer takes a look at which partnerships are deemed to be the most exemplary. In an entirely unprompted, confidential exercise, Barometer survey respondents drawn from UK and internationally leading companies and NGOs are asked which other corporate-NGO partnerships they particularly admire and why that is.

This year, in a straight swapping of places on the 2018 top two positions, the Boots UK – Macmillan Cancer Support partnership has been voted the most admired Corporate-NGO Partnership 2019. Last year's winner GSK – Save the Children is the second most admired partnership and the Network Rail – Samaritans partnership - long referenced by partnership practitioners - takes third place, entering the top three for the first time.

Further explanation of the nature and scale of these popular partnerships are included below, along with comments from respondents which typify exactly why these three are the sector's most admired partnerships. All of these partnerships – and highly-rated partnering organisations – are to be congratulated, not only for the value they are securing for stakeholders in different parts of the world, but also for the inspiration they provide to practitioners in the cross-sector partnerships arena.

Figure 10: Most Admired Corporate-NGO Partnerships 2019



Which other Corporate-NGO partnerships do you admire and why? (Respondents could list up to three starting with their most admired partnership).

Figure 11: Most Admired Partners, Corporates

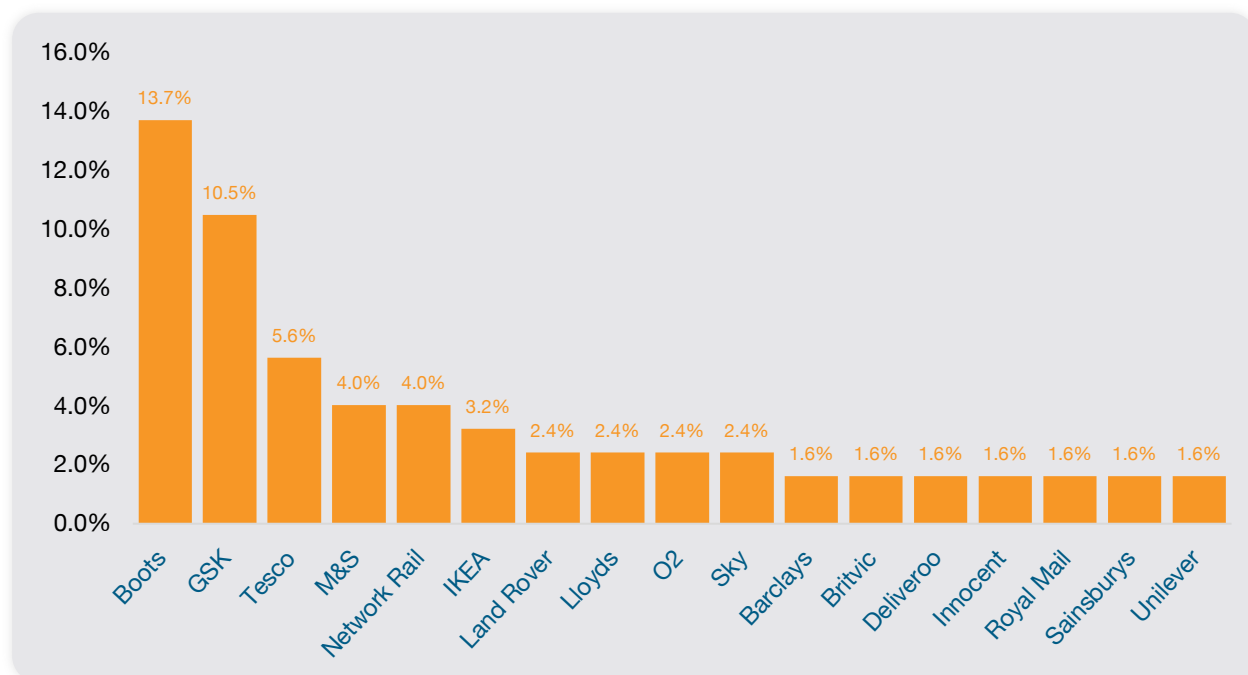
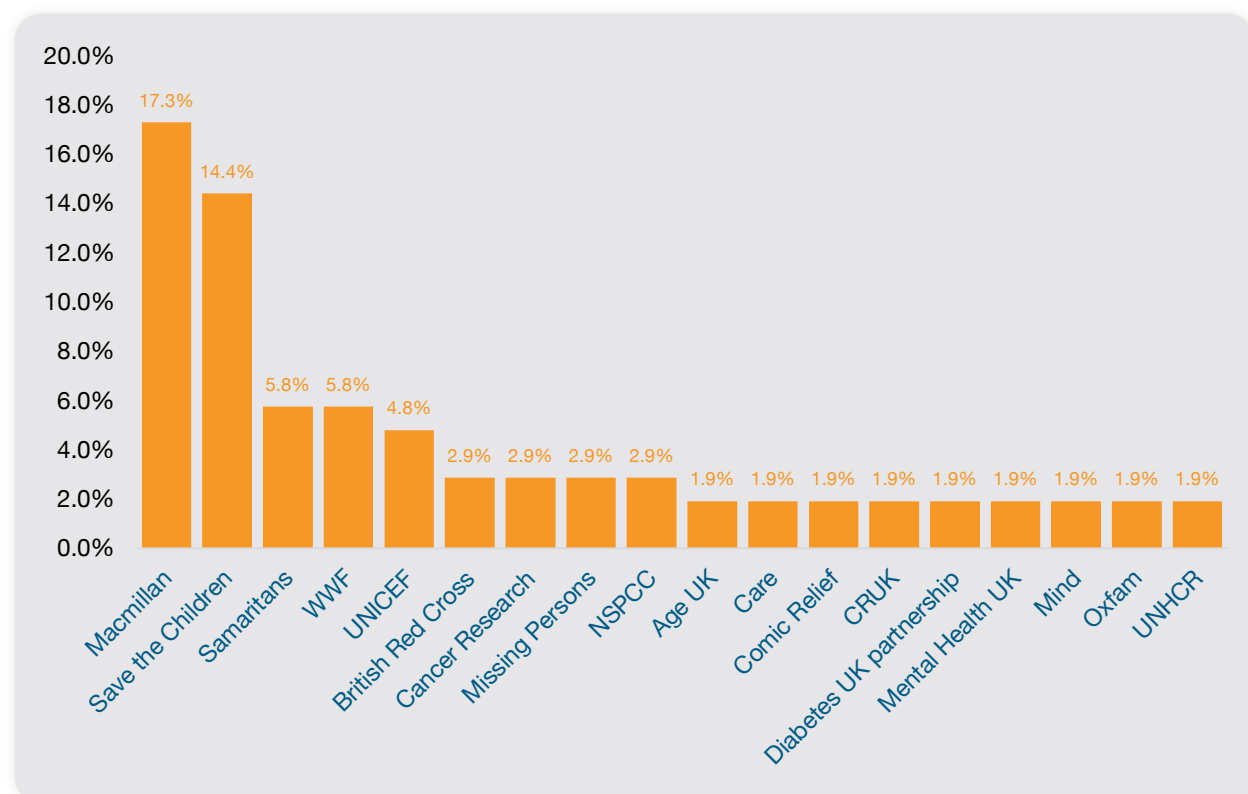


Figure 12: Most Admired Partners, NGOs



The Boots UK - Macmillan Cancer Support partnership

Boots UK and Macmillan Cancer Support have been working in partnership for ten years to improve access to cancer support and information on the high street.

This includes over 2,000 Boots Macmillan Information Pharmacists who are specially trained to offer advice on living with cancer. There are more than 900 Boots Macmillan Beauty Advisors stationed in Boots stores around the UK. Specially trained by Macmillan, they offer free face-to-face support with managing the visible side effects of cancer treatment.

Since the partnership started, Boots UK employees and customers have also raised over £18 million to support Macmillan's life-changing services. In July 2018 Boots UK measured the reach and impact of the BMIP and BMBA roles through a survey of stores. Quantitative data based on averages indicated that BMIPs have had more than 92,000 conversations with people living with or affected by cancer, and BMBAs have delivered more than 44,500 beauty consultations helping people to cope with the visible signs of living with cancer.

Read more at <https://www.boots.com/health-pharmacy-advice/macmillan/feelmorelikeyou - GPIqGASBu08ouQE6.99>

The partnership is admired in the sector for its excellent strategic fit, its big impact, longevity, strong & clear communications and mutual benefit.

Typical of the kind of comments made were:

- *Focus on holistic needs, not just clinical. Mutually beneficial. Reaching a huge audience*
- *Excellent strategic combination of competencies*
- *Well-conceived, clear, long-term, strong in-store comms*
- *Delivery of a service on the High Street when the NHS resource is stretched, using the skills of both partners*
- *Shared goals and values; increased reach to those who need support*

Read more at <https://www.boots.com/macmillan/boots-macmillan-information-pharmacist>

GSK - Save the Children

Every day, 15,000 children under the age of five die – most from preventable causes.

That's why Save the Children and GSK joined forces in 2013. By combining their unique skills and resources, the partners continue to find new ways to bring down the number of children dying from preventable diseases.

GSK is a science-led global healthcare company and expert in the research, development and supply of medicines and vaccinations. Save the Children has 100 years of experience in creating meaningful and lasting change for children and families across the world, helping more children to survive and thrive. Together they have built a pioneering and powerful partnership that is saving the lives of some of the world's most vulnerable children.

The partnership has already helped to bring down the number of children dying from preventable deaths and has reached over 2.9 million children under five so far, including treating over 258,000 children for malaria, pneumonia or diarrhoea.

Extended until 2022, the partnership continues to focus on running long-term health programmes, strengthening countries' healthcare systems, finding new treatments and advocating for global change, to help build a world where no child under the age of five dies from preventable causes.

Read more at <https://www.gsk.com/en-gb/about-us/save-the-children-partnership/>.

Typical of the kind of comments made about the partnership were:

- *Leveraging both organisations' expertise and ability to effect change; absolutely part of core business activity. Clear value from partnership*
- *It covers the whole value chain and effectively leverages mutual assets to improve the whole health system*
- *Impact beyond income, embedded long-term nature of the partnerships*
- *Deep and mutual benefit*

Network Rail - Samaritans

Last year, 271 people tragically took their own lives on the railway. Network Rail, along with the wider rail industry, has worked in partnership with Samaritans since 2010 to reduce the number of suicides that take place on the railway each year and encourage help-seeking behaviour among the most vulnerable members of society.

The partnership's work includes training railway employees and British Transport Police to look out for and offer support to people who may be suicidal on or around the rail network. To date, almost 20,000 rail staff and BTP officers have been trained in suicide prevention.

Working together, these organisations have launched large scale communications campaigns to help to raise awareness of the issue of suicide and empower members of the public should they ever find themselves in a situation where they think someone may be vulnerable and in need of help, including the award-winning Small Talk Saves Lives campaign.

Small Talk Saves Lives encourages passengers to notice what may be warning signs, such as someone standing alone and isolated, looking distant or withdrawn, staying on the platform for a long time without boarding a train or displaying something out of the ordinary in their behaviour or appearance. There is no single sign or combination of behaviours that mean someone is suicidal but, if something doesn't feel right, the message is to act.

Central to the Network Rail - Samaritans partnership's work is the belief that suicide is not inevitable, but preventable and as a society we can work collectively to reduce the traumatic loss of life and devastation that suicide causes. Find out more at <https://www.networkrail.co.uk/communities/safety-in-the-community/suicide-prevention-on-the-railway/>.

Typical of the kind of comments made about the partnership were:

- *Through working directly together, the partners can have a real impact on the number of people who try to kill themselves on the railways.*
- *Clear communications and effective, helping to address a need that both partners have*
- *Fit is clear, long term partnership - delivering real value for both partners*
- *Long term, tangible impact*

Part 4: Mid-term trends, prospects and anticipated developments in partnerships

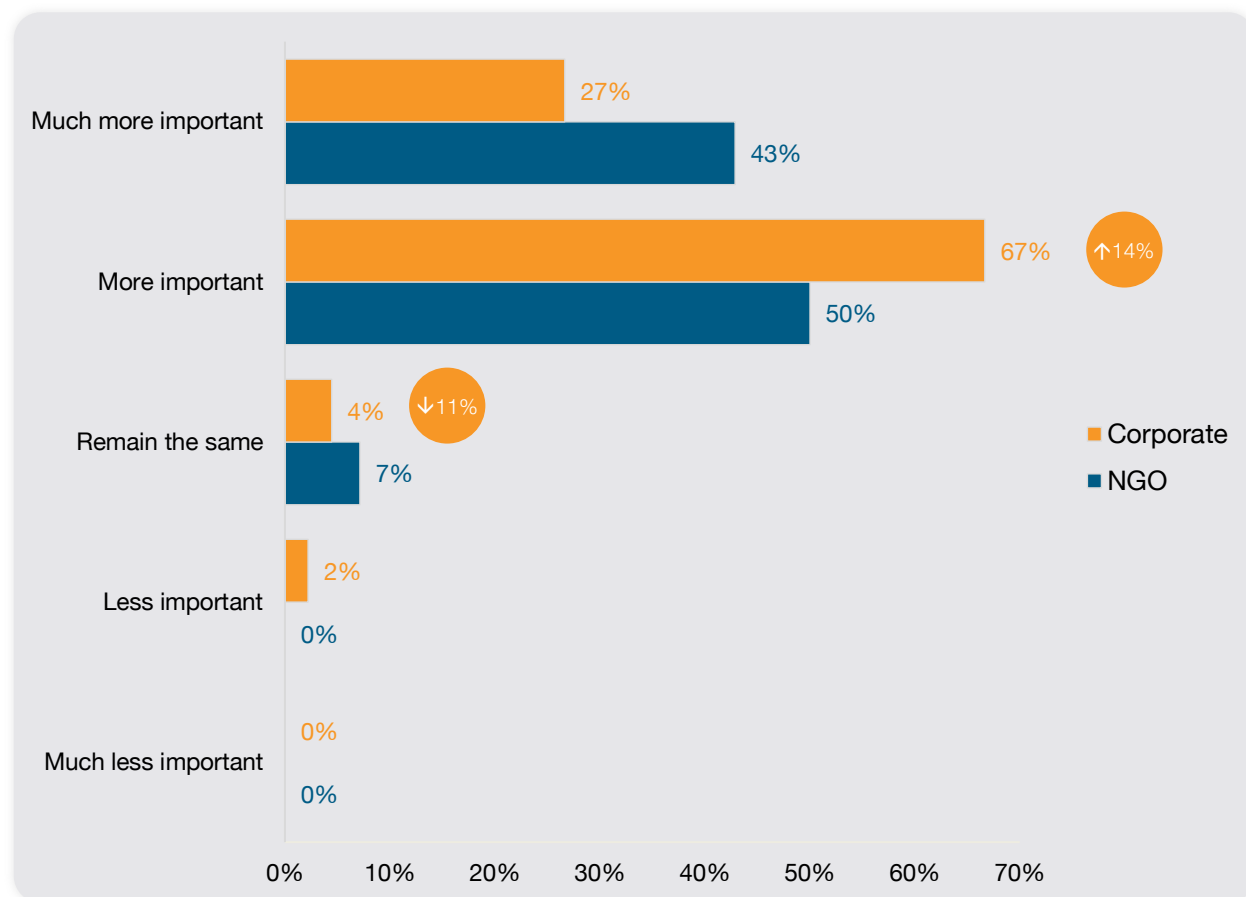
Partnerships continuing to become more important

In a reflection of the opening question and the optimism expressed over the future of the partnering agenda, most respondents expect that partnerships between corporates and NGOs will become more important, or much more important, during the three years ahead.

Interestingly, this year's Barometer shows a marked increase in the number of corporates which anticipate partnerships will become more important (with correspondingly fewer corporates believing that importance will remain unchanged). Overall, 94% of corporates see partnerships becoming either more important, or much more so, during the period, with a corresponding 93% of their voluntary sector counterparts believing the same.

These findings are consistent with previous Barometer findings and reflect the fundamental need for collaboration amongst different actors to address the challenges facing society – in ways that secure value for all.

Figure 13: 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...?

Why will partnerships become more important? What factors will play a role?

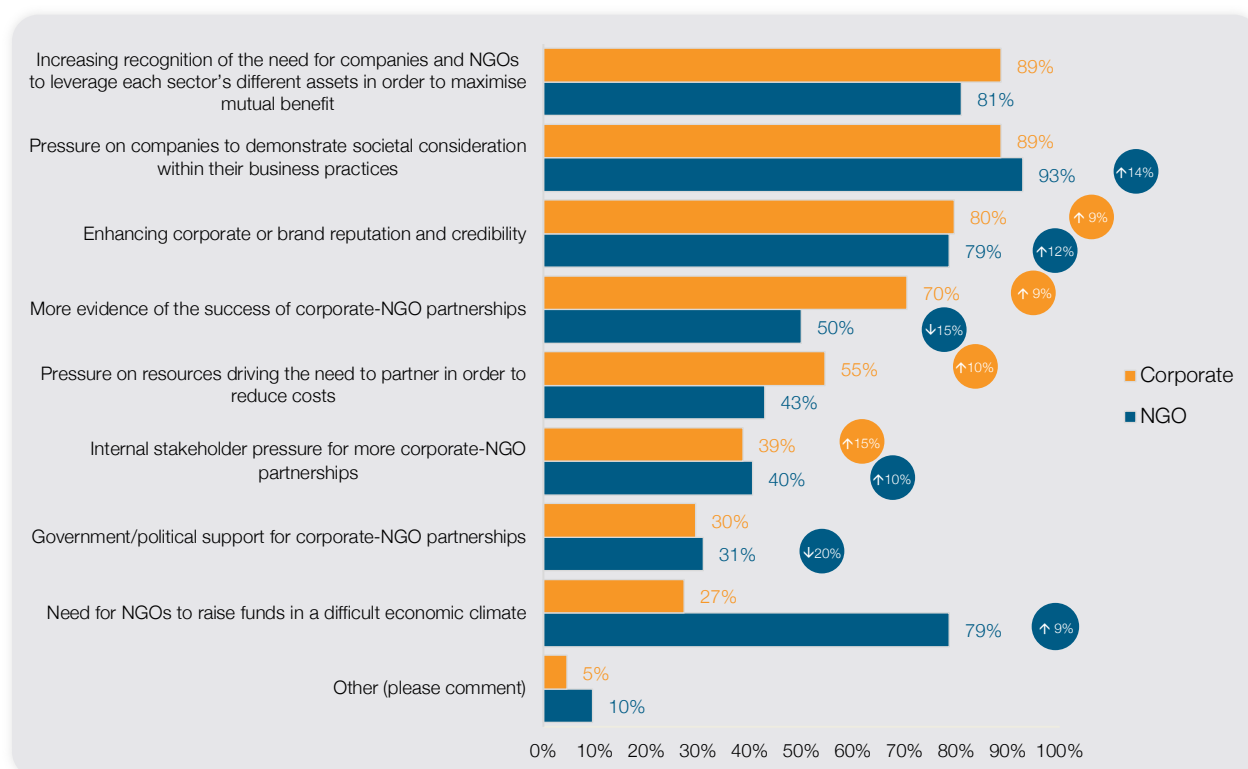
Pressure on companies to demonstrate societal considerations, leveraging each other's assets, brand enhancement & credibility are the main considerations

When asked to identify what specific factors lie behind the expected increasing importance of cross-sector partnering over the next three years, both corporates and NGOs (figure 14) see pressure on companies to demonstrate societal considerations as paramount – along with an increasing need to leverage each other's competencies. These factors are followed by the need to enhance brand reputation and credibility.

Interestingly, more NGOs see increased pressure on companies to demonstrate their societal considerations and, in a complementary way, to demonstrate brand / reputational credibility, as likely to be significant driving factors than last year. Corporates also see an increasing need for the latter compared with previous years.

Many more corporates (up 9% on last year) believe that evidence of the success of partnerships will contribute to the growing importance of partnerships than was the case last year. However, a falling proportion of NGO respondents take this view.

Figure 14: 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?

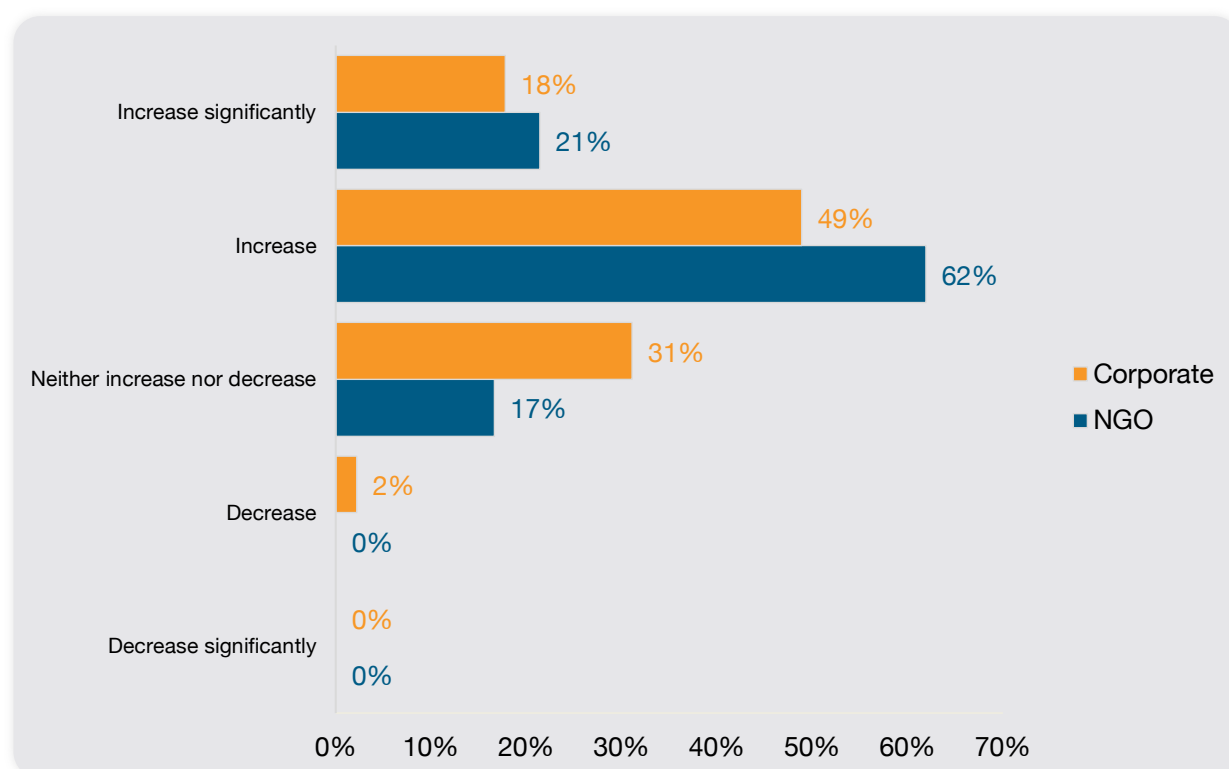
The future trajectory of investments in cross-sector partnerships

Increases in investment likely over the next three years

In line with expectations that partnerships will become more important in the medium term, corporate and NGO partnership practitioners express confidence that their organisations are likely to increase or significantly increase investments in cross-sector partnering in the next three years. Over two-thirds of companies (67%) and over four-fifths of NGOs (83%) expect their organisation to increase or significantly increase their investment (commitment, time, resources, etc.) in cross-sector partnering during this period (figure 15).

This year's findings are consistent both with previous years' and complementary sentiments in this report; i.e. there is little doubt in the minds of partnerships professionals that the partnering agenda continues to become ever more important – and that future investment will reflect that increased importance.

Figure 15: 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?

SPECIAL REPORT

Part 5: Sign-posting the next 10 years in cross-sector partnering

Over the nine-year life of the Barometer, the most striking overall change in reported practice has been the paradigm shift to a deeper understanding of the enormous power of partnerships in encouraging responsible business actors to work meaningfully and strategically in collaboration with NGOs and other actors to tackle global and locally relevant issues.

Future opportunities

Specifically, this 10th anniversary edition first asked practitioners the following question:

“Thinking about future developments in the cross-sector partnering landscape, what would you anticipate as likely **KEY OPPORTUNITIES** over the coming decade?”

The responses were open-ended to encourage as much feedback as possible. It is clear from those responses that practitioners are excited about likely future opportunities for cross-sector partnering over the next decade and keen to derive social, economic and environmental value for their organisation and others – through building more effective partnerships. Responses to the question on opportunities were many and diverse, but deeper, strategic partnering; multi-stakeholder collaborations; the SDGs; impact measurement; and use of technology emerged as key opportunity-related themes from the unprompted responses.

Deeper, strategic partnering

Across both sectors, most respondents expect the move towards deeper, strategic, problem-solving partnering to extend and intensify over the next decade as partners draw on their respective assets to secure their core corporate and non-profit purpose / mission. Almost all NGO practitioners refer to long-term / strategic partnering as being likely to present the biggest opportunities for positive change.

“As the scale of environmental and social challenges grow and consumers scrutinise company policies, more businesses will seek to create cross-sector partnerships to demonstrate an authentic approach (UK NGO)

Purpose-led marketing will mean more brands and NGOs will come together to deliver commercial and social benefit (Corporate – International)

Corporate-NGO partnering is likely to become more important in the next decade. This will present greater opportunities to both companies and NGOs (International NGO)

The strong corporate move towards 'purpose-led growth' will present significant opportunities for cross-sector partnering (Corporate – International)

Multi-stakeholder collaborations

As deeper collaboration extends and purpose / mission become central to value creation in partnerships, corporate and NGO practitioners expect that the model of collaboration will evolve from bi-lateral partnering, towards more multi-stakeholder, 'multi-lateral', consortium-style partnerships involving actors across different sectors. Many respondents see this as presenting opportunities for future positive change over the coming decade. Respondents see opportunities for or arising from...:

“Trilateral or multi-lateral partnerships, bringing together multiple charities with shared goals and major commercial actors...Common positions, particularly in health, feel very relevant [the future will see organisations] working more collaboratively to achieve shared goals.” (UK NGO)

“Increasing interest from institutional donors in multi-stakeholder partnerships; momentum around impact investing; circular economy and climate change.” (International NGO)

“Building multi-party partnerships involving companies, different elements of civil society and government.” (Corporate – International)

The SDGs

Interestingly the UN's Sustainable Development Goals (SDGs) are seen by a significant number of corporate practitioners as a major opportunity for cross-sector collaboration and as a starting point for future partnerships. Few NGO respondents refer directly to the SDGs on their responses.

However, across the board, respondents see component parts of the SDGs as representing an opportunity for cross-sector collaboration as they refer to working collaboratively to improve: sustainability / sustainable growth / responsible growth / responsible business / sustainability of supply chains / societal change / environmental issues / global warming / mental health / health / food sustainability / poverty and other issues on which they are focussed. Many of these issues have been referenced in greater detail elsewhere in this 2019 Barometer report. But all respondents see opportunities for improvement in some way. Most practitioners also see both their role - and partnering in general - becoming ever more important as a consequence.

Typical of the kind of opportunity responses received in this regard are:

“Attaining the SDGs...[represents an opportunity for cross-sector partnering]. (Corporate – International)

“The SDGs will drive corporate – and similarly, cross-sector partnering opportunity (Corporate – International)

“The increasing role that corporates can play in addressing the SDGs...” (Corporate – UK)

Impact measurement

Impact measurement was also frequently referenced by corporate and NGO respondents in their unprompted suggestion of likely opportunities for future cross-sector collaboration. Often, impact measurement and value were highlighted alongside other mechanics or levers for enhancing partnership effectiveness (such as innovation, co-development, or regulation). Examples of comments include the following:

“Developing better impact measures...[represents an opportunity]. (UK NGO)

“A growing focus on impact...[will likely] lead to exciting and innovative ideas. (UK NGO)

“New funding models where the emphasis is on greater impact and where no single funder will suffice in terms of scale...investments deriving from more creative routes such as impact bonds.” (International NGO)

Greater opportunity for NGOs and charities to demonstrate evidence of impact. (Corporate – International)

And finally, technology and the possibilities presented by technology are extensively cited as another likely opportunity as practitioners considered likely future developments in cross-sector partnering. Typical of the kind of responses received in this regard are:

“The digital age creates opportunities for new collaborations unbound by geography and language” (UK NGO)

“5G technology has the potential to generate exciting digital solutions to society’s worst problems - and could be an important tool in driving multi-sector partnerships” (Corporate – UK)

“Technology industry can help NGOs reach even more people through digital services - and can drive better health outcomes” (UK NGO)

“Opportunity for NGOs to engage on technology collaborations to solve issues – limited NGO activity in this area to date.” (Corporate – International)

Future threats to cross-sector partnering

We also sought to gain insight on where partnership practitioners saw the biggest threats to partnering arising from in the years ahead. Specifically, all respondents were asked:

“Thinking about future developments in the cross-sector partnering landscape, what would you anticipate as likely KEY THREATS over the coming decade?”

Again, the question was open-ended to encourage in-depth responses. This makes them too complex to classify too simply. Nevertheless, there are two major areas of threat that were most consistently identified, namely:

1. Economic uncertainty
2. Political uncertainty and the rise of populism

These two factors were highlighted by respondents across all segments. Nevertheless, the threat of economic headwinds was most often raised by international NGOs, whilst international corporates appeared to be the most concerned about political uncertainties, with almost a quarter of respondents referring directly to this factor, compared with 20% of UK corporates, and 8% of UK NGOs.

Associated with both these areas by many respondents, “Brexit” was directly named as a threat by a small minority of respondents overall. Interestingly, international NGOs seem more concerned about Brexit than any other segment, with nearly a quarter (23%) of those respondents mentioning Brexit as a concern.

Typical of the kind of “key threat” responses received in this regard are:



Brexit and its likely after-effects and uncertainties in the global economic outlook. (UK NGO)

Likely global economic downturn in the near to mid-term. (Corporate – International)

General issues such as the economy, Brexit and GDPR are, and will continue to impact [cross-sector partnering]. (International NGO)

The changing political landscape, rise of populism and divisiveness create growing mistrust between sectors and challenges collaboration. (Corporate – International)

A much more volatile and unpredictable world/landscape, which will make it more difficult to make long-term plans and which will force partnerships and other initiatives to adapt moment-by-moment to the changing landscape.

Rise of populism weakening the influence of civil society. (Corporate – International)



In connection with the changing political landscape, several respondents identified the threat of closing space for civil society organisations to pursue their missions in a growing number of countries. Comments (from international corporate respondents) included:

- *Assaults on civil society in some countries.*
- *Continued constraints, through State action and/or austerity policies on civic space, NGOs' access to funding, policy-making and reduced ambition to convene multi-stakeholder approaches.*

Diminishing levels of trust

Across sectors, risks of a loss of trust in the various actors involved in cross-sector partnering – and in the process of partnering itself – also emerged as a strong “key threat” theme. Respondents referred to the scandals that have affected the third sector in recent years and a possible lack of trust in charitable activity.

Different perspectives were shared by respondents, with straightforward and nuanced commentary including the following:

“ *Public trust in charities remains low. This is a threat to partnerships in that it means charities may struggle to manage risk associated with key partnership activities (e.g. joint campaigning).* (UK NGO)

Trust and authenticity – the challenge of organisations finding authentic spaces to use their partnerships to effect change. (International NGO)

Purpose washing [by companies]. (Corporate – UK)

PR and style-over-substance approaches. (Corporate – International)

”

The threat of DIY?

A notable number of NGO respondents perceived a possible threat that as the corporate approach to purpose-led growth extends and matures, some companies and brands may choose to go it alone by increasingly addressing societal / environmental and other issues directly without recourse to NGO partners.

Comments included:

“ *Recent battering taken by the charity sector...might threaten charity brands and operations as causes become more important and delivery of services and societal change no longer the sole preserve of civil society organisation.* (UK NGO)

The growth of in-house CSR; companies distribute funds directly to beneficiaries without working with partner charities. (UK NGO)

Brands delivering their own social impact. (International NGO)

Increasing competition for reputation and credibility from both sectors that duplicate effort and reduce capacity / desire to share (Corporate – International)

”

Finally, a wide range of other possible threats were identified by respondents across sectors, including:

- *Decline of retail and the UK High Street*

- *Threat from technology, potential tech disruptors and/or the need to adapt to technological innovation*
- *Measurement and evaluation (lack of)*

Comments included:



Lack of readiness and capability for digital innovation in the Third Sector
(Corporate – UK)

Concern over the financial future of the high street and Brexit have also meant that the corporate sector are postponing their decision to secure a new charity partner (UK NGO)

Sectors that have traditionally supported charities such as the retail sector are really struggling within their own sector to survive (Corporate – UK)

Technological disruption may reduce the capacity within companies to meaningfully partner (Corporate – International)

The need to demonstrate tangible and intangible value from partnerships will increase...Organisations that are unable to respond appropriately will be seriously disadvantaged. (Corporate – International)



Navigating challenges and speeding the path towards a promising future partnerships landscape

Having established that despite likely challenges (largely economic and political uncertainties) cross-sector partnering is likely to thrive in the coming decade, we sought to draw out practitioners' views on what changes in practices or approaches would be required to secure that thriving. How could threats be mitigated and opportunities best realised?

Change for companies

Specifically, we wanted to know what corporate respondents believe companies and respectively, NGOs should stop, continue or start doing to be more successful in future. Similarly, what would NGOs expect their sector and respectively, corporate actors should do going forward?

We asked for unprompted responses to the question: *"In order to successfully address the opportunities and threats you've identified, what do you think organisations in the partnering arena would have to STOP, CONTINUE, or START doing?"*

Considering responses to the survey were confidential and unprompted, there was a striking level of alignment between the suggestions made separately by companies and NGOs. Despite the very many suggestions proffered, ideas for future corporate practices coalesced around four key themes. These related to the issue of *strategy and approach* which received by far the largest number of references; the need to *focus on impact* received many references; as did *authenticity* in partnering and the improvements in the *power dynamic* between corporates and NGOs.

Below is a vignette of recommendations on what **COMPANIES** should stop, continue or start doing.

“In order to successfully address the opportunities and threats you’ve identified, what do you think organisations in the partnering arena would have to STOP, CONTINUE, or START doing?”

COMPANIES should STOP...



Exemplar NGO responses	Exemplar Corporate responses
<p>Strategy and approach</p> <ul style="list-style-type: none"> • <i>Short-term relationships not linked to core purpose</i> • <i>Short term CotY [Charity of the Year] partnerships</i> • <i>Having a scattergun approach to support - instead, look for smaller numbers of more meaningful, longer term partnerships</i> 	<p>Strategy and approach</p> <ul style="list-style-type: none"> • <i>Short-term, one-off projects</i> • <i>Small, diluted activities with multiple partners</i> • <i>[Undertaking] philanthropy and label it as ‘sustainability’</i>
<p>Focus on impact</p> <ul style="list-style-type: none"> • <i>Expecting immediate impact at the outset of partnerships!</i> • <i>Determining solutions without user / beneficiary involvement</i> • <i>Systemic tax avoidance, perpetuating poverty / poor environmental standards in supply chains</i> 	<p>Focus on impact</p> <ul style="list-style-type: none"> • <i>Seeing short-term outputs at the expense of long-term impact</i> • <i>Being overly competitive</i> • <i>Predominantly defensive advocacy</i>
<p>Authenticity</p> <ul style="list-style-type: none"> • <i>Looking at CSR as a box-ticking exercise</i> • <i>Approaching CSR as a ‘nice to have’ and ensure it is central to their business practices</i> 	<p>Authenticity</p> <ul style="list-style-type: none"> • <i>Being coy about motives for partnering with NGOs</i> • <i>Doing things only for publicity or kudos</i> • <i>Low impact initiatives for “good press”</i>
<p>Power dynamic</p> <ul style="list-style-type: none"> • <i>Undervaluing the expertise / credibility that charities and NGOs bring</i> • <i>Developing ESG / CSR agendas on their own – need to involve NGOs...to ensure best possible outcome</i> • <i>Treating NGOs as suppliers in their partnerships</i> 	<p>Power dynamic</p> <ul style="list-style-type: none"> • <i>Assuming we have all the answers</i> • <i>Treating all relationships as if they are corporate (contracts)</i>

Recommendations for what companies should CONTINUE to do to secure the promise of more effective partnering were similarly varied, but also, notably aligned across corporate and NGO respondents. The quotes below are illustrative of the comments that this time, clustered mainly around the themes of *strategy and approach* and, *focus on impact*. It can be reasonably inferred that the infrequency of mentions for “authenticity” and “power dynamic” in the “continue doing” category indicates that corporate and NGO respondents see much room for improvement by companies in these areas.

“In order to successfully address the opportunities and threats you’ve identified, what do you think organisations in the partnering arena would have to STOP, CONTINUE, or START doing?”

COMPANIES should CONTINUE...



Exemplar NGO responses	Exemplar Corporate responses
<p>Strategy and approach</p> <ul style="list-style-type: none"> Looking at ways to work with NGOs around core business and social impact Exploring shared value creation aligned with the SDGs Co-creating with NGOs for ultimate impact 	<p>Strategy and approach</p> <ul style="list-style-type: none"> More strategic collaborations with NGOs and other sectors Integration of sustainability Linking NGO partnerships to corporate strategy and social purpose
<p>Focus on impact</p> <ul style="list-style-type: none"> Relentlessly focus on impact Being ambitious and innovative Innovation for social impact 	<p>Focus on impact</p> <ul style="list-style-type: none"> Being transparent about results (both positive and negative) Focusing on shared impact frameworks Building the collaborative business case

Regarding what companies should START doing in order to fully realise the promise of cross-sector partnering, there was again little dissonance between the views proffered by corporate and NGO respondents. And despite the wide range of recommendations made, this time, three themes were notable. *Innovation and co-development* emerge as the top recommendation in terms of things that companies should activate to take effective partnering to the next level. The clear implication is that much scope exists for companies to think and act more boldly, and to pool their assets with those of their NGO partners and other actors to deliver value at greater scale for all stakeholders.

Improvements to the *power dynamic* in partnerships and *focus on impacts* were also recommended by many respondents as key things companies should start to do.

Again, examples of respondents’ suggestions are captured below to give a flavour of the views expressed.

“In order to successfully address the opportunities and threats you’ve identified, what do you think organisations in the partnering arena would have to STOP, CONTINUE, or START doing?”

COMPANIES should START...



Exemplar NGO responses	Exemplar Corporate responses
<p>Innovation and co-development</p> <ul style="list-style-type: none"> • <i>Co-developing solutions with NGOs and beneficiaries, using a human-centred approach</i> • <i>Being open to other ways to find solutions, such as working with NGOs to solve their business problems</i> • <i>Being more willing to take risks and innovate</i> 	<p>Innovation and co-development</p> <ul style="list-style-type: none"> • <i>Multi-year partnerships to drive systems change – using digital technology to drive innovation</i> • <i>Pool resources even more for leverage and innovation</i> • <i>Sharing real data and insights. Genuinely collaborate...to unlock new solutions</i>
<p>Power dynamic</p> <ul style="list-style-type: none"> • <i>Work in true partnership with charities / NGOs, rather than just for their [company's] benefit</i> • <i>Viewing charities as equal partner in achieving common objectives</i> • <i>Seeking GENUINE partnerships</i> 	<p>Power dynamic</p> <ul style="list-style-type: none"> • <i>Treating NGO partners as equals</i> • <i>Creating more supportive mechanisms for partnering</i> • <i>...Supporting civil society leaders, even if they are critics</i>
<p>Focus on impact</p> <ul style="list-style-type: none"> • <i>Realising that what you can measure isn't always the most important stuff, 'you can't fatten a pig by weighing it'</i> • <i>Ensure that their positive societal impact more adequately reflects scale of operation, not just a small fraction of it</i> • <i>Recognising the commercial and intangible benefit NGOs bring through partnership</i> 	<p>Focus on impact</p> <ul style="list-style-type: none"> • <i>Bringing greater ambition to this agenda for impact at scale</i> • <i>Collaborating with companies in other sectors</i> • <i>Focusing on and measuring impact</i>

Change for NGOs

Similarly, we wanted to know what NGO and corporate respondents believe NGOs should stop, continue or start doing to be more successful in future. In thinking about what NGOs should seek to stop doing in partnerships, *strategy and approach* received the highest volume of commentary, though often for different reasons than those applied to companies. *Mindset / risk appetite* and issues relating to the *power dynamic* in partnering also emerged as strong themes in terms of what should be stopped by NGOs and non-profits.

Overall, respondents from both sectors highlight strong concerns that many non-profits are un-strategic in their approach to partnering and often “chase the cash” at the risk of diluting the impact of

their mission; observe that NGO risk appetite in the partnering context could be much improved; and corporate respondents question what might be termed the “superiority complex” perceived as being held by some NGOs on the basis that they are mission-led organisations. These issues represent barriers to the future development of the cross-sector partnering agenda.

Again, illustrative comments from both NGO and corporate respondents are captured below regarding what NGOs and non-profits should STOP doing.

“In order to successfully address the opportunities and threats you’ve identified, what do you think organisations in the partnering arena would have to STOP, CONTINUE, or START doing?”

NGOS / NON-PROFITS should STOP...



Exemplar NGO responses	Exemplar Corporate responses
<p>Strategy and approach</p> <ul style="list-style-type: none"> • <i>Just chasing the money and creating projects to fit funder [as opposed to beneficiary or strategic] needs. (Unskilled employee volunteering was highlighted by many NGO respondents as an example of this practice).</i> • <i>Putting cash before cause and impact</i> • <i>Seeing companies as banks to fill funding gaps</i> • <i>Reactive approaches that detract from strategic priorities</i> 	<p>Strategy and approach</p> <ul style="list-style-type: none"> • <i>Spreading the net too wide when looking for corporate partnerships. Pick your partner wisely and with good reason</i> • <i>The ‘cash is king’ mentality</i> • <i>Chasing funding and skewing their core mission</i> • <i>Being focused on fundraising at the expense of impact</i>
<p>Mindset / Risk appetite</p> <ul style="list-style-type: none"> • <i>Taking too much time to make decisions and implement change</i> • <i>Being risk averse. Let’s be brave and bold in pursuit of our mission and worry less about the brand impact only</i> • <i>Any shyness about partnering [with the corporate sector]</i> • <i>Putting brand profile over purpose</i> • <i>Competing with each other / failing to collaborate</i> 	<p>Mindset / Risk appetite</p> <ul style="list-style-type: none"> • <i>Over self-protectionism</i> • <i>Retreating from partnerships / multi-stakeholder-ism due to reputational concerns</i> • <i>Being afraid to working directly with other NGOs and sharing funding / results</i> • <i>Analogue thinking</i>
<p>Power dynamic</p> <ul style="list-style-type: none"> • <i>Under-valuing what we offer</i> • <i>Under-valuing our assets and expertise</i> 	<p>Power dynamic</p> <ul style="list-style-type: none"> • <i>Assuming they have all the answers and taking the moral high ground</i> • <i>Assuming they are perfect because they are mission-led</i> • <i>Always assuming an extreme campaigning position instead of engagement</i>

- *Thinking they are the only good NGO or cause*
- *Twisting evidence to support campaigning purposes*

Despite extensive comments and suggestions about what NGOs should STOP doing as the partnerships journey unfolds in the coming decade, there is clearly much that is already good in terms of how NGOs partner with corporates. Respondents therefore suggested a wide range of practices that NGOs should seek to CONTINUE to take forward or enhance in the future. Two key themes emerged in this regard, namely, continuing the progress made in recent years on the *strategy and approach* to partnering, and maintaining various aspects of the growing *focus on impact*.

Illustrative comments from both NGO and corporate respondents are captured below regarding what NGOs and non-profits should CONTINUE doing.

“In order to successfully address the opportunities and threats you’ve identified, what do you think organisations in the partnering arena would have to STOP, CONTINUE, or START doing?”

NGOS / NON-PROFITS should CONTINUE...



Exemplar NGO responses	Exemplar Corporate responses
<p>Strategy and approach</p> <ul style="list-style-type: none"> • <i>Looking for strategic ways to work with partner organisations</i> • <i>Building value-led partnership propositions</i> • <i>Being open to innovation for social impact</i> • <i>Focusing on the mission as much as the funding</i> • <i>Delivering for the people and causes we are there to serve</i> 	<p>Strategy and approach</p> <ul style="list-style-type: none"> • <i>More strategic collaborations with corporates</i> • <i>Drive to make the world a better place</i> • <i>Being willing to engage</i> • <i>Collaborations based on expertise / shared assets</i> • <i>Retain passion [for their cause]</i>
<p>Focus on impact</p> <ul style="list-style-type: none"> • <i>Improving how we measure and report social value and impact</i> • <i>Keep clear about the unmet need being addressed</i> • <i>Recognising the true value of partnership impacts</i> • <i>Becoming more and more transparent, reporting and talking about our impacts</i> 	<p>Focus on impact</p> <ul style="list-style-type: none"> • <i>Holding business to account and developing</i> • <i>Developing better impact measures</i> • <i>Clarifying their main goals / targets and measuring impact</i> • <i>Being helpful critical friends</i> • <i>Advocating for a better world</i>

Regarding what NGOs should START doing in order to fully realise the promise of cross-sector partnering, recommendations from NGO respondents coalesced strongly across two themes:

innovation and in-sector collaboration. However, whilst in-sector collaboration was recommended by several corporate respondents as something that NGOs should start to do, other “NGOs should start doing” suggestions from corporate respondents were many and varied, with no other clear themes emerging.

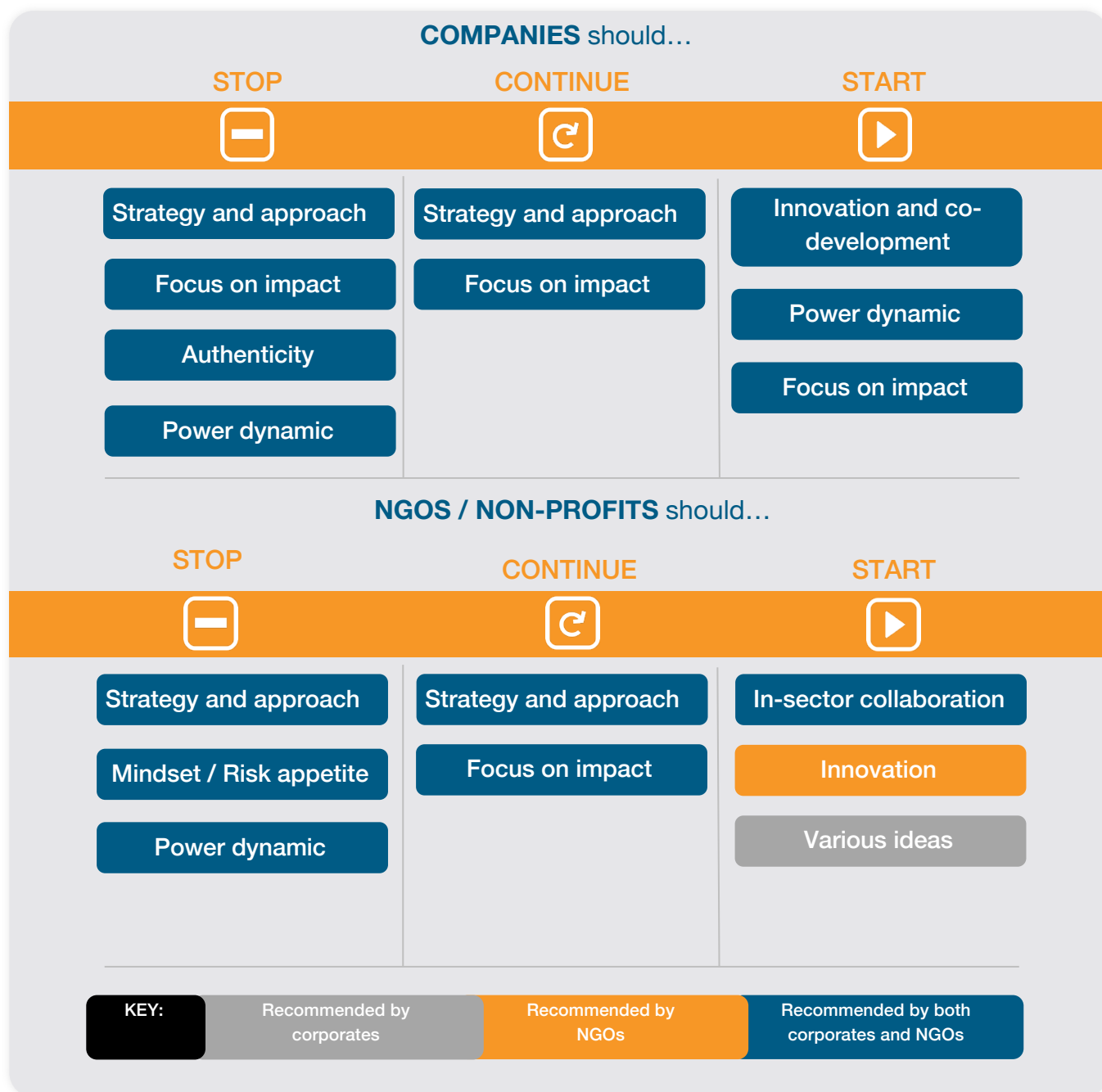
Once again, examples of respondents’ suggestions are captured below to give a flavour of the views expressed.

“In order to successfully address the opportunities and threats you’ve identified, what do you think organisations in the partnering arena would have to STOP, CONTINUE, or START doing?”

NGOS / NON-PROFITS should START...



Exemplar NGO responses	Exemplar Corporate responses
<p>In-sector collaboration</p> <ul style="list-style-type: none"> • <i>Working collaboratively / merging with other charities</i> • <i>Partnership working within NGO / Non-profit sector</i> • <i>Working in partnership with each other to better meet the needs of beneficiaries and partners</i> • <i>Collaborating more [with each other] to solve the bigger challenges</i> • <i>Being more ambitious, with more multi-sector partnering</i> 	<p>In-sector collaboration</p> <ul style="list-style-type: none"> • <i>Solutions based on much wider and ambitious collaboration</i> • <i>Proactively seek [in-sector] collaboration</i> • <i>Working more in partnership with other non-profits and stop competing with them / duplicating effort</i>
<p>Innovation</p> <ul style="list-style-type: none"> • <i>Co-developing solutions with NGOs and beneficiaries using a human-centred design approach</i> • <i>Being bold - innovating and taking risks</i> • <i>Becoming more innovative and less risk-averse</i> • <i>Becoming more ambitious and more agile</i> • <i>Make better use of business capabilities for innovation</i> 	<p>Various ideas</p> <ul style="list-style-type: none"> • <i>Challenge their own <u>theory of change</u> to ensure it remains relevant</i> • <i>Build digital strategy and capability and prototype <u>digital solutions</u></i> • <i>Become more stringent about <u>governance of projects both internationally and domestically</u></i> • <i>Become more efficient in resource use by <u>modernising</u> their organisational operations, structure</i>



Although not always easy to pigeon-hole and, therefore, to quantify, the respondents' more in-depth replies to this year's open-ended questions offer up a deeper understanding of the way in which top practitioners in the partnering arena are thinking - and the "direction of travel". This is invaluable in developing a much fuller picture of where corporate-NGO partnering is heading in the coming decade, and why.

Despite disparate views in some areas, there is also a great deal of consensus on what could and should be happening with partnerships, why that is the case, what threats exist to prevent desired progress and recommended actions and strategies to help mitigate risk.

Overall, there is a clear message from corporate and NGO partnering practitioners that cross-sector partnerships have the potential to change the way society works for the better. They have an important part to play in helping to achieve agreed goals for society as encapsulated in the UN's SDGs. This is an exceedingly powerful message from those people tasked with the job of delivering change for the better through meaningful partnerships.

Concluding Remarks

As the years elapse, the Barometer series offers ever-increasing insight into the ways in which the corporate-NGO partnering landscape is evolving. Each year's findings build on previous years' data to deepen understanding of drivers, changing practices and likely future developments in cross-sector partnering and its growing impact on society.

It is pleasing to note that the 2019 Barometer report findings align with previously expressed sentiments and predictions made by partnership practitioners across the corporate and NGO communities. We have seen this year that:

- *Whilst reputation and credibility (for corporates) and access to funds (for NGOs) remain leading motivations for each sector, access to new markets, innovation and long-term stability are increasingly important motivations for cross-sector partnering*
- *The trend towards deeper, strategic partnerships has continued, and is likely to continue further*
- *In terms of value-added, there has been a strong upswing in NGOs acknowledging the value that their corporate partners' non-cash assets can bring to mission delivery; corporates and NGOs remain highly confident that partnerships help to improve business understanding of social and environmental contexts and issues; and, importantly, there is a clearly expressed view that cross-sector partnerships are helping companies to change their practices for the better. In short, partnerships are proving effective at addressing social and environmental issues in ways that also enhance financial value creation for both companies and NGOs*
- *The partnerships, companies and NGOs acclaimed as Most Admired this year demonstrate the above developments at scale, combining innovation with commitment to the organisations involved, in long-term, strategic relationships*

And turning to the future, it is pleasing to yet again report that:

- *Cross-sector partnerships are set to become even more important in the medium term as pressure on companies to demonstrate societal considerations in their practices, the need to leverage each other's assets, and brand and credibility considerations act as the most important drivers, and*
- *Increases in investments will likely support the deepening cross-sector partnering story*

Beyond the medium term, this 10th edition of the Barometer report has allowed us to sign-post the next decade in cross-sector partnering, and what we see is highly encouraging. As prior years have demonstrated, the future path for cross-sector partnering is unlikely to be linear. There will most likely be challenges arising from economic and political uncertainty, and from other factors.

However, practitioners across the corporate and NGO sectors are excited about likely future opportunities for cross-sector partnering over the next decade, with deeper, strategic partnering, multi-stakeholder collaborations, the SDGs, impact measurement and use of technology likely to present significant opportunities.

There is a clear message that cross-sector partnerships have the potential to change the way society works for the better. They have an important part to play in helping to achieve agreed goals for society as encapsulated in the UN's SDGs. This is an exceedingly powerful message from those tasked with the job of delivering change for the better through meaningful partnerships.

About the Barometer

Methodology

The C&E Corporate-NGO Partnerships Barometer 2019 was compiled using responses to a confidential online survey of 101 leading UK-based companies and NGOs engaged in corporate-NGO partnerships.

The number of respondents reflects an ever-growing interest in the corporate-NGO partnering agenda. 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.

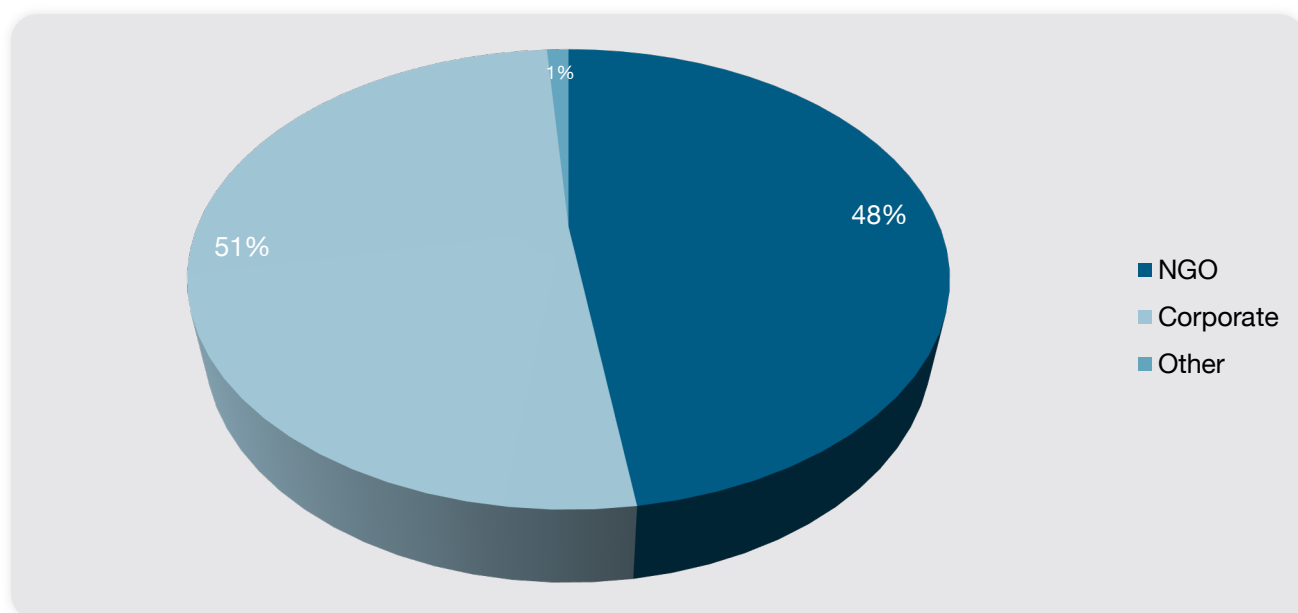
The online survey and practitioner evaluation took place during June-July 2019.

The Sample

The online survey was undertaken by 101 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 48% NGOs is well balanced.

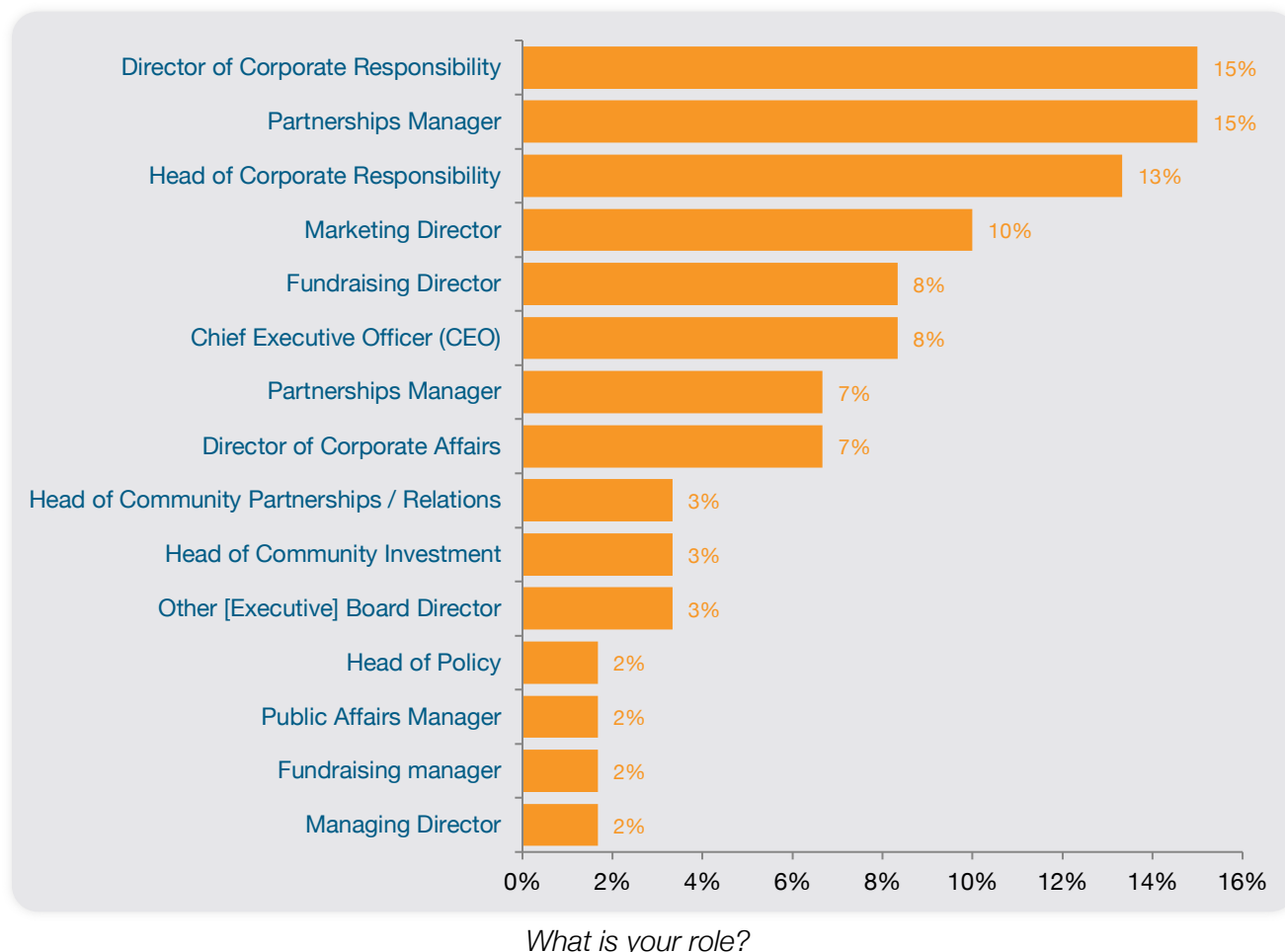
Figure 16: Sector representation



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

Respondents to the survey held a diverse range of professional roles all directly engaged in or overseeing corporate-NGO partnerships from a senior level.

Figure 17: Respondent's 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 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

Anglo American
Barclays
BP
Burgess Salmon LLP
Citi
Credit Suisse
DLA Piper
DNB ASA
DP World
Equinor
Experian
GE
GSK
GSMA
Kingfisher Group
Novo Nordisk
Pearson
Quilter
Shell
Telefónica UK (O2)
Tesco
The Ashmore Foundation
TSB Bank
UBS
Walgreens Boots Alliance
Warner Bros.
William Jackson Food Group

NGOs

Back Up
Big Issue Foundation
British Lung Foundation
British Red Cross
Cancer Research UK
Cystic Fibrosis Trust
Diabetes UK
Family Acton
Family for Every Child
Forum for the Future
GOSH Charity
Hubbub
Independent Age
Institute of Imagination
Leonard Cheshire
Macmillan Cancer Support
Marie Curie
Mind
National Trust for Scotland
Ovarian Cancer Action
Oxfam
Peabody
Save the Children UK
Stroke Association
The Children's Society
World Toilet Organisation
World Vision International
WWF UK