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Winter January, 2009

NBP Bulletin Issue 5

Maria May Seitanidi



Available at: https://works.bepress.com/may_seitanidi/17/

NPO-BUS PARTNERSHIPS BULLETIN

Issue No5 ► January, 2009. London-UK

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



1 + 1 = 3 The Next Challenge in Cross Sector Interactions

By **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

We are entering the 4th year of the NPO-BUS Partnerships Yahoo Group where 316 members contribute in delivering a 17 page long NBP Bulletin which includes research findings, publications, cases and reports that are indicative of the interest in partnerships both in practice and theory.

The continued escalation of social problems and the inability of monosectorial solutions to provide answers increase the need for interactions across different sectors in order to combine resources, diverse ways of thinking, implementation paradigms and hopes for solutions. What if the problem of partial or no success in solving social problems lies in a compartmentalised way of thinking and acting? What if partnerships despite their best efforts and intentions are able to achieve only $1+1=2$ when the aim is to achieve $1+1=3$? How can organisations move beyond their own paradigms, achieve unity through diversity and attain the 'over and above the parts' effect? Can the outcomes of combined efforts be inclusive, accountable, sustainable, systematic and extend beyond the way of thinking of participating organisations? Can we overcome the limitations not only of our own organisation but assist our partners to resolve their issues so we can provide social solutions that are more than the addition of compartmentalised realities? How can we progress to a unity of goals when aiming to reach the social? This perhaps is a challenge ahead for theory and practice that needs to be explored by paying more attention to cases of failure rather than the few success stories. One of our challenges as a group of interested practitioners and academics in this field is to combine our efforts in order to undertake research projects across different countries to systematically analyse, compare, and contrast cases but also to move towards quantitative studies that are extremely scarce within this literature.

In this issue, along with our wishes for a Happy New Year we bring you new academic papers on partnerships, one practitioner report, two new academic books and the highlights of thesis and dissertations on partnerships. Finally, we introduce you to seven new members of the Non-Profit-Business Partnerships Yahoo Group and their partnership interests in order to encourage collaboration and exchanges.

We hope you will enjoy this issue and we look forward to your news, comments, publications and suggestions.

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Synopsis of Research Findings

Assessing and Enhancing the Effectiveness of Cross Sector Partnerships



By **Dr Ralph Hamann**
University of Cape Town, South Africa



The aim of the research project, supported by the TrustAfrica ICBE Fund, was to investigate and provide guidance on how cross-sector partnerships can better contribute to sustainable development in South Africa. The research considered the opportunities and challenges related to different kinds of partnership arrangements, with the objective of identifying important success factors of such initiatives. The core of the research consists of ten case studies that cover a spectrum of formal, contractual agreements, which we have termed 'implementation partnerships', to more informal arrangements, which we call 'dialogue partnerships'¹.

In our emerging conclusions, we emphasise the following points, among others:

- a) Cross-sector collaboration initiatives are novel organisational forms, with correspondingly novel approaches to leadership and accountability. Such collaboration initiatives do not just happen – there needs to be an instigating 'container' with convening power and legitimacy. This convening power is of a particular sort and is different to the kinds of mechanisms that most organisations are accustomed to. It is therefore not always easy to identify or create effective leaders for partnerships. Key requirements of such leaders include a commitment to collaboration, capacity for facilitating interest-based negotiation and an ability to establish and foster trust.
- b) Recognising collaboration initiatives as novel organisational forms means that enough time and attention needs to be dedicated to building relationships and agreeing on rules of engagement. This requires more time and energy than many motivating or funding agencies are commonly willing to provide.
- c) The continuous organisational innovations necessary to make partnerships successful require that explicit and proactive systems are put in place for ongoing reflection, learning and adaptation.
- d) Rather than considering 'implementation' and 'dialogue' as distinct partnership types, our case studies show that these are more fruitfully thought of as vital dimensions of all partnerships, though with varying manifestations depending on the partnership objectives. So for instance even PPPs that have an overt emphasis on implementation and contractual agreement have an important, often under-appreciated aspect of dialogue that needs fostering. At the same time these aspects of dialogue and implementation do represent important tensions within many partnerships – the structures and processes that support dialogue are frequently not well suited for implementation efforts and vice versa. Managing these tensions and transitions effectively is hence likely to be a key success factor in cross-sector collaboration.

For more information, please contact:

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¹ These case studies are, in alphabetical order: a) The BoTT water services public-private partnership (PPP) in the Eastern Cape, b) Cape Action for People and the Environment (CAPE), c) the Cape Town Partnership, d) the Gautrain PPP, e) the Grabouw Sustainable Development Initiative, f) the Makuleke community-based tourism project, g) the National Economic Development and Labour Council (Nedlac), h) the Orphan and Vulnerable Children (OVC) Leadership and Innovation Network, i) the Rustenburg Stakeholder Forum, and j) the Western Cape Provincial Development Council (PDC).

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Multi-Partner Agreement to Save Quito's Historical Centre in Equator



By **Roberto F. Salazar Cordova**
VP/AT, Hexagon Co., Ecuador/Chilli¹, Latin America

In 2009, the World's first "Cultural Heritage of Mankind" city of Quito, Ecuador, will celebrate 30 years from being declared as such by United Nations, UNESCO. Regardless of this pioneer recognition, the architectural beauty of the Capital of Ecuador was invisible and endangered thanks to the commercial invasion of the streets of its Historical Centre. The white, gold & stoned master-mix of quiet Hispanic and Inca religious art was speechless in a cultural and touristic sense under the goods-offering shouts of informal workers and got invisible when covered by decades behind products sheltered from equatorial Sun by colourful plastic material.

It was not until Year 2004, when Quito celebrated 25 years of UNESCO's acknowledgment, that still today's Mayor of Quito, General Paco Moncayo, was able to declare the streets of the Historical Centre of the City free of informal commerce. What made this possible was a successful and continued dialogue strategy that involved multi-stakeholders' agreements and specific actions from the following six actors: public authorities (regardless of their political affiliation), private investors (regardless of their nationality), NGO's work (regardless of their position in the cause), community leadership reinforcement (regardless of their individual preferences and interest), media coverage (regardless of editor's agendas), and international cooperation (regardless of the origin of funds)². Five years after reaching the practical agreement of building so-called "Popular Shopping Centres", a study funded by the Inter-American Development Bank was conducted by the Municipality with the participation of the 100 top informal-commerce leaders. The results (see the seven answers below) show that the solution was not an easy one. However, enjoys trust and is still considered fair in the sense of being safer, more efficient and sustainable.

- 1/ Do you think you can sell a greater quantity of products in the streets than in the Popular Shopping Centers? Yes (62%), Not (38%)
- 2/ The incomes that you perceive would be greater if your space of sale were the streets? Yes (62%), Not (38%)
- 3/ The demand of your products diminished since you moved into the Popular Shopping Centers? Yes (85%), Not (15%)
- 4/ Do you believe you have greater potentiality of sales in the Popular Shopping Centers? Yes (38%) Not (62%)
- 5/ Do you believe you have greater potentiality of security upon being in Popular Shopping Centers? Yes (92%) Not (8%)
- 6/ Do you believe you have greater potentiality of other benefits upon being in the Popular Shopping Centers? Yes (92%) Not (8%)
- 7/ If you were in the capacity to decide your place of sales, would do it in: Streets (31%), Popular Shopping Centers (69%)

Before Source: www.iadb.org



After



Maintaining alive the Cooperative Game is the key, and there is no other choice but seeing the recovery and improvement of the Historical Centre as a continuous process. Thanks to this dynamic vision, the now two-term Mayor Moncayo is known to many, not only as the capital's city leader but got also globally-recognized, since 2007, as the Co-President of the United Cities and Local Governments Organization (together with Bertrand Delanoë, Mayor of Paris). This year, Quito's mayor has been

short-listed for the 2008 World Mayor Award (prize won finally by Helen Zille, Mayor of Cape Town, South Africa). Now, civil society, communities, media and international organizations are part of the solution and new multi-stakeholders dialogues include them together with the local government and the private sector. Thanks to this dialogue and new agreements reached under the methodology applied empirically by Moncayo, not only new development projects are in the way, financed by several bilateral and multilateral donors, but global citizens and future generations in humankind can come and enjoy the city, its art and cultural heritage.

For more information, please contact:
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¹ Based on his experience advising in situations like the one reported in this article, Hexagon is testing an IT-based methodology for multi-stakeholder agreement/dialogue that allows for critical cooperation solutions framed under cooperative gaming and directed towards social cohesion and institutional rebuilding.

² For additional information, visit: <http://www.iadb.org/idbamerica/index.cfm?thisid=2926>

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Partnership Reporting

By **Nadejda Loumbeva**

Knowledge Management & Organisational Learning Consultant (currently consulting for the Food and Agriculture Organisation of the United Nations on knowledge communities & knowledge strategy); Partnership News & Information Officer, NBP Bulletin

Partnership Reporting is an interesting way to see how companies account for their partnerships, which frameworks are employed to report on partnerships and whether businesses report on them as an integral part of their core business or as an 'add-on'. Below you can read brief observations on the partnership reporting practices of Nestlé, BAT and Caterpillar.

Nestlé reports its partnerships within the framework of Creating Shared Value (CSV), the motto of the latest social report. Creating Shared Value is down to creating societal value and shareholder value. 'Fostering sustainable development in partnership with others' is seen as part of the company's implementation of its shared value approach. For example, as part of its agriculture and rural development work, the company reports on a partnership among UNDP and Engro Foods in Pakistan. Components of the partnership include the training of 4000 Pakistani women on raising stock and managing water resources. In effect the Pakistani communities are in a better position to improve their produce and livelihood while benefiting Nestlé's supply chain. It appears that Nestlé reports its partnerships as an integral part of its core business while contributing to its image as a caring and responsible food and wellness company.

Read more here:
<http://www.nestle.com/Resource.axd?Id=F76BDCDB-F78C-432D-81BE-D56638952E1F>

British American Tobacco (BAT) states in its 2007 sustainability report its commitment to building partnerships as part of addressing expectations of

For more information, please contact: Nadejda Loumbeva
 Email: nadejda_loumbeva@yahoo.co.uk

stakeholders to develop more visionary and stretching targets, demonstrate outcomes and reduce product harm. In other words, the company reports on their partnerships within the framework of stakeholder engagement and, as part of addressing stakeholder expectations and supply chain management. The BAT partnerships focus on addressing concerns related to sustainability and less on other stakeholder-related issues, such as product harm. The British American Tobacco Biodiversity partnership, for example, aims to address BAT long-term plans and objectives in afforestation and wood use and other ways in which tobacco farmers impact biodiversity. Through the partnership, BAT is currently involved in projects that aim to embed biodiversity both internally and externally. The partnership promotes BAT's image as a more environmentally sustainable company, without addressing other stakeholder concerns.

Read more here:
[http://www.bat.com/group/sites/uk__3mnfen.nsf/vwPagesWebLive/DO7FAK65/\\$FILE/medMD7FCGX8.pdf?openelement](http://www.bat.com/group/sites/uk__3mnfen.nsf/vwPagesWebLive/DO7FAK65/$FILE/medMD7FCGX8.pdf?openelement)

Caterpillar's sustainability 2007 report positions its nonprofit-business partnerships as part of their commitment to 'People and Planet', i.e., their stakeholders. One such partnership is the US Climate Change partnership (USCAP) among corporations, such as Caterpillar, and environmental groups based in the US. The partnership aims to establish a mandatory 'cap and trade' system that will put a price on carbon emissions and reduce emissions significantly. The Nature Conservancy's Great Rivers Partnership focuses on protecting and sustainably developing the Africa's Zambezi River. In this, Caterpillar participates with contributions from the Caterpillar Foundation. Caterpillar's social partnerships appear to function as a way for the company to positively affect its image and demonstrate its commitment to environmental sustainability. In effect its social partnerships appear as an 'add-on' to its core business.

Read more here:
http://www.cat.com/cda/files/887770/7/SR_2007_0_final_low.pdf

In conclusion, based on the three companies reviewed, there is a pattern for companies to report on nonprofit-business partnerships within the framework of their stakeholder engagement, clearly so that the partnerships positively affect the companies' perception and image. Whilst in some respects activities as part of the partnership are integrated in the business, these seem to mostly, and still, be an add-on to the business.

HAVE YOU ESTABLISHED A NEW PARTNERSHIP? Would you like to share your partnership news? Please send your material (max.220 words) to: nadejda_loumbeva@yahoo.co.uk

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Utrecht-Nijmegen Programme on Partnerships

Communiqué



UNPOP, the Utrecht Nijmegen Programme on Partnerships, is a joint research programme of Utrecht University (Copernicus Institute for Sustainable Development and Innovation, Research school SENSE) and Radboud University Nijmegen (Nijmegen School of Management, Department of Political Sciences of the Environment, Research school NETHUR) on the topic of Partnerships for sustainable development. UNPOP started in January 2005, with the aim to expand its activities in the coming years. On the website, you will find information on the current research programme, the individual projects it consists of,

related activities, publications, staff and contact information. The NBP Bulletin will host news in every issue from UNPOP as one of the first academic partnership research programmes in the world.

New PhD Candidate Strengthens the Programme



In August 2008 Greetje Schouten joined the UNPOP research team as a PhD candidate. Greetje graduated in International Development Studies from Wageningen University (major Law and Governance; minor in Development Economics) and received her MSc after completing her thesis: 'Boundaries of Legitimacy—governance concerning social, environmental and food safety issues in global value chains'. During her masters she completed an internship and later worked as a research assistant at the Agricultural Economic Institute (LEI) in The Hague on 'value chains for pro-poor development'. In 2006 she visited Thailand for the development organization Agriterro to conduct a research project

among smallholders on new market opportunities. Within the UNPOP research team, Greetje will be working on a PhD research project which deals with emerging private rule-systems in global agricultural commodity chains. More specifically, the role and legitimacy of three roundtables in the international policy arena (on soy, palm oil and cocoa) will be studied. The research aims to better understand the transformative role of private governance arrangements in sustainable agriculture and will focus specifically on their legitimacy.

Invitation to Participate in upcoming CONFERENCE: 5-8 July 2009

From July 5 to 8, 2009, the 15th Annual International Sustainable Development Research Conference "Taking up the Global Challenge: Analysing the implementation of innovations and governance for Sustainable Development" will take place at Utrecht University, The Netherlands. This conference of the International Sustainable Development Research Society is hosted by the [Copernicus Institute for Sustainable Development and Innovation](#). UNPOP chair Pieter Glasbergen will convene a track together with Ralph Hamann (University of Cape Town, South-Africa) on 'Institutional arrangements and multi-stakeholder cooperation for sustainable development' (Track 5C). The track will discuss the origin, characteristics and consequences of the partnership paradigm from three perspectives.

- a) Partnerships as arrangements on their own right. From the first perspective, partnerships are studied as single collaborative arrangements. Core questions are: How do they function internally? How do they develop their objectives, strategies and funding? How do they bridge the differences between the participants?
- b) Partnerships as societal change mechanisms. From the second perspective, attention is turned to the external effects of partnerships. Partnership arrangements are seen as tools for deliberate societal change. The question is how a reform agenda develops because of increased collaboration between the partners. Attention focuses on the interactive structures and processes in which partnerships operate, and the impacts of partnership activities on sustainability issues therein.
- c) Partnerships as part of the ecological modernization process. The third perspective takes a broader view on the societal governance system. Attention is focused on the consequences of partnerships becoming parts of the configuration of societal decision-making structures. One of the main questions here is in how far and in what way they represent a more fundamental shift in the pattern of governance in liberal-democratic societies, and are able to institutionalize a new sense of collective responsibility for sustainable development.

Please check the conference website <http://globalchallenge2009.geo.uu.nl/> for further information, including submission guidelines for conference papers.

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Members' News Flash

A warm welcome to all of the new members of the NBP Yahoo Group! Since February last year 24 new people joined the group a total of 316 members. Below you will find brief introductions of new members who work on partnerships either as practitioners, academics or have a general interest in partnerships. Congratulations to the all of you who successfully defended your Masters and PhD thesis on 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>

We look forward to your news, awards, publications, and contributions for the next year's issue.



Kristin Vorbohle, PhD Student, University of Oldenburg, Germany

Kristin Vorbohle is a PhD student at the University of Oldenburg (department of Business Administration and Education). Her research is in the area of Corporate Social Responsibility (CSR)/ business ethics. She is mainly interested in how integrative co-operations between enterprises and non-profit organisations emerge. To answer her research question Kristin conducted interviews with "brokers", i.e. people who (professionally) induce these co-operations. Moreover, she is trying to embed these brokers into a (evolutionary economical) theory.

Kristin works at the same time for a small research institute in Germany that focuses on societal change. Furthermore, she also works for CSR NEWS, an international internet-platform for news in the broad area of CSR and sustainability. Have a look at

<http://www.CSR-NEWS.net> or contact me via Kristin.Vorbohle@vr-web.de.



Arno Kouroula, PhD Student, Helsinki School of Economics & Visiting Scholar at Stanford University

Arno Kouroula (MSc Econ) is a researcher and doctoral student at the Helsinki School of Economics (HSE) and currently a visiting scholar at Stanford University. His doctoral dissertation entitled "Nongovernmental Organizations as Corporate Stakeholders" is due to be completed in spring 2009. His main research interests include Nongovernmental Organizations, Corporate Social Responsibility (CSR), and stakeholder theory. Kouroula has also worked in consulting the public sector on development cooperation, fundraising for an international NGO and CSR related projects with various companies."



Jessica Mankowski, Programme Officer, Federation of Canadian Municipalities, Ottawa, Ontario, Canada

I successfully defended my Master in Environmental Studies thesis "An exploratory study of Alberta cross-sector partnerships using complex systems thinking" on June 11th, 2008 at Dalhousie University. My supervisors, Prof. Raymond Cote and Dr. David Wheeler, along with many other individuals and organizations, provided guidance and encouragement throughout. My thesis explored how non-traditional partners, such as energy companies and environmental groups, are working together to solve emerging environmental and social issues. I used complex systems thinking to highlight the complex nature of the issues these

partnerships are trying to solve, and to propose that cross-sector partnerships may indicate that the way we understand our environment and our organizations is changing. I was lucky to find a contract position with the Federation of Canadian Municipalities that is allowing me to further explore the application of complex systems thinking to partnerships and to environmental issues. I am working with municipal governments to support and encourage their ability and willingness to tackle sustainable development challenges. I believe that we are in the midst of much-needed shift in the way we understand our world, and that complexity and a systems perspective will provide the non-prescriptive guidance that both organizations and individuals may seek to enable them to adapt and to influence this newly illuminated reality. Personally, I believe that translating this certainty into daily practices and organizational policies, and convincing those who don't intuitively see the existence of complex systems in their lives and in the world, is the next great challenge! I welcome any comments or questions, and would like to thank Dr. Seitani for her inspiration and support. I can be reached at jessicamankowski@hotmail.com.

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Ana Maria Esteves, Consultant in Mining, Oil & Gas Sector specialising in Corporate Community Investment

Ana Maria Esteves is a consultant in the mining, oil and gas sector with a specialty in corporate-community investment, community engagement and social impact assessment. Over her career, Ana Maria has worked in Australia, southern Africa, UK and Hong Kong. She studied for an economics undergraduate degree in South Africa and holds an MBA from the Melbourne Business School. Her PhD research, completed in early 2008 through the University of Melbourne, involved developing a decision analysis model to evaluate social investments undertaken by the corporate sector.



Judy Muthuri, Lecturer in Corporate Social Responsibility, International Centre for Corporate Social Responsibility (ICCSR), Nottingham University Business School, UK

My teaching and research interests are in CSR and development, corporate community involvement, theorising corporate citizenship, and CSR in developing countries. Before joining ICCSR, I worked for Voluntary Services Overseas–Jitolee, East Africa as a Business and Social Development Adviser where I was involved in corporate volunteering, business-NGO partnerships, and general volunteering. I also worked for the National Council of Women of Kenya spearheading its women and economic empowerment programmes. I have recently completed my PhD thesis (see below). Some of my published work appears in the British Journal of Management, Journal of Business Ethics, the Community Development Journal and

Journal of Corporate Citizenship. I have also co-authored a series of practitioner reports on stakeholder engagement and corporate community involvement in the UK for the Charities Aid Foundation (CAF).



Manish Srivastava, Organisational Development Consultant, Unilever & Harvard

I am an Organizational Development & Partnership Consultant. I am currently in Boston, USA, on a learning sabbatical from Unilever, doing Research Study at Harvard University and freelance consulting. Over the last decade, I have gained valuable experience in facilitating organizational & social change, leading large scale learning organization & managing frontline operations with MNC (like Unilever, Marriott Hotels, Coca-Cola etc), International development organizations, Consultants, Government & Community based NGOs. However, my most transforming experience has been in the last 2 yrs, as an OD & Partnership consultant of a Multi-Sectoral Partnership (led by Unilever-UNICEF-Synergos Institute) to eradicate child malnutrition. It has given me a new search & life purpose. Organizations

(particularly large corporate), Communities & Environment are at the edge of chaos. The ever increasing chasm is both a threat & an opportunity. It needs leaders-facilitators who can build bridges of collective consciousness and lead individual, organizational and social transformation. I already see myself at the beginning of the revolution and I want to create more 'bridges' like me. I want to challenge current assumptions & create fundamentally new insights in developing and transforming organizations as self-organizing systems that thrive at the edge and transcend boundaries to co-create a sustainable life force! I hold an MBA in Human Resource, Graduations in Sociology and Hospitality Management and advance professional training & certifications in OD, change, training & facilitation. My life interests range from poetry, teaching, Buddhism, engaging with nature, reading and intimate dialogues with my life partner & friends. I specialise in: organisational development & change learning & development; social transformation through partnerships and the corporate role in global sustainability (Strategic CSR).



Maria May Seitanidi, Lecturer Brunel Business School & Visiting Fellow at the International Centre for Corporate Social Responsibility (ICCSR), Nottingham University Business School, UK

The paper: "Intangible Economy: How can Investors Deliver Change in Businesses? Lessons from Nonprofit-Business Partnerships", published at Management Decision, 45, 5: 853-865 was awarded the best paper award 'AIB-BRESE'.

Sustainable Interactions was the theme of the 7th International Colloquium on Nonprofit, Social & Arts Marketing organised by the London College of Communication, University of the Arts London, UK (18th September 2008) where the Keynote: Interactions, Elasticity and Marketing was delivered.

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Lucian J. Hudson, Adviser on Collaborative Strategies, and former Director of Communication, British Foreign & Commonwealth Office (FCO)

Lucian Hudson advises on collaborative strategies to help organizations achieve greater impact. He has recently produced a report for the FCO on what makes for effective partnership and collaboration, examining the relationship between governments, business and non-government organisations (NGOs). He has involved more than 100 organizations globally, including 20 governments, and 10 international institutions. From September 2006 until June this year, Lucian was the FCO Director of Communication. He created and led for the first time in the FCO's history a single communication directorate, and a global network of 200 communicators. This drew together strategic communication, public diplomacy, media, internal communication and stakeholder engagement. He led the first change programme to mainstream communication. Previously, Lucian led the UK government's Media Emergency Forum, and co-chaired a Cabinet Office working group involving government departments, emergency services and media representatives to agree and implement new rules of engagement after 9/11. He was the principal communications adviser to the government's Risk Group, and oversaw implementation of the Freedom of Information Act in all government communication directorates. Between 2004 and 2006, he was Director of Communications, DCA (now Ministry of Justice), and chaired the department's crisis management team. Between 2001 and 2004, he was Director of Communications and Chief Knowledge Officer at the Department for Environment Food and Rural Affairs (DEFRA). Lucian was seconded to the Ministry of Agriculture, Forestry and Fisheries (MAFF) to run media operations at the height of the foot and mouth crisis in 2001 from his post as the government's first Director of e-Communications. He launched the UK government's first web portal, and established the first UK online marketing strategy. Before joining the Civil Service, he was editorial director of a dot.com following a 16-year career with the BBC and ITV, as a television executive, programme editor and producer. Lucian's BBC career included: Head of Programming for International Channels, Chief Editorial Adviser at BBC Worldwide, and Editor of BBC World's Newsdesk and Newshour programmes, with responsibility for more than 70 live events and breaking news programmes, including production of the first six hours of coverage of the death of Princess Diana. Lucian was on the BBC's Nine O'Clock News for five years, first as producer, then as senior producer. For seven years, Lucian led two not-for-profit organizations, the Tavistock Institute, and the Rory Peck Trust.

Partnership Events

ESRC RESEARCH SEMINAR SERIES



'When worlds collide': contested paradigms of corporate social responsibility

The British Academy of Management Special Interest Group in CSR received the first successful bid for an ESRC Seminar Series, in the 2008 round on CSR. The two main aims of the seminar series are: to cut through the rhetoric of CSR and deliver positions of clarity from which future debates can emanate, by involving academics, practitioners, policy makers and the professions in every seminar, in a format which, although not designed to be confrontational, is certainly aimed at being challenging. Secondly, the series aims to provide the appropriate forum through which to connect the various research, industry, policy and professional groupings whereby the efforts of each group may impact on the other and inform future work. Partnerships were at the centre of the first seminar

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that took place at the British Library and was presented by Lucian Hudson based on his forthcoming report (see this issue).

The seminar proposal has an inter-disciplinary social science mission:

1. To extend the understanding of CSR by posing a series of challenging questions through exploration and critique of CSR goals, national, organisational and managerial strategies, implementing values and evaluation methodologies from selected theoretical and empirical perspectives.
2. To review the distinctive roles and importance of CSR to academics, professionals and practitioners and identify appropriate bridging strategies.
3. To compare and contrast selected aspects of CSR practice with international developments.
4. To review the nature, direction and applicability of selected theoretical dimensions which inform the understanding of CSR.
5. To assess the opportunities for theory building, to further support understanding of the complexities of CSR and the sustainability and long term value of CSR practice to corporations and civil society.

This will be achieved firstly, by setting up six defining questions about corporate responsibility. These questions will focus on the most challenging aspects of the CSR agenda, concentrating on core corporate activities, and are devised to cut through much of the 'froth' that presently passes for CSR. The topics for each of the six seminars are: (1) How do we decipher the domain of CSR (15 December, 2008, The British Library); (2) Is corporate taxation practice a CSR issue? (25 March 2009, The University of York); (3) How, in a world of depleting resources, we can ensure equity between business and society? (17 June 2009, ICAEW, London); (4) Can CSR make poverty history? (1 September, 2009, University of St Andrews); (5) Can Corporate Philanthropy contribute to social justice? (December 2009, University of Lancaster); (6) Where do the responsibilities of corporations, government and civil society begin and end? (March 2010, Cass Business School, London).

Each seminar is designed in a way to provoke reaction, and raise the level of debate on the topics under review. This seminar series aims to bring together leading figures in the CSR debate from academia, policy, business and the professions from the UK and overseas.

The Seminar Series is supported by the ESRC, The British Library and the Institute of Chartered Accountants.

For more information and participation contact: Dr. Alan Murray: Alan.Murray@shef.ac.uk

Partnership Publications

Academic Papers on Partnerships

Journal: Corporate Governance (Vol. 8 No. 4, 2008, pp. 557-570)

Paper Title: Types of corporate responsibility and engagement with NGOs: an exploration of business and societal outcomes

Authors: Arno Kourula and Minna Halme

Abstract

This paper aims to classify different corporate responsibility (CR) actions into three types – philanthropy, CR integration and CR innovation – and examines different forms of corporate engagement with nongovernmental organizations (NGOs) through this categorization. The focus is on the societal and business outcomes of engagement. The study analyzes 20 business-NGO collaborations of three case companies – Hindustan Unilever, Nokia and Stora Enso. Cases are chosen based on revelatory sampling and data are gathered through documentary research of corporate sustainability reports, project reports and websites. Data analysis focuses on engagement forms, business and societal outcomes of engagement and utilizes a categorization of CR.

Different CR types involve different forms of cooperation ranging from sponsorship to partnership. Furthermore, CR integration and CR innovation seem to have more potential for long-term positive business outcomes than

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philanthropy. In terms of societal outcomes, CR innovation seems to have the highest potential in creating local income-generating mechanisms and supporting local self-sufficiency. A main suggestion of the study is that more in-depth case studies of CR projects should be conducted to develop and improve indicators for business and societal outcomes. The value of the paper: First, the paper applies a new pragmatic categorization of CR types. Second, it studies empirically a topic that has received relatively little attention – business-NGO collaboration. Third, it analyzes the business and societal outcomes of different types of business-NGO engagement.

Journal: Resources Policy 33 (2008) 39–47

Paper Title: Mining and social development: Refocusing community investment using multi-criteria decision analysis

Authors: Ana Maria Esteves

Abstract

This paper addresses the question: How can mining companies assess social investment projects so that projects create value for the company and communities in which they operate? Mining companies are still wrestling with the limits of their responsibility in relation to social development even though they accept the business case for community investment at a general level. Fully aware of the practical hazards involved in taking an active role in facilitating local development, companies increasingly avoid methods that are overly paternalistic or assume the functions of the national or local governments. Gaining senior management's commitment to long-term social projects, which are characterised by uncertainty and complexity, is made easier if projects are shown to benefit the site's strategic goals. Case study research on large global mining companies, including interviews with social investment decision makers, has assisted in developing a Social Investment Decision Analysis Tool (SIDAT), a decision model for evaluating social projects. Multi-criteria decision analysis techniques integrating business planning processes with social impact assessment have proved useful in assisting mining companies think beyond seeking reputational benefits, to how they can meet their business goals and contribute to sustainable development.

Journal: Corporate Social Responsibility and Environmental Management (2008) Volume 15, Issue 5

Paper Title: The Practice of Stakeholder Dialogue between Multinationals and NGOs

Authors: Mariëtte van Huijstee and Pieter Glasbergen UNPOP

Abstract

The paper looks for patterns in the emerging dialogue practice between multinationals and NGOs (non-governmental organizations). It examines what drives the practice, where stakeholder management is located in the organizational structure, how topics and partners for stakeholder dialogue are selected, which types of dialogue occur and what outcomes they have. The practice is evaluated in terms of the strategic management model and the sustainability model. While strategic management considerations may be recognized in all elements of the dialogue practice, sustainability considerations are less prominent. It is concluded that corporate stakeholder dialogues with environmental NGOs have a high instrumental value for strategic management. For corporate environmental sustainability, however, current dialogues are a possible but not a necessary instrument. Nonetheless, the apparent learning process among the individual participants might be the added value of stakeholder dialogue in sustainability terms.

Journal: Global Environmental Change (2008) Volume 18, issue 2

Paper Title: Intersectoral partnerships for a sustainable coffee chain: Really addressing sustainability or just picking (coffee) cherries

Authors: Verena Bitzer and Pieter Glasbergen and former team member Mara Francken (2008) UNPOP

Abstract

In this paper the role of partnerships in making production chains more sustainable is explored, taking the coffee chain as an example. It is concluded that by means of production standards, partnerships are able to influence sustainability challenges at the production level. However, these partnerships show an imbalance in actor involvement, compete with each other and mainly create a parallel production integrated into the conventional chain. While being important initiators of change, partnerships are unable to turn the coffee chain into a sustainable chain.

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Journal: Corporate Reputation Review (in press)

Paper Title: Employee Involvement in Implementing CSR in Cross Sector Social Partnerships

Authors: Maria May Seitanidi

Abstract

The paper highlights the role of the nonprofit organisations in safeguarding social standards and high quality programme implementation within the context of a nonprofit/business partnership. Under the three stages of partnership implementation: selection, design and institutionalisation the paper identifies missed opportunities of employee involvement and contributes recommendations on how internal accountability mechanisms can strength both the voices of the internal stakeholders but also safeguard the corporation's CSR investment.

Journal: Emergence: Complexity & Organization (E:CO), 10,3: 51-64

Paper Title: Adaptive Responsibilities: Non-Linear Interactions Across Social Sectors. Cases from Cross Sector Partnerships

Authors: Maria May Seitanidi

Abstract

The nonprofit/business partnership case study presented in the paper, although successful in its narrow mission it represents an instance of a large scale social innovation failure and aims to highlight the reasons behind social change failure mechanisms. The paper suggests that when the strategic intent of the social actors is prescriptive, it imprisons the possibilities for fundamental change. It is suggested that the relatively narrow responsibilities associated with individual or social agents consist of a serious limitation. Hence, the paper calls for moving beyond reactive and proactive responsibilities to shift towards adaptive responsibilities which require a multidimensional understanding towards the micro, meso and macro levels of analysis in order to capture the co-evolution of all organisational actors that will lead to reciprocal multi-level change.

Partnership Books & Chapters



International Business and Global Climate Change

Editors: Jonathan Pinkse and Ans Kolk
Routledge

Synopsis:

Climate change has become an important topic on the business agenda with strong pressure being placed on companies to respond and contribute to finding solutions to this urgent problem. This text provides a comprehensive analysis of international business responses to global climate change and climate change policy.

Embedded in relevant management literature, this book gives a concise treatment of developments in policy and business activity on global, regional and national levels, using examples and systematic data from a large number of international companies. The first part outlines the international climate policy landscape and voluntary initiatives taken by companies, both alone and together with others. The second part examines companies' strategies, covering innovation for climate change, as well as compensation via emissions trading and carbon offsetting.

Written by well-known experts in the field, *International Business and Global Climate Change* illustrates how an environmental topic becomes strategically important in a mainstream sense, affecting corporate decision-making,

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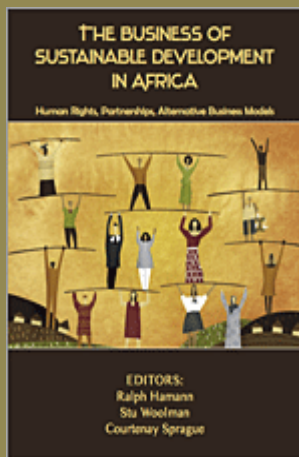
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business processes, products, reputation, advertising, communication, accounting and finance. This is a must-read for academics as well as practitioners concerned with this issue.

The third chapter of the book examines voluntary agreements between business and government; and partnerships between companies and other actors in government and society. There is a large number of existing initiatives and, particularly in the field of partnerships, a wave of emerging ones with different foci and constellations of actors. The chapter discusses nature and types of both, and gives an overview of the main voluntary agreements in a range of countries, as well as of partnerships in which multinationals are involved. While it is difficult to assess effectiveness, especially in the case of partnerships, this has not hampered their spread and growth; they are part of companies' political responses as well.

The book is available from:

<http://www.routledge.com/9780415415538>



The Business of Sustainable Development in Africa: Human Rights, Partnerships, Alternative Business Models

Editors: Ralph Hamann, Stu Woolman and Courtenay Sprague
UNU Press

Synopsis:

This book is on the role of business decision-makers in sustainable development. It is an important read for academics, managers, and all students of business with an interest in the human and humane face of modern commerce. The strategies pursued by business managers and decisions they take may have far-reaching impacts, good or bad, on communities and the environment. Especially in countries with severe poverty and weak governance, this can give rise to serious dilemmas. This book argues that a strategic, values-based approach, coupled with a willingness to innovate and collaborate, can not only help companies deal with such challenges but may even turn them into opportunities. The overarching themes of human rights, cross-sector partnerships and alternative business models are each considered in an overview essay in Part 1 of the book, and they are illustrated with much contextual flavour in diverse case studies in Part 2. Although, importantly, this book focuses almost entirely on Africa, the lessons of the case studies and critical essays retain their salience for how business is and should be conducted around the world. The combination of conceptual discussion and illustrative case studies make this an important contribution on the changing role of business in the world today.

The following chapters of the book refer more specifically to partnerships:

Hamann, R., Woolman, S. and Sprague, C. (eds), 2008. *The Business of Sustainable Development in Africa: Human Rights, Partnerships, and Alternative Business Models*. Pretoria: Unisa Press / Tokyo: United Nations University Press.

Hamann, R. and Boulogne, F., 2008. 'Partnerships and collaboration,' in R. Hamann et al (eds), *The Business of Sustainable Development in Africa: Human Rights, Partnerships, and Alternative Business Models*. Pretoria: Unisa Press / Tokyo: United Nations University Press.

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Hamann, R., 2008. 'Who is responsible for the squatter camps? Mining companies in South Africa and the challenge of local collaboration,' in R. Hamann et al (eds), *The Business of Sustainable Development in Africa: Human Rights, Partnerships, and Alternative Business Models*. Pretoria: Unisa Press / Tokyo: United Nations University Press.

The book is available from:

<http://www.unu.edu/unupress/2008/sustainableDevelopmentInAfrica.html>

Book Chapters

Helferty, A., Clarke, A. & Kouri, R. (In press) The Campus Climate Challenge: Innovative multi-stakeholder approaches to reducing emissions at Canadian colleges and universities. Leal Filho (Ed) *Interdisciplinary Aspects of Climate Change*. Frankfurt : Peter Lang Scientific Publishers.

Abstract

The Campus Climate Challenge in Canada involves multi-stakeholder approaches to reducing greenhouse gas emissions on campuses, and transforming university and college campuses into leaders in addressing climate change. Coordinated by the Energy Action Coalition, it is a US-Canada campaign operated by the Sierra Youth Coalition (SYC) on Canadian campuses. Each campus project is based on a unique multi-stakeholder approach, bringing together campus operations, administration, faculty, students, and external organizations to implement sustainability initiatives. This process ensures that each climate change plan is specific to its local context, engages individual campus expertise, builds the capacity of the next generation of Canadian leaders, and has broad commitment from the campus community. Four cases are presented and discussed in this chapter, highlighting the multi-stakeholder aspect of each: Sustainable Ambassadors at Concordia University ; a student-built wind turbine initiative at the University of Saskatchewan ; Residence Reduction Challenges in southern Ontario ; and Go Beyond in British Columbia . These cases provide a demonstration of initiatives at different scales for reducing GHG emissions at complex public institutions. The conclusions offer reflections on the implications of these different approaches for the stakeholders involved; student leaders, sustainability coordinators, faculty, staff, external NGOs and provincial governments.

Reports & Practitioner Publications

The British Foreign and Commonwealth Office (FCO)

Title: Collaborative Partnerships Report (2009) forthcoming

Author: Lucian J. Hudson

Lucian J. Hudson is a senior UK civil servant, and is currently finalising a report on what makes for effective collaboration, especially between governments, business and NGOs. He was director of communication in three Whitehall departments, including the FCO.

Hudson's report is ground-breaking both in the scale of its ambition and the range of uses to which it can be put. It assesses what makes for effective collaboration and partnership especially between governments, business and NGOs. The report involves 100 organizations and more than 200 contacts worldwide, including 20 governments and 9 international institutions. It draws on his experience visiting 25 British diplomatic posts over the past two years, but also spending time with other organizations and groups this summer. It was also inspired by work with researchers and consultants in the field. And it benefited from working as a visiting researcher at The British Library. Here is a brief summary of the main points of the report:

Collaboration is the right idea for our times. Systemic problems need collective and concerted action by different actors, participating increasingly as equals, and committed to working in long-term relationships across

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organizational and other boundaries. Collaboration is no magic solution, but if done for the right reasons and in the right way, it can open up possibilities, whether partners agree or disagree on every point. It builds on a commitment to engage with others by agreeing to work with them. Working to a common end which no one person or organization can achieve alone, effective collaboration requires advanced leadership and team-working skills, and a change of attitude. Many of the challenges that we face as societies cannot be adequately addressed by a trial-and-error approach to building collaboration. Most of our most intractable problems require greater collaboration. Where collaboration is most difficult, it is often most necessary. There are real dividends, political, economic and social, that we are missing because we are not tapping our combined strength as a society. Research shows that the more teams are connected, the higher their performance. Collaboration is about driving both performance and participation, trusting others to take initiative and responsibility, and appreciating different perspectives. It operates in a space where traditional means of control no longer work. This report is produced to give practitioners a way of thinking more strategically about spotting and exploiting opportunities for collaboration. It is shared with others so that the FCO can build on its commitment to a more active and meaningful engagement with stakeholders and individual citizens at home and overseas.

The NBP Bulletin and the NPO-BUS Partnerships Yahoo Group will keep you posted on the final report and its availability.

Thesis & Dissertations

Many Congratulations to the recent graduates whose research focused on Partnerships and Cross Sector Social interactions. See below more details.

Title: Corporate Citizenship and the Reconstruction of Governance Roles and Relationships: Corporate Community Involvement of the Magadi Soda Company

Author: **Judy Muthuri**

The thesis applies the concept of corporate citizenship to a case study of corporate community involvement in Kenya. It explores the changing governance roles of corporations, particularly between *neo-governmental* and *citizen-type* roles in the administration of social entitlements such as healthcare, education, and infrastructure development in Kenya. It examines empirically and conceptually the strategic actions of a major extractive company in the reconstruction of governance relationships, roles and responsibilities in the administration of social entitlements in the Magadi division of Kenya.

Title: HIV/AIDS Campaigns and Changing modes of Communication: the Transnational logos of MTV & Viacom

Author: **Cheryl Martens**

This thesis analyses from a cultural materialist perspective how HIV education has become socially marketed via complex webs of partnerships and alliances and the vertical integration of messages across a wide range of properties and media. The thesis argues that this increased complexity of webs of communication allows on the one hand for HIV/AIDS education to be distributed to unprecedented audiences. On the other hand, it impacts upon the way global HIV/AIDS education initiatives are now conducted. Through newly formed partnerships and alliances corporations have now become more heavily involved in the leadership processes of multilateral institutions and global NGOs, as attested by the corporate leadership of the Global Media AIDS Initiative by such actors as MTV. These processes result in a greater synergy of information between the various actors and media objects produced. Campaigns and programmes once initiated by multilateral institutions are now increasingly led by multinational corporations, which collaborate with and are accountable to stakeholders in multilateral institutions and NGOs.

This thesis also argues that the influence of neo-liberal governance promoted through global media marketing strategies can now be seen to form a core element of HIV/AIDS education promotion. Customer desire, emotions, aesthetic values and personal responsibility are at the centre of its rhetorical appeal.

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The main findings of the study concern 1) how modes of communication, including the internet, branding and aestheticisation are configuring campaigns and constituting relations and hierarchies of power, which often exclude rather than include the very audiences being targeted 2) how audiences are interacting with these campaigns as branded, interactive media objects; 3) how the methodological approach developed in this research enables an understanding of health communication as involving a complex range of actors in increasingly overlapping and synergistic processes of production and reception. I'd be pleased to discuss any aspect of this research or overlapping research interests in further detail. Dr. Cheryl Martens, Senior Lecturer, London College of Communication, University of the Arts London, Elephant and Castle, SE1 6SB.
email: c.martens@lcc.arts.ac.uk

Title: **An Exploratory Study of Alberta Cross-sector Partnerships (MSc Dissertation)**
Author: **Jessica Mankowski**

Using complex systems thinking I spent the past two years working on a thesis focused on cross-sector partnerships in Western Canada. I came to believe that using a complex systems perspective could provide a fascinating framework through which to consider these partnerships-not as singular case studies, but as an emerging pattern of behavior based on a number of interacting forces that could in turn be affected by these emerging partnerships. Based on the results of semi-structured interviews with fourteen participants who are currently involved in cross-sector environmental partnerships in Alberta, there appear to be a number of organizational, regional and global-level forces that drive partnering behavior:

* On the organizational level, the identification of common interests, the existence of informal relationships among leaders in each sector, access to new resources, and the maintenance or enhancement of an organization's image and reputation were identified as drivers of partnering behavior.

* Global-level drivers were identified as the complexity of emerging environmental and social issues, and the expectation of organizational stakeholders that these issues should, and could, be addressed by their organization.

* In addition, a set of regional drivers were recognized, including the stable political climate in Alberta, the heavily resource-based nature of the provincial economy, and the history of cross-sector collaboration.

While both the organizational and global-level drivers have been given significant attention in academic texts, there has been little research on the regional series of drivers. I believe that this level of analysis may provide the most strategically useful perspective on the drivers that affect cross-sector partnerships. It is through this level that both organizational and global forces pass, and at which we find a particularly rich network of economic, cultural, environmental and other forces that may shape how organizations in this particular region interact, and provide an idea of what the context-specific best practices might be for other organizations that are considering partnerships. Examining clusters of partnerships, as seen in Western Canada, provides insight into existing pro-partnership regional systems, and may indicate where significant shifts in stakeholder expectations and environmental realities are promoting a changing sectoral landscape.

To apply complex systems thinking to a partnership may mean: 1/Allow the issue being addressed to determine the structure of the partnership; 2/ Incorporate environmental issues into everyday planning; 3/ Using planning tools that promote a wider scope for outcomes and numerous potential futures; 4/ Encourage personal connection between individuals at all levels in each organization. I welcome your comments and suggestions for further discussion, and can be reached at: jessicamankoski@hotmail.com

Call for Papers

JOURNAL OF BUSINESS ETHICS

Special issue on: Cross Sector Social Interactions

The Journal of Business Ethics announces the call for papers for a special issue on Cross Sector Social Interactions. The deadline for submission is **May 31, 2009**. The special issue is jointly edited by Dr. Maria May Seitanidi and Professor Adam Lindgreen.

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Purpose of the Special Issue

Interactions across sectorial boundaries have intensified over the last years. One of the more recent forms of interactions are cross sector social partnerships (Selsky and Parker, 2005), which involve organisations across different economic sectors—public, nonprofit, and business—that aim to address social issues by providing society with what was traditionally termed ‘public goods’ (Waddock, 1988) such as clean water, clean air, environmental protection, health care, and education. For cases of these types of partnerships, we refer to Warner and Sullivan (2004). However, cross sector social partnerships are only one of the forms of interaction across the sectors and sometimes suffer from rhetorical attempts to address the social good. Hence we need to go beyond the form of interaction and examine the level of interactions that take place across the sectors. There are four dynamic constellations of interactions across organisations from different economic sectors that emerge: public-private, private-nonprofit, nonprofit-public, and tripatriate social interactions.

The aim of this call for papers is to encourage researchers in any of the above areas to look at the level of interaction rather than the form of interaction or frame of practice. Focusing on the interactions across organisations and sectors can allow for meaningful comparisons across different frames of practice, organisational forms, industries, sectors, and countries in order to observe emergent patterns. Hence, researchers should examine the three different levels of reality—the micro level of individual interactions, the meso level of organisational or sectorial interactions, and the macro level of societal interactions. By looking at social interactions (i.e., interactions for the social good) the special issue will allow for the central question to be addressed of how society is better off due to the joining efforts of organisations across sectors (Austin, 2000), which paradoxically has not been addressed directly in the literature. Answering this question will potentially increase the benefit to both the practitioner and academic audience of the journal in developing systematic practices and studies with the aim to increase the transferability, sustainability, and the benefits of the interactions for society (Seitanidi and Crane, 2008).

Specific topics in relation to social interactions may include, but are not limited to:

- A historical overview of cross sector social interactions in each of the four constellations
- Theoretical frameworks of formation, implementation, and outcomes of any type of cross sector social interactions (on any of the three different levels of reality)
- The role of social interactions across the different sectors as a way of delivering social goods
- The measurement of cross sector social interactions on different levels of analysis
- Managing cross sector social interactions across different contexts
- Theoretical contributions on how best to analyse cross sector social interactions
- Cross sector social interactions in different industries
- The motivations, processes and dynamics of cross sector social interactions
- Critical approaches to develop and assess the impact of cross sector social interactions

Preference will be given to empirical papers (both qualitative and quantitative) although theoretical papers that offer comprehensive frameworks of any type of cross sector social interaction are also welcome. As the *Journal of Business Ethics* appeals equally to academic and business audience, all submissions should include implications for practitioners.

References:

- Austin, J. E. (2000). "Strategic Collaboration between Nonprofits and Businesses". *Nonprofit and Voluntary Sector Quarterly*, 29 (1), 69-97.
- Seitanidi, M. and Crane, A. (2008). "Corporate Social Responsibility in Action. Partnership Management: Selection-Design-Institutionalisation". *Journal of Business Ethics*, in press.
- Selsky, J. W. and Parker, B. (2005). "Cross-Sector Partnerships to Address Social Issues: Challenges to Theory and Practice". *Journal of Management*, 31 (6): 1-25.
- Waddock, S. A., 1988. Building Successful Partnerships. *Sloan Management Review*, Summer 1988: 17-23.
- Warner, M and Sullivan, R., 2004. *Putting Partnerships to Work: Strategic Alliances for Development between Government and Private Sector and Civil Society*. Sheffield: Greenleaf Publishing.

Processes for the submission of papers

Papers submitted must not have been published, accepted for publication, or presently be under consideration for publication elsewhere. Submissions should be about 6,000 words in length. Copies should be submitted via email Word attachment (in one file including all figures and tables) **to both guest editors**. To be eligible for review papers must be set up according to the journal's guidelines. For example, the first page must contain the paper's title, as well as full contact information details of the authors. For additional guidelines, please see the "Notes for Contributors" from a recent issue of the *Journal of Business Ethics*, or see the home page at

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<http://www.springer.com/east/home?SGWID=5-102-70-35739432-detailsPage=journal|description>. Papers must employ standard English. Suitable papers will be subjected to a double-blind review; hence authors should not identify themselves in the body of the paper.

All submissions to be sent to:

Dr. Maria May Seitanidi, Brunel Business School, Brunel University, the UK
E-mail: mmayseitanidi@yahoo.com

Professor Adam Lindgreen, Business School, Hull University, the UK
E-mail: a.lindgreen@hull.ac.uk

PARTICIPATE: 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 7th December 2005 with the aim to connect people interested in cross-sector interactions in business, non-profit organisations, local authorities/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 6th issue.

Deadline: 1 September 2009

NBP Bulletin

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