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Maria May Seitanidi



Available at: https://works.bepress.com/may_seitanidi/14/

NPO-BUS PARTNERSHIPS BULLETIN

An International Bi-Annual Edition on Social Partnerships with an emphasis on NonProfit-Business Partnerships

Issue No4 ► February, 2008. London-UK



Dear Social Partnership Practitioners & Academics

I am delighted to share with all of you the fourth issue of the NPB Bulletin and the achievements of our partnership community during the past six months. The NBP Bulletin aims to function as a common platform between academia and practitioners in the field of Cross Sector Social Partnerships in order to facilitate the dialogue of actions and initiatives across these two spheres.

The increased interest in partnerships is not ‘news’, but the number of publications, conference streams and initiatives is a strong indication that cross sector social partnerships are becoming an academic field that attracts the attention of academics and faculties around the world. The next challenge will be developing partnership modules, followed by partnership text books and Masters’ programmes on Partnerships.

In this issue, we bring you eight new academic papers on partnerships, one practitioner paper and two new academic books. We introduce you to four new members of the NonProfit-Business Partnerships Yahoo Group and their partnership interests. Nadia brings you six new partnerships from around the world. The sources are under each paragraph if you are interested to look closely into these relationships.

We are looking forward to your stories, news, comments and suggestions. I hope you will enjoy the issue and it might provide you with inspiration for more, better & more meaningful interactions.

Dr. Maria May Seitanidi

Editor NBP Bulletin & Founder NPO-BUS Partnerships Yahoo Group

Lecturer, Brunel Business School; Brunel University, UK

Visiting Fellow, ICCSR-International Centre for Corporate Social Responsibility; Nottingham University Business School, UK



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NonProfit-Business Partnerships Yahoo Group

<http://groups.yahoo.com/group/NPO-BUSPartnerships/>



Partnership News

By Nadejda Loumbeva *Partnership News Information Officer, NBP Bulletin*

Last year, the NBP Bulletin team found the following partnerships of interest. If you are also a practitioner we are looking forward to your partnership news on a global, national or local level and your views on new or on-going partnerships. Your comments on these as well as suggestions for what to cover in 2008 are welcomed!

Microsoft Partnership with the UN Over the last few years, there has been a tendency for Microsoft and the United Nations Organisations to partner around development projects and initiatives. The role of Microsoft in these partnerships is “to use technology, training and partnerships to help bring sustained social and economic opportunity to the estimated 5 billion people who are not yet realizing the benefits of technology” (Orlando Ayala, Senior Vice-President at Microsoft). Three initiatives have been flagged as having active participation from Microsoft: World Health Organisation HINARI (Access to International Health Research Initiative), Food and Agriculture Organisation AGORA (Access to Global Online Research in Agriculture) and UN Environmental Programme OARE (Online Access to Research in the Environment). Technical assistance (in terms of an Intelligent Application Gateway) provided by Microsoft as part of these initiatives should give policymakers and librarians from the developing world faster access to peer-reviewed science journals from the three portals (Randy Ramusack, Microsoft UN Technology Officer).

Clearly, there are implications for Microsoft in partnering with the UN: the morale of Microsoft employees would be raised; Microsoft understanding of what technologies are appropriate for countries in need of technical assistance would also be changed.

Sources - <http://www.un.org/News/Press/docs/2007/afr1533.doc.htm>

<http://www.icconnect-online.org/News/MicrosoftAcceleratesFreeAccessToJournals>

http://www.scidev.net/news/index.cfm?fuseaction=readnews&itemid=3757&language=1&utm_source=feed-1&utm_medium=rss

One Laptop per Child Partnerships with the UN you must have heard of One Laptop Per Child (OLPC), a not-for-profit that grew from the vision and initiative of Dr Nicholas Negroponte and a core of Media Lab veterans. OLPC started off with creating a 100 USD laptop, which is now more of a 100 EUR laptop, with the aim to revolutionise education throughout the world. “*It's an education project, not a laptop project.*” says Nicholas Negroponte, the goal being ‘to provide children around the world with new opportunities to explore, experiment and express themselves’. Negroponte's idea was to give a laptop to each student that he or she could take to every class and bring home at the end of the day. “OLPC is child-centric, designed to be a seamless part of their lives at home, at school, and in play,” The user interface, called Sugar, may turn out to be one of the more innovative aspects of the project, allowing mesh networking; as for the battery, it charges from the sun.

So far, OLPC has partnered with the UN Development Programme which will administer the OLPC programme locally, as well as with the UN World Food Programme and the UN Food and Agriculture Organisation (in the context of the World Information Society e-agriculture initiative). These UN Agencies provide OLPC with logistics and relationship infrastructure through which to reach out to local governments and the actual beneficiaries - children.

The OLPC venture has generated a lot of interest and coverage. Still, the project is being marketed and sold on the basis of a mere tool (despite the unquestionable innovation behind it). In addition to this, some technologists criticize Negroponte, his colleagues *and therefore also his partners*, for not testing out their new ideas on underprivileged school children earlier in the process. OLPC has been learning by doing it – but how ethical is it to learn by doing it on children?

Sources: <http://www.laptop.org/en/index.shtml>
http://www.businessweek.com/innovate/content/mar2007/id20070301_063165.htm?campaign_id=rss_tech
http://km.fao.org/fileadmin/user_upload/web2fordev/Makelesi.Kora-Gonelevu.pdf
<http://www.itu.int/wsis/c7/e-agriculture/index.html>

The Eurostar Partnership Most of us know about Eurostar. Eurostar is the fast train service linking London, Ashford, Paris, Brussels, Lille, Avignon, Calais, Disneyland Resort Paris and the French Alps in Europe. Eurostar is Eurotunnel's largest customer. The service has been growing fast over the last few years, most recently partnering with Thalys (the fast train service linking Paris, Brussels, Amsterdam and Cologne). Eurostar has been conceived as a public-private partnership between private sector railway companies and (originally) the British Government.

What most probably do not know about Eurostar is that a 2001 analysis ordered by the British House of the Commons concluded that Eurostar (UK) will need large amounts of public money 'if it continues to under-perform'. The partnership has been losing money ever since it was created. Despite this, Germany's Deutsche Bahn and France's SNCF as well as the Dutch, Austrian, Swiss and Belgian rail signed up to Eurostar in mid 2007. The goal of the expanded partnership is to compete with airlines via providing travel that is almost as fast but cheaper, as well as more secure and considerably greener. Eurostar has already said it will become carbon neutral and offset any emissions it cannot eliminate. These are setting the hopes high for fast train service to become the preferred mode of transport in the near future, therefore with a much better return on investment.

Sources-
http://www.eurostar.com/UK/us/leisure/about_eurostar/press_release/press_archive_2005/25_10_06_eurostar_and_thalys_sign.jsp
http://www.nao.org.uk/publications/nao_reports/00-01/0001302.pdf
<http://news.bbc.co.uk/2/hi/business/6262236.stm>

Airtricity

Some of us, and in particular those in the UK, may have heard of Airtricity – a renewable energy company developing and operating wind farms across Europe. The company is both a generator and supplier of electricity and currently supplies green electricity to over 38,000 commercial customers in Ireland. In order to operate successfully, the company has public-private partnerships at the core of its business model. Establishing partnerships with local developers in new markets is part of the chosen method for Airtricity's rapid expansion beyond its existing markets. In this, Airtricity seeks to partner with domestic business partners with good local knowledge, influence and skills to help expand wind farm development activities in these markets. For any of these partnerships to work, though, Airtricity needs the support of governmental structures and agencies. For example, in Britain, the Energy secretary John Hutton has just announced plans to build 7,000 offshore wind turbines around Britain's coastline as part of the battle against climate change. He says that all UK homes could be powered by offshore wind farms by 2020, in this providing crucial support for the expansion of the Airtricity's business. At present, continental Europe is the primary focus for Airtricity, with Sweden, France, Italy, Poland and Turkey as current priority countries. A recent BBC interview with the Airtricity chief, Adam Bruce, highlighted the bright future for wind-generated power and the importance of governmental and political support for it to truly take hold.

Sources - <http://www.airtricity.com>
<http://news.bbc.co.uk/2/hi/programmes/hardtalk/7168721.stm>

Danone & Social Business Enterprise In January 2007, Danone, one of the largest dairy food and water producers in the world formed a joint venture with Muhammad Yunus' Grameen Bank to form what Yunus calls a "social business enterprise." The project has been taking place in Bangladesh. In this venture, Danone's yogurt was set to be fortified to help curb malnutrition and sold at a price that is affordable, while the revenue generated reinvested, with Danone only taking out its initial cost of capital after three years. The factory was built in Bangladesh. The product distribution and selling has been relying on Grameen microvenders selling yogurt door-to-door as well as its 6.6 million members who would purchase the yogurt for their families. They intend to build another 50 of these factories if the initiative is successful. Marc Van Ameringen,

executive director of the Global Alliance for Improved Nutrition says that ideas such as this are also being discussed within companies such as GE, Unilever, Coca-Cola, PepsiCo, and Cargill.

Sources - http://www.developmentcrossing.com/development_crossing/2007/01/danone_meets_mu.html
http://money.cnn.com/magazines/fortune/fortune_archive/2007/02/05/8399198/index.htm?postversion=2007012913

Holcim entered a strategic public-private partnership with GTZ (German Technical Cooperation) in 2003. Initially focusing on their mutual goal to increase the responsible use of waste as a fuels and raw materials source in cement manufacturing, the partnership has had the additional opportunity to build on its success with other initiatives such as the reuse and recycling of construction waste, and low-cost housing and community infrastructure development support. For example, in the context of the partnership, in 2006 Holcim had again reduced its net CO2 emissions per tonne compared with 1990 levels. Between 2006 and 2009, Holcim has committed to reduce lost time injury frequency rate in each Group company by at least 30 percent per annum compared with 2004 levels. Most recently, Holcim and GTZ have drawn up guidelines for the utilization of waste materials in the cement industry in the context of their three-year partnership. These were presented to an expert audience today in Eschborn, Germany. Holcim and GTZ have extended their partnership to 2008 in order to advance the implementation of the guidelines.

Sources - <http://www.gtz.de/en/presse/16406.htm>
<http://www.holcim.com/CORP/EN/id/47464/mod/gnm50/page/editorial.html>

HAVE YOU ESTABLISHED A NEW PARTNERSHIP?

Are you a partnership practitioner? Would you like to share your partnership news?

Please send your material (max.220 words) to:

NADIA LOUMBEVA, Partnership News Information Officer, NBP Bulletin.

Email: nadejda_loumbeva@yahoo.co.uk

Deadline: 30 April 2008

Partnership Events

Talking Partnerships: Combining Theory and Practice



Invitation to two breakfast briefings in 2008 (held at IBLF, London)

The Partnering Initiative warmly invites you to a series of breakfast briefings on cutting edge approaches in cross-sector partnering to be held at the International Business Leaders Forum (IBLF) in London. Designed to offer new perspectives together with opportunities for reflection and discussion, the Breakfast Briefings aim to contribute to the continuous improvement of both understanding and practice in partnering for sustainable development. The Partnering Initiative was established in 2004 with the University of Cambridge Programme for Industry and is today IBLF's global programme dedicated to 'developing the art and science of cross-sector partnership'. For more information please visit the website:

<http://www.thepartneringinitiative.org/>

Groundbreaking or Greenwash?

Do Corporate-NGO Partnerships Mean Business?



The Earthwatch Institute is an international NGO which engages people worldwide in scientific field research and education to promote the understanding and action necessary for a sustainable environment.

Corporate-NGO partnerships were the subject of the third annual Earthwatch lecture at the Saïd Business School, University of Oxford on 30th January 2008. A debate, chaired by Manny Amadi, Founder and CEO of Cause and Effect, followed presentations by Julia Marton-Lefèvre, Director General of IUCN, and Richard Aylard, Director of External Affairs and Environment at Thames Water.

Julia focused on the case for NGO business partnerships and the experience of IUCN. "The business case for the private sector to engage in biodiversity conservation and enterprise is firmly there. There is, after all, no business to be done on a dead planet!"

Richard gave a personal view of partnership critical success factors, citing specific partnerships to argue his case. "Partnerships are difficult, time consuming and they come with risks attached. They are not an exact science, a panacea, a substitute for regulation, nor a way of buying undeserved reputation. They need high-level support, consistency and flexibility and they consume resources. They are not for the faint-hearted, the impatient or people who think in straight lines. But they have huge potential to deliver both direct and indirect benefits to the environment and the society in which we all live and work and raise our children. And for that reason alone we should celebrate those that work, and learn from those that don't."

A full transcript of both presentations and a podcast of the event are available online at:
www.earthwatch.org/europe

New Members

A warm welcome to all of the new members of the NBP Yahoo Group on behalf of all 292 members! Below you will find a brief introduction for some of our new members who work on partnerships either as practitioners (working for a business or a non-profit organisation), academics or have a general interest in partnerships. If you would like to contact any of the members for projects, research or information in their area of expertise, please visit the databases section by following the link:

<http://tech.groups.yahoo.com/group/NPO-BUSPartnerships/database?method=reportRows&tbl=1>



Mrs. Kay O'Regan, Corporate Partnerships Manager, Earthwatch Institute (Europe), Oxford, UK

After a 20-year career in the UK water industry, performing technical and managerial roles as well as acting as a bridge between the private sector and a water and sanitation NGO, Kay joined the Earthwatch in January 2006. Building on a scientific and engineering background, she has expertise in integrating effective environmental management into core business practice and actively engaging hearts and minds.

She completed the Cambridge Programme for Industry Postgraduate Certificate in Cross Sector Partnership in 2004 and is a passionate advocate for collaborative partnerships as catalysts for positive

change. She leads the Earthwatch mining and extractive sector programme, including managing its flagship biodiversity partnership with Rio Tinto plc.

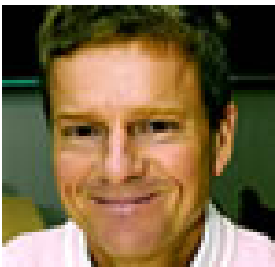
Contact: koregan@earthwatch.org.uk

Tel: +44(0)7704 338485



Dr. Carlos Rufin, Assistant Professor of Management, Suffolk University, USA

Carlos is an Assistant Professor of Management at Suffolk University in Boston. The current focus of his research is the strategic management of multinationals' relations with governments and of their environmental and social impacts. One of his specific interests is the analysis of business-nonprofit partnerships relative to alliances between business firms. A related line of enquiry is the development of business models combining profitability and poverty alleviation, as suggested by the concept of the "Base of the Pyramid." On this subject, at present, he is analyzing the organization of networks of alliances between multinationals and different actors, especially nonprofit and governmental ones, at the Base of the Pyramid.



Dr. Walter Wymer, Associate Professor of Marketing, University of Lethbridge, Alberta, Canada

Dr. Walter Wymer is an Associate Professor of Marketing at the University of Lethbridge in Alberta, Canada. He has published articles and books and given presentations on nonprofit marketing topics. He is editor of the Journal of Nonprofit & Public Sector Marketing, and former president of the Atlantic Marketing Association.



Dr. Ralph Haman, Senior Researcher, Environmental Evolution Unit, University of Cape Town, South Africa

Having lived in Africa, Asia, and Europe, Ralph currently lives in Cape Town, South Africa, with his wife Patrizia and son Noah. He works as a Senior Researcher at the University of Cape Town Environmental Evaluation Unit (see www.eeu.uct.ac.za), and he is also an Extraordinary Associate Professor at the Sustainability Institute at Stellenbosch University. Ralph's PhD was on corporate social responsibility in the South African mining sector (conferred in 2004 by the University of East Anglia), and this research was informed among other things by consulting work on tri-sector

partnerships conducted for Business Partners for Development. Cross-sector collaboration is one of his key interests and he is currently working on research funded by TrustAfrica that involves a number of case studies in different sectors, based on a preliminary typology of partnerships. Some of the theoretical underpinnings are captured in a chapter of a book that is due to be published in 2008, and which I am happy to share with NPB members if interested.

ARE YOU A NEW MEMBER? WE ARE LOOKING FORWARD TO INTRODUCE YOU TO THE GROUP.

Send us a brief introduction (max.120 words) on your organisation, your role and your partnership related interests.

Email: mmayseitanidi@yahoo.com **Next deadline: 30th April 2008**

Partnership Publications

Partnership Academic Papers

Journal: *European Management Journal* (forthcoming)

Paper Title: Partnerships for Development

Authors: A. Kolk, R. van Tulder & E. Kostwinder (2008)

ABSTRACT

The potential contribution of companies as partners in furthering development objectives is frequently mentioned, but has received limited research attention. What has also remained unclear is to what extent companies can play such a role via the various individual and collaborative means available to them. Collaborative efforts include not only the more well-known partnerships with nonprofit (non-governmental) organisations (NGOs), but also with governments, and even with both parties. This paper analyses the characteristics of development activities undertaken by companies individually and jointly via public-private, private-nonprofit and tripartite partnerships. Using multinationals originating from the Netherlands as empirical setting, we find that private-nonprofit partnerships are most common, with tripartite and public-private partnerships only emerging, also due to divergent views between business and government. Most partnerships are directly linked to companies' core activities or focus on the sector or supply chain. A broad, macro development orientation mostly occurs in (tripartite/bilateral) partnerships involving nonprofit organisations. The paper also discusses the implications of the study for partner roles and effectiveness of partnerships, as well as for research and practice.

Available from: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1086066

Journal: *Development Southern Africa*, 25(1): 95-113

Paper title: Towards Collective business Action and Cross-Sector Collaboration in Responsible Competitiveness Clusters in Southern Africa

Authors: R Hamann, D Kambalame, S de Cleene, and N Ndlovu (2008)

SYNOPSIS:

Responsible competitiveness clusters are cross-sector collaboration initiatives focused on identifying and acting upon synergies between sustainable development and economic competitiveness objectives. By means of three case studies in southern Africa, this paper investigates the incentives, opportunities, and challenges encountered in the emergence of such clusters. The first case study focuses on a regional response to the development challenges encountered in a South African mining area; the second describes efforts to make the Malawian agriculture sector more inclusive and competitive; and the third discusses options for enhancing the competitiveness of the Lesotho textile sector. The paper concludes with a discussion of the role of international trade networks, the institutional framework, public sector support, and internal governance processes as key factors influencing the initial level of success of these initiatives.

Journal: *Journal of Southern African Studies*, 34(1): 21-37

Paper title: South Africa's Charter Approach to Socio-economic Transformation: Collaborative Governance or Hardball Bargaining?

Authors: R Hamann, S Khagram, and S Rohan (2008)

SYNOPSIS:

This article considers the South African black economic empowerment (BEE) programme, with an emphasis on the sector charters in mining and finance, to investigate the extent to which these developments may be characterised in terms of collaborative governance. It argues that the genesis and content of the charters do

represent important elements of collaborative governance, including a reliance on interest-based negotiation and an expectation that business contributes to the public benefit as good corporate citizens. But underlying these elements has been a greater, if less explicit emphasis on power-based, 'hardball' bargaining. In this process international investors have emerged as key, albeit ill-defined, stakeholders in South Africa's post-apartheid transition. The role of corporate citizenship has been limited, despite efforts by business to portray the outcomes and agreements in terms of business voluntarism and enlightened self-interest. The article thus re-emphasises the role of the state in defining and enforcing a social role for big business. It raises concerns that the BEE charters prejudice more fundamental socio-economic transformation in the interests of the established corporations, and it calls for more research on how BEE is being implemented.

Journal: Journal of Corporate Citizenship (28: 15-29)

Paper title: Is Corporate Citizenship Making a Difference?

Author: Hamann, R. (2007)

SYNOPSIS:

Introducing this special edition, this review article argues that despite prominent expectations that business can make significant contributions to sustainable development, neither protagonists nor critics of corporate citizenship and associated partnerships have much certainty about their impacts. On the basis of a simplified model, the article provides an overview of current efforts at impact assessment. In many instances, these are either case studies constrained by their parochial nature or surveys hampered by a lack of reliable data, valid metrics, and comparable methods. There is an overarching emphasis on assessing policies and practices, rather than actual impacts, and there is a particularly prominent gap in assessing impacts at greater scales of analysis. While methodological challenges remain important, the article also highlights the role of underlying motives, power relations, and value systems. To move towards better, shared understanding of business impacts, the conclusion suggests a greater emphasis on assessing impacts on the poor, based on the fairness principle, as well as a greater emphasis on participatory methods and research partnerships.

Journal: Journal of Business Ethics (forthcoming)

Paper Title: Corporate Social Responsibility in Action. Partnership Management: Selection-Design-Institutionalisation

Authors: M.M. Seitanidi & A. Crane (2008)

ABSTRACT

Partnerships between businesses and nonprofit organisations are an increasingly prominent element of corporate social responsibility implementation. The paper is based on two in depth partnership case studies (Earthwatch-Rio Tinto and Prince's Trust-Royal Bank of Scotland) that move beyond a simple stage model to reveal the deeper level micro-processes in the selection, design and institutionalisation of business-NGO partnerships. The suggested practice-tested model is followed by a discussion that highlights management issues within partnership implementation and a practical Partnership Test to assist managers in testing both the accountability and level of institutionalisation of the relationship in order to address any possible skill gaps. Understanding how CSR partnerships are implemented in practice contributes to the broader CSR and partnership literatures a context specific level of detail in a systematic way that allows for transferable learning in both theory and practice.

Journal: International Journal of Nonprofit and Voluntary Sector Marketing (12: 247-266)

Paper Title: A Critical Review of Forms of Corporate Support: From Philanthropy to Partnerships

Authors: M.M. Seitanidi & AM. Ryan (2007)

ABSTRACT

The paper offers a critical review of the forms of corporate community involvement including: corporate philanthropy, benefaction, patronage, sponsorship, cause related marketing and partnership. It discusses the differences/similarities and compares the limitations of the transactional forms of interaction with the latest form of partnership. The paper suggests that the form of partnership represents a shift towards a non-linear

business model of corporate community involvement i.e. moving away from an outcome towards a process orientation. Three factors are identified conditioning the successful implementation and sustainability of partnerships which are linked with the previous limitations of transactional approaches of interaction. Finally, the paper puts forward three propositions in order for partnerships to: (1) contribute to the increase of institutional trust among organisations and across sectors; (2) assist in balancing the dynamics across the sectors; and (3) appreciate the process of interaction as a source of benefits.

Journal: Management Decision (45, 5: 853-865)

Paper Title: Intangible Economy: How Can Investors Deliver Change in Businesses? Lessons from Nonprofit-Business Partnerships

Author: M.M. Seitanidi (2007)

ABSTRACT

Purpose – The purpose of the paper is to investigate the following issues. Investors traditionally prioritised tangible outcomes (money, land, machinery) in order to protect their financial assets. However, the intangible economy (trust, human resources, information, reputation) that co-exists draws attention to new expectations that request the continuous, active and within the public sphere involvement of investors in order to protect their assets by prioritising intangible resources.

Design/methodology/approach – In this paper the case of non-profit-business partnerships is employed in order to demonstrate how change can be achieved.

Findings – The paper finds that investors in intangible outcomes who aim to achieve change in corporations share the same limitations within the financial and non-financial field.

Originality/value – The paper highlights investment in the intangible economy as a mechanism of co-determining the priority of responsibilities in the context of corporate social responsibility. The role of investors is crucial in facilitating the shift from the tangible to the intangible economy.

Journal: Plan Canada (47, 3)

Paper Title: Regional Sustainability Strategies: A Comparison of Eight Canadian Approaches.

Authors: Clarke, A. & Erfan, A. (2007)

ABSTRACT:

As municipalities set out to tackle sustainable development, it is useful to examine existing Canadian regional sustainability plans/strategies. This paper summarizes the approaches taken by eight different Canadian regions. It highlights the variances in plan formulation and content, focusing on the potential of multi-time horizon planning and of collaborative strategy through partnership models.

SOMMAIRE:

Au fur et à mesure que les municipalités s'attaquent au problème du développement durable, il est utile d'examiner les stratégies et les plans existants de développement durable régional au Canada. Le présent exposé résume les approches adoptées par huit régions canadiennes différentes. Il illustre les écarts d'élaboration et de contenu des plans et met l'accent sur le potentiel d'une planification à horizon prévisionnel multiple et d'une stratégie coordonnée fondées sur le recours à des modèles de partenariat.

Available from:

<http://www.cip-icu.ca/English/plancanada/plan.htm> (hard copy only)

Contact: Amelia.Clarke@mail.mcgill.ca regarding an electronic copy

BRESE Working Paper Series-Brunel Business School

Paper Title: The Future Challenges of Cross Sector Interactions: Interactions between NonProfit Organisations and Businesses

Author: M.M. Seitanidi (2007)

ABSTRACT

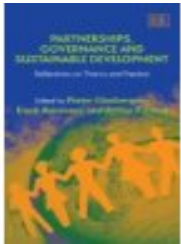
The paper aims to offer a starting point of a future research agenda on Cross Sector Social Partnerships that will be informed by both theory and practice, addressing the challenges that both business and nonprofit organisations will face due to and as a result of their increased interactions. In order to articulate the need for both organisational and social change through cross sector social partnerships the paper suggests that it is required to move towards multidimensional levels of analysis within multiple contexts that will emphasise a historical perspective rather than an ahistorical analysis of events outside of their context. Hence four categories are proposed in order to group a future research agenda: context, process, content and impacts. By extending the three levels of Pettigrew's analysis of change the paper suggests that there is a need to include a fourth category that refers to the impacts/consequences of interactions. If indeed partnerships are able to facilitate change within their context but also in their external environment then we need to similarly study their impacts. The paper offers research suggestions under each of the four proposed categories and also on methodological issues within partnerships research.

Available from:

<http://www.brunel.ac.uk/about/acad/bbs/research/centres/brese/publications/wp>

Partnership Books

Partnerships, Governance and Sustainable Development. Reflections on Theory and Practice



Editors: Pieter Glasbergen , Frank Biermann , Arthur P.J. Mol
Publishing House: Edward Elgar Publishing, 2007

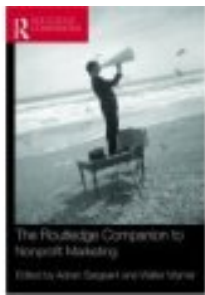
Contributors:

James E. Austin, Jennifer Brinkerhoff, Derick W. Brinkerhoff, Neill Gunningham, Barbara Gray, James Meadowcroft , Philipp Pattberg , Steve Waddell, Bas Arts , Sander Chan, Aysem Mert, Ingrid Visseren -Hamakers

SYNOPSIS:

This volume discusses the emerging partnership paradigm in governance for sustainable development. Current debates on (global) environmental governance focus on the role and inclusion of private actors in policies for sustainable development and partnerships are one mode and conceptualization for such non-governmental involvements in initially state-dominated practices. Scientific research on partnerships within the context of governance theory is fairly new, and there is a clear need to systemize our knowledge base to further define the international research agenda on this topic. In addition, there is an urgent demand from governments and international organizations, but also from non-governmental actors, for strategic insights to build upon their activities in this field. This volume is designed to address the questions, debates and agendas related to this new mode of governance.

This book discusses the way, the extent, and the circumstances under which partnerships improve the effectiveness and legitimacy of governance for sustainable development. The 'partnership paradigm' is discussed from three perspectives. The first perspective studies partnerships as single collaborative arrangements. Attention is focused on how they are created, how they operate, and what determines this. From the second perspective, attention is turned to the external effects of partnerships. Partnership arrangements are seen as tools for deliberate societal change. The third perspective takes a broader view on the governance system. Attention is focused on the changes that partnerships make in the configuration of political decision-making structures.



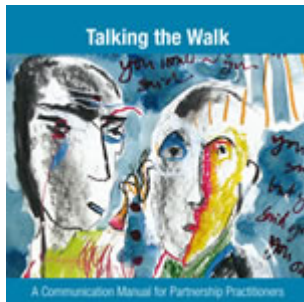
The Routledge Companion to NonProfit Marketing

Editors: Sargeant and Wymer Walter
Publishing House: Routledge, 2007

SYNOPSIS:

This timely collection of cutting-edge articles offers a complete overview of marketing in the nonprofit sector. Written by a leading team of international experts, it examines the issues faced by public and nonprofit organizations in marketing and raising funds, and provides a comprehensive review of the latest research. An introductory section reviews the history of ideas in nonprofit marketing and examines those fundamental marketing principles of special relevance to nonprofit organizations. The book then explores in-depth the latest thinking in each of the most important nonprofit arenas, including: voluntary sector; marketing; fundraising; arts marketing; education marketing; political marketing; social marketing; volunteer recruitment, management and retention; and public sector marketing and e-government. Containing real-world examples and case study material throughout, "The Routledge Companion to Nonprofit Marketing" makes an important contribution to our understanding of marketing theory and practice in the nonprofit sector. It is an essential reference for all students, researchers and practitioners working in nonprofit marketing, fundraising or philanthropy.

Partnership Practitioner Publications



The Partnering Initiative

Title: Talking the Walk (2008)

ABSTRACT

Talking the Walk , a communication manual for partnership practitioners takes a highly practical look at the realities of communicating in and about partnership. Combining a series of tools, case studies reflecting the experience of a range of practitioners in the field, and original thought pieces, it is designed to anticipate the communication challenges faced by partnership practitioners and build the skills to meet these challenges.

To purchase a copy or download a pdf copy: <http://www.thepartneringinitiative.org/>
<http://thepartneringinitiative.org/mainpages/rb/toolbooks/>

GET INVOLVED: Volunteering Opportunities

If you are interested in volunteering for the NBP bulletin or the NonProfit-Business Partnerships Yahoo Group please send an expression of interest to:

Maria May Seitanidi: mmayseitanidi@yahoo.com

Do you work or research Cross Sector Partnerships?
Visit: <http://groups.yahoo.com/group/NPO-BUSPartnerships/>

THE PURPOSE OF THE NONPROFIT-BUSINESS PARTNERSHIPS YAHOO GROUP:

The NPO-BUS Partnerships Yahoo Group was founded 2 years ago (7th December 2005) with the aim to connect people interested in cross-sector interactions in business, non-profit organisations, local and central governments, and academia.

The aim is to **encourage exchange of information specific to social partnerships** between practitioners and academics. Corporate social responsibility, sustainability, and business ethics encourage and facilitate the increase of cross-sector interactions. However, the group aims to provide focused content rather than discuss general issues within the above broad areas.

Do you want to promote an academic or non-academic event, positions, books, or announce papers related to partnerships? Please send your information in time for the next issue. Deadline: 30 April 2008

Your contributions to the NBP Bulletin are highly encouraged!

