

Possibility: Business and Nonprofit Collaboration

~what we learned from Partnership Award~



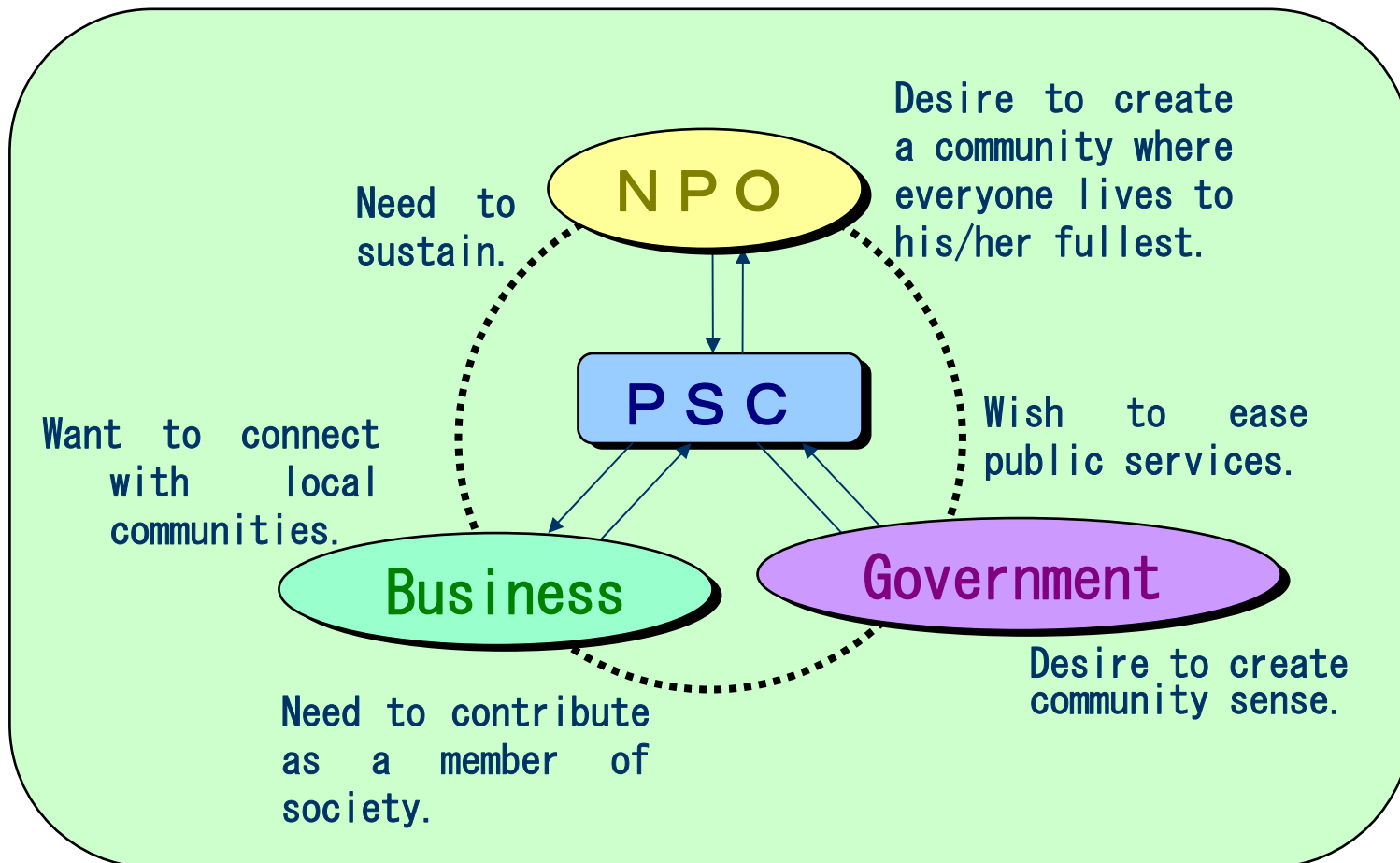
Partnership Support Center (PSC)

Masayo Kishida

Partnership Support Center MISSION

We are committed to promoting various partnerships in communities and creating a society where all individuals are valued and cherished.

Connecting NPOs with Businesses and Governments



PSC Project 1

1. “Partnership Award” (launched in June 2002)
Evaluate with business-nonprofit collaborations. Reward model collaborations.
2. Corporate Citizen Forum
Businesses meet periodically to talk about their community achievements as well as difficulties they are facing.
3. Nonprofit Idea Exchange Forum
Local nonprofits gather to share and exchange their ideas.
4. Partnership Course
Businesses and NPOs learn essential knowledge and skills needed to work with each other.

Continued..

5. Training

Cross-sector collaboration, Social responsibility, Leadership

6. Research / Study

NPO activities, Business involvement in communities

7. Advise to governments

Advise and make suggestions to the governments.

8. Periodicals / Publication

Edit “PSC Report” every 2 months, Publish other business-nonprofit partnership books/materials.

9. Others

Projects for governments, businesses, and foundations.

Mitsui/Sumitomo NPO Café



NPO Café

(Mitsui-Sumitomo Marine Insurance Co., Nagoya Building)



Partnership Grand Award

“Wheelchair Delivery – Love Delivering Network” Project



**On Saturday, June 15
at Chikusa, Nagoya**

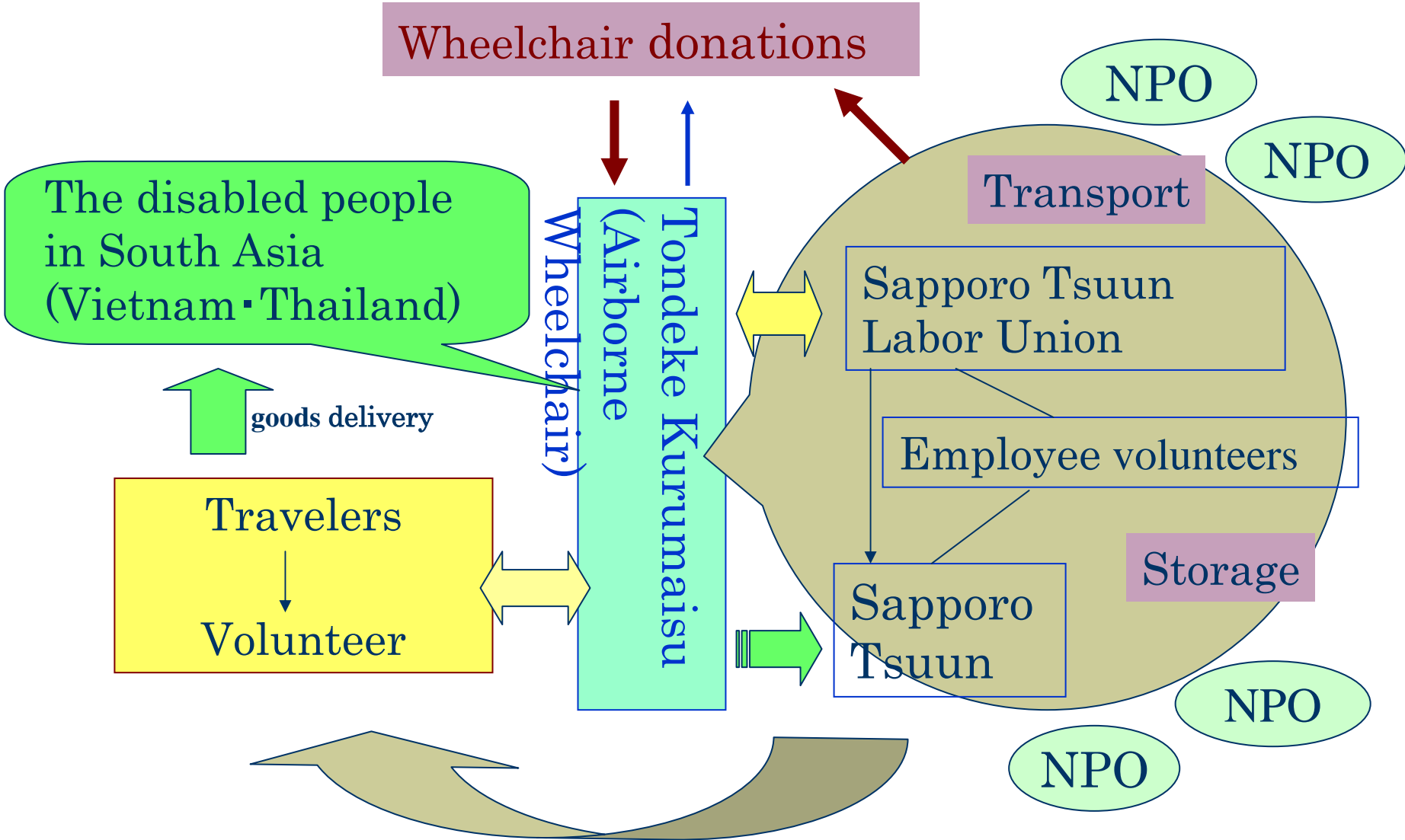
Final Presentation & Award Ceremony

The winning project, “Love Delivering Network,” is a collaboration between Sapporo Tsuun, a local freight company in northern Japan, and Tondeke Kurumaisu (Airborne Wheelchair), a nonprofit organization that delivers used wheelchairs to developing countries in South Asia. They received ¥300,000.

Also, 5 other organizations were recognized.

2002 Partnership Award

“Wheelchair Delivery – Love Delivering Network”



“Partnership Award” its purpose and goal

- ◆ Demonstrate possibility of business-nonprofit collaborations.
- ◆ Promote cross-sector collaboration by appealing its merits and importance.
- ◆ For Businesses
 - motivator as Good Corporate Citizen
 - cultivate pride and sense of satisfaction among employees.
- ◆ For NPOs
 - bigger programs, community contribution, social recognition
 - systemized learning and development, motivational factor among nonprofits

2002 Partnership Award: How we evaluate

35 → 11 → 6 → 1 # of collaboration

Award Announcement

Presentation Evaluation

Partnership
Evaluation

On-site evaluation

Assessment based on
“Collaboration
Continuum”

entries

2002 Partnership Award Criteria and Selection Committee

◆ Criteria

- *Partnership Evaluation*, created by PSC, as well as *Meeting the Collaboration Challenge*, by formerly known as the Drucker Foundation, were utilized.

◆ Selection Committee (organizations and titles as of November 2002)

- Naosumi Atoda, Professor, Osaka University
- Taneo Kato, Secretary general, Asahi Breweries Art & Culture Foundation
- Tetsuo Kato, President, Sendai/Miyagi NPO Support Center
- Takashi Taketani, Sawayaka Charitable Foundation
- Yayoi Tanaka, Japan Bank for International Cooperation
- Yasushi Nozaki, Assistant Professor, Nihon Fukushi University
- Masayo Kishida, President, Partnership Support Center

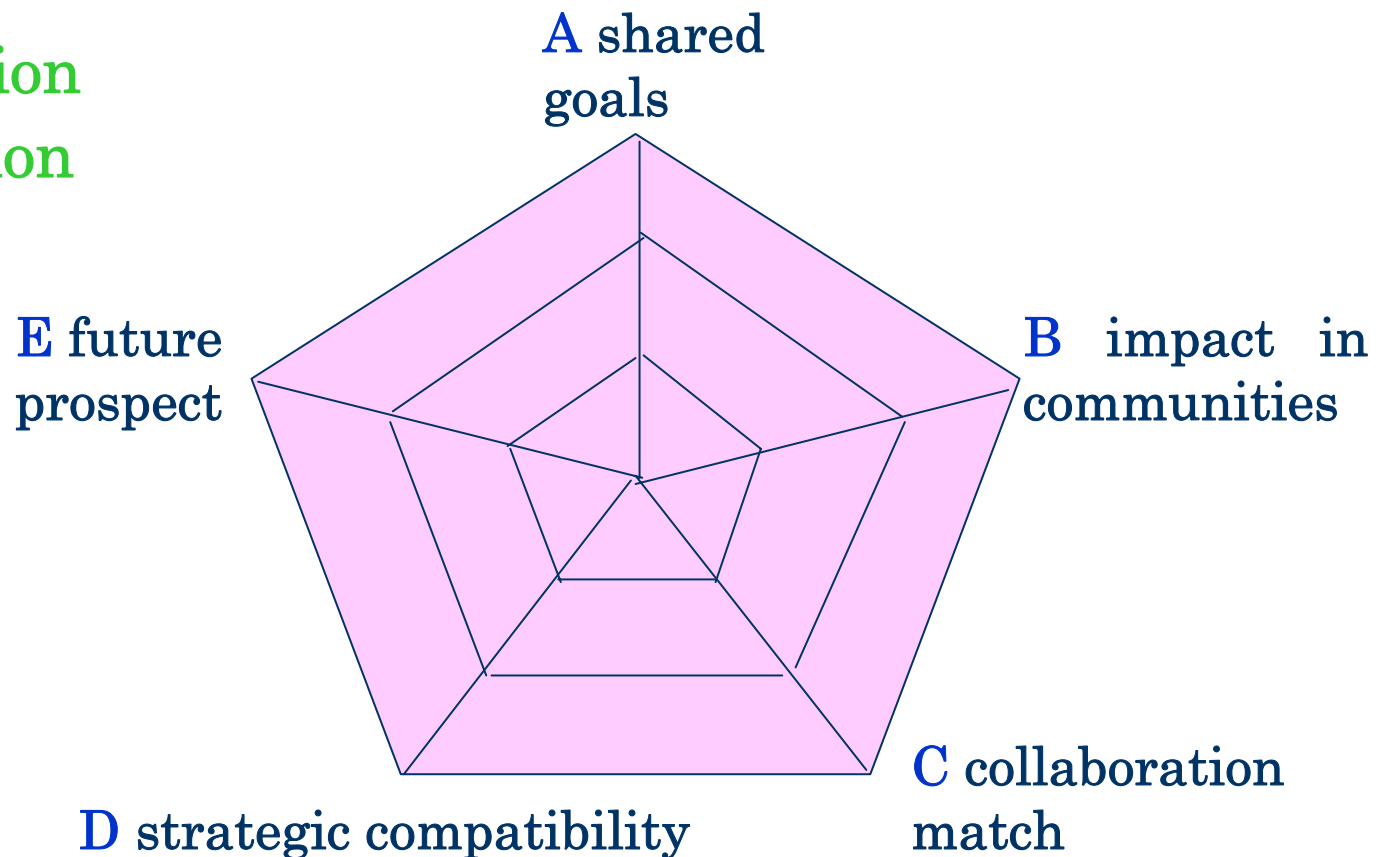
Partnership Award Evaluation

First Step: 3 types of partnership and 5 criteria

I charity

II transaction

III integration



Partnership Award Evaluation Second Step: On-Site Evaluation

1. Visit by members of the selection committee.
Both NPOs and businesses conduct self-assessments.
2. The selection committee members compare their self-assessment sheets and evaluate them as a team.
3. The selection committee members give points on each criterion and write their personal comments. (20 criteria, each organization entitled to 80 full points, 160 points for a team.)

Partnership Award Evaluation Self-Assessment Questionnaire

Goal Setting

- O1 Goal Setting
- O2 Mission
- O3 Self-assessment
- O4 Partner responsibility
- O5 Partner Understanding
- O6 Social Understanding

Collaboration Results

- R1 Goal Achievement
- R2 Compatibility
- R3 support
- R4 Growth
- R5 Network
- R6 Future continuation

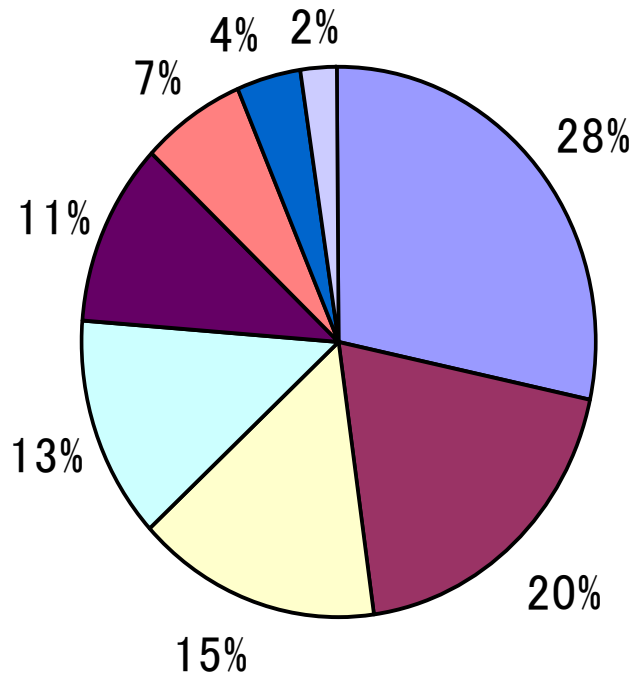
Work in progress

- P1 Management
- P2 Risk management
- P3 Enjoyment
- P4 Shared responsibility

Impact

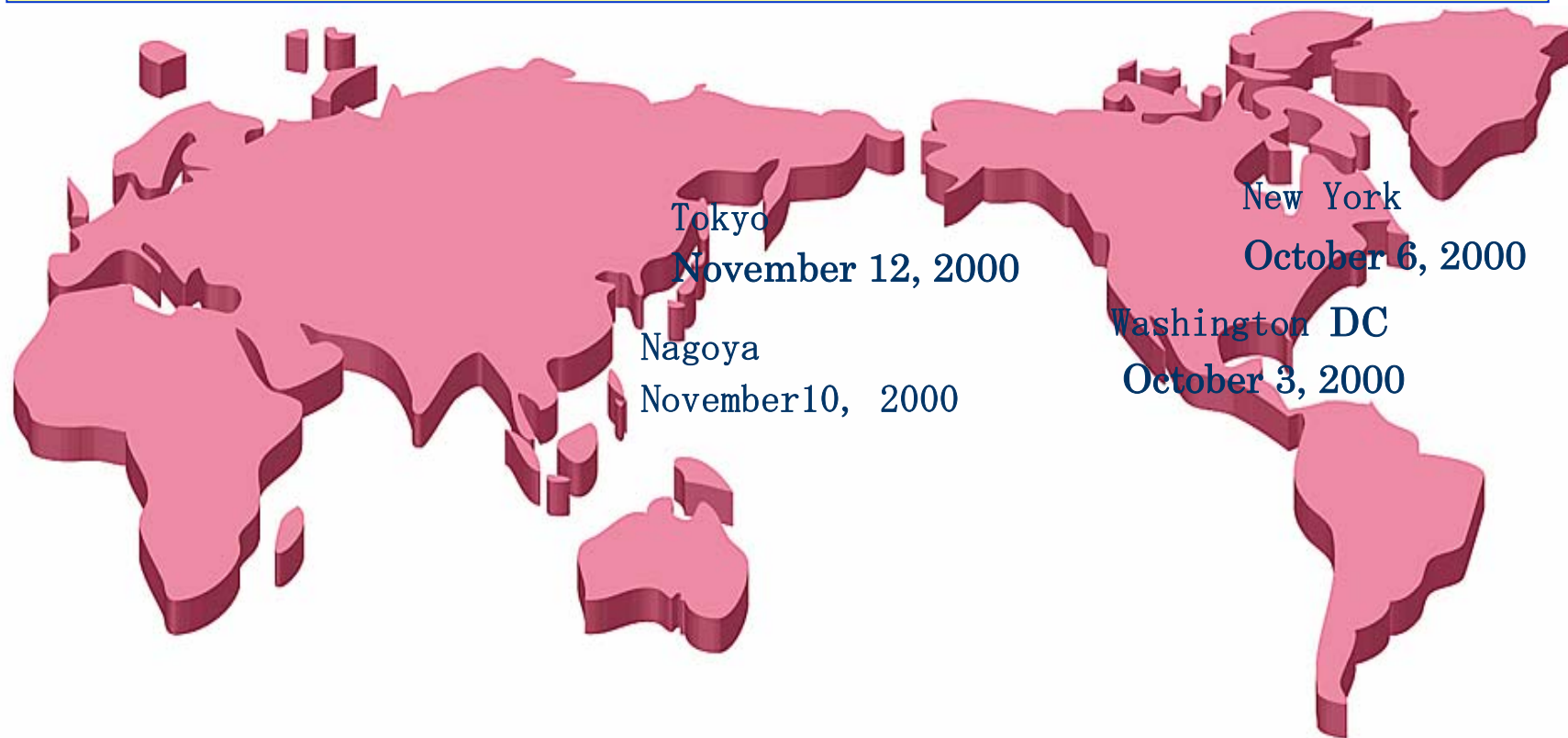
- I1 Impact
- I2 Satisfaction
- I3 Discovery
- I4 Development

2002 Partnership Award Entries by types of organizations



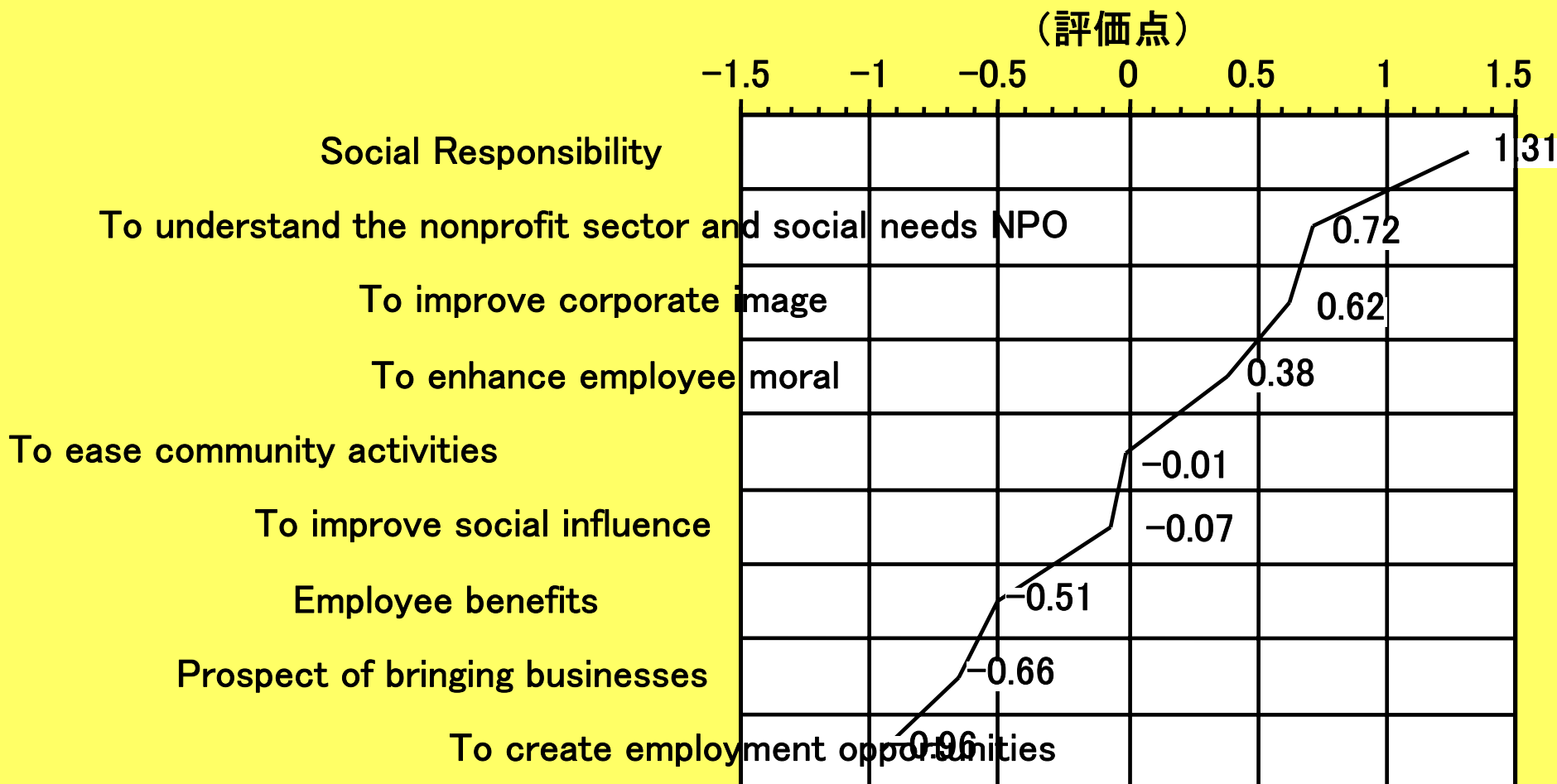
Japan / USA Symposiums, 2000

Evaluating nonprofits and businesses — our social responsibility —



Why businesses seek nonprofit involvement

(「Business-NPO Matching Research」)

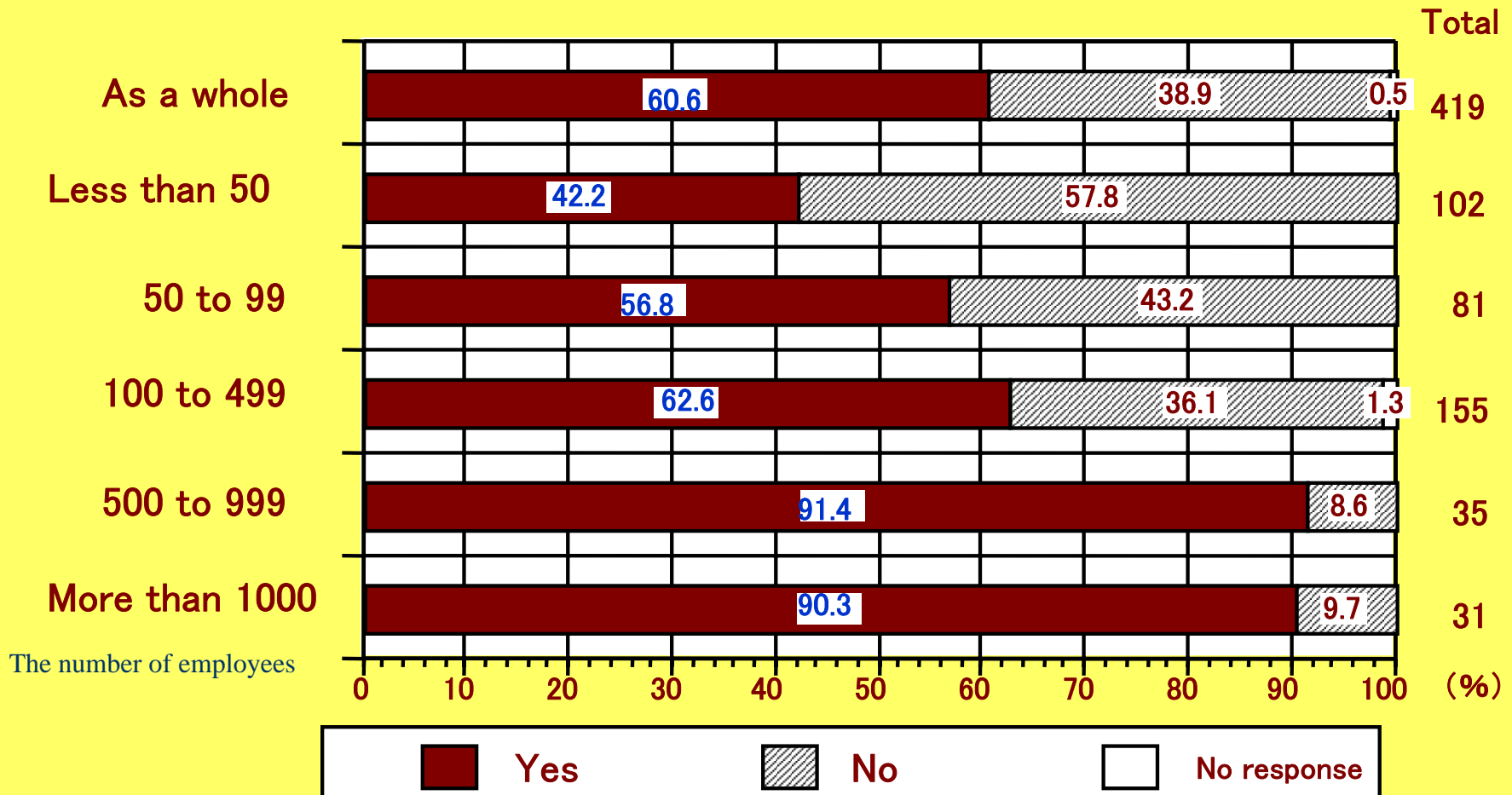


「Why NPOs seek Corporate involvement」(NPO)



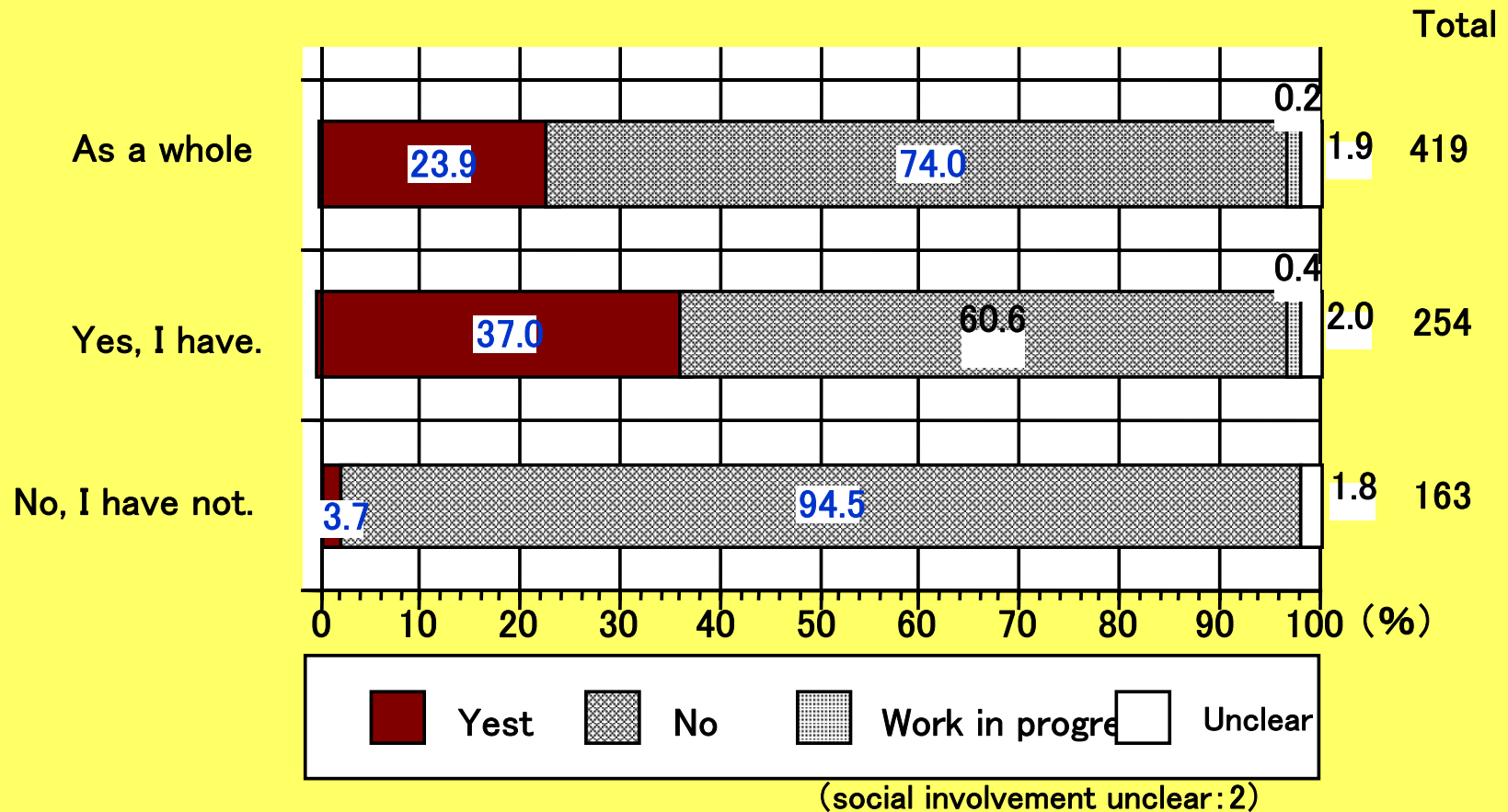
「Social Involvement」(by the number of employees)

(「Business-NPO Matching Research」)

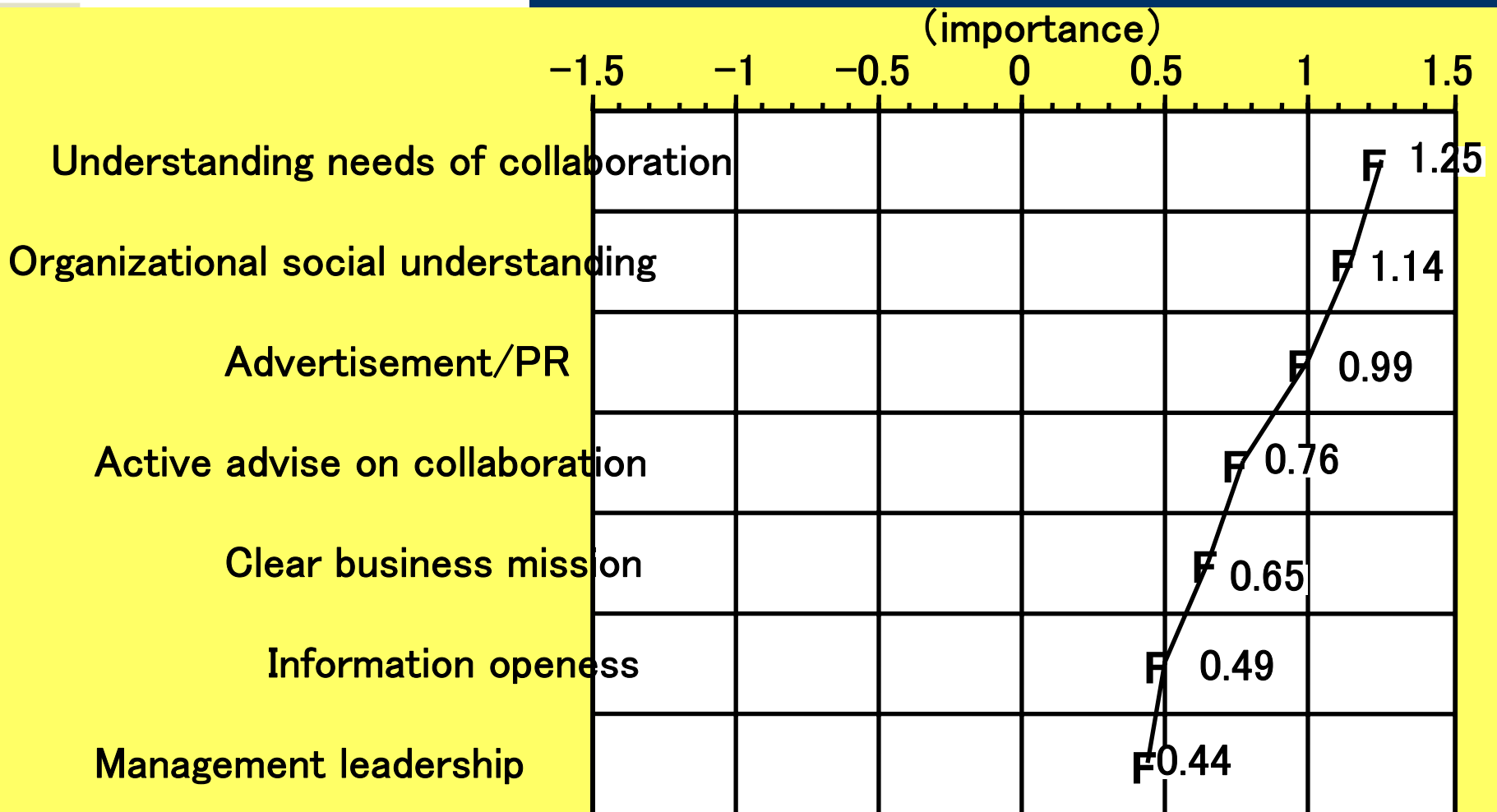


(# of employees unclear: 15)

「Have you worked with NPOs?」



「What NPOs expect from businesses」 (NPO/加重平均)

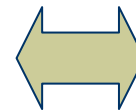


Corporate Social Responsibility

○ Definition

社会が企業に対して抱く、倫理的、法律的、商業的かつ公共的な期待に応えるやり方で、あるいはそれを上回るやり方で、事業を展開していくこと(経団連)

- ① Law abiding
- ② Respect for Human · Environment · Community
- ③ Social morals



Balance between stakeholders

customers · employees · investors · suppliers · communities · activists · · ·

Why Corporate Social Responsibility is important

- ① change in corporate expectation by stakeholders
- ② move to smaller governments
- ③ higher interest among customers
- ④ responsibility for suppliers
- ⑤ pressure by investors
- ⑥ harsh employment market
- ⑦ need for openness

(「この発想が会社を変える」経団連参照)

Business Evaluation 2

◆ パーナサス・インベストメント

○ Negative screening

Cigarettes
Alcohol
Gambling
Ammunitions
Nuclear power

○ Positive screening

Employee benefits
Environments
Equal employment
Community
involvement
Social ethics

Business Evaluation 1

◆ CEP(Council on Economic Priorities)

- Environment
- 人種差別のない雇用
- 企業内での女性の立場の保証
- 労働環境の保証
- 社員の家族への待遇
- 慈善事業への貢献
- 企業情報の公開
- (地域への貢献)

Partnership

◆ What is “partner”?

2 or more people/groups that support each other to achieve a common goal.

◆ What is “partnership”?

Process that partners experience to achieve a common goal

(by Masayo Kishida)

「Partnership」 requirements

- ① understanding differences, mutual understanding
- ② Share strength and support weakness, 「equal relationship」
- ③ mutually agreed 「shared responsibility」
- ④ enjoy and grow together 「Enjoyable relationship」

(PSC/Masayo Kishida)

Different Collaboration *「3 types of Collaboration」*

1. **WIN** relationship

- mainly financial support

2. **WIN– WIN** relationship

- both receive merits

3. **WIN– WIN – WIN** relationship

- shared goal, and its impact in society

(PSC/Masayo Kishida)

Collaborative Attitude and Action 10 rules (Business)

- ◆ 1「お金を出すほうが偉い」の発想は捨てよう
- ◆ 2NPOは「協働」の姿勢を見ている。担当者がポイント！
- ◆ 3資金や人がたとえ十分でなくても「協働」はできる
- ◆ 4NPOの専門性、先見性を吸収しよう
- ◆ 5今ある資源を有効に使おう
- ◆ 6本業を生かせるものがきっとある。そんなNPOを見つけよう
- ◆ 7小さくても「これは」と思うNPOを見つけたら、パートナーとしてともに育ちあおう
- ◆ 8手軽にできる「マッチングギフト」はNPOにも朗報
- ◆ 9社員のなかにきっとある。NPOへの手掛かりが。
- ◆ 10手掛かりがなければ、サポート機関を訪ねよう

「協働」における意識と行動 10カ条 (NPO編)

- ◆ 1「法人格がないから...」とあきらめない
- ◆ 2組織基盤が安定したら「協働」にGO!
- ◆ 3活動理念・事業目的を明確にしよう
- ◆ 4情報を公開して、信頼を得よう
- ◆ 5団体の誇れるものをわかりやすく提示しよう
- ◆ 6お金だけを求めるのではなく、新しい関わりを模索しよう
- ◆ 7企業の豊かな資源を有意義に生かす提案をしよう
- ◆ 8企業は本来事業に近い「協働」の提案を求めている！
- ◆ 9「これは」と思う企業を見つけたら、パートナーとしてともに育ちあおう
- ◆ 10手がかりがなければ、サポート機関を訪ねよう