

UNLEASH THE POTENTIAL

Unleash the potential of partnerships between companies and NGOs in the field of sport and development

2



// WHY ARE CORPORATIONS STILL A RARE SPECIES IN THE FIELD OF SPORT AND DEVELOPMENT?

// WHAT CAN WE WIN BY PARTNERING?

// TIPS FROM EXPERTS & PRACTITIONERS: HOW TO SUCCEED

the 1990s, the number of people in the world who are illiterate has increased from 1.1 billion to 1.5 billion.

There are many reasons for this. One is that the population of the world is growing so fast that the number of people who are illiterate is increasing. Another reason is that the quality of education is so poor that many people who are literate are unable to read and write. A third reason is that many people who are literate are unable to use their skills in a way that is useful to them.

There are many ways to improve the quality of education. One way is to improve the quality of the teachers. Another way is to improve the quality of the curriculum. A third way is to improve the quality of the facilities. A fourth way is to improve the quality of the learning materials.

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WAKE UP

Unleash the potential of partnerships between companies and NGOs in the field of sport and development

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 - // WHAT CAN WE WIN BY PARTNERING?
 - // TIPS FROM EXPERTS & PRACTITIONERS: HOW TO SUCCEED

// CONTENTS

Acknowledgements	IV
List of figures	VIII

PART I: INTRODUCTION

1	PREFACE: VISION	1
2	AIM AND MAIN MESSAGE: WAKE UP AND PARTNER!	2
	Main questions	2
	Method and standpoint	2
	Enormous potential remains largely unused	3
	Culture change needed	3
	Candidates for partnering	4
	Get involved	5
	A word of thanks	5

PART II: MOTIVES FOR PARTNERING

3	WHY PARTNER WITH CORPORATIONS?	6
	Misconception 1: the private sector is a cash cow	6
	Misconception 2: the private sector has easy money	7
	Sustainability plan & diversification of funds	9
	Potential value of partnering with corporations	13
4	WHY PARTNER WITH NGOs?	16
	Aspects of interests according to report 'Shared goals'	16
	Other benefits of partnerships with NGOs, highlighted in interviews	17
	Conclusion: shared goals through sport	18

PART III: CORPORATE CONTEXT: CSR & NEW STYLE BRANDING

5	CORPORATE SOCIAL RESPONSIBILITY	19
	Definition of CSR and debate	19
	Dying old philanthropic model	19
	Engaged philanthropy/'Real CSR' versus Old philanthropy/'PR CSR'	22
	'Real CSR' will be standard of tomorrow	24
	The three phases of CSR	24
	Evolution of approaches: CSR process of FIFA	26

CSR and branding	28
Recommendation for companies: develop a 'real CSR' strategy	30
Recommendation for NGOs: select companies with 'real CSR' spirit	30
6 NEW STYLE BRANDING	32
Branding is changing	32
From media influence to social influence	32
Highlighting differences between new and old brand models	35
Example: mission and branding of Google	37
Value of brands: the changing perspective of branding	39
Search for value driven brands	41





PART IV: GAPS AND STEP BY STEP GUIDE FOR PARTNERING

7 GAPS FOR 'REAL PARTNERING'	42
Lack of trust and mutual respect	42
Misconceptions and prejudice	45
Stop blaming and start loving	47
No quick fix: paradigm shift and culture change	47
8 STEP BY STEP GUIDE FOR PARTNERING	49
Step 1 - decide: do you really want to partner with business?	49
Step 2 - identify & select potential business partners	52
Step 3 - flirting phase: be prepared	54
Step 4 - dating phase: start small, start open, start sincere	57
Step 5 - acquaintances, friendship or marriage?	58
Step 6 - close the loop: feedback and evaluation	59
Tip: be a great brand yourself	61
9 LOOKING AHEAD	62
Unleash the potential	62
Education, culture change & match makers	62
Appendix: factsheet 'why partner?'	64
Focus your resources on what you do best and partner for the rest	64
Definition and benefits according to the partnering initiative	64
Key features of partnerships	65
Shared goals through sport	65
Bibliography and references	66
Colophon	68

// ACKNOWLEDGEMENTS

EXPERTS AND PRACTITIONERS INTERVIEWED

A word of special thanks to the experts and practitioners interviewed. Their quotes are used throughout the booklet. Their open, frank answers and willingness to share their successes as well as failures, enforces respect.

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LIST OF FIGURES

Figure 1: Provision of commercial and philanthropic capital, levels of engagement

Figure 2: The CSR journey, summary framework

Figure 3: Mission driven businesses

Figure 4: 'Superficial/PR CSR' versus 'Real CSR'

Figure 5: Old brands versus new brands

Figure 6: Brand equity map



Photo: Peter Paul van Kempen

Picture a future where businesses do good and where charities do business. Where corporations and foundations cooperate on a global scale to create social value through sport in local communities. Where all parties benefit and win because they learn from each other in the process, strengthen the relations with their stakeholders and gain new contacts and networks.

Strange idea? Utopia? Signs are that this shift is happening as we speak.

The question is therefore not if this shift will happen, because it will, but who will take part. Do you want to join or do you choose to cynically observe as an outsider and miss the global CSR*-train?

When looking for partnerships with businesses, ask yourself the following question: What is more valuable: knowledge & networks or money? The answer is simple and obvious.

Knowledge and experience are priceless. Networks and relations are gold. These are long term assets. These assets stay and develop if you take proper care of them. These assets make you prosper and grow, help you achieve your mission.

Money is just money. It's the fuel, not the vehicle nor the motor. Once you spent it, its gone.

Partnerships can last forever. If you care. And take care.

So reach out and start partnering!

// 2 AIM AND MAIN MESSAGE: WAKE UP AND PARTNER!

This publication is for NGOs who are interested in partnering with the private sector. It is written for NGOs active in the field of sport and development, but many findings and tips might also prove valuable in other development fields.

Furthermore, corporations who are searching for partners to create social value through sport may come across useful ideas or inspiring examples. We would like to attend them as well to the recent publication 'Shared Goals through Sport' (IBLF, 2008) which was written primarily for a business audience.

MAIN QUESTIONS

Aim of this publication is to highlight opportunities and stimulate discussion about the potential of partnerships between corporations and NGOs in the field of sport and development. More important, to stimulate action because opportunities might vanish if we do not board this train and get businesses to join the global movement. Main questions are:

- What is the potential of partnerships between businesses and NGOs in the field of sport and development?
- What is the knowledge, attitude and behaviour of those involved?
- What are the lessons learned?
- How can we bridge gaps and unleash the potential?

METHOD AND STANDPOINT

This is not a scientific publication. Twenty practitioners and experts were interviewed and desk-research was conducted. Insights from social science and development studies were used. But to answer the complex questions posed, long term research is needed.

But as the aim is to spark discussion, a standpoint is taken. Without a standpoint, debate won't be ignited. The views presented are distilled from the inspiring and confronting interviews, but are not necessarily shared by all respondents and NCDO.

In the appendix you will find a list of the persons interviewed. Because many of the NGOs have a partnership with Nike (AKWOF, Changemakers, KNVB, Homeless

World Cup, Women Win), the experiences and perspectives of Nike are strongly present in this booklet. It does not imply that this is 'the right perspective' nor that experiences in the field of sport and development with other corporations are less valuable.

Do you know valuable partnerships with businesses that should be given attention? Please go to www.sportanddev.org and let us know, a section about partnerships will be added in the near future.

ENORMOUS POTENTIAL REMAINS LARGELY UNUSED

Central conclusion is that there is potentially a lot of added value for both parties: relationships which create a space to learn, which inspire, where new contacts and networks are integrated in ones own, ideas roam and a difference is made for the people in the communities at stake.

The research conducted 'proves' the following formula:

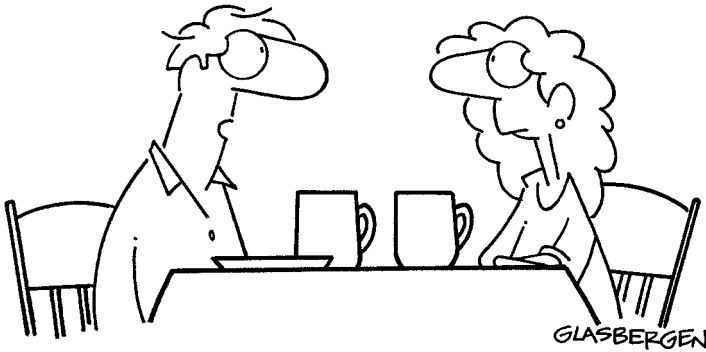
Good partnerships between NGOs – Businesses = knowledge + experience + capacity + creative ideas + hands on practical actions with local ownership
= social change
= a better world.

Unfortunately, the enormous potential remains largely unused.

CULTURE CHANGE NEEDED

To unleash the potential a culture change is needed in many NGOs. People working in Civil Society have to start looking differently at the corporate world and the role businesses can and will play shaping the future of this planet. They have to move from fear, mistrust and competition to hope, trust and cooperation. From enemy to friend. From opponent to 'all in the same boat'.

Many corporations need a culture change too before they can truly partner for a good cause. Here misconceptions are also abundant and a different language is spoken.



**“Honey, when you say we can’t communicate...
what exactly do you mean?”**

CANDIDATES FOR PARTNERING

For NGOs who want to partner with the private sector however, there are already plenty of potential candidates. Because innovators have integrated ‘real CSR’ in their strategies and operations. They have made the move from doing good for window dressing to doing good because it really works, if you do it right.

These businesses can be great partners to make a difference and should now be invited to join the movement and make a change. If we don’t, somebody else from ‘a different movement’ will. So break the isolation and invite them to jump in!

For corporations that are looking for opportunities in the field of sport and development, there are many initiatives with the right mind set and shared goals as well. If you work for a company that’s looking for ways to fulfil CSR policy in an effective way, go for it. The report ‘Shared Goals through Sport’, published by the International Business Leaders Forum (2008), highlights the opportunities.

GET INVOLVED

Are you interested in joining the discussion? A discussion forum will be launched on www.sportanddev.org about the issues raised. We will invite you to get on board when the debate about this hot topic starts.

A WORD OF THANKS

A word of special thanks to the experts and practitioners interviewed. Their quotes are used throughout the booklet. Their open, frank answers and willingness to share their successes as well as failures, enforces respect.

Without the initiatives of daring pioneers and risk takers like them, we would still be roaming the prairies in bearskin (discarding the fact that that might have been more fun).



Photo: Rolf Schwery

// 3 WHY PARTNER WITH CORPORATIONS?

- // It's not about the money.
- // The private sector is not a cash cow.
- // There is no quick and easy win.

MISCONCEPTION 1: THE PRIVATE SECTOR IS A CASH COW

There is a misconception among many NGOs that the private sector has a lot of 'easy money' and that businesses should be obliged to hand this over to Civil Society for a good cause. This is simply not true.

The majority of the interviewed experts and practitioners stress that money should not be the main motive to look for partnerships with businesses, but rather to create an opportunity for both parties to learn, to open up new networks and reach new people, to accomplish projects and activities with shared goals. An alignment of values is a prerequisite. The following quotes illustrate this line of thought:

My experience is that the sport and development movement is honestly ambivalent about the involvement of the private sector. My sense is, that the fear is that having the private sector in the field, will somehow 'taint' the 'noble' world of development; that profit cannot be noble. Unfortunately business is viewed as an enormous pile of money, period.

If NGOs keep the lens of a donor-recipient perspective, the private sector will remain absent. It is simply not going to motivate businesses to engage. We have to shift or evolve of the old philanthropic model, of the transactional relationship where nobody really learns.

So how do we do that? Can we challenge ourselves and create a bigger space where the best talent and core competencies of every sector are emerging? The responsibility is on the collective, you and me and everyone involved now and today because this movement must belong to all of us. I do believe we need to create a bigger, more robust movement and that there is room enough to bring our core competencies in and our unique values in an environment where learning actually is the objective and debates are open, honest and transparent. We must stop talking to ourselves.

Maria E. Bobenrieth, Nike

There is a misunderstanding in the NGO community that the private sector should do more humanitarian aid. However, the private sector is not a cash cow and envisions itself as a partner, not as a donor. It all goes back to the relationship: if you have a good relationship and an understanding what you want to get out of it, the partnership will work. There has to be a natural fit that is mutually beneficial or it may not work.

Wayne Lifshitz, CARE

Partnerships are about relationships. NGOs need a sense of understanding that it is not a freebee. Moreover, in this day and age, any company that is looking at partnerships with NGOs for community relations and to be active in CSR but are looking for a quick win, is not the sort of partner that anybody wants to be working with. Quick wins tend not to last very long.

Ned Wills, Laureus Sport for Good Foundation
Edwin Moses, Laureus World Sports Academy

MISCONCEPTION 2: THE PRIVATE SECTOR HAS EASY MONEY

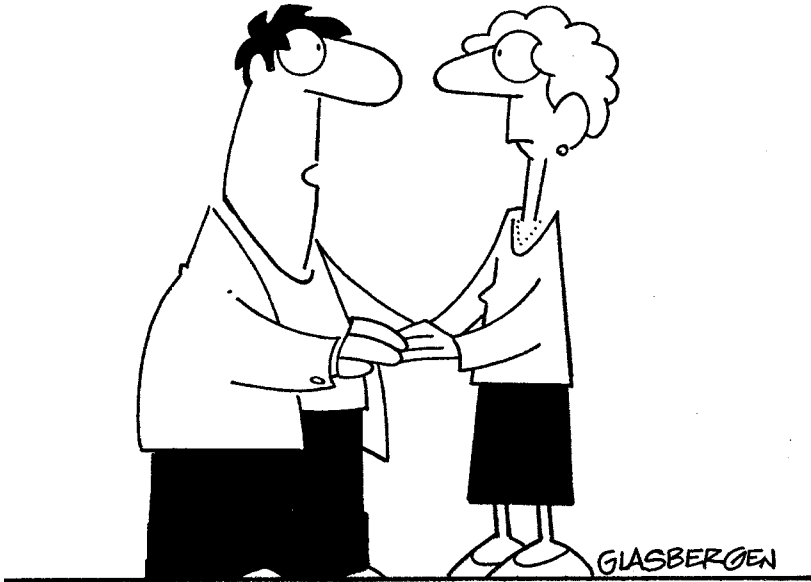
Another strong misconception is that working with the private sector is easier than working with donors. Less paper work, less stress on accountability. This is also simply not true. Businesses can be extremely demanding and tend to apply the same high quality standards on NGOs output as on their own.

An exception are corporations that invest in charity to buy off guilt. How can you tell? When they have no real interest in your goals and do not want to be involved in achieving them (giving as a one-way affair). Ask yourself though: do you really want to partner with companies that have this attitude? The majority of the consulted practitioners advices: don't! It can harm your own brand in the end.

Besides leading to improved performance if you partner with businesses with the right intentions and mindset, it does require high involvement and high investment of capacity and manpower for the joint effort. It takes much but you get much in return: it results in strong impact.

If you're not up for this, don't even try.

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“I would climb the highest mountain and swim the deepest ocean for you. But don’t be upset if I’m too tired for romance afterwards!”

Another misconception of many NGOs is that working with the private sector is easier than working with donors. This is not true. It may actually be more difficult and you still need to plan and to report.

Wayne Lifshitz, CARE

If you want cash, you are better off going to a foundation, not to a company. If you want a check, develop your skills to develop proposals for funds or hire grant writers, get people that help you with that task - invest in that or go to the bank. If what you want is to build an innovative NGO with a unique value proposition, go to

specific companies that can help you innovate because it is their core competency. If you approach a company, I suggest you should be after their core competencies. There are of course exceptions, but they are becoming more and more the exception. Otherwise it can be really frustrating for both sides that NGOs often are looking only for a less attractive replacement cash stream. If so, again I suggest focusing on institutional donor agencies who work with different timelines, at a different speed.

I believe Nike offers innovation and the ability to connect to young people to the movement. Early on we experienced significant resistance to our involvement, it felt like many did not want evolution or change. Some were more honest and asked us to sign a check and go away. Others were not so overt, but the message was clear. Nike is all about innovation – it is the DNA and unique value proposition of our brand. Nike was founded by an athlete who was not satisfied with the quality of running shoes available. By our nature we are not an institutional company. And such, Nike can be really demanding. We work on fast decision making cycles and we move fast.

Maria E. Bobenrieth, Nike

SUSTAINABILITY PLAN & DIVERSIFICATION OF FUNDS

If the main motive is 'lack of funds' we suggest to follow the recommendations of the conference 'Gender equity in sport for social change' in Casablanca, organized by AMSD, NCDO, Nike, SAD and Women Win (www.toolkitsportdevelopment.org/casablanca2008/):

- Develop a sustainability plan.
- Diversify your fundraising strategy.

There are organizations that can help you develop a sustainability plan, for instance NESSt offers excellent tools and support to guide you through this process (Non-profit Enterprise and Self-Sustainability Team, www.nesst.org). NESSt is an international nonprofit organization that works to solve critical social problems in emerging market countries by developing and supporting social enterprises that strengthen civil society organizations' financial sustainability and maximize their social impact.

Financial sustainability is just one part of a bigger puzzle. Where and how money can be found best, should be dependent on mission, vision and strategy. An urgent need for financial resources is an obstacle for strategic actions, it causes ad hoc opportunistic moves that you might regret in the end, so should always be avoided.

Organizations should consider first what their reasons are in approaching the private sector and then align their strategy with the needs of their funder. Corporations and foundations are a complex source to secure funding. In Canada and the US less than 25% of funding to the charitable sector is sourced by corporations and foundations. The actual funding largess is given by individuals. Yet corporations and foundations are inundated with requests for funding and many individuals closest to an organization's mission and mandate have never been asked to make a difference.

There are other issues to consider when approaching corporations and foundations. Often corporations require your organization to profile their contributions which involves committing scarce marketing resources. For foundations, whose support often does not exceed three years, your organization will need to consider seriously your sustainability before the funding ends. And both are traditionally focused on compelling, innovative projects and less on supporting ongoing core organizational needs like staffing and rent.

Individuals often donate every year for the rest of their lives, if you manage the relation with care and respect. These gifts are not branded. Nor is there a list of



requirements you have to fulfil. And they will support your core organizational funding needs. Individual donors are also a strong voice you can mobilize to influence other donors and policy change. But most people feel nervous about asking money from individuals. My advice is: overcome your fear, learn how to tell your story and make your case. Make sure the people in your community know your value.

When partnering with corporations and foundations do so for strategic reasons as both can assist your mandate significantly beyond funding. For example, Nike is a very strong partner for our organization. They assist us in reaching a broad network of changemakers. They provide our staff with capacity building opportunities in branding and marketing. They open doors to the media, bring in their contractors specialized in design and content and introduce us to their valued partners. We continue to learn a great deal together about each other and our constituencies. The partnership goes well beyond funding and we believe can make a real difference in the sport for social change sector.

Delyse Sylvester, Ashoka's Changemakers

If you want to be true and honest to the communities you reach, you have to be financially and organizationally sustainable because it takes time to develop a community. If SCORE is not sustainable and strong, our community projects are at risk because we create expectations and then cannot meet them if we end up in financial difficulties. A diversified approach is needed for obtaining financial resources and an understanding of the reasons for the approach you choose. In the first few years, the early 1990's, SCORE approached companies asking for donations or for specific project support, for specific volunteers doing specific things in communities like organizing sports leagues or a tournament. The companies wanted a thank you letter and to visit the project and for us to use their logo. At that time in this new field in South Africa it took quite a lot of maintenance for a small amount of money from businesses so we changed the focus.

Over the last ten years we focussed on donor and government funding. Donors were more suitable for funding long term processes. Donors seemed better to understand development processes and the time frames needed to accomplish change. Companies also understand that a partnership needs to be a long a term relationship, but at that time we were just asking for donations, not developing program partnerships. Things have changed, largely because of political and economic decisions influencing donor assistance policy and large grants from donors decreased or finished sooner than hoped for or expected. That was the most challenging period of our organization, losing some of our core donor funding on the 10 year anniversary of democracy in South Africa. We decided to diversify our financial resources. We wanted to be more autonomous, less dependent, less vulnerable.

Of course you can increase the donor basket. But SCORE eventually wants to be able to cover all core operational costs from income generated so we are not dependent on the 7%-15% donors allow for. This is not sufficient to develop and maintain high quality organizational capacity. We decided: we've got value, why don't we sell it and use the income to invest in our programs and in our organization? Now we offer training services, event management, we've been asked to use sport to facilitate teambuilding exercises, we support NGOs developing their capacities on the field and organizationally. It turned out to be a good decision. It makes us more focussed on our accountability, on what we do and how we do it. Because you have to deliver. You have to be professional. You need good organizational systems.

It works in several ways. The client receives the service as we share our experience and expertise. Our staff and volunteers are improving their skills and experience and are able to deliver better quality to communities. Community sports leaders and volunteers are trained and develop their skills and then we utilise them to co-facilitate and they also earn some income. It is very exciting, it brings the different things we do together. It provides a development path. But SCORE only delivers services that are aligned with our mission. If somebody asks us to do something that is not connected with sport or development, we won't do it. Be very clear about what you want to achieve. You easily become a prostitute if you only go where the money is. That's fine if that's what you want. For us it is very clear that the outcome is impact in the communities we serve, otherwise we would be just another consultancy.

As SCORE we want to be a strong social enterprise instead of a weak, non profit, begging NGO; we want to be a self confident NGO that is selling and producing social value in communities. It is a different way of seeing ourselves. I don't see it as a turn around but as an evolution. The investment of governments and donors provided us with an incredible toolbox of skills and experience. Now we can use that to develop ourselves as well as communities. You need to be a learning organization. Ask yourself: what are our strengths, weaknesses, opportunities and threats? Then you learn, change and adapt. But key is not to lose sight of your mission and values. It is not easy. You can easily be compromised to go for easy money. It is easy to try to be everything to everybody. But then you lose your identity and soul.

Stefan A. Howells, SCORE

Our relationship with partners is not about money at all. Corporations are not donors. Most important benefit of the partnership with Nike is not money or apparel for the team, but their input for strategy and marketing. Nike is one of the best marketing companies in the world, specialized in building global brands like no

other. We wanted to develop a global sporting event, a global brand. So there were a lot of communalities. They know how to do that and they transferred those skills to us. It's a young, innovative company with a go ahead spirit.

Nike does everything at the top level. You get infected by this culture. Nike inspired us to go for quality all the time. Ranging from the logo to the organization of the event. We learned about being innovative.

You have to create win-wins to change the world. The partnership means for Nike better staff engagement, input for the design of apparel, a different way of looking at sports. What they don't do is come in and put their logo on everything, they don't do that. And they don't just give out hand outs.

The worst thing an NGO can do, is to go to a big company and ask: "do you have any money?" You always need money, we are working with homeless people so always need funds. But I am a social entrepreneur and want the project to be self financing. A partnership is not the same as sponsorship. Companies are not donors. NGOs have to change the way they look at things...identify the areas where interests overlap. Go to a company and say: "we would like to talk about partnerships: if we do xyz you get abc out of it. Money is not even mentioned but companies know that that is needed. How do you feel when I ask you: 'please give me money?!'

The problem is also in the donor community. People are still giving hand outs. So this results in NGOs holding up their hand. Action-reaction reinforces this behavior.

Mel Young, Homeless World Cup

The more dependent a project is on one financial source, the more vulnerable it will be to shifts in policy, economic marketplace and commercial factors.... So diversify streams that fund a project. The more partners you have, the less influence one donor can have, the less likely one partner can force you to take a certain route. When you get funds from multiple sources, you can say 'that is not the direction we want to take, we have other stakeholders we have to satisfy'.

**Ned Wills, Laureus Sport for Good Foundation
Edwin Moses, Laureus World Sports Academy**

POTENTIAL VALUE OF PARTNERING WITH CORPORATIONS

This booklet is not about the potential of businesses to fund projects or about strategies to use financial sources from the private sector, it is about the power of strong relationships with companies which are highly influential, connect with real people on a global scale, employ the best human resources available and have experience, knowledge and networks which can make a huge difference, which can help you reach your objectives, help you have impact.

Summarizing, the most important reasons to partner are:

- to accomplish shared goals;
- learn in the process;
- gain access to new networks;
- and to reach people you might otherwise not reach.

When I started to develop women's football in Rwanda, I first got support from NCDO and FASD. The director of FASD came over to help me write an action plan. Through NCDO I got invited to the conference 'Gender equity in sport for social change' in Casablanca, where I met Nike. So from the start I was supported not only with funds, but also with knowledge and networks from donors.

Nike asked me: what do you think we can do to help you? I answered: 'to organize a national conference. To make it visible in my country that people support my initiative to launch women's football in Rwanda. I never had a chance to talk about my initiative widely.' So this was the first conference ever in the history of Rwanda about women equity in sports for social change. The conference was a big success. It was the first time Nike was officially in our country. It gave me a lot of respect from influential people. They appointed me as chair of the commission for women's football in the national federation of Rwanda.

First, Nike listened. What do you need? Than they gave us knowledge. They helped us making a strategic plan: showed which steps to take, ABCD. Tournaments on national level, tournaments on regional level. Financial report monthly, quarterly. They make it clear how it should be done professionally. Than they gave money. Knowledge and strategy comes first, money comes second.

Nike judged: How can we facilitate the process? Now we have a Memorandum Of Understanding for three years. I have a fellowship with Nike, they pay for my time so I can focus on AKWOF. I have a family and had a full time job so it was difficult before. This year we confirm the strategic plan. We are up scaling our successful programs to Uganda and Berundi.

Felicite Rwemarika , AKWOF

If I would not have Nikes support, I would never have reached this position. A partnership with Nike means much more than financial support, because they offer their network, stimulate innovation, 'cut the crap', just to do it. You are infected with the mentality, the corporate culture, this enthusiasm and action oriented spirit.

If I have an idea, I can call Nike and because it's such an enormous company with so many resources, I get access to a lot of expertise, for instance: how do you market a project? Because Nike is so big you would expect to be just somebody but I get personal support. I can join meetings with forty experts on marketing. I can

learn so much. I have to think about the question: how can I reach a large group of people? They have the network. If I want to talk to another corporation, they can connect me with them. The partnership is also about leveraging resources. Because the partnership with Nike it is easier to build partnerships with other corporations. The partnership with Nike is mutually beneficial. I offer Nike a lot as well. Through Women Win they can support organizations world wide that use sport as a strategy to empower women and girls. We bring expertise and our own network in the women's movement as well as beyond. At the same time we have to be realistic, Nike is a business and they need to be profitable and is not on this planet to support girls to play sports. At the same time our partnership enables us both to realize our goals and objectives. It is a good symbioses because we strengthen each other. You have to have mutual objectives. What's the worst thing working with Nike? Nike is a big multinational with huge ambitions and goals and sometimes you have to guard your own ambitions, avoid getting overwhelmed and stay focused. But their drive and ambitions are also contagious and push us harder and further. We have to show the impact of our work but I guess that is normal; it is something we want to be able to show not just to Nike but to all our stakeholders. Focusing on goals and impact becomes your second nature working with Nike.

Astrid Aafjes, Women Win



“We can’t agree on the wedding plans. I want a big church ceremony with lots of flowers and he wants to start dating my sister.”

// 4 WHY PARTNER WITH NGOs?

This booklet is aimed mainly at NGOs. But in this chapter we briefly look at the reasons for businesses to partner with organizations in the field of sport and development.

ASPECTS OF INTERESTS ACCORDING TO REPORT 'SHARED GOALS'

The recent report *Shared Goals Through Sport*, published by the International Business Leaders Forum (IBLF) in 2008 *"looks at the business motivation behind, and characteristics of, effective private sector engagement in sport and development, which is defined as using sport to empower individuals, alleviate poverty, and create social change. The purpose of the report is to encourage greater private sector engagement in sport and development partnerships."* It builds on the findings of the IBLF and UK Sport report 'Shared Goals 2005' (www.iblf.org/sport). The report identifies the following aspects of sport and development of interest of the private sector:

- **Universal participation:** All people are, in theory, able to participate in sport. They do so on a basis of mutual respect and an adherence to common rules. This makes sport an ideal medium for forming partnerships.
- **Local community links:** Sporting networks reach and engage all areas of local communities, including otherwise socially marginalised groups.
- **Breaking down barriers:** Sporting activities, particularly team sports, provide an opportunity to bring together parts of society in limited contact, e.g. different religious or ethnic groups.
- **Public health benefits:** By encouraging physical activity, sport improves the health of participants - particularly beneficial in the context of growing rates of chronic diseases and poor mental health.
- **Youth participation:** Sport is of particular interest to young people, especially in poor countries where mainstream educational opportunities may be limited.
- **Leadership and empowerment:** Participants in sporting activities often become active and empowered members of society.
- **Legacy of major sporting events:** The Olympics, the football World Cup, and other sporting tournaments can - if a long-term view is taken - have social and economic benefits for years to come.

OTHER BENEFITS OF PARTNERSHIPS WITH NGOS, HIGHLIGHTED IN INTERVIEWS

Besides the aspects of interests presented in the report 'Shared Goals Through Sport', respondents highlighted the following benefits of partnering with sport and development NGOs:

New perspectives, innovation and new benefits for services and products

Partnering with NGOs can result in learning new perspectives to look at products, services and target groups. This is important fuel for innovation. It helps corporations to develop and focus on new benefits of products and services that are valued by potential new customers. It can lead to new approaches and even open up new valuable market segments.

Relationships with new target groups

Getting to know new target groups, reaching them and developing a relationship with them is a long term process which requires time, stamina and the investment of manpower. Sport and development NGOs often have worked many years to reach communities, getting to know the social structures, the problems and needs and to develop relationships with the decision makers, stakeholders and people. This is an highly valued asset for corporations.

One huge value add we get from our partnerships in Sport for Social Change, is to create market based solutions in very different situations. We are able to see grass roots innovation and be close to the people and to find solutions that fit the people's needs. It forces us to think in very different ways.

We learned from our partnership with the Homeless Cup to be creative, thinking about sport in a very different way. Like the idea to have seven minutes halves so lots of goals are scored. That's part of the excitement of it. They are really good at making people want to participate. Not looking at football as eleven a side, thinking in non traditional ways how to reach out. There are many people out there who love sport whom we did not reach yet.

We have broadened our definition of sport through our partnerships; we are re-defining sport with among other things dance, indigenous games, et cetera. We begin by asking ourselves some basic questions like: 'why don't more girls participate in sport? Maybe they do not want to do the sports that are out there? What are barriers that prevent their participation? Why shouldn't dance be a competitive sport? Who defines what a competitive sport is?' This movement has

really helped us see creative people are everywhere and how inspiring their stories are to all of us.

We have learned about our products. They are premium but they are not suitable for some conditions in developing markets. Our balls last only a few days in a refugee camp because of pretty extreme conditions. So we went to our designers and described the challenge, they visited some refugee camps and designed a durable ball. Our designers also went on a mission to help some girls design and produce culturally appropriate sports apparel. It was a very inspiring experience for our designers and the outcome was really positive for the girls as well.

The next billion customers will look nothing like the first billion. The new generation is defining premium - like caring about the environment and society. It's not a nice to have but a basic part of the license to grow of all premium brands. We see our CR work as a key component of growth and innovation for the company.

Maria E. Bobenrieth, Nike

CONCLUSION: SHARED GOALS THROUGH SPORT

The research conducted by IBLF identified the following shared goals of the private sector and sport NGOs:

- Contributing to peaceful, well-governed and secure societies, and stable operating environments.
- Encouraging healthy, active populations and reducing rates of disease.
- Strengthening local communities.
- Sharing values that underpin economically and socially successful societies.
- Empowering marginalised groups and reducing inequality.

© International Business Leaders Forum 2008, 'Shared Goals Through Sport'

I see great potential in using the knowledge, experience and strategies to built global businesses for social purposes. It is an exiting age. Globalisation with a social agenda opens doors for new development opportunities. Go ahead companies are mainstreaming Corporate Social Responsibility. They are looking for partners to improve neighbourhoods and communities. They need support. We need to join forces. It's the way ahead.

Mel Young, Homeless World Cup

5 CORPORATE SOCIAL RESPONSIBILITY //

Decisions of the corporate sector to invest time, energy and resources in sport and development projects, is mostly based on their CSR policies. To understand motives of companies to partner with NGOs, we must take a closer look at different phases of Corporate Social Responsibility and explain the difference between classical philanthropy and engaged philanthropy.

DEFINITION OF CSR AND DEBATE

According to Wikipedia, Corporate Social Responsibility (CSR) means that businesses consider the interests of society by taking responsibility for the impact of their activities on customers, employees, shareholders, communities and the environment in all aspects of their operations. This obligation is seen to extend beyond the statutory obligation to comply with legislation and sees organizations voluntarily taking further steps to improve the quality of life for employees and their families as well as for the local community and society at large.

There is much discussion about the meaning of CSR and the intentions of businesses to invest in social causes. Wikipedia highlights the debate around the topic:

The practice of CSR is subject to much debate and criticism. Proponents argue that there is a strong business case for CSR, in that corporations benefit in multiple ways by operating with a perspective broader and longer than their own immediate, short-term profits. Critics argue that CSR distracts from the fundamental economic role of businesses, others argue that it is nothing more than superficial window dressing, still others argue that it is an attempt to pre-empt the role of governments as a watchdog over powerful multinational corporations.

Wikipedia

DYING OLD PHILANTHROPIC MODEL

Whatever your standpoint in the discussion about the intentions of businesses to integrate CSR in their operations, the weakness of the 'old philanthropic model' have been apparent for decennia. Giving hand outs and implementing ideas developed behind desks in the West and in offices far away from the communities that need help, usually creates more problems than it solves.

Example from the past: Sierra Leone

A centuries old but striking example of philanthropy with good intentions and unexpected effects is the creation of Freetown, Sierra Leone:

In 1787 a group of English philanthropists purchased land from a local chief in present-day Sierra Leone for the purpose of founding a 'Province of Freedom' for ex-slaves suffering from unemployment and poverty in London. This became Freetown. That same year, about 400 men and women arrived. Within three years all but 50 settlers had deserted or had died from disease or in fights with local inhabitants. But in 1792 the determined British philanthropists sent a second band of settlers, this time 1200 ex-slaves who had fled from the USA to Novia Scotia. Later they sent 550 from Jamaica. To the chagrin of the philanthropists, some settlers joined in the slave trade. This was only the beginning. They had no clue they had been sowing the seeds for disaster lasting centuries to come.

www.historyworld.net, Wikipedia

The name of the NGO responsible for this project was St George's Bay Company, renamed to Sierra Leone Company after the first failure (old style branding 'avant la lettre'). Both ventures were promoted by the anti-slavery activist, Granville Sharp who published a prospectus for the proposed company in 1790 entitled Free English Territory in AFRICA. The prospectus made clear its abolitionist* view and stated that several respectable gentlemen had already subscribed had done so "not with a view of any present profit to themselves, but merely, through benevolence and public spirit, to promote a charitable measure, which may hereafter prove of great national importance to the Manufactories, and other Trading Interests of this Kingdom."

* Abolitionism is the name of the movement aiming to end the practice of slavery and the worldwide slave trade.

No feedback = no learning

Why doesn't the old philanthropic model work? The answer is as strikingly straightforward as simple and clear: there is no (incentive nor punishment based upon) feedback from the people who's lives are at stake. Without feedback there is no learning. In other words: the parties who initiate, develop and implement the plans, have no 'real relation' with the 'people on the ground', the subjects of the activities undertaken, the target groups to whom the actions are 'done to'.

Its only human to keep making the mistakes over and over if there is no feedback. The question usually is: 'Are the donors happy?' instead of: 'Are the people in 'the real world' happy?'

This is only logical, only natural as many studies have proven. However, there is a time to look in the mirror, face the facts and try & persuade a new course of

promising action. If direct feedback is missing, search for it! When negative or positive effects do not boomerang you in the face, be at least sensitive to them.

Play a win-win game: go for the big pie

Look at the example of Sierra Leone: who benefited? The ex-slaves? No. The indigenous people? No. The philanthropists? No. In the end, everybody lost. They played a triple lose game instead of a win-win one.

So what we should set of to do the coming years, is go for the game where everybody wins. What do you prefer, what do you feel more comfortable with? A big slice of a tiny pie or a small slice of an enormous pie?

Players of the Amputee Soccer Club in Sierra Leone cheer for the newly elected president, hoping for a better future.



ENGAGED PHILANTHROPY/'REAL CSR' VERSUS OLD PHILANTHROPY/'PR CSR'

Venture philanthropy works very much like for-profit venture investing: Investors scrutinize the business plans of the non-profit groups they're considering funding; after they've made an organization part of their portfolio, they continue to follow it, helping it to raise further funding... And the investor realizes a return on investment - but a 'social return' rather than a financial one.

Wall Street Journal Europe, quoted by NESsT, All in the Same Boat (2005)

How is engaged philanthropy different from classical philanthropy? The booklet 'All in the same boat' (2005), a valuable publication about engaged philanthropy by NESsT (Non-profit Enterprise and Self-Sustainability Team), describes the differences.

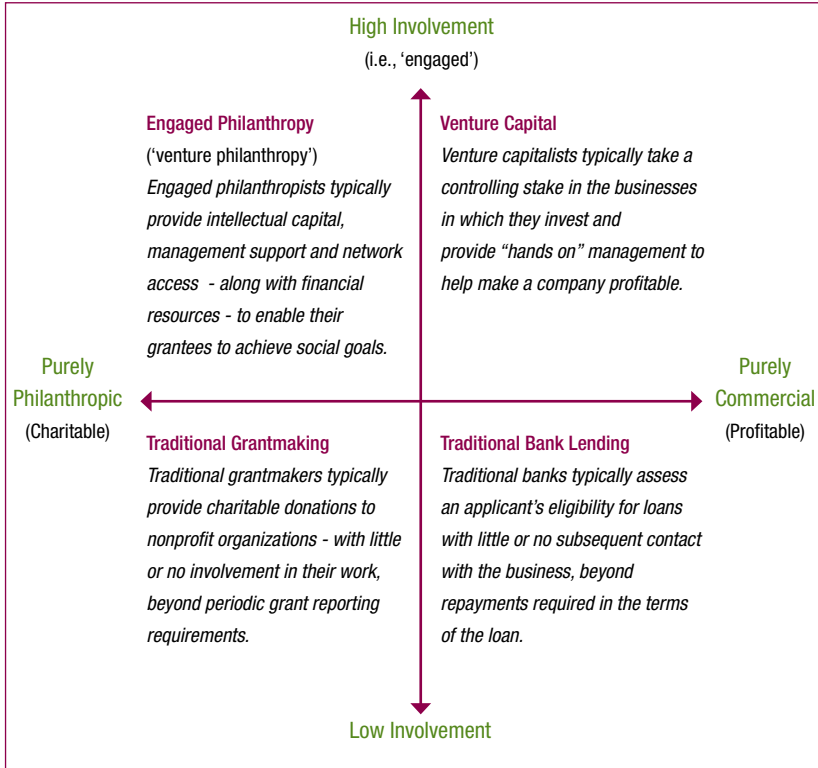
It is important to note that engaged philanthropy is intended to complement classical philanthropy, rather than to replace or disparage it. Just as venture capital represents a small part of the capital market for investing in business enterprises, engaged philanthropy is one of many approaches to philanthropy, depending upon the personal or strategic goals of the donor. The distinguishing factor of engaged philanthropy is the level of donor involvement -- similar to the distinction between the investment approach of a venture capitalist and that of a traditional bank lender, as shown in figure 1.

According to NESsT, the key characteristics of engaged philanthropy include:

- 1. Terms of Engagement:** *In addition to the financial support they provide, engaged philanthropists typically cultivate a close relationship with the non-profit organizations they support. Engaged philanthropists get involved as volunteers, providing their intellectual capital, coaching, mentoring, introductions to personal and professional contacts, or sometimes by serving as a board trustee to assist with overall organizational development;*
- 2. Multi-year support:** *Engaged philanthropists tend to provide sustained (and perhaps, substantial) multi-year financial support to a limited number of nonprofits, rather than distributing single, smaller grants to a larger number of organizations;*
- 3. Tailored financing:** *Engaged philanthropists employ an "investment" approach to determine the type of financial support most appropriate for the non-profit's needs. For example, some engaged philanthropists structure other financing beyond grants, including low interest loans or quasi-equity financing;*

Figure 1: Provision of Commercial and Philanthropic Capital*

Levels of Engagement



* Adapted from John Kingston, 'New Approaches to Funding Not-for-profit Organizations, www.venturesom.org.

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- 4. Organizational capacity-building:** Engaged philanthropists often focus on the overall organizational health of nonprofits, rather than funding individual projects or programs. These donors recognize the value of building overall capacity in order to advance non-profit goals more effectively or on a larger scale;
- 5. Shared risk:** Engaged philanthropists take a vested role in helping the non-profit organization to achieve their goals, rather than placing the burden of success (and risk of failure) on the nonprofit alone;
- 6. Measurable performance:** Engaged philanthropists typically seek measurable outcomes and hold nonprofits accountable to agreed upon benchmarks for

success. They also expect reports that detail progress and impact on a more regular basis than the traditional reports submitted at the end of a grant cycle;

- 7. Exit strategy:** *Engaged philanthropists often seek defined strategies for disengaging from the nonprofits they support. The exit strategy may be linked to the achievement of agreed-upon goals, or follow as a consequence of the non-profit failing to meet benchmarks or other performance standards. Alternatively, the donor may determine that he or she no longer “adds value” to the organization, or that the non-profit has outgrown the type of support provided.*

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Non-profit Enterprise and Self-Sustainability Team (NESsT), 2005. All in the Same Boat: An Introduction to Engaged Philanthropy. Edith Goldenhar (editor) Lee Davis, Nicole Etchart.

'REAL CSR' WILL BE STANDARD OF TOMORROW

Even though funds from 'classical' philanthropic sources can be an important pillar for NGOs financial sustainability plans, for debates sake the following position is taken: when looking for partnerships with corporations: throw the old philanthropic model in the trash bin and go for 'Real CSR': Corporate Social Responsibility which is based on the principles of 'engaged philanthropy'. There are signs that 'engaged philanthropy' will be the standard for creating social value tomorrow.

THE THREE PHASES OF CSR

Janet Blake, head of corporate and social responsibility (CSR) for BT Global Services describes three phases of CSR in the article 'Caring for the bottom line' (2007, Global Business and Organizational Excellence):

...the ultimate CSR goal is to become an innovator. This is the top of the evolutionary scale to date (...) here, CSR becomes a creative stimulus and an aid to developing new business, strengthening strategic relationships, and building marketplace diversity. Companies build sustainable solutions and long-term partnerships that make an ongoing and lasting difference to the people they work with, their customers, and their suppliers.

(...) A responsible approach to business reduces costs, mitigates risks, improves a company's reputation, motivates employees, drives innovation, and generally boosts performance. Such benefits are not achieved overnight. For some, it can take many years of sustained focus to reach the highest levels of CSR. BT's experience suggests that the journey usually involves three phases of activity: the

protector phase, the builder phase and the innovator phase.

The ‘Protector’ Phase: The first or ‘protector’ phase tackles the basics. They ensure a company has addressed the principal risks to its reputation and meets all legal, regulatory, and compliance requirements. Issues such as health and safety, corruption, privacy, ethical procurement, pollution, and discrimination all need to be dealt with effectively and consistently. They also need to be revisited regularly as laws and regulations change.

The ‘Builder’ Phase: In the ‘builder’ phase, companies move beyond merely what is required by law and begin to build a genuine ethical reputation. By addressing subjects like workforce and supplier diversity, flexible working, community investment, charity support, the efficient use of natural resources, and care for the environment, they build trust among customers, employees, and the wider community.

The ‘Innovator’ Phase: The ultimate CSR goal is to become an innovator. This is the top of the evolutionary scale to date, the stage BT has now reached. Here, CSR becomes a creative stimulus and an aid to developing new business, strengthening strategic relationships, and building marketplace diversity. Companies build sustainable solutions and long-term partnerships that make an ongoing and lasting difference to the people they work with, their customers, and their suppliers.

Figure 2: The CSR Journey, Summary Framework

1st Generation	2nd Generation	3rd Generation
Protectors	Builders	Innovators
Health and Safety Corruption Privacy Ethical procurement Pollution Discrimination	Flexible working Diversity Community investment Customer exclusion	Sustainability Solutions Marketplace Diversity Strategic Relationships Business in development

Value Drivers

- Market Place Innovation
- Employee Motivation
- Cost Reduction
- License to Operate/Reputation
- Risk Management

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**“How can anyone say we’re not a green company?
We’ve been dumping green stuff in the river for years!”**

EVOLUTION OF APPROACHES: CSR PROCESS OF FIFA

FIFA’s Head of Corporate Social Responsibility, Federico Addiechi, presents the case of football’s world governing body’s CSR strategy since the start, three years ago, of what Federico Addiechi calls the organization’s “*CSR Process*”.

In 2005, FIFA’s “*CSR Process*” started in a way unprecedented among international sports federations with the creation of a CSR Department. If CSR was once one of the many tasks of FIFA’s communications, it has now evolved into an independent department directly reporting to the Secretary General, with a clear influence over the strategic decisions of the organization, and with “a fast-growing record of successes”.

Federico Addiechi stresses the importance of the alignment of CSR policy with the core business and the essence of the organization – in the case of FIFA: the game of football.

The implementation of a broad range of CSR programmes to help tackle some of the most pressing social issues of our days, as well as the worldwide scope of FIFA require both substantial financial resources and successful partnerships. The following quote illustrates the *CSR Process* of FIFA.

In 2005, FIFA added a third pillar to its mission in addition to 'develop the game' and 'touch the world': 'build a better future'. This new mission, which underlies each and every activity that FIFA is involved in -be it competitive, social or commercial- provided us at that time with the mandate of revising FIFA's CSR strategy and of acknowledging even more our duties towards our people, our game, our society and our planet.

FIFA's strategic approach to CSR shows a clear evolution in the past three years, from classical philanthropy to a more engaged, proactive and socially responsible commitment. The connection between social and human development initiatives and FIFA's core area of expertise, football, has been reinforced with our new CSR strategy. Football is now a mandatory component in all our programmes, where it is proactively used as an instrument for social development.

FIFA acknowledges that football can be a worthy tool for social and human development and has committed itself to making a major contribution to the achievement of the MDGs as part of its social responsibility. Therefore, we have created – in strategic alliance with streetfootballworld – the Football for Hope Movement, in order to enhance dialogue and collaboration among the football family and local organizations advancing social development around the globe. The objective of the Football for Hope Movement is to establish a quality seal for sustainable social and human development programmes focusing on football as the central tool in the areas of health promotion, peace building, children's rights & education, anti-discrimination & social integration and the environment, thus supporting best practice in the field.

In line with the agreement that industrialised countries reached at the International Conference on Financing for Development in Monterrey in 2002 -to contribute 0.7% of their GDP towards development aid- FIFA decided to invest at least that same percentage of its overall revenues into social development through football.

Our strategic alliance with streetfootballworld has been extremely fruitful since the moment it was sealed in 2005. Both our organizations believe in the power of football to promote global partnerships for development and contribute significantly to an environment of social change on a global scale. The alliance between FIFA and streetfootballworld, which uniquely and successfully links a world sport federation with a large number of community-based NGOs worldwide, is in itself a best practice among partnerships for development.

We are convinced that the driving force of our social engagement can be – and must be – football itself and that is why we are committed to Football for Hope and to further developing this movement as FIFA's concrete testimony of its social responsibility.

Federico Addiechi, head of Corporate Social Responsibility, FIFA

CSR AND BRANDING

Creating social value will become more and more a commercial asset for corporations. Single dimensional brands focussing only on product benefits or trends, are expected to be outrun and conquered by brands that are value driven (mission driven) and actually care about the target groups they reach and the communities they serve. Branding for these businesses is not focused on 'do target groups know my name and buy my product?' anymore, but on 'do target groups want to relate to me?'.

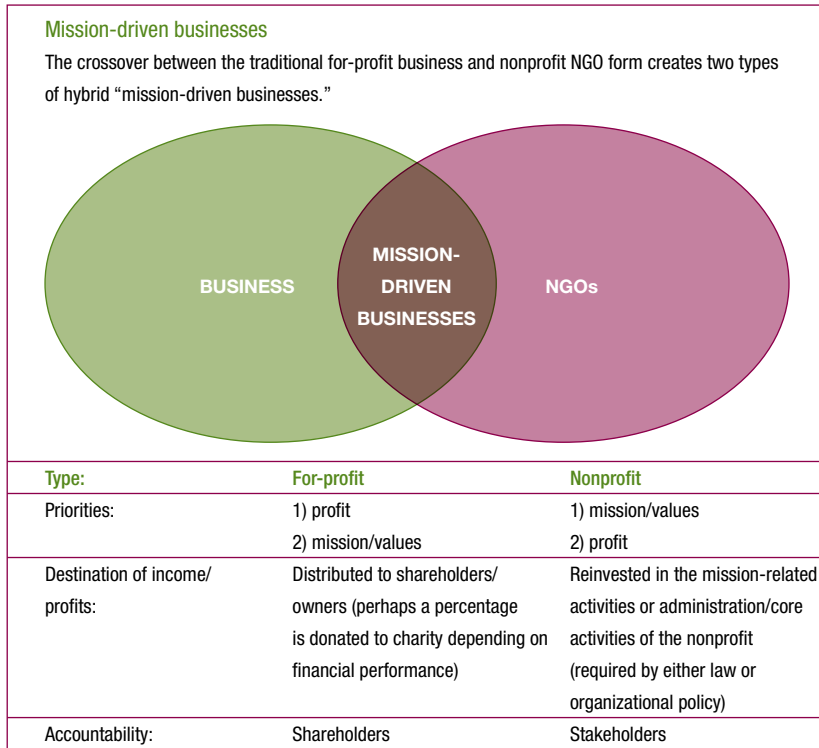
It is easy to think that there is something negative about it: that corporations do not just want to create a relation, but want something out of it. But there is a huge untapped potential in firms to be used by NGOs. These firms need to get involved, NGOs should use their resources to have a positive impact beyond cash donations. For instance: employee involvement, opening up job opportunities for people coming out of project. That's more valuable than just putting a logo everywhere. Companies need to really understand the projects they are involved in to get a competitive advantage.

In the next ten years we will see an increased sophistication of people swapping from NGOs to businesses and vice versa. Because they have to meet their customers' expectation. The more that exchange happens the closer these sectors are going to get. Take oil companies. Their approach to communities where they work is crucial at the end of the day to the share price. If they do not have the support of the local community, they will struggle with worker relations and in more extreme cases with acts of active sabotage to equipment or workforce. This will be considered a risk to production by investors and funders and ultimately to the success the company will have in building new markets and supplies. With resources likely to be coming in the future from less and less politically stable nations, the financiers want to know that the company is able to build positive relationships with the local community. So now community relations have to be at the heart of their business.

Ned Wills, Laureus Sport for Good Foundation
Edwin Moses, Laureus World Sports Academy

NESsT uses a diagram to illustrate the overlap between mission driven businesses and NGOs. It seems probable that the overlap of the ovals will increase the years to come. In the next chapter we take a closer look at branding, the creation of value and the implications for partnerships.

Figure 3: Mission driven businesses

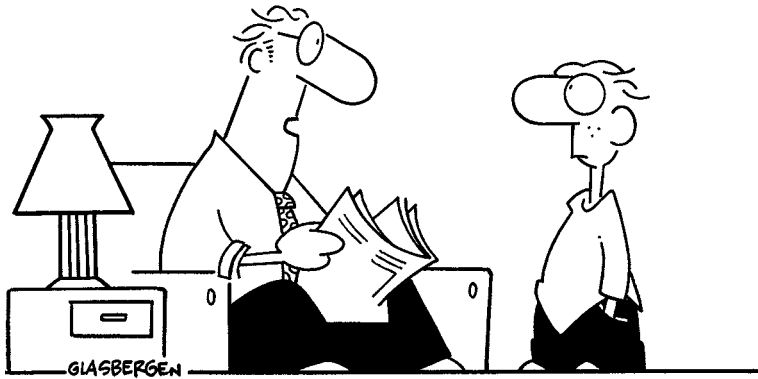


© NESST, reprinted with permission. www.nesst.org Non-profit Enterprise and Self-Sustainability Team (NESST), 2007. Introduction to Social Enterprise & Organizational Readiness, presentation by Loic Comolli for the Next Step conference, Namibia.

RECOMMENDATION FOR COMPANIES: DEVELOP A 'REAL CSR' STRATEGY

If customers expect businesses to do good, doing good becomes business. The list of businesses gone bankrupt because they discarded opinions and feelings of the public in communities is a long one and still growing. Creating an image that does not match real intentions and values is high risk: in this day and age it's only a matter of time before the truth is exposed and the damage is done. History shows again and again: reputation arrives on foot but leaves on horse. The recommendation from practitioners and experts is: develop a CSR strategy which fits the core business and co-create social value as an alternative to top down donating to humanitarian causes. Avoid implementing CSR with Public Relations as central motive.

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“If at first you don’t succeed, shift the blame, change the rules, redirect the focus of your critics, spin the media, redefine success, and there won’t be any need to try, try again!”

RECOMMENDATION FOR NGOS: SELECT COMPANIES WITH 'REAL CSR' SPIRIT

With the eye on stimulating the debate, we could position types of partnerships on the following continuum, exaggerating for agenda setting purposes. Advice distilled from the interviews is to search for 'Real CSR' and to avoid partnerships with corporations that only want to buy of guilt or are just after brand exposure and good Public Relations.

Streetfootballworld acts as an interface between NGOs that use football as a medium for social development and corporations that want to support local projects and initiatives. Among other criteria for “matching” the NGO and the funding body, we assess the organizational strength of organizations that are members of the streetfootballworld network. And we select corporations with a real ‘CSR spirit’ in order to achieve sustainable effects – on both sides.

Vladimir Borkovic, streetfootballworld

Figure 4: ‘Superficial/PR CSR’ versus ‘Real CSR’

‘PR CSR’	<i>AVOID!</i>	‘Real CSR’	<i>JUMP ON BOARD!</i>
<ul style="list-style-type: none"> • Giving hand outs in exchange for ‘old-style branding’ (“anything that moves: get it to wear a company tie; anything that doesn’t move: put a logo on it”). • Window dressing. • Buying of guilt. 		<ul style="list-style-type: none"> • Co-creating and participating. • Not for but with. • Leaning and connecting. • Growing together. • Incubating and innovating. 	

// 6 NEW STYLE BRANDING

Before we look at the gaps to be bridged for successful partnerships, some attention should be given to 'branding'. Branding was often mentioned in the interviews as a 'wrong motive' for corporations to get involved in the field of sport and development ("some companies only want to get involved because of branding, because they want their logo on everything").

However, NGOs who are partnering with Nike, mention branding as a capacity they highly value and which they have learned through partnering with Nike. Also, they stress that Nike is not only interested in brand exposure, other benefits of partnering are more important. What's going on? Let's take a closer look at branding.

BRANDING IS CHANGING

A brand is a collection of perceptions about a company or product in the mind of the consumer. Branding often has a negative connotation in the context of partnerships between businesses and NGOs because of history: corporations donating to charities in exchange for brand exposure without any real interest in the good cause nor any involvement in the 'production' of the good cause. Brand exposure was aimed only at creating top of mind awareness of the companies name and products. However, nowadays a brand is built mainly through the total experience it offers.

Branding is still an important motive for companies to become involved in the field of sport and development. But aims and strategies of branding are changing, giving the concept new meaning and offering new perspectives. Many companies are trying to relate to customers and prospects in a new and different way. To partner effectively, partners need a common language, they need to understand each other. So this change has to be grasped by NGOs wanting to partner with corporations.

FROM MEDIA INFLUENCE TO SOCIAL INFLUENCE

Mission driven businesses and corporations who are implementing Real CSR, are not interested in just having their names exposed, they are focussed on long term relationships with target groups. Therefore, they want to interact with target groups ("we want to co-create, incubate and innovate").

This new course is taken because social scientists, branding and marketing specialists signalled a shift from media influence to social influence. The perception

of brands is nowadays dictated more by what people experience and tell than by what they see or read in media. And this trend is expected to grow rapidly.

Businesses are becoming more and more aware that there is an expectation from their consumers that they give something back from their profits to good causes, social development and the environment. There is a rapidly growing specification in these companies of the issues and how they want to position themselves in relation to these issues. Businesses that take a short term approach are likely to be at a competitive disadvantage to those that are able to take a long term view. Modern consumers are better educated about these issues and are likely to reject short term approaches. When businesses become aware that there is an expectation from their consumers, things change. For instance, energy consumers are expecting that suppliers will be operated in an environmental friendly way. That means that investing in this area, becomes part of the core business and will be rejected by consumers if positioned as purely a marketing tool.

Ned Wills, Laureus Sport for Good Foundation
Edwin Moses, Laureus World Sports Academy

New brands are value drivers in palms, pockets and bones of customers

Brian Phipps, founder of brand consulting firm Tenaya Group describes the shift from media influence to social influence this way:

As I see it, we're on the verge of an epic transition in brand models: from the conventional media model of brands to a new model of brands as customer enablers. The old model uses media saturation and persuasion techniques to influence customer behaviour. The new model teams with customers to discover and create new realms of mutual value. Very different indeed!

The perspective I use is that brands are now entering phase three of a three part arc: from mark, to media, to means. Brands originated as marks: symbols of provenance and authenticity burnt into casks and hides. In the industrial age they became mostly media artefacts, the classic brands of advertising, owing much of their power to asymmetric information flow. That era is ending. Brands are now (viz. Google) emerging as means, i.e., as direct enablers that allow customers to be more and to do more along creative and proactive dimensions. Brands as enablers are extremely rich in potential customer interactions---assuming that a company has a clear vision of the (whole) customer it intends to create.

The media era of brands was a time of top-down brand models and brand approaches, geared to a definite customer model. They assumed legions of

childlike, passive “consumers” willing to be “shaped” by streams of messaging. Hence an age of brands-as-communications: promises, symbols, stories, myths, illusions, make-believe, cartoon characters, etc. In 2008, though, it’s doubtful how much longer brands can exist as a media layer. In the digital world, a brand (like Google) delivers immediate results that customers can use. One could argue that it’s the media model of brands that’s finished, being replaced by an “immediate” brand model closer to a set of personal brand applications. Rather than existing as media tropes in a media layer, these new brands will be social connectors, opportunity creators and value drivers in the palms and pockets and bones of customers. As “enablers,” they thrive in an era of cheap, ubiquitous interactions. And they invoke a proactive customer model that stands to add value back to the brand.

Brian Phipps, Tenaya Group,

Comment on the article ‘The shrinking value of brands’, Harvard Business, Edge Economy Weblog. Reprinted with permission. <http://discussionleader.harvardbusiness.org/haque/>

Strong brands will survive, weak brands will become extinct

For corporations and for NGOs, a strong brand will be an increasingly important success factor. One could put it this way: Organizations are social organisms. Brands are their personalities. Their power depends on their personality. Great brands will attract a high number of consumers that want to relate with them because of their personality. They will also be able to develop long term relationships with these consumers, target groups and stakeholders, who want to be associated with organizations they know, understand and like.

Strong brands have to create social value

It is not ‘just about the product’ anymore, nor ‘just about the image’. Window dressing goes out the window as consumers become better and better informed and at the same time more and more critical. It doesn’t matter whether you’re an NGO or corporation, transparency and feedback are leading to an overlap between identity and image. Who are you? What value do you deliver, what experiences do you give to your target groups?

So the practice of branding now has less to do with promoting an image of what a company would like the brand to be, versus acknowledging that product, service and other experiences manifest as the brand. Because branding is the result of the total experiences associated with product or service.

To solve the problems of poverty, health, education, you need a combination of solutions. This is critical. You need government involvement. Civil society needs to

engage private sector to solve global issues. The combination of the rule of law with private sector engagement has helped development a lot. It is more visible now because of globalisation. The companies can stand out by being a good corporate citizen and have strong corporate responsibility programmes. Our choices of products do strongly depend on how a brand is perceived. How a brand is perceived will depend more and more strongly on its values, on how a corporation contributes to society, looks after its people and the environment.

Johann Olav Koss, Right to Play

Brands based on values endure and influence. Branding is in essence applied psychology. Branding is not about logos, its about the entire feel associated with a company. Brand identity dictates who you are and what you do. What do you stand for? What territory is appropriate? What is expected of you? We serve the needs of our audiences. To serve them, you must know them. Demographically, behaviourally, attitudinally, psycho graphically; we must understand their whole lives.

Nike, Building a Brand, Workshop presentation Next Step Conference, Namibia, 2007

Who will be the new customer?

Innovative brands are impatient to develop and deliver new products and services but have stamina and a long term view regarding target groups, prospects and new audiences. In the end, all people are prospects when you have a long term view. And interaction is the key to built a relationship.

Focusing only on existing customers is like driving a car using only the rear-view mirror. Understanding prospects is the key to seeing the road ahead.

Fran O'Hagan, Pied Piper Management Company

Who and where will our next billion customers come from? One thing we know for sure: they will be very different from our current customers. We have to get to know them where they are and on their terms.

María E. Bobenrieth, Nike

HIGHLIGHTING DIFFERENCES BETWEEN NEW AND OLD BRAND MODELS

To help NGOs understand this seismic shift that potential global business partners are working on, the chart highlighting the differences between new and old brand models is useful. Looking at the differences it becomes clear that we are talking about a paradigm change. People working 'old brand style' are probably not able to relate to people working 'new brand style'.

After a robust run of 100 years, traditional brand models have passed the point of maturity. They've peaked, and now they're on the down slope. Across all markets, they're being challenged by upstart brands that march to a different drummer: the customer.

Brian Phipps, Tenaya Group

Figure 5: Old brands versus new brands

OLD BRANDS	NEW BRANDS
Top down	Bottom-up
Target passive 'consumers'	Develop active partners
Command and control	Collaborate
Broadcast model	Peer-to-peer
'Image is everything'	Value is everything
Create a sale	Create a customer
Regimented	Loosely coupled
Corporate context	Customer context
Demographic databases	Social software
Focus groups	Lead users
'Package the product'	'Package the customer'
Hire creative agencies	Unleash creative customer
Fortress innovation	Innovation commons
Brands as 'assets'	Brands as customer capital
Indoctrinate	Educate
Capture a customer	Liberate a customer
Loyalty to the brand	Loyalty through the brand
Brands as eye candy	Brands as application programs
'Look but don't touch'	Cultivate brands hacks
Cast a mesmerizing spell	Cast a smarter customer
Reward brand loyalty	Reward brand innovation
Brands that sing and dance	Brands that work
Eye-popping spectacle	Eye-popping truths
Blockbuster campaigns	Pilot programs and prototypes

© Brian Phipps, Tenaya Group, Blog 'Brands Create Customers', reprinted with permission. <http://tenayagroup.com/blog>

EXAMPLE: MISSION AND BRANDING OF GOOGLE

The following article by Umair Haque on Harvard Business 'Edge Economy blog', also illustrates the shift from traditional branding to interaction branding.

The shrinking advantage of brands

Quick – what's the top brand in the world? Coca-Cola? Nope. IBM? Nope. One of GE's stable of brands? Wrong again.

All these players are near the top. But the most powerful brand in the world today is, according to the gold standard of brand valuation, Millward Brown's Brandz report, Google.

Now, that might seem superficially logical. But from a strategic point of view, it's nothing short of astonishing. Why? Because every other player in the top ten has spent decades – if not literally centuries, as for P&G and Coke – investing billions in advertising to build a brand.

But where these players invest on the order of 5-10% of revenues on advertising, Google's advertising expenditure is almost exactly zero.

Stop and think about that for a second: the top brand in the world belongs to a player that...uhhh...doesn't advertise.

What's really going on here? It's an example of what we discussed last week: how, in the edgeconomy -- an economy characterized by cheap, ubiquitous interaction -- the nature of advantage is shifting.

Brands are perhaps the most intuitive example of cheap interaction's atomizing hand. Yesterday, they were a potent source of advantage. Today, the game has changed: investing in traditional brands is yielding fast diminishing returns, and leading more and more players directly into value destruction. That's why it's not just revolutionaries like Google, but also mass-market giants like Nike and P&G, who are rethinking orthodox branding.

How is cheap interaction driving the strategy of branding into decay?

Let's rewind. What is a brand? It's a promise: information from a firm promising you a set of costs and benefits from the consumption of a good or service. Brands shape your expected value.

Now, for the economics of an industrial era, branding made sense. Interaction was expensive – so information about the expected benefits of consumption had to be squeezed into slogans, characters, and logos, which were then compressed into thirty-second TV ads and radio spots. The complex promise of a Corvette, for example, was compressed into shots of cute girls, open roads, and lots of sunshine.

But cheap interaction turns the tables. The cheaper interaction gets, the more connected consumers can talk to each other – and the less time they have to spend listening to the often empty promises of firms.

In fact, when interaction is cheap, the very economic rationale for orthodox brands actually begins to implode: information about expected costs and benefits doesn't have to be compressed into logos, slogans, ad-spots or column-inches – instead, consumers can debate and discuss expected costs and benefits in incredibly rich detail.

And they do – with a fervour that portends revolution (...) the massive defection to hundreds of thousands of social networks and micro communities, where connected consumers endlessly discuss, debate, and validate brands and their promises.

Umair Haque. Harvard Business,
Edge Economy Weblog. Reprinted with permission.
<http://discussionleader.harvardbusiness.org/haque/>

Corporate mission and philosophy of Google

Lets look at the corporate mission and philosophy of Google. “Google’s mission is to organize the world’s information and make it universally accessible and useful.” That doesn’t sound very commercial, does it?

Their corporate philosophy contains ten points, the first being:

Focus on the user and all else will follow. *From its inception, Google has focused on providing the best user experience possible. While many companies claim to put their customers first, few are able to resist the temptation to make small sacrifices to increase shareholder value. Google has steadfastly refused to make any change that does not offer a benefit to the users (...). By always placing the interests of the user first, Google has built the most loyal audience on the web. And that growth has come not through TV ad campaigns, but through word of mouth from one satisfied user to another.*

www.google.com

Are we talking about a business here or an NGO? Remarkable is the aim to create brand loyalty: a key success factor in the corporate world -without using any 'conventional branding'.

VALUE OF BRANDS: THE CHANGING PERSPECTIVE OF BRANDING

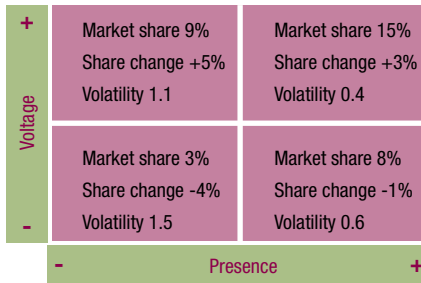
Nigel Hollis, Chief Global Analyst of Millward Brown, a renowned research company specialised in brand consulting, points out that "Voltage of a brand is a key success factor: its ability to convert customer awareness into bonding and loyalty". Nigel Hollis writes in 'Point of View Brand Value':

A trusted brand is a treasured asset, prized by its owners and envied by competitors. Companies are bought and sold for vast sums of money, above and beyond the value of factories, patents and processes, on the strength of their brands. But when one company pays a premium to acquire a stable of brands from another, what are they really paying for? Brands are valuable to companies because they are valuable to consumers. People will pay more for a branded product than a generic one, and more for a favored brand than the alternatives. It seems obvious, then, that a brand that has forged a strong and enduring relationship with consumers should provide a financial advantage to a company. (...) We use two key measures, Presence and Voltage to summarize the strength of a brand's relationship with consumers:

- **Presence** is a measure of how many people know about a brand and understand what it has to offer. A brand with a high level of Presence will enter a buyer's consideration set more easily than a brand with low Presence.
- **Voltage** is a relative measure of how efficiently a brand converts people from Presence to higher levels of attitudinal loyalty. Because higher levels of loyalty are associated with increased probability of purchase, a brand with a high Voltage score is positioned well to grow its share of sales in the category.

Brands were plotted according to their values on Presence and Voltage to create a map of brand equity, in which the four quadrants are used to define four groups of brands. Figure 1 shows the average scores by quadrant on three key metrics.

Figure 6: Brand equity map



Source: Millward Brown analysis of third-party market share data based on 369 cases.

Brands in the upper right-hand quadrant tend to dominate their product categories, with high market shares, good growth prospects, and low volatility. Brands such as Coke, Nike, and McDonald's are included in this group. By contrast, brands in the lower right-hand quadrant, which have strong Presence but weaker Voltage, tend to lose share year-on-year. The size of their market shares helps to reduce their volatility, but these brands are less likely to grow and are actually much more likely to lose share than their stronger counterparts. Brands in this quadrant are often described as being past their prime, and include familiar names like Chevrolet and Aquafresh. The brands in the upper left-hand quadrant tend to be more volatile than the brands on the right-hand side of the map. Many do gain share, but a fair number decline. The brands in this region, which include the likes of ING, Costco, and Quiznos, run the risk that as they struggle to grow their footprint, they may move away from the branding formula that made them successful. These brands are also vulnerable to competitive actions, such as aggressive pricing and the introduction of "me-too" product offerings. The brands in the lower left-hand quadrant, which have both low Presence and low Voltage, face a high failure rate. Among this group, a high percentage of brands lose more than 5 percent of their share year-on-year, with an average loss overall of 4 percent.

(...) Overall, our findings confirm that strong brands are built on the bedrock of sound business practice and a great brand experience. When solid fundamentals are accompanied by a clear, compelling brand proposition and a strong sense of momentum, a brand is likely to increase both sales and shareholder value.

© Nigel Hollis, Millward Brown, reprinted with permission. www.mb-blog.com

SEARCH FOR VALUE DRIVEN BRANDS

Looking at the difference between old and new style branding: What's your style? What style would benefit the people you are trying to reach? The answer is probably clear. Go for new style branding for your own organization. And search for corporations that want to enable their target groups, that want to create social value. Get these changes implemented in the DNA of your organization. Preferably select companies to partner that have made the transition. Communities benefit most from this approach.



Photo: Giacomo Proizzi

// 7 GAPS FOR 'REAL PARTNERING'

In the current situation, for many NGOs and companies there are still barriers for effective partnering. In this chapter we look at conditions and gaps to be bridged.

LACK OF TRUST AND MUTUAL RESPECT

Persistent and powerful conclusion of the interviews and desk-research: a prerequisite for successful partnerships between businesses and NGOs is a healthy relationship.

At a recent conference, Stefan Howells (SCORE) used the metaphor of love and marriage to point out essential elements of a healthy relationship, among which trust and mutual respect are most important. He used the handy advice relationship doctor Lucy Atcheson gives in her book 'The guide for perfect relationships'. The metaphor is useful because it helps to identify and understand current barriers for effective partnerships between NGO's and corporations: lack of trust and mutual respect.

ELEMENTS OF AN HEALTHY RELATIONSHIP

The Relationship Doctor says...

- You and your partner need to make a commitment to focus on relationship building!
- Acknowledge the problems and challenges – don't be afraid to be honest.
- Ability to communicate effectively is the most important element.
- Start by listening...

The essential foundation for a happy relationship is **trust**. Partners should discover and confront core fears & issues:

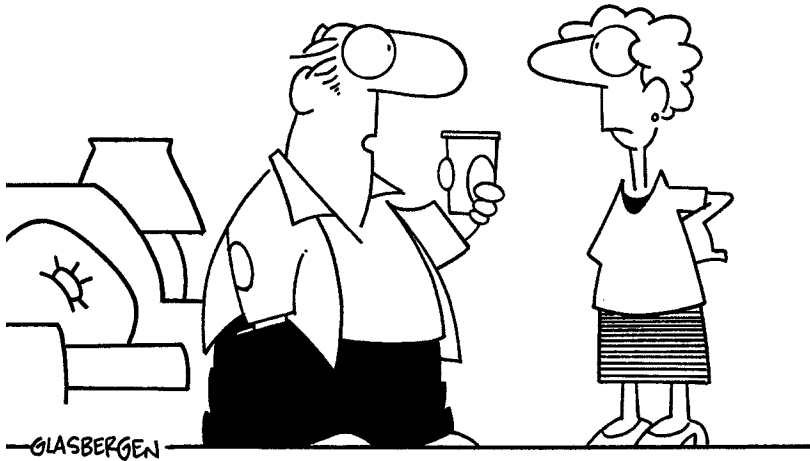
- Insecurity.
- Feeling not prioritised.
- Feeling replaceable.
- Not trusting or feeling mistrusted.
- Feeling undervalued.
- Feeling disrespected.
- ... Take equal responsibility for solutions.

Another prerequisite for an healthy relationship is **mutual respect**. See your partner for who they really are:

- Remember why you're in the relationship in the first place (not everything about your partner is perfect, but there's a reason you're with him/her...).
- Respect your partner and make him/her feel respected.
- Understand who you are and develop real self awareness (confront your own stereotypes & expectations).

S. Howells and V. Veii, Presentation 'Building a global partnership for development; experiences from Southern Africa, SCSA Zone VI; Next Step Conference, Namibia, 2007. SCORE.

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www.glasbergen.com



“So I forgot my wedding vows! You expect me to remember a conversation we had 25 years ago???”

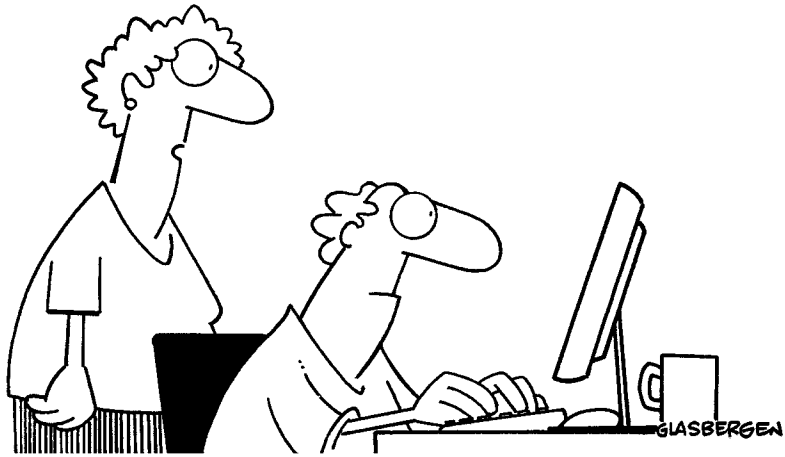
Like in a marriage, and anybody who is married knows, both the blessing and the challenge is that you have to live with your partner's virtues & vices and they with yours. And you must be willing to accept that. We are all made of lights and shadows, no one sector has a monopoly on either virtue or vice.

Fundamentally we have to talk deeply and transparently about the issues that scare the NGOs in the movement. What is it that worries people? We often get the question: 'what is your real agenda?'. There is lack of trust on our intentions. I sense there continues to be ambivalence about engaging and involving the private sector. That's understandable. We have our own goals, things that drive us – including shareholder value and delivering growth. We are also concerned as well about where the lines are. Often beyond cultural difference between the sectors there is a language barrier –we speak the language of business. But, I personally believe very strongly that there is room enough in this movement for everybody to contribute, especially if we recognize, respect and reward our own and each others core competencies.

Nike is committed to contributing to the evolution of the movement by bringing what we do best, which is innovating. This has to be deeply rooted and revolutionising the ways we think about sport, the ways to make sport cool and the way to empower young people to use sport to improve their lives and their communities. We want to partner with organizations who are interested in exchanging ideas with us and in learning from our knowledge of branding and marketing and who will trade for that unique value propositions that help us grow our business. This has to be more important than holding us hostage to the mistakes we have made in the past and that we may in fact make in the future. Partners need to trust each others intent. I believe a fundamental paradigm change is needed.

Anybody who partners with us can tell you: we can be extremely demanding, even unreasonable, we are quick, we are challenging, we are sometimes arrogant, a three hundred pound gorilla in the room, sometimes just a flat out 'pain in the arse' but yet in the end, as a social entrepreneur and innovator you must believe that the positive outweighs the negative. And I believe that is what marriage and partnership is fundamentally about.

Maria E. Bobenrieth, Nike



“Maybe you could get someone to steal just the parts of your identity that annoy me.”

MISCONCEPTIONS AND PREJUDICE

Interviewed experts and practitioners point out that both sides do not really trust the other party yet. There are misconceptions about central beliefs and motives. These must be removed to unleash the potential for partnering in the field of sport and development.

Only for PR reasons, branding and selling products

There is a misconception among many NGOs that the private sector has a lot of ‘easy money’ and that businesses should be obliged to hand this over to civil society for a good cause.

Moreover, companies that enter the field of sport and development, are confronted with mistrust of their objectives. Many people working for NGOs doubt their attention: they suspect the companies to be just after window dressing, marketing value and getting access to new customers to sell their product to. They also have a point. It has happened in the past that good causes were 'misused' by corporations and that projects were mainly seen as a means of brand exposure. But times are changing and branding new style can be added value for all parties.

A corporate partnership is not always perceived positively. People are sometimes prejudiced, they think it is bad to have a corporate partner because of different values and objectives. However, I think we can only bring social change if we build cross sectoral partnerships. Nike is a partner that is constantly guarded by different watch organizations; for us that is key because it guarantees transparency.

Astrid Aafjes, Women Win

Bureaucracy and silly projects

Many companies regard NGOs with scepticism as well. It works both ways. A recent observation in a hotel lobby in Zürich -where the sport and development conferences Magglingen and Next Step 2008 were being prepared- demonstrates a persistent misconception of many people working in the private sector: money is wasted on bureaucracy and silly projects with no impact.

Two business man are looking at a sign which says: 'Sport and development, Meeting room, 12-14 March 2008'. Their reaction: "*Sport and development, that's a smart way to get money from the people and from businesses....sounds wonderful...but what a waste of money! Sport and development.....ha, ha, ha, ha! Just another example of money thrown away for bureaucracy and silly projects....Smart move but worthless!*"

When only three words, -or actually only one: 'development'- provoke a reaction like this, prejudice is apparent. For many people, including business people, the term 'development' is tainted by failed efforts in the past. They have a point. Many efforts failed to reach sustainable effects. For examples of plans gone wrong, read the recent book by Bill Easterly, ex-World Bank economist and present-day New York University Professor. The title speaks for itself. 'The white mans burden, why the West's efforts to aid the rest have done so much ill and so little good.'
<http://www.nyu.edu/fas/institute/dri/Easterly/>

STOP BLAMING AND START LOVING

So how can we move on? NGOs have to stop holding companies hostage for the mistakes they made in the past. More important: stop expecting companies to be able to be perfect. It's also the other way around. Corporations that want to join the movement, and have 'real CSR' intentions, should not rigorously hold on to principles like: 'only 7% of the funding can be used for overhead or capacity building'. Insisting on the application of rigorous general principles without knowing the specific situation, is usually caused by mistrust. This mistrust is based on the misconception that NGOs waste money. Which they sometimes did, in the past. But it is not necessarily a part of their identity.

Mistakes are good

Mistakes will be made, both by corporations and NGOs, till the end of days. Hopefully. With no mistakes (=feedback), no learning takes place. If you want to adapt to change, you have to innovate. To be able to innovate, you have to learn. Success and failure are just two sides of the same coin –called feedback- without which learning simply is not possible.

NO QUICK FIX: PARADIGM SHIFT AND CULTURE CHANGE

Important message of the majority of respondents: a culture change is needed to remove misconceptions and mistrust. This implies that there is no quick fix for the gap between the business world and the 'universe of doing good', even though there are signs that this gap is currently being bridged by 'natural processes'. Because customers expect companies to do good, doing good becomes business. Highly qualified professionals working for NGOs are hired by top corporations to learn them the tricks of the trade. And vice versa, because customers expect NGOs to be strong brands with strong services, strong marketing and strong communication, NGOs are hiring top qualified professionals from the private sector. We are all in the same boat, after all.

Is it really that difficult to change an organizational culture? Yes it is! To change fundamental ways of looking at reality, hard work is needed. Only shared positive experiences will lead to the change needed for effective and 'real partnerships'. If you haven't already changed, faced by the tremendous potential of partnerships between corporations and NGOs: we challenge everyone involved to board this train and start changing!

LEARNING THE STATUS QUO: THE DEEP ROOTS OF ORGANIZATIONAL CULTURE

To illustrate how norms and values become ingrained in an invisible pattern in an organization, by positive and negative experiences (feedback!) the 'Monkey-banana-water-experiment' is often used:

Start with a cage containing five monkeys.

In the cage, hang a banana on a string and put stairs under it. Before long, a monkey will go to the stairs and start to climb towards the banana. As soon as he touches the stairs, spray all of the monkeys with cold water.

After a while, another monkey will make an attempt with the same response - all of the monkeys are sprayed with cold water. Keep this up for several days.

Turn off the cold water. If, later, another monkey tries to climb the stairs, the other monkeys will try to prevent it even though no water sprays them.

Now, remove one monkey from the cage and replace it with a new one.

The new monkey sees the banana and wants to climb the stairs. To his horror, all of the other monkeys attack him. After another attempt and attack, he knows that if he tries to climb the stairs, he will be assaulted.

Next, remove another of the original five monkeys and replace it with a new one. The newcomer goes to the stairs and is attacked. The previous newcomer takes part in the punishment with enthusiasm.

Replace the third original monkey with a new one. The new one makes it to the stairs and is attacked as well. Two of the four monkeys that beat him have no idea why they were not permitted to climb the stairs, or why they are participating in the beating of the newest monkey.

After replacing the fourth and fifth original monkeys, all the monkeys which have been sprayed with cold water have been replaced. Nevertheless, no monkey ever again approaches the stairs.

Why not?

"Because that's the way it's always been done around here."

8 STEP BY STEP GUIDE FOR PARTNERING //

STEP 1 - DECIDE: DO YOU REALLY WANT TO PARTNER WITH BUSINESS?

Double check your motives

Before you set of investing a huge amount of energy in the search for a corporate partner -because that becomes clear from the interviews: you have to invest a lot of manpower and creative energy!- ask yourself:

Why do you want to partner with business?

If the main motive is money, the recommendation is to develop a sustainability plan and fundraising strategy before approaching businesses. There is a high chance that there are better and easier ways to get funds.

Check for cultural barriers

If the reason is that a business partner could help you accomplish your objectives and because you could learn from them -because of their experience, capacities, access to networks and understanding of target groups- if that's the case, ask yourself:

Do you trust corporations? Or do you hold them hostage to all the mistakes made in the past? Do you respect the corporate world? Are you willing to really listen to businesses, what they want and what they need? Or are you only interested in your own objective? Do you believe that there are good and bad corporations, or mainly bad ones with a few exceptions? Are you willing to be transparent, to be open and honest? Or are you just after some easy cash? (If you're working for the private sector, read the same lines but replace 'corporations' with 'NGOs' and 'easy cash' with 'window dressing')

If you feel that there are barriers for a positive perception of the corporate world (or vice versa for Civil Society), realise that a culture change is probably needed in your organization before you partner with companies (or with NGOs).

If you're the leader, ask employees how they feel about partnering with 'the other sector'. Be sure they are open to you, if its part of the culture to 'be against corporations', they will feel restrained to answer openly. If you're not the leader, ask the decision makers how they feel about it. But be aware: if partnering with business is not congruent with core beliefs of the organization you work for, you might be pulled of the ladder (see the Monkey-banana-water-experiment in the previous chapter).

Partnership can spark and support culture change

A partnership with a corporation can actually spark culture change leading to a constructive attitude towards corporations instead of a cynical and defensive one. But you have to realise that there will be resistance in your organization for partnering with ‘the other side’ and that structural attention has to be given to overcome this resistance.

Culture change can be facilitated by change agents. There are also many consultancies specialised in culture change that will be happy to support your journey. Maybe one of them can even guide you through the process as a first step of a partnership, of course in exchange of ‘something’ (=learning together, accomplishing shared values). Just look at the long list of in-kind supporters of NESsT (www.nesst.org) to see how mutual benefit can lead to a wide range of partnerships.

Know thyself

*We shall not cease from exploration
And the end of all our exploring
Will be to arrive where we started
And know the place for the first time.*

T.S. Eliot, *Four Quartets*

Actually the question ‘do I want to partner with business?’ can lead to an internal journey searching for your own identity, who am I? Just as in love relationships, one must know oneself and be at peace with oneself before embarking on a partnership.

Commonwealth Games Canada describes as first step on their partnership filter: “Identify and state your own organizational culture. Your ‘vision, objectives, long term goals, core values, and operating principles’.”

If your vision and mission have not yet been articulated, an internal process is needed with overall involvement. This is not a process accomplished overnight, this is not an individual journey but a collective one. It is better to take time and energy to answer these complex questions; they are about the core ideology of your organization.

Companies are not just going to give funds. First you have to show what you have done and what you are after. What is your vision and mission? And with that vision and mission: what did you accomplish? What did you try to do? And what obstacles did you meet? What do you see in the future, what is your plan?

Felicite Rwemarikwa, AKWOF

What's your Core Ideology?

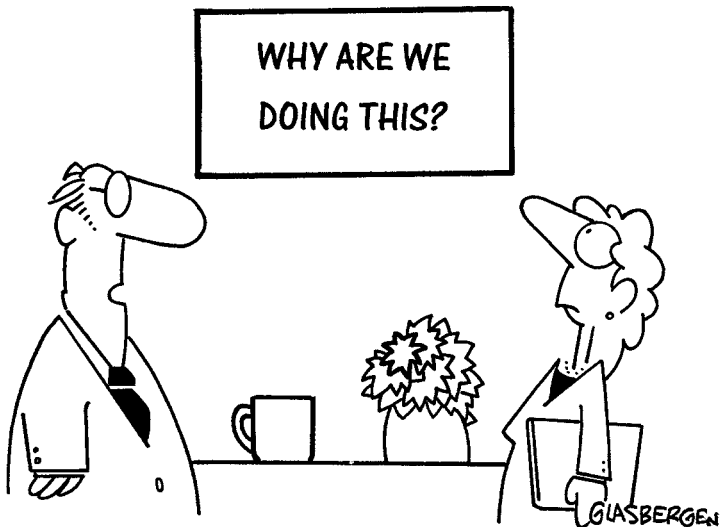
Ask yourself: do you know your core ideology? Ask your colleagues to write it in ten sentences on a sheet of paper and compare. If there are structural differences, the time might be right for an internal project aimed at clarifying the vision and mission of the organization.

Building your organization's vision

Organizations that enjoy enduring success have core values and a core purpose that remain fixed while their strategies and practices endlessly adapt to a changing world. Core ideology defines the enduring character of an organization – a consistent identity that transcends product or market life cycles, technological breakthroughs, management fads, and individual leaders. In fact, the most lasting and significant contribution of those who build visionary companies is the core ideology. Core ideology provides the glue that holds an organization together through time.

James C. Collins and Jerry I. Porras,
Building your company's vision, 1996. Harvard Business Review.

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**“It’s not a great mission statement,
but we’ll revise it if things get better.”**

STEP 2 - IDENTIFY & SELECT POTENTIAL BUSINESS PARTNERS

If the outcome of step 1 is positive -'yes, I want to partner with business to reach shared goals, and learn in the process'- , the second step is to identify & select potential business partners.

Sounds simple, but how can you do that best? Organizations with a long record of successful partnerships, have developed tools and review criteria that guide this process. Important elements are:

- The core values and culture of a potential partner should not conflict with your core values and culture. An obvious example: sport organizations should not partner with alcohol or tobacco manufacturers.
- There should be shared goals to be accomplished. For instance, if you want to reach young adolescent girls, a partnership with a company that focuses on this target group could lead to reciprocal benefits.

You have to find out in advance what the mutual benefit can be. If you approach an organization like Nike, and want to position yourself as a serious partner, it must be clear how it can meet their objectives. Search for companies with similar values.

Astrid Aafjes, Women Win

The Partnering Initiative offers a range of tools that can help you take the necessary steps, for instance a partner assessment form. Furthermore, Commonwealth Games Canada uses the Partnership Filter and Application Tool to evaluate the potential for partnership as well as raise issues for consideration when engaging in discussion with partners:

- The Partnership Filter is a visual illustration, providing an overview of your organization with the key criteria to evaluate potential partnerships.
- The Application Tool provides a template to use while evaluating the partnership and to score the partnership according to the criteria outlined by the filter.

The Partnership Filter and Application Tool and the Partnering Toolbook are offered on www.toolkitsportdevelopment.org



**“Of course I can accept you for who you are.
You are someone I need to change.”**

Preparation is key

After you identified potential partners, there are a many questions to be answered. Commonwealth Games Canada states that organization management and program staff should rate the partnership individually in order to examine the partnership as critically as possible. The individual ratings can then be compiled and discussed to summarize the overall view of the partnership. The process is not lengthy, but should be taken seriously with due diligence. An organization must complete the following groundwork in order to use the Partnership Filter and Application Tool, to properly assess the alignment of a potential partnership with its organizational mission, vision, values, and operating principles:

- What are the potential partner organization’s vision, objectives, goals, core values, and operating principles?
- What are the roles and expectations of all partners in the proposed partnership? In order to critically analyse the partnership, the goals of the partnership and the steps that need to be taken to achieve these goals must be understood.
- Critically analyse the potential partner - research the organizational culture of the potential partner and their role in the area in which they wish to partner. Understanding the organization of the potential partner, its goals and objectives, and priorities for the programming are vital to effectively screening the partnership with the filter tool (Partnership Filter, Commonwealth Games Canada).

Very few organizations have asked us for our expertise first. Mel Young, President of the Homeless World Cup is a good example. He came to Nike, I asked 'what do you want from us?' And Mel said: 'I want to built a great global sporting event. Teach me how to do that.' We now have been in a partnership for four years and he has outgrown us. He did not ask for equipment or money. Great! I know that that we are talking the same language – he is brilliant. Of course we support them with money and equipment, but that is not what the partnership is about. We have a higher shared goal. You have to understand that when you are asking support from companies, you have to ask for their core competencies.

Maria E. Bobenrieth, Nike

CARE has a long tradition of partnering with businesses. Example are: HP, Microsoft, Starbucks, Johnson & Johnson, Merck, IBM, Coca Cola, et cetera. CARE is fortunate to have a very good reputation for partnering with corporations, which is partly based on an excellent project implementation, a rigorous due diligence process and definitely based on CARE's ability to identify mutually beneficial goals with private sector partners.

Why do they want to partner with us? It has to match the mission and vision of CARE. Clarity from day one is very important. You have to know where you are both coming from. On top of that there has to be an identified mutual benefit. Difference with partnering with government or donors is that they may have a philosophy why they want to work with you. With corporations it always has to tie back to there core business. Most important key point: if you do not have a mutual understanding about the benefits and reasons to partner from both sides, you are always going to be butting heads.

Wayne Lifshitz, CARE

STEP 3 - FLIRTING PHASE: BE PREPARED

Desk-research will give you many insights needed for the assessment. However, personal contact is also needed for the next step. You need to feel whether there is an alignment of values, a click between the companies' 'spirit' and your organizations' 'atmosphere'; this is not only about numbers but also about emotions, about gut feeling. You need both: a personal click, and objective shared goals.

It is essential that you are prepared when this time has come, because genuine interest is another important prerequisite for a healthy relation, an effective partnership.

If you go to the first meeting with a potential partner only to tell what you want, what your objectives and plans are and ask for a check while you haven't got any real interest nor understanding of the company, the department and the official you are engaged with, things won't work out for sure.

Do you think this doesn't happen? It happens all the time according to the experts and practitioners interviewed.

Their recommendation: don't do it. CSR-managers will feel not prioritised, undervalued and disrespected if you don't show you are interested in what they believe, think and need. They don't want to work with people who are only interested in their own missions. What kind of relationship will evolve from that kind of attitude? Would you go for that?

So be prepared. Do your homework. Do you want to flirt effectively? Show you care. Listen. Show who you are. Tell. Demonstrate your strong points without boasting. Be eager but not desperate. Look for synergy. The parallels with the dating & relationship game really go a long way.

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“I never realized how self-centered I am until ten online dating services matched me with myself!”

Every company is different. They have different objectives and different approaches. Before you approach a company, it is really important to do your research. In a former job people came to me looking for funds who had clearly not even bothered to look at our website. My colleagues and I would wonder: “if they are not even interested in us, is it a first indication of their approach... do we want to work with

them? Apparently they only have their own objectives in mind.’ You have to feel that they know you before they approach you. Instead of saying, here is my project, only with their own mission in mind.

Ned Wills, Laureus Sport for Good Foundation

You have to sell yourself. Make a strong proposal. Show what you believe in, what you’ve been doing, what you’ve achieved.

Elena Phiri, Kalusha Foundation

The liking of two individuals is not enough basis for a partnership. There has to be a natural fit. Do we make sense together? The metaphor of dating and a relationship is valuable: first you flirt and date to get an answer to the question: do we make sense together? It does not have to be 100% but say a 70% match of what you stand for and what you want.

Wayne Lifshitz, CARE

I often get the impression by the way we are approached by NGOs that ‘they don’t want to date us, but want us instead to pay for the dinner bill.’ You have to go to a company with your value proposition: ‘this is what you bring’. We have to deliver on ROI2 (return on investment square): it must benefit our company, our stakeholders and deliver value for society. It is a virtual circle. If you approach a company you must now how your value proposition fits theirs. Partnering is not a one way affair.

Maria E. Bobenrieth, Nike

Impress them. Tell your story and work on your pitch. You have to beat others. Convince them that your work helps them reach their objectives.

Kieran Hayward, Commonwealth Games Canada

Natural fit or butting heads

When there are no shared values and goals, don’t force the relationship. “If there is no natural fit, you are only going to be butting heads” (Wayne Lifshitz, CARE). Just like with love, there has to be a match; not for 100% -that might actually be contra productive- but ‘enough’ shared interests and shared goals to accomplish specific areas. A relationship is about giving and taking, so you have to be willing to do just that with the partner you select. It is all about interaction.

The KNVB Academy is the Educational Department of the Royal Netherlands Football Association. We have to focus on our core competencies and mission: the development of football. We started a new partnership with Nike and Women Win to develop women’s football in four African countries. In our partnership with MUSA

we have got a lot of experience with developing football for women. Recently the first female referee trained by the Academy got her degree. We can use this expertise and upscale it. When you look at our partners, there is a natural fit.

Johan van Geijn, KNVB Academy

Beware of mission drift

Based on the same perspective, the majority of the interviewed warn for a 'mission drift': don't start a partnership when you have to alter your programs in an essential way, in a way that takes you away from your own mission.

Again the love relationship metaphor clarifies this principle. Is starting a family very important for you? Don't initiate a relationship with somebody who hates children. Are you a health freak and is being outdoors a very important aspect of your life? Don't date a rock star who lives at night, sleeps during daytime and prefers to spend leisure time in smoky & noisy bars. Chances for success are small.

Most important lessons learned from partnering with business: always think long term about relationships. There has to be an alignment of the values and missions of partners.

Lack of clarity about expectations will often lead to failure, so create and articulate expectations on both sides. Be honest about what you can deliver. On both sides the biggest risk for failure is not clearly articulated expectations. Often the expectations are too high.

Be cautious for a mission drift. To match expectations, you need to 'deliver something back', to create win win, but stick to your core mission and values, keep your own identity.

Another important lesson learned is that local engagement and local investment is critical for an organization to be embedded in communities. Therefore we aim to increase locally generated resources to 20%-30%.

Johann Olav Koss, Right to Play

STEP 4 - DATING PHASE: START SMALL, START OPEN, START SINCERE

After a period of flirting, the time comes to start dating. Imagine you have met somebody you like and you have been flirting with him/her for some time. Which of the following questions would you feel most comfortable asking:

- Would you like to go for a drink with me?
- I would like to take you out for dinner, do you have time this weekend?
- Are you interested in a one-night stand?
- I am about to leave for a trip around the world. Will you join me this Monday?

- I am about to move. Do you want to buy a house together so we can cohabite?

Exactly. It's obvious! Start small with sure successes. Work from there. Get to know each other. How? By interacting, co-creating and sharing experiences. Just go!

Never give up

Tip from the field: looking for a partner requires stamina. With 'never give up' we don't mean you should push an unwilling potential partner, but you should keep searching for a willing one. This might be a long and arduous journey. You might be turned down many times before you hit gold.

Remember: a good partner can last a lifetime. And remember: there is a whole world out there with thousands and thousands of potential partners. So failure is not a problem: just shake it off, smile and move on to the next!

The lessons we learned is that it takes time for a relationship to evolve. It takes a lot of time to know values, the way they work...it is not about a contract where you specify everything, it is about mutual trust. Make sure you understand them.

Start small but stick to your values, it has to be consistent with your identity. Do not change or alter your programs in a fundamental way. It is OK to tailor your message to a corporate partner, but be aware of deals like: we will support you if you stick so many signs with our logo on your events. You might regret this if your organizational identity is not very visible during your events. Beware of companies that only want to push their brand (hijacking for branding).

Don't be afraid of failure. Even if you succeed one out of thousand tries, it is OK: if it works out, it can be a lifetime relationship.

Kieran Hayward, Commonwealth Games Canada

'No! I do not want to be involved in your programme!!' Finding a supporting partner can be a lonely and difficult struggle. I developed red raw knuckles from knocking on doors through the years. But when you have stamina, endurance and above all believe passionately in your programme you will be rewarded. Never, ever give up.

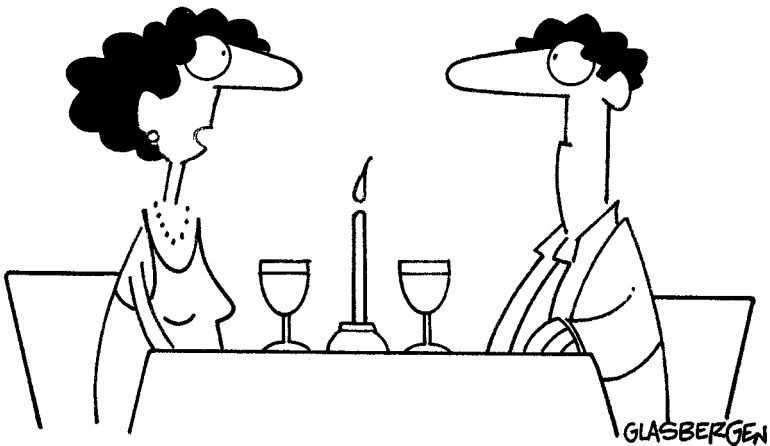
Trevor Dudley, Kampala Kids League, The Kids League Uganda

STEP 5 - ACQUAINTANCES, FRIENDSHIP OR MARRIAGE?

From this point, the partnership will evolve. Tip from the field: do not try to get all the nitty gritty details on paper in partnership agreements. If there is mutual trust & agreed upon shared goals, general principles of co-operating and joint plans for programmes & projects should offer sufficient fundament for a healthy relationship.

Again, the metaphor of a love relationship makes this point obvious. How would you feel if your partner would say to you: "I have looked in our contract, but according to article 17g you are obliged to do this and this in such and such situation. Did you forget about this article or is there a problem?"

Not a very stimulating environment for creative problem solving and hands on action, is it? If this is the general communication pattern –correcting, blaming and defending- you might actually wonder if there is a natural fit. Maybe its better to just stay acquainted in stead of going for a long term friendship or a marriage. Again: do not force partnerships. It simply doesn't work., for neither partner.



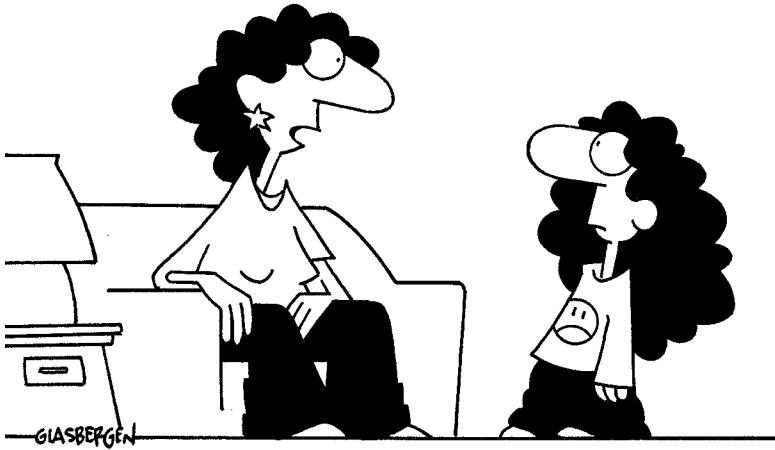
**“My last boyfriend said I’m a control freak.
Do you think I’m a control freak? If so, say yes.”**

STEP 6 - CLOSE THE LOOP: FEEDBACK AND EVALUATION

We stated before: learning requires feedback. So evaluate periodically your partnership: what are the strengths and weaknesses? What went well? What could have been improved? Have both parties met expectations? If not, what are barriers? Can we remove them? What are drivers? Can we stimulate them? Create a feedback loop.

Just as in marriage one third of the couples decides to divorce, sometimes you have to move on. The world is forever changing and we adapt. You need to, if you want to be successful. This implies you might evolve in separate directions. Were once goals were shared, at some point in time you might not have anything in common anymore. If that's the case, its probably time to break up.

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“Sometimes it’s smooth sailing and sometimes they sink. That’s why they’re called relationships!”

Maintenance of the relationship is very important. Keep in touch. Provide feedback of progress, thank them for their support. Be specific on a personal level. It is too late when you want to ask for money again. Call them and invite them to your program before you need support.

Every business prefers to keep the relation once it is established: it is difficult and takes time and energy to develop trust. It is easier to make a decision on who to support when you already have a relationship, rather than a new group who has just approached you.

Kieran Hayward, Commonwealth Games Canada

After you start partnering: show the effects of you programmes. Initiate monitoring and evaluation together. Give them back up for their support. Show them it works.

Elena Phiri, Kalusha Foundation

In general I am a big advocate of research that proves you are having economic impact with your projects. Prove that it is more effective to invest your money into sport projects. Major funders will search for evidence based proposals, the stronger ones will prove the economic and social case for funding. We need to build this area of research across the sport and development field.

Ned Wills, Laureus Sport for Good Foundation

TIP: BE A GREAT BRAND YOURSELF

Travelling on the road to a partnership, you get to know yourself better. You have to know your core ideology, your values: what do you stand for?

Realise that if your organization is a strong personality, attraction from business partners will rise. Remember, a brand is like the personality of an organization, so a tip from the field is: be a great brand yourself! You will find that flirting and getting dates will become much easier and that there will be more interest in you. So that might be a step you want to take before you set of looking for partners in the private sector. It is actually not a step but a long term process, but sometimes you have to develop first before you get engaged in a serious relationship.



“Knock it off, Hon — I’m trying to read!”

// 9 LOOKING AHEAD

UNLEASH THE POTENTIAL

More private sector involvement in the field for sport and development is needed. We know there is great potential. Together we must identify how to unleash it. Many NGOs are willing, but are struggling. They don't know how to proceed. The same goes for business who are in the early stages of developing CSR.

You need to have the capacity, the skills, the people and you need to understand business principles to succeed. Often that's lacking.

Stefan A. Howells, SCORE

My closing wish is that when I go to the Magglingen conference in 2008, it won't be me alone or as part of a few (as a private sector company) talking about this subject anymore, but there will be an active participation, dialogue and an open debate with other great brands, like Adidas, Puma, Facebook, MTV, YouTube and other brands that engage our young people. Because I believe that when we can create a bigger space to learn from each other, we can bypass the current slow evolution of the movement and revolutionise it -- today. I believe for all the young people out there - that would be a really good thing.

Maria E. Bobenrieth, Speech Next Step Conference, Namibia 2007

We want to start looking for corporate partnerships. But we don't have the experience nor the competence needed. I know you need a strategy, you need to be prepared. I know that companies don't sponsor a project because of a passion or philosophy like donors do. The private sector has other things on their mind: advertising the product, showing that they do something for communities. They need good arguments. You have to know what they want. It would be great if I could get some tips on what I should and shouldn't do, examples of successful long term partnerships, how to write proposals and reports....a combination of general advice and specific advice when you are planning to go to a specific company. A mentor would be great, a competent person that can judge and consult: the nature of the company is this, so this is what you could do.

Cyprian Maro, Emima

EDUCATION, CULTURE CHANGE & MATCH MAKERS

Words alone do not change the world. To bridge the gaps, the collective responsibility of the movement needs to be taken. We need training and workshops for NGOs, temporarily exchange of employees between NGOs and corporations (traineeship), a

campaign to spark change (using 'new-style' strategy and means!), publication of good practices and developing and testing methods for the needed culture change.

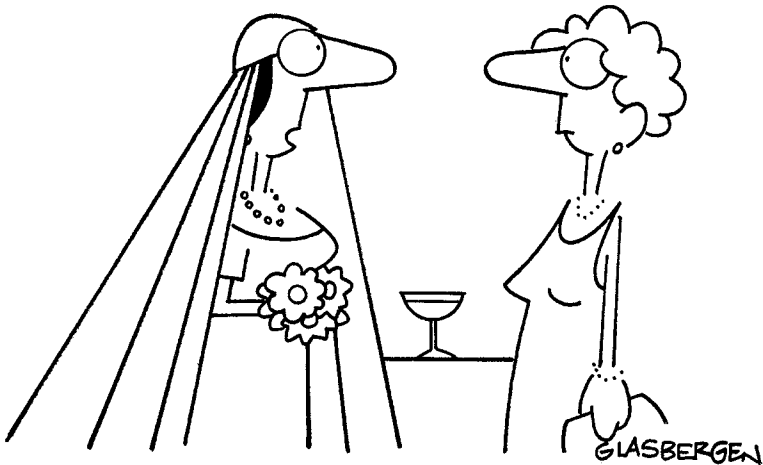
There is also room for match makers. Both corporations and NGOs need help to start partnering. Good Business, streetfootballworld, Women Win and CARE are examples of the value matchmakers provide.

Whatever is chosen to be done, the sooner the better. Why is it urgent? Because while this movement is getting businesses on board only slowly, other movements might be moving fast. We believe that sport is in many cases an effective tool for development; that's the reason why we are in this movement after all. Using an effective tool results in a better world. That's our shared goal. So lets prepare and engage the private sector!

If I look at the future, I think there needs to be an education of the NGO sector; the private sector shouldn't be seen as another pool of donors. They want to work differently and have the capacity to do so, therefore NGOs need to recognize this and plan accordingly.

Wayne Lifshitz, CARE

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“I needed someone who would always love and adore me, always find me fascinating, someone to spoil me rotten and never leave. So I married myself!”

// APPENDIX FACTSHEET 'WHY PARTNER?'

FOCUS YOUR RESOURCES ON WHAT YOU DO BEST AND PARTNER FOR THE REST

- Real partnering = co-creating, best understood using the metaphor of a relationship.
- There is potentially a lot of added value for both businesses as NGOs in the field of sport and development.
- Unfortunately, the enormous potential remains largely unused.
- A culture change is needed, central beliefs need to be changed.
- A win – win mindset is essential: by sharing we gain more.

DEFINITION AND BENEFITS ACCORDING TO THE PARTNERING INITIATIVE

What is 'partnership'?

While the term 'partnership' can be used to describe many types of relationship, The Partnering Initiative uses it specifically to describe a formal working relationship between organizations from different sectors of society (business, government and civil society):

"...Partnership is a cross-sector collaboration in which organizations work together in a transparent, equitable and mutually beneficial way. The partners agree to commit resources, share the risks as well as the benefits to work together towards a shared goal."

Potential benefits of partnerships

Benefits to partners from successful partnerships for can include:

- Access (to knowledge): Mitigating risk and reducing potential conflict by greater understanding of the operational context.
- Innovation: Developing new ways of addressing old issues and complex challenges as well as maximising new opportunities.
- Effectiveness: Creating more appropriate products and services.
- Efficiency: Achieving reduced (or shared) costs and better delivery systems
- Access (to people): Drawing on a wider 'pool' of specialists, technical expertise, experience, skills and networks.
- Human resource development: Enhanced professional skills and competencies in the work force.
- Reputation and credibility: Well-earned/improved organizational reputation and credibility.
- Long-term stability: Greater 'reach' means more development impact a direct objective of government and civil society, but also critical to the sustainability of business.

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Read more on: <http://thepartneringinitiative.org>

KEY FEATURES OF PARTNERSHIPS

- The voluntary nature of partnerships. Explicit commitment or agreement on the part of the participants.
- Common interest.
- The mutual dependency that arises from sharing risks, responsibilities, resources, competencies and benefits.
- Synergy – the concept of value added or the total being greater than the sum of its individual parts.
- Working together – in the most strategic partnerships, the partners work together at all levels and stages, from the design and governance of the initiative to implementation and evaluation.
- Complementary support.
- Shared competencies and resources – partnerships are a mechanism to leverage different types of resources and competencies, including, but not only, money.
- Good communication.
- Respect and trust.

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SHARED GOALS THROUGH SPORT

The research conducted by IBLF identified the following shared goals of the private sector and sport NGOs:

- Contributing to peaceful, well-governed and secure societies, and stable operating environments.
- Encouraging healthy, active populations and reducing rates of disease.
- Strengthening local communities.
- Sharing values that underpin economically and socially successful societies.
- Empowering marginalised groups and reducing inequality.

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// COLOPHON

A special thanks to the organizations, experts and practitioners who contributed to this publication.

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Design: Piraña grafisch ontwerp, Utrecht

Print: Drukkerij Libertas, Bunnik

Cover photo: Francis Cerny

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Amsterdam, July 2008

NCDO (Dutch National Committee for International Cooperation and Sustainable Development) strengthens and highlights public support for international cooperation and sustainable development and achievement of the Millennium Development Goals. NCDO's sports program is the Dutch knowledge and information centre on the power of sport to help reach these goals and social change (www.sportdevelopment.org).

WAKE UP!

Unleash the potential of partnerships between companies and NGOs in the field of sport and development

Aim of this publication is to highlight opportunities and stimulate discussion about the potential of partnerships between corporations and NGOs in the field of sport and development.

Main questions are:

- What is the potential of partnerships between businesses and NGOs in the field of sport and development?
- What is the knowledge, attitude and behaviour of those involved?
- What are the lessons learned?
- How can we bridge gaps and unleash the potential?

