An Evaluative Study of the Partnership Fund for the Disadvantaged in Promoting and Sustaining Partnerships between NGOs and Business Corporations

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of
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by

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NGOs:

Boys' & Girls' Clubs Association of HK (The)

Barnabas Charitable Service Association Limited

Chinese YMCA of Hong Kong

Fu Hong Society

Harmony House Ltd.

Heep Hong Society

Helping Hand

HK Council of Social Service (The)

Hong Kong Blind Union

Hong Kong Chinese Women's Club

Hong Kong Christian Service

Hong Kong Macao Conference of Seventh-Day of Adventists

Hong Kong Women Workers' Association

Industrial Evangelistic Fellowship Limited

Lok Kwan Social Service Limited

Neighbourhood Advice-Action Council (The)

Parents' Association of the Mentally Handicapped Ltd.

Senior Citizen Home Safety Association

Society for Community Organization

Society of Rehabilitation and Crime Prevention

St. Christopher's Home

The Hong Kong Girl Guides Association

Yan Oi Tong

Youth for Christ (HK) Ltd.

Young's Men Christian Association of Hong Kong

Business corporations:

AIA Pension and Trustee Co Ltd.

Best Circle Limited

Beyond the Fringe

Caltex Oil Hong Kong Limited

Celestial Asia Securities Holdings Limited

Centraline Property Agency Limited

Chun Au Knitting Factory Ltd

CLP Power Hong Kong Ltd.

Dodomites Bakery Co.

ICAP (Hong Kong) Limited

Junior Chamber International Hong Kong

Konew Financial Express

KPMG

Milagros Corporation Ltd.

PCCW Ltd.

Sunshine Interior Decoration & Repair Co.

Wofoo Plastics Limited

Yee Fai Construction Company Ltd.

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An Evaluative Study of the Partnership Fund for the Disadvantaged in Promoting and Sustaining Partnerships between NGOs and Business Corporations

Executive Summary

I) Background

"An Evaluative Study of the Partnership Fund for the Disadvantaged in Promoting and Sustaining Partnerships between NGOs and Business Corporations" is a research study commissioned by the Social Welfare Department (SWD) of the Hong Kong SAR Government and undertaken by the Centre for Third Sector Studies (CTSS) in the Department of Applied Social Sciences (APSS) of Hong Kong Polytechnic University (PolyU). The study reviews and analyzes the partnerships of the projects supported by the fund, and makes recommendations on methods of sustaining such partnerships.

II) Methods

The current study adopted a cross-sectional investigation design and used a combination of quantitative and qualitative strategies in the data collection. Commencing in January 2007, this study examined cross-sectionally the traits of the partnerships and evaluated the success of the projects initiated by the fund.

On the part of quantitative study, a self-administered questionnaire was sent to all the 43 NGOs participating in the first and second batches of PFD-funded projects to collect quantitative data about the partnership. The return rate was 100%.

Qualitative interviews were conducted with representatives (administrators and operators) from collaborating organizations (both NGOs and business enterprises) and also service users. Twenty-one projects were selected (out of a possible 43) to provide representatives for the interview sessions, taking into consideration of the selection criteria such as the types of partnership and the types of clientele. Amongst the selected projects, representatives of NGOs and service users from all 21 projects attended the interviews. However, due to constraints in arranging interviews, only the representatives of business partners in 17 projects could attend interviews.

In order to have a fuller understanding of the difficulties encountered by NGOs entering into partnerships with the business sector, the research team also interviewed with four NGOs which submitted proposals but were yet to secure the support from the business partners.

III) Features of partnerships in the PFD projects

The study documents the positive effects of cross-sectoral collaboration between the NGOs and businesses. The survey and the interviews show that all the NGOs and the businesses were in general agreement that their partnerships were driven by a clear and shared vision of purposes and objectives. Both considered that the first priority was a delivery of services; however, they also found opportunities in the partnership to achieve individual goals. Signaling effect played an important role in connecting NGOs and businesses. The lack of networking and communication channels posed the biggest problem for initiating partnerships.

Strategic partnerships were formed in more than 60% of the PFD projects. Amongst the 141 business companies [1] supporting the 43 projects altogether one-third of the participating businesses entered into committed partnerships with NGOs. There were increases in the level of involvement during the process of collaboration, and staff at various levels from both NGOs and businesses became active in the projects. The partners generally agreed that sufficient communication mechanisms were in place. Both NGOs and businesses demonstrated their commitment the projects and to permit mutual adjustment of their partnership.

In general, the partners were satisfied with the outcomes of the projects. The NGOs appreciated the increase in their financial resources, their greater understanding of the business sector and the expansion of their social capital. The businesses were grateful for the opportunity to broaden their understanding of disadvantaged groups and expand their social capital. The outcome for the service users can be expressed by the "4 Es": **E**nhancement of quality of life, **E**mployment/skills development, **E**mpowerment, and

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[1] According to the record of the PFD Secretariat, the number of business partners was 108 at the commencement of the projects. The figure, 141 business partners, was reported in the survey. Following from a checking with the NGOs of four projects indicating a change in the number of business partners, it was revealed that additional support from other business corporations were kept enlisted during the project development. These additional supports are particularly in need for a project involving grant-making elements (provision of financial assistance for education).

Exclusion prevention. In terms of quality of life, service users found that their most significant gain was an improvement in their psychological well-being; they also benefited from an increase in material resources and better living conditions. One of the long-term strategies for helping the disadvantaged was the development of employment/job skills. The empowerment effect was particularly evident in those projects that enhanced the abilities of the service users, particularly those projects in which they worked as volunteers and were able to appreciate their ability to make a difference. The projects also discouraged exclusion by increasing the adaptability of service users and extending their social network.

IV) Sustainability of social partnerships

The social investment approach helps the disadvantaged through initiatives based on the collaboration between the social and the business sectors. Therefore, the ability to create and sustain a partnership with the business sector is crucial. The study found that, in general, the NGOs and businesses responded positively to the possibility of continued collaboration after the completion of the current projects. Strategic partnerships showed even more promise of sustainability.

There are two characteristics of the partnerships studied that might affect long-term sustainability:

(a) The human factor: The partnerships relied strongly on personal relationships. The participation of the business community was rather based on the Chinese goodwill of expressing gratitude to the community for their own individual success by "giving back" to the community, instead of a belief in corporate commitment in corporate social responsibilities as promoted in the Western concept.

(b) Philanthropic orientation: Business in general played a supplementary role in the partnerships. The study observed the traditional image of business involvement in philanthropy. The businesses did not seem to be motivated by the principles of corporate citizenship which presupposes an "obligation" of business corporations, as citizens, to contribute to social development.

Overall, sustainability is more likely to be achieved by strategic partnerships. However,

in the Hong Kong context, with the conception of corporate social responsibilities still yet to be well-developed, there is still room for improvement in the promotion of long-term strategic partnerships.

V) Good practices

Based on the review of the 43 projects, using balanced scorecard as the framework, some good practices about the formation and sustenance of social partnerships were identified, such as:

1. Setting of mission

(a) NGOs and business corporations having similar missions in serving the community are more likely to become successful partners.

2. Learning and growth perspective

(b) NGOs which change their mindset to adjust to the cultures and working styles of the business partners are more likely to form successful partnerships.

(c) NGOs' commitments and effectiveness are more likely to gain the confidence of their partners in supporting their projects and forming partnerships.

3. Internal process perspective

(d) NGOs having a clear planning of the projects are more likely to gain the confidence of their partners in supporting their projects and forming partnerships.

(e) Effective communication and relationship building between NGOs and business partners would enhance mutual trust and respect.

(f) Projects were more likely to be successful if staff at various levels of the business partners were mobilized to take part in the projects.

4. Financial perspective

(g) Other stakeholders would have greater confidence in the NGOs if they were able to demonstrate good financial management and accountability.

5. Customers perspectives

(h) The projects would more likely to be successful if the business partners, the external customers, take the initiative to plan and implement the projects.

(i) The feedback from the service users, the internal users, is related to the public recognition of the project.

VI) Recommendations

By the time of conducting this study, the PFD has gone through the formative of development. It is aware that the PFD has entered the second stage of development and some measures have been introduced gradually to enhance the operation system. To promote tripartite partnerships in the long run, the government might still consider attend to reinforce the critical success factors as observed in the stage one and accordingly, such as introducing some appropriate initiatives to facilitate the formation and maintenance of social partnerships. The research team makes the following recommendations for the roles of the NGOs, business corporations and the government might do to facilitate the formation and sustenance of cross-sectoral partnerships to help the disadvantaged.

1. To facilitate the formation of the cross-sectoral partnerships

(a) Creation of win-win situation for motivating formation: The study assured the importance of creating win-win situation to affirm the values of cross-sectoral partnership. The NGOs might increase their sensitivity in creating win-win situation. The business sector might increase their sensitivity in the benefits of committing in corporate social responsibilities for serving the disadvantaged through social partnerships. For the government, they might consider expressing appreciation and recognition for participating corporations by organizing nominations of awards and hosting or co-hosting appreciation ceremony.

(b) Marketing and networking for facilitating formation: Signaling effect plays an important role in connecting NGOs and businesses. Marketing is thus in high demand. The NGOs might work more proactively on marketing to inform the business sector and the public to understand the service needs. At the same time, the business partners might develop clear corporate social responsibilities policy in serving the disadvantaged through social partnership and publicize to the NGOs such that they know where to initiate partnerships. The government might attend to assist small NGOs in marketing. Besides, since most successful partnerships were connected through existing network,

more encouragement of networking might be considered. More specific promotional measures might be introduced to increase the publicity of the PFD scheme. In fact, as revealed from the study, measures for accelerating and simplifying the approval process might also help facilitate successful application and therefore contribute to the formation of partnership.

2. To facilitate the maintenance of the cross-sectoral partnerships

(a) Involvement of various levels of staff: The study confirmed the importance of attending to the levels of staff involvement. The NGOs might attend more to the good practices and skills in need in managing the complexity of cross-sectoral relationships. The businesses might arrange designated staffs to oversee their involvement into the activities. The government might consider targeting the promotion and publicity work to all levels to encourage their participation.

(b) Building relationship: More active work in the communication and establishing partnerships might be beneficial to partnership. Whilst the NGOs and business sector might attend to the maintenance of effective communication, the government might take a more active role in facilitating communication in the partnership.

(c) Enhancing the capabilities of the partners: Since social workers played an essential role in the project, the NGOs might pay more attention to the good practices in strengthening their capability in managing tripartite partnerships. Government might consider offering in-service training and sharing opportunities to practitioners or operators on effective measures to motivate and influence partners.

(d) Alleviating the financial burdens: The government might consider attending to the financial implications to meet the needs of human resources in high quality projects.

3. To promote help for the disadvantaged

(a) Continuity of the partnerships: The study confirmed that measures should be adopted to sustain the outcomes of the service projects. To sustain partnerships, the NGOs might attend more to the transparency and accountability in financial management and effective

demonstration of outcomes which are conducive to the sustainability of partnerships. For the business sector, they might attend more to the continuity of their involvement in helping the needy in their setting of corporate social responsibilities policy. The government could play a more prominent role in encouraging and advising the NGOs so as to facilitate the continuation of project outcomes if the value of sustaining the services has been demonstrated.

(b) Administration: The government might also consider increasing the staff of the Secretariat of the PFD to oversee, monitor and support the projects, in order to facilitate the formation and maintenance of the partnerships for helping the disadvantaged.

(c) Development of indicators for the sustainability of social partnerships: Development of indicators of the sustainability of social partnerships would be of referencing values to facilitate the development of social partnerships in the long-run. Some initial directions to consider the development of possible measures in respective dimensions were proposed using the Balanced Scorecard framework.

《攜手扶弱基金資助計劃中的民商協作評估研究》
研究撮要

I) 研究背景

《攜手扶弱基金資助計畫中的民商協作評估研究》是由香港特區政府社會福利署委託香港理工大學應用社會科學系第三部門教研中心所進行之研究專案，目的在於檢視與分析在攜手扶弱基金資助計劃中所建立的民商協作，並就如何推展這類協作關係提供建議。

II) 研究方法

是項研究採用橫斷研究的設計模式（cross-sectional investigation design），兼用量化和質性的方法進行資料搜集。資料搜集於 2007 年 1 月開始進行，從橫切面分析基金資助計劃中所建立的民商協作的特質並評估其成效。

量化研究的部分主要是向基金資助計劃第一及第二期受資助的 43 家社福機構派發自填問卷，回收率為 100%。

質性研究的部分則主要是與其中 21 個受資助項目中民商協作伙伴雙方的代表（包括管理人員和前綫工作者）以及資助計劃中的服務使用者進行質性訪談，所選取的範圍涵蓋了基金資助計劃中不同的伙伴合作模式和服務使用者類別。在所選取的受資助項目中，全部 21 個項目的社福機構及服務使用者均有派出代表參與；然而礙於各種限制，只有 17 個項目的商業伙伴參與是次訪談。

為了更全面了解社福機構在建立民商協作時所面對的困難，研究團隊亦與曾經在攜手扶弱基金秘書處網頁上載項目計劃書招攬商業伙伴，但最後未能成功的四間社福機構進行訪談，嘗試就如何進一步協助社福機構作探索。

III) 攜手扶弱基金資助計畫中的伙伴關係的特質

是項研究發現顯示了民商協作的正面效果。根據調查和訪談的觀察，社福機構和商業機構大致同意是項協作的主要推動力來自明確和共同的理念與目標，他們的首要

關注點都是放在服務的提供上面；同時，在協作中大家亦有達成各自目標的空間。訊息效應（Signaling effect）在建立伙伴關係的起點上發揮著主要的作用。欠缺網絡和溝通渠道往往是建立伙伴關係的主要障礙。

調查的結果顯示，在 43 個資助計劃之中，有超過六成的項目建立了策略性伙伴關係。如果以商業伙伴的數目作爲計算單位，在 141 個參與的商業伙伴[2]之中可見有三分之一的商業機構與主辦的社福機構建立了策略性伙伴合作的關係。隨著伙伴關係的發展，商業機構的參與程度亦有所遞增，雙方的參與員工亦越見積極。整體上，伙伴之間都認爲溝通機制充足。伙伴雙方亦表示了對項目的投入和彼此調節配合。

整體上，伙伴雙方對資助計畫的成效均感到滿意。社福機構認爲是項合伙伴合作關係爲他們帶來了財政資源，提昇了對商界的認識和增加了社會的資本；而商業機構方面的主要得著在於增加了對弱勢社群的認識和增加了社會的資本。至於對服務使用者所帶來的成效，則可以透過一個"4 Es"的框架來分析：「生活質素的提昇(**E**nhancement of quality of life)」、「就業/技能的發展(**E**mployment/skills development)」、「充權(**E**mpowerment)」和「防止排斥(**E**xclusion prevention)」。在生活質素的提昇方面，服務使用者的得著主要在於心理質素方面的提昇，物質資源的增加和生活環境的改善。就業／技能的發展則被確認爲扶助弱勢社群的長綫策略。充權的效果則較顯見於一些包含義工培訓元素的項目，從中提昇了服務使用者的能力及讓其發揮所長。防止排斥的效果則主要包括提昇服務使用者的社會適應和拓展他們的社交網絡。

IV) 伙伴關係的持續性

「社會投資模式」 (social investment approach)主張透過建立社福機構和商業機構的伙伴關係以扶助弱勢社群，故此伙伴關係的維繫是一個重要的關注點。研究的結果顯示，資助計劃之中的社福機構和商業機構大致認同伙伴合作的關係會在計劃項目完結後持續。一般來說，策略性伙伴關係的持續可能性較高。

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[2] 根據攜手扶弱基金秘書處的資料，在計劃開始期間商業伙伴的總數爲 108。而根據是項調查的結果，共有 141 間商業伙伴機構。研究團隊聯絡了商業伙伴數字有所轉變的四個項目的所屬社福機構，發現機構在進一步發展項目的過程中仍會招徠商業伙伴的支持。這種情況在一個帶有捐贈型的元素(助學)的項目中尤爲有需要。

根據是項研究的觀察，現存的民商協作關係中有兩個特點可能會影響著長期持續性的發展。

(a) 個人的影響：伙伴關係的建立主要以個人關係為依歸。商業社群的參與多基於個人受傳統中國「取之社會、用之社會」的回饋心態所影響，而非旨在企業層面實踐如西方所推廣的企業社會責任的概念。

(b) 慈善的取向：一般來說，在伙伴關係中商業機構的角色比較輔助式。根據觀察，商業社群的參與主要反映了企業的慈善形象，而不是為了履行企業公民概念中所講的企業作為社會公民對社會發展所應負的責任。

整體而言，策略性伙伴關係較能夠持續。然而，由於在香港的環境中社會企業責任的概念尚在發展階段，故此在推廣長期持續性方面仍有改善的空間。

V) 成功經驗

研究團隊採用了平衡計分卡（balanced scorecard）作為框架，檢視資助計劃中所建立的民商協作伙伴關係，並指認出一些建立和維繫伙伴關係的成功經驗，簡述如下：

1. 建立願景

(a) 如果社福機構和商業機構在服務社群的工作上擁有相同的願景，他們較可能成為成功的合作伙伴。

2.學習與成長

(b) 如果社福機構能夠轉變思維，配合商業機構的文化和工作模式，他們較可能與商業機構建立成功的合作伙伴。

(c) 如果社福機構能夠遵守承諾和顯示工作的成效，他們較能夠獲取商業伙伴信任，從而支持他們的項目和建立伙伴合作的關係。

3. 內部業務程序

(d) 如果社福機構能夠在項目上作清楚的計劃，他們較能夠獲取商業伙伴信任，從而支持他們的項目和建立伙伴合作的關係。

(e) 社福機構和商業機構之間有效的溝通和關係的建立將有利於提昇彼此之間的互信任和尊重。

(f) 如果商業伙伴能夠動員不同階層的員工參與項目的服務工作，項目成功的可能性較高。

4. 財務績效

(g) 如果社福機構能夠顯示良好的財務管理和問責性，他們較能取得持份者的信任。

5. 顧客

(h) 如果商業伙伴（外在顧客）能夠主動參與項目的計劃與推展，項目成功的可能性較高。

(i) 服務使用者（內在顧客）的回饋與項目的公眾認可相關。

VI) 建議

研究開始進行的時候，攜手扶弱基金正過渡成立初期的起步階段；基金現已進入發展的第二階段，逐步引進不同的措施以改善及完善運作的系統。有鑑於此，研究團隊認為，在推廣官商民伙伴協作的工作上，政府方面仍可以考慮進一步增強第一期發展中所觀察的成功要素，從而引進合適的措施以促使伙伴關係的建立與維繫。在以下部分，研究團隊就社福機構、商業機構和政府三方在建立與維繫扶助弱勢社群的伙伴力量中所可以扮演的角色和工作提供建議。

1. 促成跨界別伙伴關係的建立

(a) 創造雙贏，鼓勵關係的建立：研究顯示，建立雙贏有利於確定建立跨界別伙伴合作的價值。社福機構宜多嘗試提昇創造雙贏的敏感度。商業機構方面，可以多留意在扶助弱勢社群方面的企業社會責任，了解所帶來的利益及意義。政府方面可考慮透過頒獎及進行嘉許禮對成功的合作伙伴表示嘉許及認可。

(b) 市場推廣及網絡，促成關係的建立：訊息效應（Signaling effect）在建立伙伴關係的起點上發揮著主要的作用，故此市場推廣的需求很大。社福機構可以更積極地進行市場推動的工作，從而讓商界及公眾了解真正的服務需要。同時，商業機構可在扶助弱勢社群方面制定清晰的企業社會責任政策，並公告於社福界別，讓社福機構根據資料探詢合作的可能性。政府宜在市場推廣方面多給予小型機構支援。此外，由於多數的成功伙伴合作都建基於現有的網絡，網絡宜多加發展。在攜手扶弱基金的推廣方面可以再多引進不同的宣傳策略。事實上，研究的結果顯示，加快審批的程序亦可以有助於成功申請，從而促成伙伴關係的建立。

2. 促成跨界別伙伴關係的維繫

(a) 不同程度的員工的參與：研究結果顯示，動員不同階層的員工參與對於伙伴關係有重要意義。社福機構可以多留意有關處理這些跨界別關係的複雜性。商界方面宜安排特定員工負責監督公司在有關活動的整體參與。政府在推廣與宣傳工作方面，宜考慮以多個階層的員工作招徠對象。

(b) 建立關係： 研究結果顯示，積極溝通和建立關係對延續伙伴關係有利。社福機構和商業機構可多留意維繫良好溝通的技巧，而政府亦應促使合作溝通上扮演一個更積極的角色

(c) 提昇伙伴能力： 由於社工在項目中扮演重要的角色，社福機構宜多加留意如何提昇處理三方協作伙伴關係的能力。政府可以考慮提供在職培訓與經驗分享會，讓前綫工作人員學習如何鼓勵與影響伙伴的有效方法。

(d) 減少財政負擔： 政府應留意在機構在進行一些高質的社福項目時所可能面對的財政需要。

3. 鼓勵扶助弱勢社群

(a) 伙伴的持續: 研究的結果確認了持續服務計劃成果的需要。在維繫伙伴關係方面，社福機構可留意維持透明度、問題性、試範成果等有利於維繫伙伴關係的因素。

商界方面，他們可以在制定扶助弱勢社群的企業社會責任政策方面，多考慮持續性支持的方案。政府可以多鼓勵和支持那些值得延續的項目計劃持續發展。

(b) 行政: 政府宜考慮增加攜手扶弱基金秘書處的人手，以監督及支援項目的推展，從而促使伙伴關係的建立與維繫以達致扶助弱勢社群的目標。

(c) 發展量度伙伴關係的持續性指標: 發展量度伙伴關係的持續性指標有利於持續性的長遠發展。研究團隊採用了平衡計分卡（balanced scorecard）作爲框架在不同範疇建議了一些可供考慮的量度方法。

CHAPTER ONE: INTRODUCTION

"An Evaluative Study of Partnership Fund for the Disadvantaged in Promoting and Sustaining Partnerships between NGOs and Business Corporations" is a research study commissioned by the Social Welfare Department (SWD) of the Hong Kong SAR Government and undertaken by the Centre for Third Sector Studies (CTSS), the Department of Applied Social Sciences (APSS) of The Hong Kong Polytechnic University (PolyU).

SECTION ONE: POLICY BACKGROUND

In search for a new social policy model after the 1990s, the notion of social investment approach has been central to the welfare policy discourse in the international arena (Leung, 2004). The redistributive model underlying the traditional welfare philosophy has been criticized as being inefficient and not sustainable (Novick, 1974; Friedman, 1977); putting scarce resources onto unproductive social services, keeping welfare-recipients in dependency and therefore curbing economic growth (Midgley, 1999). Against these attacks, alternatives have been proposed by different perspectives. Namely, the social development perspective (Midgley, 1999) "emphasizes resource allocation to social programs that are productivist and investment-oriented and that enhance economic participation and make a positive contribution to development" (Midgley, 1999). New welfarism being put forth by Taylor-Gooby (1997) suggests that government expenditure on welfare should be justified only if it is spent as social investment in human capital and enhancement of individual opportunities. Gidden (1998) suggests a Third Way approach, promoting the concepts of social investment state and positive welfare, encouraging individuals and groups to make things happen rather than having things happen to themselves.

With reference to the social investment approach, investment in human capital and asset development; launching of employment and self-employment programs, and cost-effectiveness social programs; and promotion of social capital formation, in particular cross-sectoral partnership in the communities, have become key strategies in

social welfare.

In the recent welfare discussion in the Hong Kong context, the "welfare-to-work" approach is being put forth. Under this approach, the welfare system tends to reform from "a passive system of benefit payment to the unemployed" to "an active system which encourages personal responsibility and facilitates employment" (Commission on Poverty, 2005, p.1). On the resources mobilization, the Hong Kong SAR government in recent years has begun advocating for the development of tripartite partnership. This sort of partnership pools up resources and efforts among the government, the business community and the welfare sectors, and becomes a new synergy in the society.

SECTION TWO: THE PARTNERSHIP FUND FOR THE DISADVANTAGED

The announcement of the setting up of the Partnership Fund for the Disadvantaged (PFD) in the 2005 Policy Address was one of the recent initiatives taken by the government to promote tripartite partnership for the development of social welfare. Under this fund, the government will provide financial support to social welfare projects, which are proposed by local NGOs and targeted at helping the disadvantaged, in terms of matching grants with reference to the donation made by the business sector. The PFD has dual aims. On the part of the welfare sector, the fund aims to "incentivise" them to "expand their network in seeking and securing corporate participation". On the part of the business sector, it aims to encourage them to "take up more social responsibility in helping to create a cohesive, harmonious and caring society".

The launch of the PFD commenced on 7 March 2005. In the first two rounds of application, 43 projects amounting to 13.5 million was approved, joining a total of 43 NGOs with more than a hundred business corporations. While the availability of business sponsors is the pre-requisite of getting funded, application is granted on the basis of the capacity to serve the welfare purposes. Priorities are given to projects which have a plan on how to sustain partnership with the business corporations in serving the underprivileged groups after exhaustion of the grant from the PFD. The fund is per se a platform to foster the collaboration between the NGO sector and the business sector, promoting the transformation and leveling up of the stage of collaboration between

NGOs and business corporations from merely philanthropic traditionally to be more integrative. The PFD projects are in no doubt constituting a resourceful arena for further examination of the possible natures and forms of inter-sectoral collaboration, wherein the opportunities and challenges being posed by the collaboration deserve further investigation.

SECTION THREE: OBJECTIVES OF THE STUDY

The current study was commissioned for studying the promoting and sustaining partnership between NGOs and business corporations in their carrying out of initiatives that benefit the disadvantaged. The objectives of the study are:

- To identify critical success factors for NGOs in forming and sustaining partnerships with business corporations;

- To identify hurdles for NGOs in forming and sustaining partnerships with business corporations and suggest measures to overcome these difficulties;

- To evaluate how far the approved projects have achieved the objective of promoting the social partnership formation;

- To evaluate how far the approved projects have achieved the intended objective of helping the disadvantaged; and

- To identify best practice of NGOs in forming sustainable partnership with business corporations.

The central concern of the study is to make recommendations on how the partnership synergy between the NGOs and business corporations can be better formed and sustained for helping the disadvantaged. To answer this question, it is essential to investigate why NGOs and business partners are willing to engage in partnerships, and the dynamics behind partnerships in fostering the partnership synergy. By reviewing and examining the observed success and hurdle factors amongst the existing collaborative relationship, we can consider further what measures could be introduced to keep the best practices and overcome the difficulties. Recommendations shall then be made on how the tripartite partnerships could be better sustained for helping the disadvantaged.

CHAPTER TWO: LITERATURE REVIEW

Although the concept of promoting partnership of this kind is still at its early stage of development in Hong Kong, there have been some years of practicing in the international arena. The research team conducted a literature review to review the foreign practices in forming social partnership between welfare and business sectors.

The following parts will begin with a discussion on the concepts of tripartite partnership and corporate social responsibility, and then document the international experiences in developing cross-sectoral partnership, in particular the partnership between NGOs and business corporations overseas. Conducive factors and essential factors of this sort of partnership identified from the literatures will be documented. Finally, the section will introduce the development of cross-sectoral partnership in the context of Hong Kong and discusses the implications of the literatures to the design of the current study.

SECTION ONE: CROSS-SECTORAL PARTNERSHIP

Behind the promotion of the cross-sectoral social partnership between the welfare and business sectors, there are two essential concepts to be attended to, tripartite partnership and corporate social responsibility. Being the fullest form of the phenomenon of cross-sectoral collaboration, the discussion of the tripartite partnership in no doubt puts the phenomenon of the partnership between welfare and business sectors into perspective, shedding light on our understanding of such synergies. To encourage the business sector to become involved in the partnership, the concept of corporate social responsibilities becomes pertinent.

1. Tripartite partnership

Tri-partite partnerships, also known as "tri-sector partnerships" (TSPs), "tri-sector dialogues" (TSDs) and "social three-folding", vis-à-vis the traditional uni-sectoral approach in the society, has become a highly popular phrase in the discourse of

international social development since the 1990s. Tennyson (1998) defined tripartite partnership as "cross sector alliances in which individuals, groups, or organizations agree to: work together to fulfill an obligation or undertake a specific task; share the risks as well as the benefits; review the relationship regularly, and revise their agreement as necessary" (as cited in Payne & McGah, 2004, p.1).

The main assumption to partnership is that the partners are not in a zero sum game. Instead, as a result of collaboration, the whole is more than the sum of the parts. Therefore, in the partnership, what to be brought about is essential to be clearly recognized. Early work on collaboration and partnership focuses on the capacity for problem-solving as a result of partnership. An oft-cited definition given by Gray (1989) in her book entitled *Collaboration* is: "a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible" (p.5). This definition was later revised as "a group of autonomous stakeholders of a problem domain engage in an interactive process, using shared rules, norms, and structures, to act or decide on issues related to that domain". Using a practitioner's perspective, Catley-Carlson (2004) has pointed out in her chapter on "*Foundations of partnership: A practitioner's perspective*" that, "the essence of a true partnership is that each partner brings something to the enterprise and there is a clear agreed understanding of what that contribution should be" (p.21).

Tripartite partnership is a recent popular phrase in organizational studies. This term refers to the cross-sectoral collaborations amongst institutions in the three core sectors in the modern world. They are, namely, the government, the market and the NGO sectors. These are the three basic types of organizations in the society as identified by Amitai Etzioni (1961) in his classic book, *A Comparative Analysis of Complex Organization,* operating on the basis of coercive power, normative power and remunerative power, respectively. By assuming that organizations from different sectors can respectively provide complementary inputs into the society, there is a line of literatures attempting to identify the distinctive features of the different sectors in their development of the tri-sectoral model (Wyszomirski, 1990; Waddell, 2001). The formulation of the framework for "markets-hierarchies-networks" (Powell, 1990) and the framework for "prince, merchant, citizen" (Brown and Koten, 1991) are all cases in point of the conceptual stereotyping (as

cited in Waddell 2001, p.6).

Following this line of work, Waddell (2001) integrates the existing sociological and economic perspectives and formulates a strategic core competency perspective, suggesting that "each sector can be described in terms of distinctive activities that it can undertake better than the other sectors, and the driving force behind the nature of collaboration is to optimize competencies and minimize weaknesses" (p.6).

Defining in terms of the system of partnership, Waddell and Brown (1997) refer partnership to be "a term that can be applied to a wide variety of inter-organizational forums where information and resources are shared and exchanged to produce outcomes that one partner working alone could not achieve" (p.1). Instead of thinking of partnerships to be an outcome, they have suggested thinking of them as a process, "as an action called partnering" (p.2). That is to say, partnerships are in no sense static, but are always changing, subject to the changes in the goals, abilities and relationships amongst the partners. According to Waddell and Brown, partnership happens for pragmatic reasons that the involved partners want to achieve: firstly, increasing the scale of their activity. Secondly, taking advantages of the strengths of a partner. Thirdly, exchanging technologies or information. Fourthly, developing undefined opportunities based on the understanding that dynamic interaction creates new ideas and solutions to problems. To Waddell and Brown (1997), ultimately, cross-sectoral partnership works best if each sector can benefit from the partnership in order that they can achieve the goals of their sector. In other words, the partnership must be responsive to the values and concerns of each sector. For example, as NGOs are concerned with the benefits of the community they are serving, the partnership will be valued by NGOs if it gives them an opportunity to obtain greater community benefits. For the business, the partnership will be beneficial to their profit objective if it gives them an opportunity to broaden their market, be it directly or indirectly. For the government that is concerned with the enhancement of public well-being, the partnership will be valued if the involvement of other parties can facilitate the provision of the public goods operating at a lower cost and disseminated at a wider range of citizens. To this end, then, each sector should be willing to "allow the other sectors to influence decisions that shape resource allocations, project goals, plans, activities and outcomes" (p.4).

According to McQuaid (2000), "partnership involves cooperation – i.e., to work or to act together, and in a public policy can be defined as cooperation between people or organizations in the public or private sector for mutual benefits" (p.11). This sort of collaboration is advocated not only by the government, but also the leading international organizations (Ingram, 2004). For example, the World Bank suggests that tripartite partnership can enhance "their effectiveness by contributing jointly to the provision of welfare and economic development. The success of this synergy is based on complementary rather than substitutable inputs, trust, freedom of choice and incentives of parties to cooperate." From these perspectives, collaboration benefits not only the partners inside the relationship, but also the community as a whole, suggesting the values of putting forth partnership at the policy level.

2. Corporate social responsibility and corporate citizenship

Along with the promotion of tripartite partnership, the concepts of corporate social responsibility and corporate citizenship become more promoted in the society. Basically, there are two opposing views with regard to the roles of business in the society (Warhurst, 2005). One perspective is strongly rooted in Friedmanite's arguments which is led by Milton Friedman (1962, 1970), who argues that the main responsibility of business is to "provide jobs, make goods and services that are demanded by consumers, pay taxes, make a profit by obeying minimum legal requirements for operation, and by engaging in open and free competition without deception or fraud" (Galbreath, 2006, p.177) Accordingly, the main role of business is only to maximize profit. Social development should be left to the responsibility of government. Another perspective is grounded on moral imperative and social legitimacy and argues for broadening the roles of business in society (Caroll, 1979). The concept of corporate social responsibility has been under debated since the 1950s (Carroll, 1999; Garriga & Mele, 2004).

Bowen's seminal book *Social Responsibilities of the Business* is the first landmark putting forth the concept of corporate social responsibility (1953). According to the initial definitions of Bowen: "it refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (p. 6).

According to the oft-cited definition given by Carroll (1979), corporate social responsibility is a construct that "encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time" (p.500). The economic dimension refers to the operating of a responsible business and is manifested in corporate production and the selling of goods and services. The legal dimension refers to compliance with the legislations in the society in their operation of business. The ethical dimension "involves behaviors and activities that are not embodied in law but still entail performance expected of business by society's members". The discretionary dimension usually refers to the philanthropic participation of the companies, which are exercised entirely at the discretion of the companies themselves rather than prescribed by laws or codified by normative expectations in the society. The concept of corporate social responsibility is itself so multifarious in its empirical scope. Actually, over the years, different scholars have advocated numerous definitions. Carroll (1999) reviews and discusses more than 25 definitions of corporate social responsibility in an article, showing the evolution of the concept over the years.

An alternative concept to corporate social responsibility is the concept of corporate citizenship, which has a stronger tone on business involvement in the society. In the 1970s, the Corporate Citizenship Company in Britain first proposed the concept of "corporate citizenship" (Ma & Yang, 2004). Underlying the concept of corporate citizenship, there are four advocates: (1) enterprise is a major component in society; (2) enterprise is one of the citizens in the state; (3) enterprise has not only rights, but also obligation; and (4) enterprise has its obligation to contributing to social development (cited from Ma & Yang, 2004). In this sense, business sector in the tri-partite partnership acts in several ways to be a "corporate citizenship", such as donations to NGOs, encouraging staffs to participate in voluntary activities, providing managerial trainings to NGOs, etc.

Corporate citizenship can be understood by extending the concept of citizenship from the individual to the corporate. According to McIntosh, Leipziger, Jones and Coleman (1998), individuals ought to fulfill their responsibilities of citizenship, just because some of their needs can only be met through taking part in the "communal actions". Likewise, "some of a cooperation's needs will ultimately be met by taking actions which are oriented

toward meeting communal needs" (1998, p.xxi). This perspective features a two-way relationship between society and corporations.

Corporate social responsibilities can be operationalized to be the corporate engagement and involvement activities that are concerned with the welfare of the society and community. According to Berg, Braun and Otgaar (2003), corporate social / community involvement "implies that a company considers not only the interests of shareholders but also the interests of society and those of the environment, not only from a moral commitment but also from the conviction that such an approach contributes to the long-term viability of the company" (2003, p.4). In the past, corporate social involvement was taken solely in the form of charitable philanthropy. There were also some observations of business industry attempts to address the need of youth employment opportunities by the creation of job opportunities outside the normal process of the job market in the 1960s United States upon the initiative of the government (Johnson, 1980). However, over the years, the form of corporate involvement has evolved into many different forms (Asia Foundation, 2005; Hong Kong Council of Social Service, 2005). According to Michael (2003), there are three different schools stating different emphases on whether the government, the NGOs or the business sectors should play more role on promoting this concept.

SECTION TWO: INTERNATIONAL EXPERIENCES IN CROSS-SECTORAL PARTNERSHIP

There is a long history of the development of cross-sectoral partnership in worldwide history. The cooperation of the three sectors of society, i.e., the state (government), the market (business) and civil society, aims at addressing a wide range of social issues, including social cohesion in general, unemployment, ethnic diversity, disability, education, health, community development and regeneration, environmental protection and sustainable development, and so on. These sorts of partnership, characterized by the social purposes of the formation, are termed as "cross-sector social-oriented partnerships" (Selsky & Parker, 2005), or other variants of terminology, such as "social partnerships" (Nelson & Zadek, 2000), and "social alliances" (Berger, Cunningham & Drumwright, 2004), etc.

Amongst the existing literatures, a number of efforts have been contributed to the

documentation of the experiences of building partnership at the country level. It is observed that some efforts have been made to document the experiences across a number of countries at the regional level. Namely, as documented by Yamamoto (1999), the Japan Center for International Exchange conducted ten case studies on partnership in Asia Pacific between corporations and NGOs. Recently, Asian Development Bank (2005) conducted a workshop in 2004 to document the experiences of 10 Asian countries upon the NGOs and business sector collaboration in alleviating poverty. Of a wider scope, the Hong Kong Policy Research Institute Ltd. (HKPRI) was commissioned by the Central Policy Unit (CPU) to conduct a study on the general trend of the worldwide development of tripartite partnerships and also investigated in-depth model cases in five selected countries: Denmark, United Kingdom, Australia, Singapore and Japan.

This section documents the international experiences in developing cross-sectoral partnership, in particular the partnership between the NGOs and business corporations overseas. Since cross-sectoral partnership has been developed in western countries for quite a number of years, their experiences should be of high referencing values. The following parts begin from documenting the experiences of tripartite partnerships in North America, i.e., the United States and Canada; and Europe, i.e., Denmark and United Kingdom. The welfare system in North America has been famous for minimal state intervention; whilst the welfare systems in Europe have been characterized by a strong tone in welfare state, though the welfare philosophies have been subjected to great changes in the past ten years. It would be meaningful to observe the differences in the promotion of tripartite partnership in these countries.

Having reviewed the literatures, it was found that the experiences in Asia should also be attended. Yamamoto (1999), in his analysis on the case studies of corporate-NGO partnership in Asian countries, also observed the rise of corporate-NGO partnership in the late 1990s. He mentioned that the evolving environment in Asia in which the problems facing society are increasingly complex and interconnected, and hence conducive to cross-sectoral partnerships. In the following parts, four places in Asia are selected: Australia, Singapore, Japan, and Taiwan. Amongst these areas, Australia has followed the British model of welfare state after the end of World War II. The three places in East Asia have been characterized by their being developmental states in nature. Government activities in East Asia mainly center on the pursuit of economic success, adopting varying

degrees of authoritarian methods (Common, 2000). The experiences would be also of referencing values to Hong Kong, being one of the cities in East Asia.

1. United States

The business sector in the United States already has a long history of community investment. Since this country is founded on a high emphasis of self-reliance and local control, there is a low expectation for government involvement to support families and community. During the initial stage of the Industrial Revolution at the end of the 19th Century and then in the 1980s, welfare capitalism was prevalent in the United States. Enterprises assumed larger leadership than government did in providing support and services to employees, families and communities, in particular in such areas as childcare, education and community development (HKPRI, 2005).

Waddell (1997) began his Status Report for the *Market-civil society partnership formation* by delineating the changes of focuses on partnership from the 1960s to the 1990s in the United States: "In the 1960s, American businesses popularized partnerships with one another. In the 1970s, with the continued rise of successful non-American businesses, international business-to-business partnerships became popular. In the 1980s, private-public partnerships entered the scene. … In this decade (i.e., 1990s), a new type of partnership is developing between business and non-government organizations" (Waddell, 1997, p1). As documented by Logsdon (1991), 6,000 partnerships amongst business, public sector and nonprofit organization was reported in the Partnership Data Net in the mid-1980s. By 1990, there were approximately 140,000 linkages between business firms and schools operating.

Sagawa and Segal (2000a) documented the efforts of the business and social sector partnerships in creating values in the United States. They observed that after the 1990s, the rapid changes in technology, the expansion of diversity in population, the growing of social divide and the economic uncertainties all posed new challenges to the business and social sector organizations. Under this context, business and social sector organizations began reinventing themselves by forming alliances. As Sagawa and Segal (2000b) put it, "Perhaps the growth in cross-sector partnerships derives from an evolving understanding

of the way in which the social health of families, communities, the region, and the country affects business, and the way our economic status affects social health" (2000b, p.114).

2. Canada

Canada is another country where the business sector has assumed bigger roles than the government in supporting community initiatives. In the 1990s, Canada was subjected to economic recession. Under this context, the government suffered the immense financial burden of accumulated deficit and public debts. Therefore, the business sector has been driven to take a more significant role in the community. As documented in HKPRI (2005), one of the most prominent efforts of business initiatives in Canada is the launching of the "Imagine" project by a group of prominent business leaders in 1988. Under this scheme, the member enterprises are asked to donate 1% of their profit to the charity and encourage employee giving and volunteering. Since its launching, the scheme has mobilized hundreds of companies to join their Caring Companies campaign and launched more than 1,000 community partner projects (as of 2005). Berger, Cunningham, and Drumwright (2005) observed the upright trend of company and non-profit collaboration to form social alliances in the last decade. Chequebook philanthropy has become increasingly marginal. Instead, the business sector has begun to look more to building mutually beneficial relationships with the charitable sector.

3. Denmark

Among the European countries, Denmark is observed to be the earliest country whose government has taken initiatives in fostering the development of tripartite partnership (HKPRI, 2005). Denmark is a welfare state and adopts the principle of universalism in the area of welfare provision which means that all citizens are entitled to the right to receive social welfare services. It has been the responsibility of the public sector to fulfill such civil rights. However, such welfare policies were considered to strain the government budget and led to a breakdown of social solidarity between the hard-working middle-classes and the unemployed. Thus, the Danish government took initiatives to

foster the development of tripartite partnership, aiming at promoting the enterprises to take up an active role in generating social inclusion, which includes prevention of workplace exclusion, job retention and integration or re-integration of the unemployed to the labour market. The tripartite partnership in Denmark has highlighted the prevention of social exclusion in the workplace and the promotion of social integration of the marginalized sectors of society to the labour market.

The government made use of several policy instruments to encourage voluntary participation by the enterprises (HKPRI, 2005), such as persuading the corporate managers to realize the importance of corporate social responsibility through information campaigns; providing economic incentives to participating enterprises using wage subsidy schemes;   promoting corporate social responsibility by funding the formation of the Copenhagen Centre to research on best practices and sponsoring the granting to support recognition of good practices; and also demonstrating the government as a practitioner in their employment schemes in order to encourage more business leaders to participate in corporate social responsibility.

In short, the Danish tripartite partnership for social inclusion was a top-down initiative driven by the Danish government. The Danish government performed the role of both practitioner and facilitator to promote the corporate social responsibility for social inclusion.

4. United Kingdom

There has been a long history of business community partnership in the United Kingdom since the 19th Century, when industrial philanthropists set up educational institutions, hospitals and libraries. However, as observed, corporate philanthropy was limited to donations to charities due to the development of the welfare state (HKPRI, 2005). The concept of business community partnership was revived in the 1980s as a result of the high level of unemployment and urban rioting. In 1982, Business in the Community (BiTC) was set up by a group of prominent business leaders, with the aims to inspire, challenge, engage and support business in continually improving its positive impact on society. The Prince of Wales has acted as one of the sponsors of the BiTC and the

Department of Trade and Industry has been sponsoring the BiTC's annual granting of Awards for Excellence, representing the governmental involvements in terms of advocating and showing recognitions.

As observed by Miller and Ahmad (2000), under different philosophies in the provision of public services, the shift from the Conservatives governance to the Labour governance called forth a greater emphasis on collaboration in the late 1990s. Under this context, the number of formal and informal collaborative relationships between state NGOs and the market, voluntary and community sector has been increased consistently.

Speaking of the major policy initiatives on the part of the Labour government (HKPRI, 2005), a tripartite partnership approach involving relevant stakeholders from the communities was adopted to work on neighbourhood renewal. The New Deal for Communities (NDC) was launched in 1998 with the aim to bridge the gap between the most deprived neighbourhoods and the rest of the country by providing additional financial resources and involving stakeholders in each of the neighbourhoods. The activity for neighbourhood renewal was enhanced by the launching of the New Commitment to Neighbourhood Renewal in January 2001, which targeted on reducing crime and unemployment, and improving the standards of health, education, housing and the environment in the 88 most deprived districts of the country. These initiatives were put forth along with launching a number of funds as the financial instruments and creating some units as the necessary structure for overseeing and coordinating the relevant national strategies. The setting up of the Neigbourhood Renewal Unit in 2001 represents the most recent attempt to create the necessary structure for partnership work. Local authorities, key public NGOs, local communities and community stakeholders formed Local Strategic Partnerships (LSPs) to enhance the coordination of services. The government has launched a programme of 10 Business Brokers connected to the LSPs. A partnership of the national government, local authorities and European funding has been built to bring in public-private finance for community renewal projects. Besides, the Community Investment Tax Relief (CITR) was made available to serve as tax incentives for corporate involvement.

Other than theses, the UK government facilitates the formation of private-public partnerships by sponsoring the infrastructure building and capacity building of the NPOs

so as to enable their greater participation in the community partnerships. Besides, the government also demonstrates to be practitioners of CSR. There is a Minister for Corporate Social Responsibility within the Department of Trade and Industry to work on the strategic approach for such policies. Socially responsible investment (SRI) requirements are incorporated in the accreditation of suppliers of goods and services.

Overall, the government acts as both practitioner and facilitator in private-public partnerships and corporate social responsibilities, hence it facilitates the neighbourhood renewal partnerships in the local communities.

5. Australia

According to HKPRI (2005), the development of business community partnership in Australia was a result of the diffusion of the concept of corporate social responsibility through multinational enterprises operating in the 1960s and 1970s. The forms of business community partnership include making investment in the community by ways of financing community projects, providing other resources and expertise for community projects and encouraging employee volunteering.

A government campaign for cross-sectoral cooperation was embarked on in 1998, further enhancing the development of community business partnership (HKPRI, 2005). In 1998, the government convened the Corporate Philanthropy Roundtable, which was formed by leaders from the community, academic and corporate sectors, to explore the ways to promote corporate and individual social responsibility as well as cross-sectoral partnerships. The Roundtable was later renamed as the Prime Minister Community Business Partnership (PMCBP). The PMCBP was set up as an advisory body that aims at "identifying and addressing incentives and impediments to philanthropy and the creation of community business partnerships, and supporting community and business organizations to develop partnerships".

To this end, the PMCBP introduced a number of facilitating measures. Namely, they promulgated the business case for corporate social responsibilities and the community case for individual social responsibilities. Case for community business partnership was

promoted explaining the reasons, the ways, and the benefits. Prime Minister's Awards for Excellence in Community Business Partnerships were awarded to show recognitions to the model cases of community business partnerships. Besides, they facilitated information dissemination via different media and through the building of alliances and networking with local and international organizations. The National Community Business Partnership Brokerage Service was created to help SMEs and community groups forming and maintaining community business partners by providing advisory, informational as well as practical supports. Tax benefits were given to encourage charitable donations.

On the whole, the Australian government acts as a facilitator in community business partnership and corporate social responsibilities.

6. Singapore

In Singapore, tripartite partnership has been focused on the promotion of social cohesion, harmonious industrial relationship and corporate competitiveness to meet challenges generated by economic globalization (HKPRI, 2005). Singapore gained independence in 1965 with support from the National Trades Union Congress (NTUC). Due to political uncertainties, the NTUC, the employers and the government signed a Charter for Industrial Progress and a Productivity Code of Practice in 1965 to enhance harmonious industrial relationship. Since then, tripartism has become a fundamental principle in the Singapore labour market.

Since the late 1990s the Singapore government has taken various initiatives to enhance community partnership (HKPRI, 2005). Structurally, nine Community Development Councils (CDCs) were established in 1997 to strengthen the social cohesion within local communities. A matching grant programme, the CDC Corporate Partnership Programme was implemented to promote cooperation between NPO and the business sector. Besides, the National Volunteer and Philanthropy Centre (NVPC) was set up to promote and encourage corporate philanthropy and employee volunteering, and also provide support of capacity building for NPO in managing volunteering, fund-raising and donation. Financially, the Social Enterprise Fund was formed to support the start-up costs and scale-up costs of social enterprises which lined up NPOs and corporate sponsors.

Besides enhancing social cohesion, after the economic crisis faced by Singapore in the late 1990s, the government also attempted to facilitate tripartite initiatives for corporate competitiveness in the international market. For instance, the Tripartite Task Force on Wage Restructuring was formed to drive flexible models in 2003. The National Tripartite Advisory Panel was established in 2004 to facilitate the development of a good employment code of conduct. The Singapore National Tripartite Initiative on Corporate Social Responsibility was launched in 2004 to promote the importance of corporate social responsibility among the business sector.

7. Japan

In Japan, business community partnership is a natural by-product of the practice of corporate social responsibility by the business sector. It is originated from the development of corporate social responsibility through self-regulation promoted by the business federation among the business sector in response to swelling anti-business sentiment in society at various points of time. The practice of corporate social responsibility in Japan has evolved from pure corporate philanthropy to the practice of business community partnership, including the provision of financial support to NPOs through corporate foundations or direct donations; giving in-kinds; supplying skilled employees, training and venues for NPOs, and encouraging employee volunteering. Overall, the involvement of the Japanese government in the development of business community partnership is minimal. The government is just more visible in its policies and measures to facilitate the growth of NPOs. Namely, the government enacted the "Law to Promote Specified Non-Profit Activities" to provide legal status for NPOs and promote the establishment of local NPO support centers. Besides, the Law Amending in Part the Special Tax Measures Law was passed in 2001 to encourage corporate as well as individual donations.

8. Taiwan

Taiwan suffered from economic depression in the late 1990s. By then, the government had turned to decrease subsidy to NPOs. The welfare organizations have found it more difficult to secure financial resources and had to diversify the fund raising strategies for survival. At the same time, the major considerations of the business philosophy have changed from merely profit-making, as advocated in classical capitalism, to building harmony relationship with the government and the community. Under this background, Chang (1999), and Jeng and Chang (2004) observed the increasing trend of collaboration between the non-profit organizations and the corporation in the 1990s. Chang (1999) documented the experiences of collaboration between the NGOs and the business corporations. Apart from the typical corporate social engagement activities such as corporate sponsorship, gifts in-kind, and corporate volunteering; Chang (1999) observed an increase in the cause related marketing activities. Besides, there is also an increase in the setting up of the departments working for corporate social investment, and establishing of corporate foundations in Taiwan. Jeng and Chang (2004) documented the various models of collaboration of fund-raising between non-profit organizations and corporations: namely, collaboration through donation, product promotion, channels of distribution, sponsor for advertisement, peoplepower involvement, professional services or resources provision, fund-raising events, and ultilization of other business resources. Hsu (2005) conducted an empirical study in 2003 to examine the collaborative relationships with corporations of 66 NGOs in Taiwan. A half of the organization respondents had established relationships with the corporation.

9. Lessons to be learnt

It was observed from foreign practices that there were quite some variations in the roles taken by the government in the promotion of tripartite partnership in the international experiences (*See Appendix I for the list of policy instruments*). In North America, where the welfare system has been characterized by minimal state intervention, cross-sectoral partnerships were mainly initiated by the community, in particular, on the grounds that the business sector became more aware of the mutual benefits brought forth by the partnership. In welfare states like Denmark, the United Kingdom and Australia, the government has been taking up key roles in the provision of welfare in the countries, but then took various policy initiatives to promote tripartite partnership in the communities.

In **Denmark**, a stronger top-down model was observed in the promotion of corporate social responsibility for social inclusion. In the United Kingdom, there has been a long history of business community partnership. Whilst the British government committed to working for the renewal of deprived neighborhoods, it played a mixed role of both practitioner and facilitator in the promotion of tripartite partnership. In **Australia**, the development of business community partnership was mainly a result of the diffusion of the concept of corporate social responsibility through multinational enterprises operating in the 1960s and 1970s. The government mainly served as facilitator in the promotion of tripartite partnerships. In East Asia, where the main focuses of government activities have long been put on the pursuit of economic success, the role of government in the provision of welfare has been limited. Tripartite partnership in **Singapore** has been focused on the promotion of social cohesion, harmonious industrial relationship and corporate competitiveness to meet challenges generated by economic globalization. The Singapore government mainly played the role of facilitator in the work on harmonious industrial relationship and corporate competitiveness, although it also took on some roles to initiate and facilitate the work on social cohesion. In **Japan**, business community partnership is a natural by-product of the practice of corporate social responsibility by the business sector. In **Taiwan**, the NGOs and business partnership is also more an initiative taken in the community, manifested by different varieties of corporate social engagement activities.

SECTION THREE: CRITICAL FACTORS FOR CROSS-SECTORAL PARTNERSHIP

In the review of the foreign practices in the existing literatures, there are extensive discussions being made to examine the crucial factors and impediments to effective partnerships for NGOs and business corporations to involve themselves in partnerships. Debates have been made on what variables are more important than the others (Hailey, 2000).

Sagawa and Segal (2000a) have emphasized thorough their book on new values partnerships that, given that there are a variety of forms of collaboration (in terms of content of exchanges), the ways for maintaining a successful partnership depend on the forms involved. Be that as it may, they have created an acronym, **COMMON,** to describe the essential elements common for successful partnership: Communication, Opportunities,

Mutuality, Multiple levels, Open-endedness and New values. *Communication* refers to the regular and substantive interaction for the partners to "build trust, clarify goals, generate ideas, keep informed about problems, or participate in joint problem solving" (Sagawa and Segal, 2000a, p.214). *Opportunities* refer to the possibility to create values so as to make impact. *Mutuality* refers to the possibility of the partners to contribute and enjoy the benefits of the relationship. *Multiple levels* refer to the multiple levels of engagement of each partnering organization in the partnership: ties between executives, relationship managers and also staffs at operational levels. *Open-endedness* refers to the continuity of the relationship between the organizations engaged in the exchanges. *New values* refer to the possibility to create values for both parties so as to keep the relationship continuing.

Some have suggested that the key criteria for success focus on meeting a specific need and solving a problem of concern, therefore factors such as understanding of the mutual needs and interests of partners; personal relationships and resources supported by the institutions are more essential (e.g., Heap, 1998, as cited in Hailey, 2000). For example, Austin (1999) distinguished factors between "*alliance drivers*" and "*alliance enablers*". He has suggested that the factors like "strategy, missions and values alignment"; "personal connection and relationship", "value creation", "shared visions" and "continual learning" are essential driving forces which can contribute significantly to the strength of collaborative relationship. However, such factors as "focused attention", "communications", "organized system", and "mutual expectation" are enabling factors that can contribute to the effectiveness of the collaboration process.

On the other hand, some scholars (e.g., Jones, 1998) have emphasized that the maintenance of the relationships in the **process** are more important. Relevant factors included: "open and effective communications; willingness to address difficult decisions; sharing cultures, building friendships and investing in long-term relationships; as well as respecting institutional autonomy" (as cited in Hailey, 2000, p.318).

Using a process view in identifying strategies for successful collaboration, Waddell and Brown (1997) have extensively examined the **capacities** in need at different stages of the development of inter-sectoral partnership, beginning from identifying preconditions for cooperation, to convening partner, setting shared directions, implementing action

strategies, and then to institutionalizing and expanding successful intersectoral partnership.

Nelson and Zadek (2000) have also identified the "*key dynamic pathways*" which are crucial to a successful tripartite partnership, by attending to the partnerships' context, purposes, participants, organization and outcomes. Accordingly, "the success or failure of a partnership is determined by how the challenges and opportunities that arise in these pathways are handled in practice" (p.2). This framework has been applied in later analysis of partnerships in social policy studies (e.g., Payne and McGah's study on tripartite partnerships for homelessness).

Besides success factors, there are some efforts documenting the difficulties in forming partnerships. For example, Berger, Cunningham and Drumwright (2005) identified that there are six predictable problems striking social alliances. They are namely, misunderstanding, mistrust, misallocation of costs and benefits, mismatches in power, mismatched partners and misfortunes of time. *Misunderstanding* may arise when there are divergent backgrounds and different cultures in prioritizing work, problem-solving, setting timelines and reaching objectives. *Mistrust* may follow from misunderstanding between partners over unclear objectives and boundaries. *Misallocation of costs and benefits* may be perceived by the partners, for example, when the firms calculate that the benefits are not equivalent to the cost in terms of time and money; and when the NGOs complained that the corporate do not respect their constraints. *Mismatches in power* may come from the disparity in existing financial resources held by the corporations or the extensive social credibility held by the NGO, which possibly leads to undue influence in the partnership. *Mismatched partners* refer to the characteristics of the partners who have never aligned or compromised over the ways and even the styles for communication and the partnering work. *Misfortunes of times* occur when there is a mismatch in work cycles, e.g., the joint-programme cycle and the fund-raising cycle. The challenges to handle the partnership are to overcome these hurdles.

Austin (1999) pointed out that significant challenges can be posed in four dimensions of the alliance building process: i.e., in creating mission and vision fit, building the value construct, managing the relationship and instituting the alliance. According to Austin, it is a complicated task to achieve *alignment in the mission and the vision*, since the current

mission and vision overlapping between sectors are always unobvious and it is difficult to change the mindsets of members so as to prepare for strategic alliance. On the part of ***building the value construct***, it would be challenging to ensure that the benefits flow between the partners are two-way and balanced reasonably; and to keep the collaboration purposeful when the benefits are actually declining. In ***managing the relationship***, the challenging task is to have effective communication to build trust and handle delicate areas such as issues arising from brands and publicity. To Austin, ***institutionalizing the alliance*** by building a broad network of connections across the organizations would be essential for longevity of relationship. However, one should be alert to the risk of complacency in mature alliances which might lead to stagnation and value erosion.

Amongst the literatures, different scholars have proposed frameworks of different emphases in presenting the essential factors for promoting successful partnerships. Broadly speaking, the crucial success and challenge factors can be examined into four different dimensions: (1) purposes and objectives of the collaboration; (2) forms and levels of the collaboration, (3) structural mechanisms of the collaboration, and (4) the process of the collaboration.

1. Purposes and objectives of collaboration

In the promotion of the partnership between NGOs and business corporations, NGOs actors are thought of as experts of local knowledge and key persons in local networks; whilst business corporation actors are thought of as "corporate citizens" that work genuinely to promote stakeholder capitalism by taking up their corporate social responsibilities. The joint efforts of these cross-sectoral partnerships enable the exchange of different expertise and strengths, which are beneficial to both parties. A key theme in the literatures of the cross-sectoral partnership is the potential complementarities of resources and competences valued by the partners in the relationship (Waddell, 1997).

Resources are commonly observed to be an essential conducing factor for NGOs and business collaboration (Sagawa & Segal, 2000; Yamamoto, 1999; Asian Development Bank, 2005). As observed by Yamamoto (1999), "the increasing attention being given by NGOs to partnership with corporations is based, in the first instance, on an interest in

capital mobilization either in the form of cash or gifts-in-kind" (p. 27). Subject to the "dwindling availability of public funding" from the government, NGOs adopt strategic responses by looking for corporate support for the monetary asset. They might value the gains in terms of receiving financial assets and getting access to the production system resulting from collaborating with business partners.

According to Sagawa and Segal (2000), corporate values more the opportunities of increasing *visibility, recognition and attractiveness* through building strategic partnerships with NGOs. Business corporations have tended to change their emphasis of corporate social engagement activities from merely charitable giving to a higher level of social involvement which can yield relatively higher publicity effects. Under this context, NGOs would be the most suitable partners, since through working with them they could get more viable access to social involvement activities (Yamamoto, 1999; Asian Development Bank, 2005).

Actually, NGOs also value the increase of *community reputation* resulting from an increase in the interaction with the business sector through extending the community network (Waddell, 1997). The case studies have also revealed that the powers of influences resulting from the alliances are advantages conducive for the collaboration (Yamamoto, 1999; Asian Development Bank, 2005). In particular, NGOs have joined with business corporations to have a stronger voice to lobby and advocate for their working agenda.

Competences refer to the possible building of knowledge and skills through collaboration. Knowledge and skills are essential factors to be attended to (Yamamoto, 1999; Asian Development Bank, 2005). The business sector is regarded as a valuable partner for its expertise on such capabilities as management skills, financial skills, and others. By having the chances to learn from business partners, it is assumed that the partnerships become a powerful instrument for the NGOs to develop a "self-sustaining pattern of activities". According to the categorization given by David Osborne and Ted Gaebler, the social sector can learn from business to be *competitive,* i.e., having incentives for improving performance; *customer-driven,* i.e., meeting the needs of customers; *result-oriented,* i.e., focusing on having outcomes; *enterprising,* i.e., generating revenues rather than only expenditures; and *market-oriented,* i.e., leveraging change (as cited in

Sagawa & Segal, 2000, p. 237).

On the side of the business corporate, to involve themselves into a higher intensity of social involvement, they begin looking more into such areas as environment, poverty alleviation, education and welfare, all of which they might have no knowledge of before. Under this context, it is essential for them to forge partnerships with NGOs which already have access to the target groups (Yamamoto, 1999; Asian Development Bank, 2005). According to the analysis of Peter Drucker, the business sector can learn from the social (NGO) sector how to be *mission-driven,* i.e., basing on mission instead of purely money to make a decision; *board-led,* i.e., the CEO should be accountable to the board; and *attractive employers,* i.e., motivating manpower (staff and volunteers) in their productivity and commitment (as cited in Sagawa & Segal, 2000, p. 237).

Using a complementary approach, partnership is formed when organizations need a more diverse set of inputs than they can achieve alone. Therefore, as suggested elsewhere (Austin, 1999; Austin & Hesselbein, 2002; Hailey, 2000), first and foremost, the setting clarity of purposes and objectives are essential to the formation and sustainability of partnerships. If partners are driven by **a clear and shared vision of the purposes and objectives**, both parties shall understand what is expected of them in the partnership and therefore work according to those expectations. Austin (1999) adds that, "the more centrally aligned the alliance purpose is to each organization's strategy and mission, the more important and vigorous the relationship is likely to be" (p.4). Conversely, according to the observation of Waddell (1997), a lack of **understanding about the benefits** of the partnerships would be the major impediment to more intersectoral relationships.

Worthy of notices, however, as observed in Chan et al.'s study (2006), the creation of a space for different partners to fulfill their personal needs, business needs, professional needs or social needs is important to the partnerships. Therefore, despite having shared goals clearly defined, it is important to create **win-win situations** for the different collaborators to achieve their own goals, representing a respect of each other needs.

Be that as it may, as observed by Huxham and Vangen (2000), while the achievement of collaborative advantage is the ultimate goal for all partnership initiatives, and that this can be an extremely powerful way of addressing social issues, an awareness of the

collaborative advantages and forming collaborative partnerships do not guarantee achieving the collaborative advantages. Many partnerships result in "those who are involved frequently comment that little is being achieved" (Huxham and Vangen, 2000, p.294). Speaking of sustaining partnerships, in fact it is also essential to attend to the very special nature of partnership of this kind of voluntary collaboration. As Waddock (1988) put it, "social partnerships are inherently fragile" (p.22). Individuals and organizations have their own primary affiliations and concerns. The partnership itself may be of secondary concern to the partners. When the issue of interest is resolved, then the partnership can be dissolved as long as there is no perceived need to continue anymore. As suggested by Austin (1999), it would be a challenging task to *ensure that the benefits flows are two-way and balanced reasonably*. Besides, in the face of declining benefits, it would be another challenging task to create new sources of values for both partners to understand that the partnerships are purposeful. These points suggest the importance of searching for essential factors inside the "process" of the partnership.

2. Levels and forms of collaboration

The process of partnerships could be varied in different levels and forms of collaboration. Existing literatures examine different forms and levels of partnerships in terms of the content of exchange and collaborative tasks.

According to Sagawa and Segal (2000a), partnering relationships between business organizations and NGOs can be classified in terms of different **types of exchanges**. *Philanthropic exchanges* refer to the donations of money, goods, or services from business organizations to social organizations. *Marketing exchanges* refer to the involvement that a "business affiliates itself with a social sector organization to satisfy consumer or distributor needs" (p.13). *Operational exchanges* refer to the partnerships in which "a social organization helps the business organizations to increase their capacity to produce goods or services more competitively" (p.13).

According to Austin and Hesselbein (2002), collaboration between non-profit organization and business organization could be examined in continuum, consisting of three stages with **different contents of collaboration**: philanthropic, transactional and

integrative. ***Philanthropic relationships*** refer to the very basic exchange between the nonprofit organizations and their donors: tangible resources such as money and goods to nonprofit organizations in exchange for intangible benefits such as enhanced corporate reputation to the business enterprises. ***Transactional relationships*** refer to a more intensified involvement of both parties through specific activities like service contracts, volunteer programs, and cause-related marketing, etc. ***Integrative relationships*** are characterized by having "joint activities or ventures" which are of major strategic values recognized by both parties. To Austin and Hesselbein, "movement along the collaboration continuum generally results from a deliberate decision by the nonprofit organization and the business to modify the scope of their relationship" (p. 19).

In a CPU commissioned research conducted by Civic Exchange (2005), partnerships are examined in three levels targeting on **different natures of collaborative tasks**: consultative, collaborative, and strategic. At the first level, ***consultative partnerships*** refer to the initiation of relationships with other organizations in the exchange of information, and sharing of opinion and experiences. At the second level, ***collaborative partnerships*** refer to the sharing of objectives and implementation at a project level, wherein coordination is involved for the sake of efficiency and effectiveness. At the third level, ***strategic partnerships*** refer to a stage where the partners recognized each other to be "indispensable" in the pursuit of common goals and visions, aiming at producing a long-term and significant impact.

Taking reference to these different classifications, the partnership between NGOs and business corporations can be **classified using a transactional perspective**. On one end, as suggested elsewhere (Sagawa & Segal, 2000a; Austin & Hesselbein, 2002), the most basic form of partnership is ***philanthropic***, i.e., provision of tangible resources such as money, goods, equipments and physical venues from donors to nonprofit organizations in exchange for intangible benefits such as enhanced corporate reputation to the business enterprises. Besides philanthropic, the partnership can be ***consultative*** (Civic Exchange, 2005). This sort of partnership involves initiation of relationships with other organizations in the exchange of information, and sharing of opinion and experience. Of a higher level of exchange involving more interaction between the partners, the partnership can involve more exchange of strategies. This is close to the collaborative partnership as suggested by Civic Exchange and involves integrative relationships suggested by Austin

and Hesselbein (2002). We call this sort of relationship *strategic* on a project basis, involving sharing of objectives and implementation at a project level. During the partnership, there are "joint activities or ventures" which are of major strategic values recognized by both parties. The highest form of partnership would be a long-term strategic partnership. In this stage, the partners recognize each other to be "indispensable" in the pursuit of common goals and visions, aiming at producing a long-term and significant impact.

The literatures in general suggested that a higher level of collaboration would facilitate the success of a partnership. Some proponents for strategic partnership (e.g., Pinny, 1999; Twose & Blakely, 1999) argue that, strategic partnerships, implying a greater combination of complementary **strengths** associated with sectoral identities, bring about more benefits to partners and society (as cited in Ashman, 2001).

However, worthy of notice, there are **costs** associated with the collaborations. As documented by Ashman (2001) in his case studies in several developing countries - Brazil, India and South Africa, there are three primary costs associated with involving into strategic partnership: "the time and energy invested in learning to relate to the partner, adapting organizations to meet demands of collaboration, and reduced effectiveness resulting from the lack of influence in the partnership" (p.1105). Ashman (2001) suggested that "it is important to keep choices about the form of collaboration open and related to reasons for collaborating across sectors" (p.1110).

3. Mechanisms of collaboration

To deal with the fragility of social partnership, Waddock (1988) suggested that attending to some of the structure would enable the partners to begin working on successful development. Speaking of the structure, on one dimension, one should attend to the structure of staffing involved in the collaboration. On another dimension, one should attend to the mechanism of the communication.

As suggested by Sagawa and Segal (2000a), effective partnerships require **multiple levels of engagement**. To do this, the relationship should be built amongst people of

different levels in organizations: including senior executives, and between relationship managers and operational staffs. This is important to bring structural integrity to the partnerships, given the likelihood of occurrence of staff changes. The involvement of the senior executives and board is itself an indication of whether the partnership would be part of the organization's overall strategy, instead of merely a decision being made by a small group of staff. Having relationship managers responsible for the day-to-day management of the partnership is important for making the relationships operational. At the operational levels, it would be important that other staff become involved on an as-needed basis when it so happened that the needs arise.

As alerted by Austin (1999), if the partnership can be successfully moved from "a relationship between a small group of leaders" to "a broad network of connections across the organizations" (p.5), the partnership would be more likely to be sustainable. However, the risk of complacency in mature alliances should be alerted.

Partnership is a collaborative relationship working "toward mutually agreed objectives involving shared responsibility for outcomes, distinct accountabilities, and reciprocal obligations" (Picciotto, 2004, p.59). Therefore, in the process, the mechanisms for negotiating the roles and responsibility are highly crucial. **Communication** is commonly considered to be a key to sustain relationships. Jonker and Nijhof (2006) have emphasized on "the art of dialogue" in the collaboration. As they put it, "the interaction of NGOs and companies is ultimately about exchanging opinions, influencing each other into a certain direction, and informing each other, in other words, about dialogue" (p.458). By anchoring their thesis on Habermas's theory of communicative action, they emphasize on attending to improving the effective forms of dialogue.

As suggested by Hailey (2000), systems and procedures need to be established early in the beginning of the partnership to plan joint activities, and identify roles and responsibilities. To Sagawa and Segal (2000a), face-to-face communication is highly important at the initial planning stage. They have recommended that joint planning meetings should be conducted amongst the senior staffs and frontline staffs, so as to negotiate the goals and objectives, and discuss the implementation of the projects accordingly.

Besides, it was widely recommended that regular meetings should be scheduled for the collaborative partners to "interact often, update one another, discuss issues openly, and convey all necessary information to one another and even to people outside the group" (Austin and Hesselbein, 2002, p.55).

Although it is true that "the form and frequency of communication depends on the content of exchanges, there are some factors crucial for good communication in all cases." As Sagawa and Segal (2000a) put it, good communication must be *candid*, i.e., partners are informed of new developments, be they good or bad; *regular*, i.e., partners get in touch for on-going communication, be it by phone, mail, email or face-to-face; and also *reciprocal*, i.e., the flow of information and engagement of both partners is two-way and convinces each other of the exchange values (2000a, p.215-216).

It is widely agreed that failing to establish effective communications would be detrimental to the sustainability of a partnership (Austin, 1999; Berger, Cunningham & Drumwright, 2005). Misunderstandings can breed mistrust and thus cause tension to doom the alliance.

4. Capability of the collaborators

Establishing effective communication is commonly considered to be essential to building trust. However, despite the mechanisms being in place, there can be a lot of work to handle in such concerns as the controls over the project design and issues relating to the brands of their organizations. This requires some capability to manage the relationship in the process (Austin, 1999). Existing literatures documented a number of capacity required. One of the oft-mentioned factors is the commitment to realize the agreed upon responsibility. Another one is the openness to mutual adjustment.

Waddock (1988) defined partnership to be "a commitment by a corporation or group of corporations to work with an organization from a different economic sector (public or nonprofit). It involves a commitment of resources – time and effort – by individuals from all partner organizations" (p.18). **Commitment** refers to the intention and capacity of the partners to realize the agreed upon responsibilities. Since collaboration involves not only

shared goals but also shared vision, the commitment to realize the agreed upon responsibilities is essential to the success of a partnership. As remarked by Ohmae, "when one partner is weak or lazy or won't make an effort to explore what the two can do together, things can come apart" (as cited in Sagawa & Segal, 2000a). Trust is considered to be "a function of the commitment expressed by one to another and the others' judgment of the likelihood of that commitment being upheld" (Iyer, 2003, p.48). Failure to fulfill promises would be a key factor contributing to the failure.

As the conditions in the partnering process are evolving over time, **being flexible** in the process is highly emphasized in the partnership process. Austin and Hesselbein (2002) have suggested that it is important the collaborative partners be open and able to compromise, whenever necessary, to varied ways to get things done. The collaborative partners should have the ability to sustain themselves under changing conditions. Also, it depends on the capacity of partners in dealing with the evolving process of partnerships. Nelson and Zadek have emphasized "an ability to understand and reappraise on an on-going basis the shifting context and its influence on the partnerships" (2004, p.3). As suggested by Hailey (2000), trust and respect facilitates communication and therefore enhance the flexibility to the different approaches arising in the process.

SECTION FOUR: IMPLICATIONS OF THE LITERATURES TO THE STUDY

In Hong Kong, both the government and NGO sectors have begun investing efforts in building and sustaining tri-partite partnership since the turn of the 21st century. Namely, the Community Investment and Inclusion Fund (CIIF) of the former Health, Welfare and Food Bureau of the HKSAR government, with an explicit aim to promote community participation, mutual assistance, and social inclusion by providing seed money to support the collaborative efforts, has been making impact to encourage collaboration and social networking amongst organizations of different natures since its establishment in 2002, and thus playing important roles in bridging the business sector and the NGO sector. In 2004 the Working Group on the Study of Civic values and Corporate Citizenship was set up by the Committee on the Promotion of Civic Education (CPCE) of the Home Affairs Bureau, in order to promote the values of corporate citizenship. The Working Group carries out research studies on corporate citizenship and works to map out strategies and

plans for promoting such ethics. Besides, in 2005 the Central Policy Unit (CPU) released two reports on Tripartite Partnership - Local Research and Engagement and Benchmarking Study from an International Perspective, suggesting the policy importance of the promotion of tripartite partnership in government.

On the side of NGO sector, the Hong Kong Council of Social Service (HKCSS), for instance, has carried out a "Caring Company" Scheme since 2002, which encourages enterprises to participate in the community. The principle aim is to "cultivate corporate citizenship and build strategic partnerships between business and social services", by showing recognition to companies of their corporate community involvement.

The features underlined by the concept of corporate citizenship have been discernable in some local business practitioners for some years: for example, externally, cash donation, in-kind contribution to the underprivileged, and employee volunteering services in the community. Internally, such matters as staff welfare, training and development become more put-forth by some enterprises. Along with the promotion of tripartite partnership in Hong Kong, the concept of corporate citizenship becomes more proactive and apparent in recent Hong Kong (Committee on the Promotion of Civic Education 2006).

The PFD fund is per se a new platform to foster the collaboration between the NGOs and business corporations, promoting the transformation and leveling up of the stages of collaboration from merely philanthropic traditionally to be more integrative. The study examines the possible natures and forms of inter-sectoral collaboration, wherein the opportunities and challenges being posed by the collaboration deserve further investigation.

The study focuses on the forming and sustaining of partnerships and is concerned with why some projects succeed while others do not. Firstly, the study aims to identify the critical success factors and hurdles for NGOs in forming and sustaining partnerships with business corporations. Secondly, to serve the evaluative purpose, the overarching question of the study is to ask: to what extent have the funded projects achieved the objectives of the fund? The study aims to evaluate how far they have achieved the objective of promoting the social partnership formation; and the objective of helping the disadvantaged. Thirdly, the study is also concerned with how future development can be

encouraged. The study shall then make recommendations on how the tripartite partnerships could be better sustained for helping the disadvantage.

1. Identification of critical success factors and hurdles

Based on the review of foreign practices, we come up with some assumptions for the promotion and sustaining partnership between NGOs and business corporations. We assume that if such kinds of partnership are to be developed in Hong Kong, the critical success and hurdle factors as identified from the literatures could be observed. Therefore, in our study, we would adopt the identified factors as the framework for examining the traits of the partnership being formed under the PFD projects. We are concerned with to what extent the expected factors have been developed, and to what extent the factors are considered to be satisfied by the host NGOs themselves. The first four factors are about the pre-conditions crucial for the success and failure for getting the collaboration connected, whereas the subsequent eight factors are essential to negotiate for collaboration in the process of partnership.

Purposes and objectives of collaboration
1) As far as the purposes and objectives of collaboration are concerned, opportunities to get access to resources, tangible as well as intangible; and opportunities to enhance competence in pertinent areas of skills and knowledge are conducive for collaboration.
2) In the collaboration, setting shared vision with clear purposes and objectives and creating a win-win situation are crucial for effective partnership.
3) Yet, failing to ensure that the benefit flows to be two-way and failing to create new values to keep the partnership purposeful are hurdles for sustaining the partnership.
4) A lack of understanding about the availability of the benefits of the partnership will be an impediment to more participation.

Level of collaboration
5) Concerning the level of collaboration, a higher level of collaboration can facilitate a greater combination of complementary strengths and therefore can build a stronger partnership.
6) However, since the costs in terms of time and energy are positively associated with

the level of collaboration, failing to balance between the benefits and the costs is a hurdle for sustaining a partnership.

Structure of collaboration

7) As for the structure of the collaboration, involving multiple levels of staffing into the implementation of the partnership is crucial for sustaining the partnership.

8) Yet, if the partners fail to be alert to the value erosion resulting from the risk of complacency in a mature alliance, this will be a hurdle for effective partnership.

9) Besides, having a candid, regular and reciprocal communication structure in place is crucial for effective partnership.

10) If the partners fail to entertain effective communication, misunderstanding and mistrust might arise and become a hurdle for effective partnership.

Capability of the collaborators

11) In the process of collaboration, commitment to realize the agreed upon responsibilities is crucial for sustaining a partnership.

12) Failure to remain open to mutual adjustment in the partnership is a hurdle for sustaining the partnership.


Worthy of notice, the concept of corporate citizenship has been put forth in a more high profile in the Hong Kong context only in recent years. Besides, of more importance, although the PFD aims at promoting the development of the partnership between the NGOs and business partners, and the engaging of business partners are the pre-requisites of getting the fund, the project objectives on helping the disadvantaged shall be of primary concern while the partnership itself shall be perceived as the secondary objective only. Therefore, instead of using the factors identified from the literature review as benchmarking for the Hong Kong experiences, the identified factors are only used to set the overall areas of focus for the study to examine the features of partnerships in the PFD projects.

2. Identification of good practices

Having identified the features of the partnerships in the PFD projects, the Balanced Scorecard Approach (Kaplan and Norton, 1996) will be adopted to identify the various attributes of good practice among the projects. According to Kaplan and Norton, there are

four dimensions in the Balanced Scorecard, namely: Learning and Growth perspective; Internal Process perspective; Customer perspective and Financial perspective. Niven (2003) later modified their framework in order to adapt to the specific context of non-profit organizations.

Figure 1 Conceptual diagram of a balanced scorecard for nonprofit organizations:
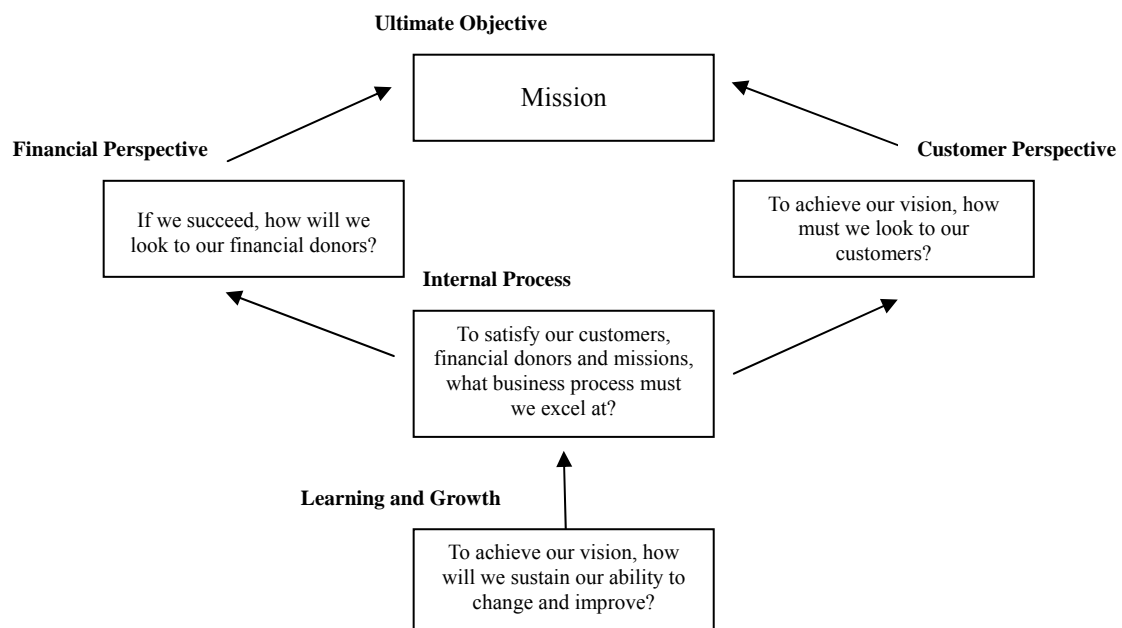
(Source: adapted from Robert S. Kaplan and David P. Norton (2001))

3. Making recommendations

Since the study is ultimately concerned with a question of how future development can be encouraged, recommendations shall then be made on how the tripartite partnerships could be better sustained for helping the disadvantaged. By reviewing and examining the observed success and hurdle factors amongst the existing collaborative relationship, we can consider further what policy measures could be introduced to keep the good practices and overcome the difficulties. The study aims to make recommendations on how NGOs and their business partners can sustain their partnership in serving the disadvantaged in the community; and how the government can promote corporate social partnership among the local business sector and promote the competence of NGOs in forming social

partnership with business corporations in carrying out welfare projects in the future. Indicators for measuring the sustainability of the social partnerships will be proposed.

Figure 2: Analytical framework of the research
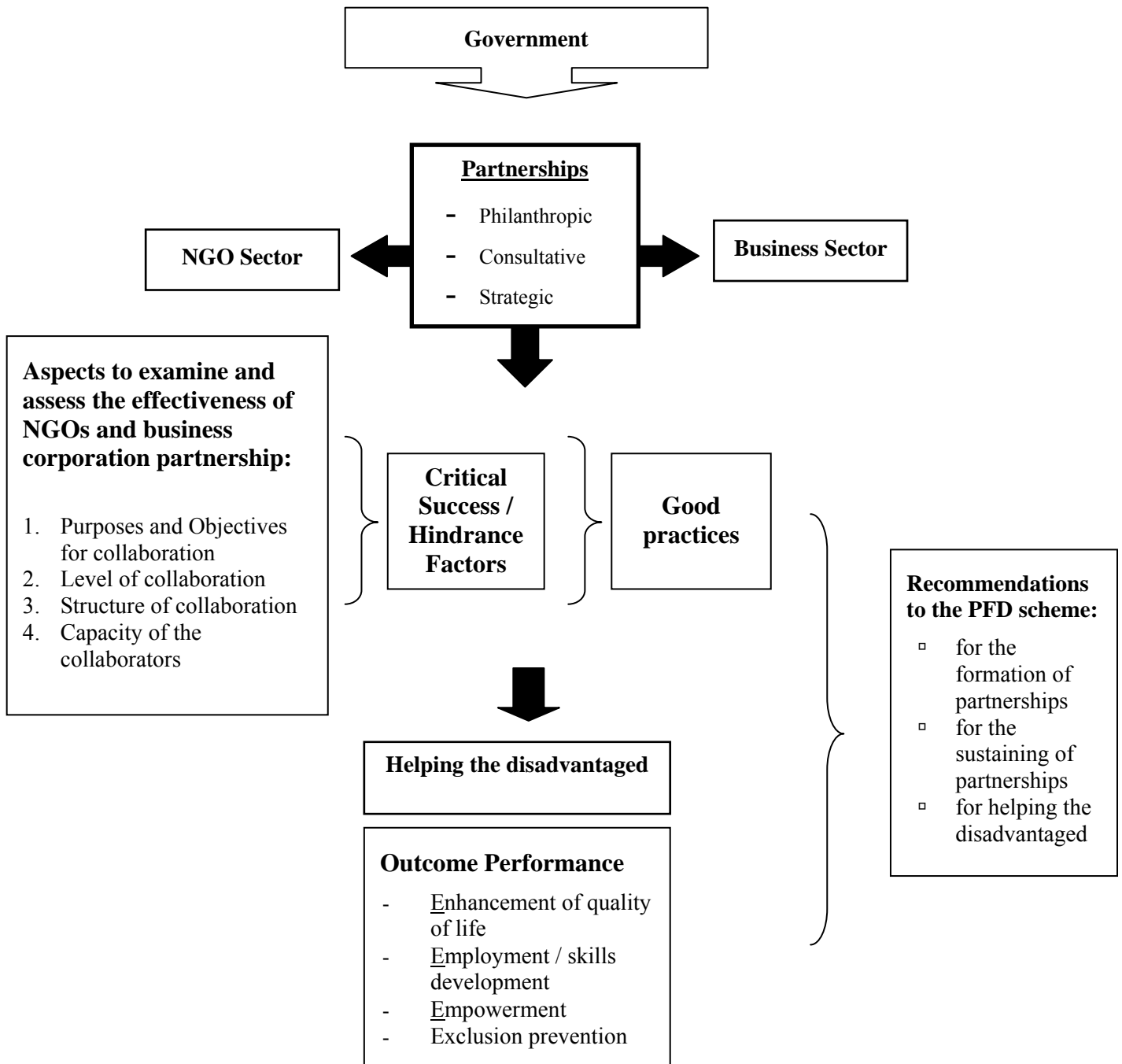
CHAPTER THREE: METHODS

The current study began with a literature review of the foreign practices in forming social partnership between welfare and business sectors, and promoting corporate social responsibilities among the social world. The oversea practices inform the lessons to be learnt in Hong Kong in the promotion of such synergies in the future. Furthermore, based on the review of literatures, the research team drew the possible success factors and hurdles from international experiences of tripartite partnership, which were used to be the focuses for observing to what extent such synergies have been fostered and promoted from the experiences of PFD projects in Hong Kong: (1) purposes and objectives for collaboration, (2) level of collaboration, (3) structure of collaboration, and (4) capacity of the collaborators. Chapter Three will discuss the design and implementation of the data collection for this study.

SECTION ONE: STUDY DESIGN

In the research design, the current study adopted a ***cross-sectional investigation design*** (Lewis 1991) with mixed method strategies in the data collection. Using a cross-sectional design, "projects are designed to study some phenomenon by taking a cross section of it at one time and analyzing that cross section carefully" (Babbie, 1979) By the time the current study commenced, the PFD has approved the first and the second batches of application. A total of 43 individual projects commenced. Twenty-nine projects were approved in the vetting exercise of the first batch of applications in 2005. The earliest commenced project started in June 2005. During the second vetting exercise in 2006, 14 projects were approved. According to the individual timeline with a great deal of variety in the project duration, the 43 projects were at different stages of implementation during the time of our investigation. Commencing in January 2007, this current study examined cross-sectionally the traits of partnership and evaluated to what extent the objectives of the projects have been achieved at different stages of the project development.

The study adopted ***mixed methods***, also known as multi-strategy research (Bryman, 2006), for the data collection. This is an approach to "combine quantitative and

qualitative research", considering the suitability of different methods in collecting information. A self-administered questionnaire was sent to all the NGOs participating in PFD-funded projects to collect quantitative data about the profile of the partnership. Qualitative in-depth interviews with core persons from collaborating organizations (both NGOs and business companies) were also conducted.

SECTION TWO: QUANTITATIVE STUDY

In the quantitative part of study, a questionnaire was designed in self-administered mode to tap the traits of partnerships in the collaborations, and most importantly, to document the extent to which the objectives have been achieved (*See Appendix II for the questionnaire*). The questionnaire was divided into four parts. The first part is the basic information of the projects, including the dates of project commencement and closing and the main service target groups of the projects. The second part is concerning the situation of the partnership that has been developed, including the number of partners and the nature of involvement, their experiences in finding partners, their motivations and expectations in commencing the partnership projects, their structure of communication and perceived adequacy of the communication, and their experiences and changes in the partnering relationship. The third part is about the perceived gains to the NGOs, business partners and the users of the projects. In the fourth part, respondents were asked to provide recommendations for the development of the tripartite partnership in Hong Kong.

The self-administered questionnaire was sent to all the 43 NGOs participating in the PFD-funded projects. The questionnaire was mailed out to the hosted NGOs by post with a return envelop on 27 November 2007. Completed questionnaires were returned to the CTSS by 16 January 2008. The return rate was 100%. Returned questionnaires were checked for the completeness and accuracy if at all feasible. Follow-up contacts with the representatives of the NGOs were made to ensure the accuracy and completeness of the data.

SECTION THREE: QUALITATIVE STUDY

Interviews were conducted with representatives (administrators and operators) from collaborating organizations (both NGOs and business enterprises) and also the service users. Such qualitative methods are deemed to be mostly suitable for understanding more in-depth on how the partnerships are formed, how they initiate the relationships, at what stages of partnership they position themselves to be in, and what difficulties they have encountered in the partnership formation.

In the qualitative interviews (*See Appendix III for the interview questions*), NGOs and business partners of the PFD funded projects were asked to give an account of their personal experiences and subjective views with regard to the purposes and objectives, the forms and levels, the structural mechanisms, and the process of the collaboration. They were asked openly to identify the critical success factors and hurdles unique to them. The respondents were asked to provide suggestions to facilitate / enhance the development of partnership synergy amongst the government, business and NGO sectors; and the development of corporate social responsibilities. Users were mainly asked to share their views with regard to their gains from taking part in the projects.

Twenty-one projects were selected out of the 43 projects for participation in the interview sessions. The selection criteria took into consideration the types of partnership and the types of clienteles. The research team based on the official data provide by the SWD to categorise the 43 projects into different types of partnership with business partners, including different number of business partners (single partner and multiple partners) and different levels of participation of the business partners (with involvement and without involvement into the implementation); and different types of clienteles, including different types of needs (economical, health, and social) and different types of target groups (children and youth, women, elderly, and families). The proportion of these different types in the 43 projects was checked. The sampling aimed to identify 21 projects proportionally representative of the diversity of the characteristics of the 43 projects. The selected projects have almost tapped the diversity of the basic characteristics in the 43 projects. Table 3.1 and Table 3.2 compare the proportion of different types of partnership and clienteles between the 43 PFD funded projects and the 21 selected projects (*See Appendix IV for the list of projects*).

Sixty-five percent (65.12%) of the 43 funded projects involved one business partner only

and 34.88% involved more than one business partner. Correspondingly, amongst the 21 selected projects, two-thirds (66.67%) involved a single partner whereas one-third (33.33%) involved multiple partners. As for the participation into the project implementation, 62.8% of the 43 funded projects had business partners involved in their project implementation, compared with 37.2% which did not. The proportion is also comparable amongst the 21 selected projects. 71.4% of the selected projects involved business partners in the implementation compared to 28.6% that did not. The representativeness in terms of the partnerships at different levels could yield a balanced coverage in view of the experiences in different partnerships.

Table 3.1 Profile of selected projects: Types of partnership with business partners

	All 43 projects	**Selected 21 projects**
Number of business partners		
Single partner	28 (65.12%)	14 (66.67%)
Multiple partners	15 (34.88%)	7 (33.33%)
Involvement of the business partners		
With involvement in the implementation	27 (62.8%)	15 (71.4%)
Without involvement in the implementation	16 (37.2%)	6 (28.6%)

There are different groups of clientele in the PFD projects. Apart from some projects serving multiple users, the clientele could be basically classified in terms of the different aspects of need and target groups. The fund aims at helping the disadvantaged, and serving different types of clientele who are subject to different aspects of need. Namely, some projects served people who were suffering in the economical aspect such as living under poverty, unemployed or underemployed. Some projects helped people who were disadvantaged in the aspect of health, namely the physically or mentally challenged. Some projects were concerned with social groups such as people who are socially stigmatized, socially marginalized or subject to familial issues. The target groups might be individuals ranging from children, youth, women, to the elderly; whilst some of them were households. The proportion in terms of the target groups amongst the selected projects is again comparable with the proportion in the 43 projects. The representativeness in terms of the types of clientele could yield a balanced coverage in view of the needs from the users.

Table 3.2 Profile of selected projects: Types of clientele

	All 43 projects	**Selected 21 projects**
Types of needy:		
Economical	17 (39.53%)	7 (33.33%)
Health	7 (16.28%)	6 (28.57%)
Social	10 (23.26%)	4 (19.05%)
Multiple	9 (20.93%)	4 (19.05%)
Types of target group:		
Children and youth	10 (23.26%)	5 (23.81%)
Women	1 (2.33%)	1 (4.76%)
Elderly	8 (18.60%)	4 (19.05%)
Families	10 (23.26%)	5 (23.81%)
Multiple	14 (32.56%)	6 (28.57%)

Taking advantage of the flexibility of the qualitative interview method, it is considered that the crucial factors more unique to the characteristics in the Hong Kong context, and specific to the operation in relation to the PFD, could be generated from the interviews with different stakeholders in the 21 selected projects.

In order to have a fuller understanding of the difficulties encountered by the NGOs in initiating partnership with the business sector, the research team also investigated selected applications which were yet to be successful during the time of investigation. As a measure to help the NGOs find business partners, the PFD Secretariat has uploaded some application proposals prepared by NGOs on the PFD website. Business corporations which are interested in the proposals may use the Enquiry Hotline for general enquiry, or contact the NGOs directly to discuss the project and cooperation details. Five proposals presented by NGOs of different sizes and serving different types of clientele were selected. The NGOs were approached and invited to attend an interview for sharing their experiences in relation to securing business partners for the application (See Appendix III for the interview questions).

Except four projects that were approached for piloting the interview questions between July 2007 and August 2007, the interviews were held individually between October 2007 and January 2008. Amongst the selected projects, representatives of NGOs (ranging form

one to three) and service users (ranging from one to six) from all the 21 PFD funded projects attended the interviews. However, due to a number of constraints in arranging interviews, only in 17 projects the representatives of business partners could attend interviews. As for the interviews concerning the unsuccessful applications, four NGOs participated into the interviews.

SECTION FOUR: LIMITATIONS OF THE STUDY

By the time of commencing the current study, the PFD has just approved two rounds of application, with a total of 43 funded projects. The observation on the first two rounds of projects imposes a restriction onto the applicability of findings to the early stage of development of the PFD funding scheme. Therefore, even though interviewees might raise some problems about the operation, the problems might not be entirely applicable for the subsequent rounds of application and approved projects, since the administration might have already introduced policies to settle the problems.

A related issue is about the duration of the partnerships of the projects. The first batch of projects commenced on 2005. By the time of conducting data collection, only in a half of projects the work has been completed. Therefore, the conclusion about the effectiveness of projects and sustainability is very much based on the development of the PFD at the formative stage.

In the data collection, the survey questionnaire was self-administered by NGOs of the 43 projects, since it is believed that the NGOs shall be the party which understand the situation of the projects the most. Hence, it is possibly to claim that the quantitative data might reflect mostly the views and observation from the perspectives of NGOs. The views of business corporate were collected through in-depth interviews, serving as a source for referencing.

CHAPTER FOUR: FEATURES OF PARTNERSHIPS IN THE PFD PROJECTS

SECTION ONE: BACKGROUND INFORMATION

1. Commencement and closing of the PFD projects

The PFD was formally launched on March 2005. The 43 projects reviewed were approved in 2005 and 2006, respectively (See Table 4.1). The first project commenced in June 2005. A total of 27 projects commenced in 2005. Fifteen projects commenced in 2006. The last project commenced in May 2007. Of these 43 projects, three projects have been designed to self-sustain the services themselves upon commencement and did not specify a closing date. Amongst those which specify a date of closing, about one-third (12 projects) completed early in 2006, one-third (13 projects) completed in 2007 and another one-third (13 projects) completed in 2008. Taking into consideration of the dates of commencing and closing, it was found that by the time of conducting the data collection for the survey (November 2007), more than a half of the projects (23 projects) had completed the implementation already. About 21% (9 projects) of the projects had completed three-quarters of their implementation. Fourteen percent (6 projects) have completed more than half of their implementation. The last commenced project also has completed 41% of their implementation. That is to say, the partnership between the NGOs and the business partners should have been developed for at least a certain amount of time by the time of investigation.

Table 4.1 Dates of project commencement and closing

(N = 43 projects)	Commencement	Closing
January – June 2005	1 (2.3%)	
July - December 2005	26 (60.5%)	
January – June 2006	8 (18.6%)	6 (14.0%)
July - December 2006	7 (16.3%)	6 (14.0%)
January – June 2007	1 (2.3%)	5 (11.6%)
July - December 2007		8 (18.6%)
January – June 2008		5 (11.6%)
July - December 2008		8 (18.6%)
January – June 2009		1 (2.3%)
Not specified		3 (7.0%)

2. Clientele of the PFD projects

Taking into consideration the objectives of the PFD fund, on the part of the welfare sector, the fund aims to "incentivise" them to "expand their network in seeking and securing corporate participation". On the part of the business sector, it aims to encourage them to "take up more social responsibility in helping to create a cohesive, harmonious and caring society". Therefore, the PFD funded project objectives should be of two levels. Of the primary objective, the projects aim at helping the disadvantaged. Of the secondary objective, the projects aim at developing cross-sectoral collaboration between the NGOs and business partners and to help the needy.

Under the PFD, the government provides financial support to social welfare projects, which are proposed by local NGOs and target on helping the disadvantaged, in terms of matching grants with reference to the donation made by the business sector. The 43 PFD funded projects served various types of clientele. The disadvantages these clients are subject to could be broadly classified into three types: economical, health and social.

As shown in Table 4.2, more than half (57.5%) of projects served clients who were subject to economical disadvantages. Nearly forty percent (39.5%) of projects worked on

poverty, serving 25,450 individuals and 3,987 households living under poverty. There was also twenty percent (18.6%) of projects that helped individuals who were job-seeking.

As far as the health problem as a source of disadvantage in the society is concerned, about 45% of the projects altogether served 7,220 individuals who were subject to health problems. Twenty percent (20.9%) served clients who were physically challenged whilst 25.6% served clients who were mentally challenged.

About one third (32.5%) of the projects served clients of the socially disadvantaged: namely socially stigmatized, socially excluded and people who are subject to family problems. Nearly 10% of the projects served individuals who were socially stigmatized. Three projects served individuals who were either receiving correctional services or under social adjustment after release. One project served women who were using the drug rehabilitation services. A certain number of projects have attended to the socially excluded, including new immigrants (16.3%) and minorities (4.7%). Besides, some projects have attended to the individuals and households subject to family problems: family violence (7.0%) and single parent (16.3%).

The target groups tap a wide range of individuals including children, youth, middle-aged, women and elderly. Worthy of notice, quite a number of projects served specifically for the elderly. As shown in Table 4.2 there were 15 projects that included the elderly as a target group, serving a total of 42,714 elderly who needed care.

Table 4.2 Types of clientele

(N = 43 projects)	No. and % of projects	No. of individuals	No. of households
Economical	**23 (57.5%)**		
Materially deprived	*17 (39.5%)*	*25,450*	*3,987*
Unemployed / underemployed	*8 (18.6%)*	*1,536*	*N.A.*
Health	**18 (45.0%)**		
Physically challenged	*9 (20.9%)*	*5,088*	*N.A.*
Mentally challenged	*11 (25.6%)*	*2,132*	*N.A.*
Social	**13 (32.5%)**		
Socially rehabilitated [1]	4 (9.3%)	7,610	*N.A.*
Socially marginalized [2]	7 (16.3%)	4,49	186
Familial issues	8 (18.6%)	709	1,024
Types of individuals:			
Child	23 (53.5%)	17,641	*N.A.*
Youth	22 (51.2%)	5,747	*N.A.*
Middle	19 (44.2%)	8,230	*N.A.*
Women	16 (37.2%)	8,025	*N.A.*
Elderly	15 (34.9%)	42,714	*N.A.*

Note [1]: Include prison inmates, ex-prisoners, drug users.
Note [2]: Include new immigrants and ethnic minorities.

3. Business partners of the PFD projects

Since the fund also aims at developing cross-sectoral collaboration between the NGOs and business partners, the availability of donation from a business company is a pre-requisite of getting the PFD. Table 4.3 presents a profile of the number of business partners of the NGOs. Amongst the 43 projects, 15 projects, i.e., one-third of all projects, involved more than one business partner. There are nine projects securing a number of 2 – 5 business partners. On top of this, a few projects secured a number of more than 5 partners. The highest number of business partners is 31. In total, the NGOs managed to

secure 141 business partners to support their projects[3].

Table 4.3 Number of business partners

(N = 43 projects)	No. and % of projects
Single partner	28 (65.12%)
Multiple partners	15 (34.88%)
2 – 5 partners	*9 (20.93%)*
6 – 10 partners	*3 (6.98%)*
More than 10 partners	*3 (6.98%)*

SECTION TWO: PRE-CONDITIONS FOR PARTNERSHIP

1. Motivation for collaboration

Partnership happens for pragmatic reasons that the involved partners want to achieve. As documented in the literatures, a complementary perspective suggests that potential complementarities of resources and competences are motivations for partnership. As stated previously, opportunities to get access to resources, tangible as well as intangible; and opportunities to enhance competence in pertinent areas of skills and knowledge are conducive for collaboration. In the survey, respondent NGOs were asked to indicate their project goals (Q11), their expectation to invite business partners (Q12) and their perceived expectation of the business partners (Q13) upon participating into the projects. In the qualitative interviews, respondent NGOs and business partners were also asked individually to articulate their goals and expectation upon initiating and taking part into the collaborative projects respectively.

Concerning the individual project goals (See Table 4.4), the PFD projects were mainly

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[3] According to the record of the PFD Secretariat, the number of business partners was 108 at the commencement of the projects. The figure, 141 business partners, was reported in the survey. Following from a checking with the NGOs of four projects indicating a change in the number of business partners, it was revealed that additional support from other business corporations were kept enlisted during the project development. These additional supports are particularly in need for a project involving grant-making elements (provision of financial assistance for education)..

initiated to meet the needs of service users (93.0%), the needs raised in the society (72.1%) and the needs raised in the community (65.1%). As confirmed in the interviews with the respondent NGOs, the service needs were of prominent concern underlying the project objectives. As the PFD pooled up quite a variety of welfare services providers, the services needs as attended displayed a variety of scopes to help the different clientele.

In fact, quite a number of respondent NGOs indicated their organizational goals on innovating services (53.5%), extending the scope of services (44.2%) and increasing the scale of services (32.6%). For example, as revealed in the interview, a project working on intergenerational poverty was a successful extension of a pilot project ran by the NGO before. Besides, another NGO working on poverty issue launch the project to deepen existing services in a district and launch a trial in a new district, demonstrating an example of experience transfer of the community-based model from a district to another.

Certainly, apart from the service goals, the establishment of collaborating relationship was an attended objective of the projects. According to the survey, around half of the respondent NGOs indicated that their NGOs planned to explore a collaborating relationship with business companies (53.5%). Although, as revealed in the interview, this was usually perceived as a compliance with the requirement of PFD, some respondent NGOs indicated their intention to take the chance to develop new relationship with the business sector or foster sustainable relationship with business partners who have been known for a period through the concrete service activities.

Table 4.4 Objectives for initiating the collaboration

(N = 43 projects)	% of projects
Meeting the needs of service users	93.0%
Meeting the needs of locality	65.1%
Meeting the needs of society	72.1%
Increasing the scale of services	32.6%
Extending the scope of services	44.2%
Innovating their services	53.5%
Exploring the collaborating relationship with the business companies.	53.5%

As for the expectations upon involving a business partner into the projects (See Table 4.5), monetary consideration is the key incentive to the NGOs. Nearly ninety percent (88.4%) of the projects were motivated by the possibility to get the financial resources from the business sector, whilst eighty percent (79.1%) were motivated by the possibility to get the financial resources from the government. Nearly three quarters (74.4%) of the projects expected to expand their social network via involving business partners. About thirty percent (32.6%) mentioned that they would like to learn the business mindset from the partnership project and 27.9% would like to increase their understanding on the business sector. In fact, other than the potential benefits for their own, a few respondent NGOs revealed in the interviews that they also expected the project to be an experience to 'educate' the business sector about social needs and provide opportunities for them to take up social responsibilities.

Table 4.5 NGOs' expectations to the collaboration

(N = 43 projects)	% of projects
Broadening the understanding of business sector.	27.9%
Learning the business mindset	32.6%
Enhancement of visibility in society	25.6%
Expansion of social network	74.4%
Increase of social influence	20.9%
Increase in team spirit amongst staffs	11.6%
Increase in sense of belonging amongst staffs	7.0%
Increase in financial resources from business	88.4%
Increase in financial resources from government	79.1%

As for the expectation amongst the business partners (See Table 4.6), it was found that the service agenda was more prominent to the business partners than the incentives on other aspects. According to the survey, more than eighty percent (81.0%) of the NGOs indicated that the business partners expected to increase their understanding of the underprivileged through the projects. This finding corresponds with the self account of the business partners themselves in the interview. When being asked the purposes and expectations upon taking part into the projects, the respondent business partners mostly indicated their expectation upon contributing to the society by helping the needy. They might want to broaden their understanding to the services target identified for the projects they took part, and therefore bring them meaningful services.

The advantages to the business organizations themselves in terms of social capital and organizational effectiveness yield relatively lower percentages from the survey. About forty percent (38.1%) indicated that their business partners expected to expand their social network via the projects. 35.7% agreed that social visibility was an expectation. From the interview with business partners, a company working on mortgage mentioned that they expect that community participation could help establishing positive image in the community.

Concerning the organizational effectiveness, 35.7% agreed with the factor of increasing the team spirit and 23.8% agreed with the factor of increasing the sense of belonging to the companies. Through the interview with the business partners, they provide more articulations on their expectation of the possible advantages brought about to strengthen their staffs through participating into the projects. Namely, the business partners might expect that the team sprit could be enriched and staff morale could be raised through staff volunteering activities. In particular, the business corporate in the service industry might consider that the volunteer services could be practical opportunities to sensitize their staff's attention to others' need and therefore enhance their skills to serve at work.

Table 4.6 Business' expectations to the collaboration

(N = 43 projects)	% of projects
Broadening the understanding of the disadvantaged	81.0%
Learning the welfare mindset	19.0%
Enhancement of visibility in society	35.7%
Expansion of social network	38.1%
Increase of social influence	21.4%
Increase in team spirit amongst staffs	35.7%
Increase in the sense of belonging amongst staffs	23.8%

2. Creating of win-win situations

Partnership is formed when organizations need a more diverse set of inputs than they can achieve alone. In other words, there should be either aligned objectives to invite joint efforts of the two parties or complementary objectives which allow the two parties to

achieve their own goals. As identified from the literatures, setting shared vision with clear purposes and objectives and creating a win-win situation are crucial for effective partnership. In the survey, respondent NGOs were asked to indicate whether the purposes and objectives expected by both partners in the partnerships are aligned and conflict-free (Q14). Table 4.7 presents the percentage of respondents.

Amongst the 43 PFD projects, all respondent NGOs agreed[4] that clear shared goals existed in their organization and business partners participating in the projects. As observed in the interviews, the shared goals refer to the project goals in serving the group of needy in their project planning. When being asked if individual goals existed, on one hand nearly sixty percent (58.1%) in the survey disagreed that organization and business partners had individual expectations upon the projects, reflecting a tendency to embrace the aligned objectives on serving the service users. On the other hand, nearly forty percent (37.2%) agreed that their organization and business partners had individual expectations upon the projects, whilst all of them agreed that the individual goals are being accepted by both parties, representing an awareness of the need to create win-win situation for both parties to achieve their own goals.

Table 4.7 Perceptions of the collaborative objectives

	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
There is existence of clear shared goals in the collaborative project between the organization and business partner(s) *(N = 43 projects)*	46.5%	53.5%	0.0%	0.0%	0.0%
There is existence of individual goals in the collaborative project between the organization and business partner(s) *(N = 43 projects)*	9.3%	27.9%	39.5%	18.6%	4.7%
Both the organizations and the business partners are identified with and accepted the individual goals of both partners. *(N = 16 projects)*	50.0%	50.0%	0.0%	0.0%	0.0%

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[4] Thorough the report, unless specified otherwise, the agreement percentage combined the percentage indicating "strongly agreed" and "agreed", whilst the disagreement percentage combined the percentage indicating "strongly disagreed" and "disagreed".

The importance of the alignment in objectives was widely confirmed in the interviews. In the project working on improving the living environment of the poor families, it was observed that the business partner was convinced by the service ideas which are matched with their business mission on promoting home-loving culture. On the other hand, a representative from a telecommunication company stated that since their company worked on telecommunication, their priority in social services will be given to the services that can enhance the communication between different people, services which serve a lone community, or the society which have difficulties in communication. These cases are good practices of successful matching demonstrating that if service ideas are corresponding to the corporate missions and branding of the business, this would increase the likeliness of participation from the business.

Although from the survey findings and in the interviews with business partners themselves it was also observed that the services agenda was more prominent than the possible benefits brought to the business in the expectation of the business partners, the NGOs could demonstrate an awareness of the importance to take care of the mutual benefits in the partnership. It is aware that business decisions, even though about philanthropy, should be made with justification and accountability. Many NGOs indicated that they would facilitate the business partners with the publicity. For example, a common strategy is to acknowledge the sponsorship at all events and in their issues of different kinds of publication in relation to the implementation of the projects. Besides, some projects are named using the name of the business partners, serving as a means to increase their sense of ownership whilst at the same time serving as a means of brand name promotion for the business partners.

3. Two-way benefit flow

Whilst the awareness of the needs for creating win-win situations for both partners was essential for establishing partnership, as documented in the literatures, conversely, failing to ensure that the benefit flow is two-way and failing to create values to keep the partnership purposeful are hurdles for partnership.

In the survey, respondent NGOs of the 43 PFD projects were asked to indicate to what

extent they agreed that the gains from the projects are two-way to themselves and to their business partners (Q21a). As presented in Table 4.8, 97.7% of respondent NGOs agreed that both the NGOs themselves and their business partners gained from the partnership.

Table 4.8 Perceptions of the flow of benefits

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
Both the organization and the business partner are gained from the collaborative project.	34.9%	62.8%	0.0%	0.0%	2.3%

However, the failure to convince the purposes and the meaningfulness of taking part into the collaborative projects for both sides could be a hurdle for successful matching. In fact, from the interviews with the NGOs which were yet to secure business partners to support their application, it was revealed there were few opportunities to talk with the business sector with regard to the proposal. Yet the hurdle is that there is room to convince. In an interview with a community-based NGO, the representative revealed that they did have a chance to discuss the proposal with a CEO from a sizable company. However, the conflicting nature in the labour standpoint and the business standpoint amongst the labour agenda made it difficult for the two parties to collaborate. Another NGO did receive some enquiries from the business sector about their proposal. However, those enquiries ended up being enquiries only. The representative speculated that there was a need to match the "needs" of the business sector, yet they are yet to identify what the "needs" are.

4. Signaling effect about the benefits for the partnership

A lack of understanding about the availability of the benefits of partnership will be an impediment to participation, as identified from the literatures. In the survey, respondent NGOs were asked to indicate the channels through which they found the business partners (Q9) and the major difficulties encountered in initiating the partnerships (Q10).

As shown in Table 4.9, amongst more than eighty percent (81.4%) of PFD projects, the partnerships were initiated from the existing network already built. From the qualitative interviews, it was observed that there had been some formal or informal networks being established between the NGOs and the business partners for some years. For example, a

key staff in a corporate might be already a board member, a volunteer, or even a private donor of an NGO for some years. Or the NGO might have been an existing customer of the business partners. Networking of various sources connected the NGOs and business companies together.

Amongst 10 projects (23.3%), the NGOs took initiatives to invite participation from suitable business companies according to the needs of their projects. In only five projects (11.6%), initiatives from business companies were observed. Amongst those projects, which involved a process of seeking partners outside of the existing networks, it was found that the introduction made by an intermediary organization (for example, the Hong Kong Council of Social Services) or a middleman connected through a different personal network played a key role in bridging the relationship.

Table 4.9 The channels through which the collaborators get connected

(N = 43 projects)	% of projects
Initiated from existing network	81.4%
Initiated by NGO according to the needs of project	23.3%
Initiated by business partner(s)	11.6%

The findings suggest the importance of the signaling effect, having both sides aware of the availability of the opportunities for the collaboration, which could be made possible either by indicating from either party, or through having an agent to line up.

The findings about the hurdles they encountered in initiating the partnership further confirmed this observation (See Table 4.10). About half of the respondent NGOs (51.2%) indicated that they did encounter difficulties in their attempts to initiate partnership. Amongst these respondent NGOs, the lack of bridging channels to enable a recommendation to the appropriate business companies was the most frequently attended factor (77.3%). Next to this hurdle was the lack of channels to identify the appropriate business companies (50.0%). As for the service interest of the business sector is concerned, forty percent (40.9%) of these NGOs pointed out that the indifference of the appropriate business companies to their service agenda was a hurdle. In terms of resource consideration, 31.8% indicated that the hurdle was that the appropriate business companies could not afford extra resources. 27.3% indicated that they could not spare

extra time for the participation. In other words, whilst the service interests and the practical constraints in terms of time and resources considered by the business partners could be hindrances to initiating partnership from the business sector, the lack of channels of getting connected with the appropriate ones was the biggest hurdle.

Table 4.10 The major difficulties encountered in initiating the partnerships

(N = 43 projects)	% of projects
Lack of channels to identify the availability of appropriate business companies	50.0%
Lack of bridging channels to have a recommendation to the appropriate business companies	77.3%
Appropriate business companies could not spare extra time for participation	27.3%
Appropriate business companies could not afford extra resources for participation	31.8%
Appropriate business companies were uninterested in social services	9.1%
Appropriate business companies were uninterested in the service agendas of the NGO	40.9%
Appropriate business companies were uninterested in the service programs of the NGO	22.7%

The importance of getting connected with the appropriate partners can be more elaborated in the findings in the qualitative interviews. The consideration of finding the appropriate partners could be more than the availability of partners with the good intention in helping the community. When being asked about the major consideration in choosing partners, a commonly mentioned point was to attend to the service needs. This is especially applicable to some projects which need special professional input from the business sector. As a case in point, a project working on improving the living environment of poor families is an illustrative example confirmed the values and the importance of identifying the right furniture company which could offer help to their service targets. Since their target aim is to improve their housing environment of the poor, in their choice of business partner, in the first instance they ought to target on companies which could provide tangible goods for better living environment – furniture companies. Secondly, since their target service users are poor families, they target on those furniture companies which is positioned on a low-priced marketing-mix. The NGO finally connected the partner through social network of the project-in-charge. The NGO valued

the participation of the business partner since their contribution best fit for their services. On another hand, the business partners valued the chance of getting involved into the project since the involvement enables them to bring their expertise into full play.

On the other hand, from the interviews with some business partners, it was found that as a corporate social responsibility policy in their companies, they would make some donations to selected NGOs every year. Their major consideration is to help the real needs in the society. In the discussion, the representatives raised a point that while those long established NGOs are famous enough in the society to solicit help, they agreed that the small and medium NGOs might be in more need of the financial support. In other words, it would be important for the NGOs to have an acquaintance of the corporate social responsibility policies of the potential business and at the same time to make visible their service needs to the business sector.

Apart from these, in the interviews with two of the NGOs which were yet to secure business partners to support their application, it was observed that the NGOs were too small in size and could not afford extra efforts to actively think of and work on how to publicize themselves and expand external networks to support them.

SECTION THREE: PARTNERSHIPS IN PROCESS

1. Level of collaboration: Complementary strengths and advantages

Partnerships might differ amongst different levels of collaboration. Literatures in general suggest that a higher level of collaboration can facilitate a better combination of complementary strengths and, therefore, a stronger partnership. The representatives of NGOs were asked in the survey to describe the input of the business partners in the project (Q8).

We use the term "philanthropic involvements" to refer those partnerships in which business participation consists of the provision of money, goods, equipment or venue. It was found that philanthropic involvements were the most common among the 43 PFD

projects. As shown in Table 4.11, 97.7% of the projects received donations of goods from business partners, while 81.4% received donations of money. For 27.9% of the projects, business partners provided venues for implementing services, and 16.3% received support in terms of equipment.

"Consultative involvements" is the term used to describe partnerships based on businesses' provision of consultants to facilitate the implementation of the projects, and provide referrals for acquiring the resources and staffing required for project implementation. It was found that almost half (46.5%) of the PFD projects exhibited consultative involvements. Referrals for staffing were provided in 20.9% of the projects. Referrals for resources were rarely provided (4.7%).

"Strategic involvements" exhibit a higher level of involvement on the part of the businesses: the business partners may be involved in coordinating the project, planning strategies, and arranging for staffs and volunteers. More than half (55.8%) if the 43 projects involved the participation of volunteers arranged by business partners; businesses also provided 23.3% of the projects with professional staff help implement services. In 34.9% of the projects, the business partners took part in the planning of strategies for service implementation, and 23.3% of the projects reported the participation of business partners in project coordination. Overall, 62.8% of the projects demonstrated strategic involvements.

Table 4.11 Involvement of the business partners

	% of projects (N = 43)	**% of partners (N = 141)**
Philanthropic involvement:	*100%*	*100%*
Provision of money	81.4%	77.3%
Provision of goods	97.7%	98.6%
Provision of equipment	16.3%	5.0%
Provision of venue	27.9%	8.5%
Consultative involvement:	*48.8%*	*15.6%*
Provision of consultancy	46.5%	14.9%
Referral of necessary materials	4.7%	1.4%
Referral of necessary staff and volunteers	20.9%	6.4%

	% of projects (N = 43)	% of partners (N = 141)
Strategic involvement:	*62.8%*	*33.3%*
Project coordination	23.3%	13.5%
Project planning	34.9%	13.5%
Provision of professional expertise	23.3%	7.1%
Provision of staff volunteers	55.8%	29.8%

If partnerships being formed inside the projects are classified by the major natures of involvements being observed (see Table 4.12), it was found that there was only 32.6% of the projects undertaken by purely philanthropic partnership (i.e. business partners involved into the projects by providing solely philanthropic inputs). Consultative partnership (i.e. involving business contribution in terms of provisions of consultancies and referrals apart from philanthropic contribution) was rarely established and was observed in only 4.7% of projects. In 62.8% of projects, strategic partnership was established (i.e. observations of business strategic involvements, on top of their philanthropic inputs).

Viewed another way, if we examine the partnerships with the 141 business partners individually, it was found that 64.5% of business partners were engaged in purely philanthropic partnerships, 2.1% in consultative partnerships and 33.3% in strategic partnerships. When compared the figures using different bases of calculation, the discrepancies in percentages suggest that for projects involved more than one business partner, the forms and levels of partnership of the business partners inside the projects might vary. Most of the businesses engaged in purely philanthropic partnerships are local SMEs.

Table 4.12 Types of partnership

	% of projects (N = 43)	% of partners (N = 141)
Philanthropic partnership *(Solely philanthropic input)*	32.6%	64.5%
Consultative partnership *(Philanthropic and consultative inputs)*	4.7%	2.1%
Strategic partnership *(Strategic input)*	62.8%	33.3%

Cross-tabulation was used to examine the relationship between the number of business partners and the types of partnership (See Table 4.13). It was found that among the 28 projects in which partnerships have been built with a single business partner, 60.7% are strategic partnerships and 32.1% are purely philanthropic partnerships. Similarly, among the 15 projects with multiple business partners, strategic partnerships accounted for two-thirds (66.7%) and purely philanthropic partnership accounted for one-third (33.3%). However, when taking into consideration of the involvement of the individual business partners for the projects supported by multiple partners, it was found that in fact over seventy percent (72.6%) of the partners engaged merely in philanthropic partnerships.

Table 4.13 Relationship between the number of partners and the types of partnership

	Single partner		Multiple partners	
	% of projects (N = 28)	% of partners (N = 28)	% of projects (N = 15)	% of partners (N = 113)
Philanthropic partnership	32.1%	32.1%	33.3%	72.6%
Consultative partnership	7.1%	7.1%	0.0%	0.9%
Strategic partnership	60.7%	60.7%	66.7%	26.5%

Although business partners sometimes help plan service implementation, the NGOs were assumed to be responsible for the design and delivery of the services. In the survey, NGOs were asked to indicate the ways in which the business partners participated in the design of the project content (Q15). As the results in Table 4.14 show, business partners were involved in designing the content of only three projects (7.0%). For more than half of the projects (55.8%), the project content was entirely designed by the NGOs. For the remaining projects (37.2%), the NGOs proposed the overall framework for the services

and had discussions with the business partners about the details of their involvement.

Table 4.14 The extent of partnership in the project design

(N = 43 projects)	% of projects
Entirely designed by the NGO	55.8%
Framework proposed by the NGO and discussed with business partner	37.2%
Co-designed by the NGO and business partner	7.0%

NGOs were also asked whether the business partners provided constructive feedback (Q21f). On the whole, the NGOs were positive about the input from the business partners (See Table 4.15). Of the 43 NGOs, 62.8% felt their business partners provided constructive feedback, and only 16.3% maintained that this was not the case.

Table 4.15 Perceptions of the feedback from business partners in the partnership

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
Business partner provides constructive feedback.	16.3%	46.5%	16.3%	0.0%	20.9%

It is worth noting that the level of input from business partners can change over time. In the survey, the NGOs were asked if there were changes in the business partner's level of involvement in the projects (Q20). Table 4.16 shows several types of changes in this regard. The changes differ amongst different projects. Slightly more than half (51.2%) of NGOs maintained that following from the participation of business partners there was an increased number of shared projects, though 23.3% did not share this perception. The same percentage (51.2%) agreed that their approaches had become more diversified, though 20.9% disagreed. In terms of time spent on the projects, 44.2% felt that business participation had increased, while 23.3% did not register a change. In terms of the number of staff that business recruited, 37.2% of NGOs felt there was an increase over time, and 23.3 witnessed no increase. Finally, with regard to the resources provided by business, 39.5% of NGOs felt these increased with time, but 25.6% disagreed.

Table 4.16 Perceptions of the change in the level of partnership during the process

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
Increase in the number of projects	16.3%	34.9%	23.3%	0.0%	25.6%
Increase in the diversity of approaches	11.6%	39.5%	20.9%	0.0%	27.9%
Increase in the time spent	11.6%	32.6%	23.3%	0.0%	32.6%
Increase in the number of staff involved	9.3%	27.9%	23.3%	0.0%	39.5%
Increase in the input of resources	16.3%	23.3%	23.3%	2.3%	34.9%

One of the aims of the study was to determine how much the partnership benefited from the complementary strengths of both partners. As observed in the qualitative interview, on the whole both the NGOs and the businesses were positive about their complementarity. For projects that involved a high level of participation on the part of the business partners, the advantages of complementarity were particularly clear. On one hand, without the connections and links established by the NGOs, it would be difficult for the businesses to gain direct access to many service settings even though they might have a service interest. For instance, this was illustrative in the case serving lone elderly living in private elderly homes. This kind of setting is not easily accessible to the public. However, the NGO is a respectable organization working on serving elderly in the social service sector for quite some years and manage to pool up a number of private elderly homes to join their project.

On the other hand, while the NGO plays the key role in providing professional service input, the staff volunteers from the business sector instill an important sense of community care, which is an indispensable component of some service programs. In fact, in the sharing of the gains from participating into the projects, the service users would be impressed by the caring brought to them by the staff volunteers of the business partners.

Besides, businesses often have access to promotional channels that will heighten public awareness of the projects. This kind of input has been less attended by the NGOs who have been devoting more attention to the provision of direct services in their priority of attention.

Be that as it may, the complementary strengths were in general convinced in purely

philanthropic partnerships. Although the advantages provided by business were largely monetary, not all projects require a same level of input from business partners. The forms of partnerships often vary according to the nature of the project.

2. Level of collaboration: Balancing benefits and costs

Since the best collaborations cost more in terms of time and energy, it is important to ensure that these costs result in increased benefits; otherwise, it will be difficult to sustain the partnership. In the survey, NGOs were asked to indicate how satisfied they were with the effects of the partnership (Q21b) and how satisfied they believed their business partners to be (Q21c). Table 4.17 shows that all NGOs agreed that they were satisfied with the advantages offered by the partnership, and 97.7% believed that the business partners were satisfied as well.

Table 4.17 Perceptions of satisfaction

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
NGO was satisfied with the gains from the partnership.	44.2%	55.8%	0.0%	0.0%	0.0%
Business was satisfied with the gains from the partnership.	30.2%	67.4%	0.0%	0.0%	2.3%

In the qualitative interviews with the NGOs and their business partners, it was evident that cost/benefit analyses influenced decisions regarding the development of higher levels of collaboration. For example, a representative of an NGO involved in a purely philanthropic partnership discussed some of the concerns in their calculation of costs and benefits. A higher level of partnership usually involves more interaction between the staff of the NGO and the business staff. Since the business partners often have no previous knowledge or experience in handling social services, time and resources must be devoted to their training. The cultivation of a sound relationship often involves a great deal of effort. Since NGOs' resources are limited, they may prefer to devote their attention to service users.

Similar concerns were voiced by the business sector. In a discussion of whether or not a partnership would be sustained, a human resource manager at a trading company, who

acted as the coordinator between the NGO and the staff volunteers, indicated that the company's decision would be based on the number of staff willing to volunteer, not only the extent of the clients' appreciation of the values. In a number of interviews, the challenges involved in corporate volunteering were discussed; it is often difficult to urge staff to devote their leisure time, or even their working time, to these projects. Since businesses operate at a competitive pace, the time spent on volunteering often entails the sacrifice of work or rest.

3. Structure of collaboration: Involvement of various levels of staff

Involving various levels of staff in the implementation of a partnership is a structural element crucial for the partnership. In the survey, NGOs were asked to describe the levels of personnel involved in the partnerships: specifically, they were asked whether the board, the CEOs, the liaison officers and the frontline staff took part into the projects (Q16). Table 4.18 presents the levels of staff involved in the projects for both parties in the partnership.

In most cases, both partners have designated a liaison officer who is mainly responsible for the coordination for the project. The vast majority (93.0%) of NGOs have designated a liaison officer. The frontline staff of NGOs are involved in the implementation of 88.4% of the projects. Businesses provided liaison officers for more than three-quarters of the projects (76.7%) and frontline staff for more than half (53.5%).

The management (the board and the CEO) of both parties play a key role in the formation of partnerships for PFD projects. Involvement of the board was reported by 44.5% of the NGOs and involvement of the CEO was reported by 72.1% of NGOs. About one-third (32.6%) of the projects involved board members of the businesses and 44.2% involved CEOs of the businesses.

Table 4.18 Levels of staff involved in the project

(N = 43 projects)	NGO	Business partner
Board members	44.2%	32.6%
CEO	72.1%	44.2%
Liaison officer(s)	93.0%	76.7%
Frontline staff	88.4%	53.5%

The qualitative interviews assured the importance of the support of multiple levels of staff. In the discussion of the success factors for the partnerships, respondents of a number of projects, NGOs and business partners as well, usually attributed the success to the involvement of staffs as well as the management. The participation of the staffs in no doubt supplied the necessary manpower for the implementation of the services, the management could assume a crucial role in fostering cross-sectoral partnerships. Their role was particularly obvious in the early stages. A number of partnerships were established as a result of the connection between the management of the two parties. In addition, the support of the management is very important in the implementation of the services. Management sets an example for the staff. The leadership provided by management is also crucial; often charismatic leaders are responsible for mobilizing staff participation. From an organizational perspective, the management decides whether there are sufficient resources and staff to support participation in a project. For instance, the management might allow employees to use their working hours to fulfill their volunteer duties. It might offer incentives to motivate staff involvement or may take into account an employee's level of corporate social responsibility when determining performance.

4. Structure of collaboration: Alliances on many levels

As the literature cautions, if partners become complacent about their roles over time, the partnership will suffer. NGOs were asked whether their project was first-time collaboration with their business partners (Q6) and, if not, the length of their collaborative history. As shown in Table 4.19, it was found that, of the 141 business partnerships, 78.6% were first-time collaborations, and 21.4% had previous experiences in collaboration. On average, the length of these collaborations was slightly less than two years (23.27 months), which may be too short an interval to observe the complacency of mature alliance.

Table 4.19 Collaboration history of the partners

(N = 141 partners)	% of partners
Collaborated before	21.4%
Collaborating for the first time	78.6%

Nevertheless, if we assume that the involvement of various levels of staff is a predictor of a mature alliance, then the difficulties involved in handling these complex relationships may represent a challenge to sustained partnership. Support for the involvement of various levels of staff is based on the assumption that the mode of operation for both the NGO and the business is decentralized. However, the interviews revealed that there are hurdles to overcome in the promotion of widespread participation. For example, the management of a business may have decided to take part in a partnership, but the reasons for, and benefits of, participation are not clear to other levels of the staff. In such a case, even though the two parties have a history of collaboration and the business management is prepared to mobilize staff to take part in the project, the frontline staff may not understand the reasons for participation and, therefore, may undermine the development of corporate volunteering in the company. The complexity in mobilizing and maintaining an active involvement of the staffs was considered to be important to attend.

The success of participation in projects, then, is very much dependent on the personnel available at a particular time: a change of personnel can result in a change of philanthropic policy. The service agendas of some companies change when the person in charge of philanthropic projects is replaced. These changes can be positive or negative; however, the very fact of such changes inevitably leads to instability.

5. Structure of collaboration: Effective communication structure

Providing opportunities for regular, candid and reciprocal communication is crucial for an effective partnership. In the survey, NGOs were asked to describe the means of communication in the partnership: specifically, they were asked whether formal mechanisms (such as agreements, steering committees, meetings and letters) or informal mechanisms (such as phone calls, e-mail, MSN and ICQ) were used (Q17). The NGOs

were also asked if they considered these communication channels sufficient, candid and reciprocal (Q18).

As Table 4.20 shows, the means of communication between NGOs and businesses were usually informal. Some formal mechanisms, such as agreements and steering committees, which contribute to the institutionalization of the partnership, were in place, but their sphere was limited. For six projects, a steering committee had been set up to oversee the overall development of the projects. This measure was undertaken primarily when partnerships were strategic. Agreements were in place for one-third (32.6%) of the projects. Such agreements are written declaration of commitments of the two parties in the collaboration and thus are considered to be beneficial to long-term partnership.

Overall, timely communication tools such as phone calls and e-mails were the most common means of communication. The vast majority of NGOs (95.3%) indicated that they used the telephone as a means of communication with the business partners and nearly 79.1% used e-mail. These communication tools were considered to be the most efficient.

Formal means of communication such as letters and meetings were less frequently used. Letters were exchanged in about half of the projects (48.8%), and only a quarter of the NGOs (23.3%) would conduct regular meetings with their business partners (usually every three or six months). Over half of the NGOs (55.8%) conducted meetings with their partners on an ad hoc basis.

Table 4.20 Means of communication

	% of projects using the measures (N = 43)	% of projects using the measures for making critical decisions (N = 41)
Structural means:		
Agreements	32.6%	N.A.
Formation of steering committees	14.0%	N.A.
Formal means of communication:		
Regular meetings	23.3%	2.4%
Meetings on ad hoc basis	55.8%	26.8%
Informal means of communication:		
Telephone	95.3%	41.5%
Mail	48.8%	14.6%
E-mail	79.1%	14.6%
MSN, ICQ	0.0%	0.0%

When NGOs were asked which communication tool they used most frequently to make important decisions with their business partners, 41.5% cited the most timely method—the telephone. Slightly more than one-quarter (26.8%) would suggest meetings on an ad hoc basis. Only 2.4% said that they would wait until a regularly scheduled meeting to reach a decision.

Generally, the NGOs were satisfied with the amount and quality of their communications with their business partners (See Table 4.21). Of the 43 NGOs, 51.2% strongly agreed and 44.2% agreed that there were sufficient and flexible communication channels in place. Slightly less than half (44.2%) strongly agreed and 48.8% agreed that the communication between both parties was two-way, and 41.9% strongly agreed and 53.5% agreed that it was candid. In terms of mutual comprehension, 37.2% strongly agreed and 55.8% agreed that the partners understood each other's views on the project, and 37.2% strongly agreed and 53.5% agreed that both sides were aware of the progress of the projects.

Table 4.21 Perceptions of communication

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
The communication channels are sufficient and flexible.	51.2%	44.2%	0.0%	0.0%	4.7%
The communication is two-way.	44.2%	48.8%	0.0%	0.0%	7.0%
The communication is candid.	41.9%	53.5%	0.0%	0.0%	4.7%
Both parties can understand each other's ideas about the project.	37.2%	55.8%	2.3%	0.0%	4.7%
Both parties are aware of the progress of the project.	37.2%	53.5%	0.0%	0.0%	9.3%

The interviews confirmed the importance of good communication. From time to time, the interviewees (representatives of NGOs and businesses, alike) emphasized the value of communication to enable a better understanding of the other partner's needs. In the case of strategic partnerships, both partners appreciated frank discussions of innovative ideas for the betterment of the projects. When the partnerships are purely philanthropic, the strong initiatives taken by the NGOs to keep their business partners informed of the project's progress are essential for sustaining the relationship. Once mutual trust has been established, the business partner can rely on the professional judgment of the NGO. At that point, it is less necessary to explain all aspects of planning and implementation.

6. Structure of collaboration: Effective conflict resolution

If the partners fail to establish successful communication, misunderstanding and mistrust can arise and pose difficulties for effective partnership. In the survey, NGOs were asked if disagreements between the partners could be reconciled (Q18f). Table 4.22 shows that 16.3% considered this issue to be inapplicable, 41.9% strongly believed in reconciliation, and another 41.9% felt that consensus could be reached whenever there were disagreements.

Table 4.22 Perceptions of conflict resolution

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
Disagreements could be reconciled.	41.9%	41.9%	0.0%	0.0%	16.3%

While most of the cases demonstrated that, by and large, there were no hidden sources of conflict between the partners, there was also the awareness that if communication was not handled effectively, the partnerships would suffer. Particularly in the early stages of collaboration, when mutual trust was yet to be developed, communication is more challenging and often NGOs would be questioned on a number of details of the project. Even in the case of purely philanthropic partnerships, where one would assume that minimum interaction between partners is required, we found that there were occasions of miscommunication (e.g., different expectations regarding the nature of the project's target groups). Certainly, the need for clear communication was especially strong in partnerships where the business partner was involved in the service delivery. In the case of first-time collaborations, there is usually the need for a great deal of initial communication to establish a schedule, given the predictable discrepancies in styles, attitudes and pace between the two partners. To overcome these hurdles, as revealed by the respondent NGOs from the interviews, particularly at the outset of a partnership, they took every opportunity to give a clear account of their major decisions to their partners. If there are multiple partners, the responsibility to communicate and coordinate is more complex, but no less necessary. The NGOs being interviewed made active efforts to communicate and coordinate all involved parties.

7. Capability of collaborators: Commitment

In the process of collaboration, commitment to undertake agreed-upon responsibilities is critical. NGOs were asked if the division of responsibilities in the partnership was clear, if tasks were fulfilled and if mutual trust had been established (Q19).

Table 4.23 shows that, of the 43 projects, 9.3% considered the division of responsibilities to be inapplicable to their partnership, but the large majority felt that the division of responsibilities was very clear (37.2% strongly agreed and 51.2% agreed). Regarding the fulfillment of the responsibilities, all the NGOs felt that they fulfilled their responsibilities (62.8% strongly agreed and 37.2% agreed), and 41.9% strongly agreed and 48.8% agreed that their business partners fulfilled their responsibilities (9.3% considered this inapplicable). As for the issue of trust, 55.8% strongly agreed and 41.9% agreed that the partners trusted each other.

Table 4.23 Perceptions of the fulfillment of responsibilities

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
The division of responsibilities in the project was very clear.	37.2%	51.2%	2.3%	0.0%	9.3%
The NGO fulfilled the responsibilities as agreed.	62.8%	37.1%	0.0%	0.0%	0.0%
The business fulfilled the responsibilities as agreed.	41.9%	48.8%	0.0%	0.0%	9.3%
The NGO and the business trust each other.	55.8%	41.9%	0.0%	0.0%	2.3%

The performance of the partners during the course of the project is also influential in determining the sustainability of the partnership. As pointed out in the interviews, respondent NGOs were aware that, while networking plays a large role in first-time collaborations, their performance will determine whether or not their partner's support will be offered for a second project. Demonstrations of quality service are important. Respondent NGOs would consider that in the first instance they should assure the business partners of their commitment in delivering quality services to the service users as promised. On the part of the business partners, representatives of businesses often mentioned trustworthiness when describing the qualities they look for in choosing partners in the social service sector. This trustworthiness is often established through experience working with NGOs. The business partners emphasized the importance of professionalism on the part of NGOs in ensuring the success of the project and the partnership. From the interviews with some business partners they appreciated so much the capacity of the social workers in managing the project and they attributed this factor to essential to the success of the projects. This underlines the importance of ensuring capable social workers are engaged by the NGOs.

Reciprocally, the business partner's commitment to fulfill its responsibilities is also essential to the sustainability of the projects. There were cases where businesses that had agreed to sponsor projects withdrew their support. Although the number is small, this suggests that partnerships between NGOs and businesses can be fragile. To address this vulnerability, NGOs have adopted strategies to reinforce the commitment of their business partners. One important means is to express their gratitude towards their business partners. Most NGOs publicly acknowledge the support of their business

partners. Some arrange events where service users can express their gratitude. Acknowledging business partners and giving them credit are important strategies for creating a sense of ownership. Some NGOs recommended that their business partners qualify as a "Caring Company" (under the auspices of Hong Kong Council of Social Services) and nominated them for the Excellent Project Award. Several business partners participating in the study had achieved these awards. Such efforts give businesses a sense of importance and, thus, reinforce their commitment.

8. Capabilities of the partners: Mutual adjustment

In the process of collaboration, mutual adjustment is required in order to respect and understand the needs of others. Without the flexibility to allow for mutual adjustment, it is difficult to sustain a partnership. In the survey, NGOs were asked if they shared the same working philosophy as their business partners (Q19a), whether they felt the partnership was capable of mutual adjustment (Q19e) and whether they had experienced any differences that had required mutual adjustment (Q19h).

As shown in Table 4.24, 41.9% of the NGOs strongly agreed and 53.5% agreed that their working philosophy was similar to that of their business partners. More than one-third (35.7%) strongly agreed and more than half (54.8%) agreed that both parties were capable of mutual adjustment in the process of project implementation.

Table 4.24 Perceptions of mutuality

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
The working philosophy of the partners is similar.	41.9%	53.5%	0.0%	0.0%	4.7%
Both parties are capable of mutual adjustments.	35.7%	54.8%	0.0%	2.4%	7.1%
The partnership has experienced differences requiring mutual adjustment.	7.0%	30.2%	18.6%	9.3%	34.9%

When asked if they had experienced any differences that had required mutual adjustment,

37.2% agreed, and 27.9%, not. Table 4.25 lists some of the differences that might arise. Differences in terms of working styles (43.8%) and timetables (37.5%) were the most frequently noted. In a few cases, there were differences in ideologies (18.8%) and in expectations regarding the projects (6.3%).

Table 4.25 Mutual adjustment for discrepancies

(N = 16 projects)	% of projects
Different expectations of the project	6.3%
Different timetables	37.5%
Different work ideologies	18.8%
Different work styles	43.8%

In most of the cases, both partners felt that no big issues had required them to compromise. This may be because the businesses did not intervene in the projects or because both parties understood their roles quite clearly.

Some first-time collaborations, however, required mutual adjustment. The social services' view of the treatment of users was sometimes different than that of the business. This discrepancy may be due to different images of service users. In the qualitative interviews, two examples of such differences opinions were discussed; both involved programs devoted to youth training. The training programs were initiated in a bakery and a hair salon, both industries that rely on apprenticeships. It is typical of these industries that the employers are strict disciplinarians who often treat their apprentices with stern instructions. From the point of view of the social services, however, the apprentices are clients. Social workers take a person-centred approach, which emphasizes personal satisfaction and motivation. The social workers and their business partners had lengthy discussions to resolve their differences and reach a balanced view on the implementation of the training program.

Besides, the business sector is accustomed to prompt decisions and actions. NGOs, in contrast, hold frequent and prolonged meetings to reach decisions and plan their strategies thoroughly before taking action. Some mutual adjustment is required to overcome this discrepancy. In the case of the bakery training programme, it was observed the NGO's striving effort to probe into the culture of business partner and gained their

trust ultimately

SECTION FOUR: OUTCOMES

1. Gains for the NGOs

In the survey, NGOs were asked if they were satisfied with the results of the partnership (Q21b) and if they felt that their goals—in terms of competencies, social capital, staff and financial resources—had been achieved (Q22). As shown in Table 4.26, all 43 NGOs indicated that they were satisfied with the gains achieved by the partnership projects.

Table 4.26 Perceptions of satisfaction on the part of NGOs

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
NGO was satisfied with the gains achieved by the partnership.	44.2%	55.8%	0.0%	0.0%	0.0%

Table 4.27 outlines the NGOs' response to each particular gain. The gains in terms of financial resources were strikingly evident. Of the 43 NGOs, 95.3% stated that the partnership projects encouraged financial support from the business sector, and 88.4% maintained that the projects encouraged financial support from the government.

The gains in terms of achieving a better understanding of a different sector were also strongly felt. Over eighty per cent (81.4%) of the NGOs agreed that their organizations increased their understanding of the business sector through the partnership projects. Two-thirds (67.4%) felt that their organizations could learn some valuable lessons from business (only 11.6% disagreed). During the interviews, it was clear that this benefit was particularly valued in instances of close collaboration. There is much to be learned from collaborating with a company from an entirely different sector.

As for gains in terms of social capital, 81.4% agreed that the partnership projects helped them to expand their social network. In addition, half (51.2%) of the NGOs believed that the partnership project helped to increase their visibility (14.0% disagreed). The same

percentage (51.2%) felt that the partnership had increased their sphere of influence in society (16.3% did not share this view).

The gains in terms of organizational effectiveness were less striking. Nearly half (48.8%) maintained that the partnership project helped to increase their team spirit (14.0% disagreed). Nearly forty per cent (39.5%) felt that the partnership project had increased the staff's sense of belonging in the organization (18.6% disagreed).

Table 4.27 Perceptions of the gains for the NGOs

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not intended
Broadening the understanding of business sector	25.6%	55.8%	4.7%	0.0%	14.0%
Learning the business mindset	18.6%	48.8%	11.6%	0.0%	20.9%
Enhancing visibility in society	11.6%	39.5%	14.0%	0.0%	34.9%
Expanding the social network	20.9%	60.5%	7.0%	0.0%	11.6%
Increasing social influence	11.6%	39.5%	16.3%	0.0%	32.6%
Increasing team spirit among staff	7.0%	41.9%	14.0%	0.0%	37.2%
Increasing the sense of belonging among staff	7.0%	32.6%	18.6%	0.0%	41.9%
Increasing the financial resources from business	39.5%	55.8%	2.3%	0.0%	2.3%
Increasing the financial resources from government	32.6%	55.8%	2.3%	0.0%	9.3%

2. Gains for the business partners

NGOs were also asked if their business partners were satisfied with the gains from the partnership (Q21c) and if their goals—in terms of competencies, social capital and human resources—had been achieved (Q23). As shown in Table 4.28, 97.7% of the NGOs believed that their business partners were satisfied with the gains from the partnership project.

Table 4.28 NGOs' perceptions of the business partners' satisfaction with the gains

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not applicable
Business partner was satisfied with the gains from the partnership.	30.2%	67.4%	0.0%	0.0%	2.3%

As mentioned previously, the service agenda was the primary impetus for business involvement. When examining attitudes towards specific gains (See Table 4.29), it was found that the most significant gain was an increase in understanding the disadvantaged community. Ninety per cent (90.7%) of the NGOs stated that their business partners had increased their understanding of disadvantaged groups. This finding is consistent with statements made during the qualitative interviews with the business partners themselves.

The management of businesses particularly appreciated the opportunity for their staff to work as volunteers and, as a result, become acquainted with service users. This extended their understanding of people from all walks of life and consequently increased their sensitivity in customer relations. In order to work effectively with the service users, the staff had to develop a new mindset. The survey found that 58.1% of the NGOs believed that their business partners became familiar with the mindset of social services as a result of the partnership projects.

The gains in social capital for businesses were also realized. Nearly seventy per cent (69.8%) of NGOs maintained that their business partners extended their social network through the projects (9.3% disagreed). Half (51.2%) believed that the projects increased the social visibility of their business partners (9.3% did not see a change). One-third (34.9%) stated the partnership projects helped to increase the business's sphere of influence in the society (16.3% disagreed).

As was the case with the NGOs, business's gains in terms of organizational effectiveness were relatively less significant. Almost half (44.2%) of the NGOs maintained that the partnership projects helped to increase team spirit among the business staff (9.3% disagreed). Forty percent (39.5%) stated that the project increased the business staff's sense of belonging to the company (14.0% registered no change).

Table 4.29 NGOs' perceptions of the gains for business partners

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not intended
Broadening staff's understanding of the disadvantaged	30.2%	60.5%	0.0%	0.0%	9.3%
Learning the welfare mindset	14.0%	44.2%	7.0%	0.0%	34.9%
Enhancing the business's visibility in society	7.0%	44.2%	9.3%	0.0%	39.5%
Expanding the social network	14.0%	55.8%	9.3%	0.0%	20.9%
Increasing social influence	9.3%	25.6%	16.3%	0.0%	48.8%
Increasing the team spirit of the staff	16.3%	27.9%	9.3%	0.0%	46.5%
Increasing the sense of belonging of the staff	11.6%	27.9%	14.0%	0.0%	46.5%

3. Gains for the service users

The NGOs were asked if they and their business partners were satisfied with the benefits to the service users as a result of the project (Q21d) and to compare the significance of various gains (Q24). As shown in Table 4.30, 97.7% of the NGOs agreed that they and their business partners were satisfied with the gains for the service users.

Table 4.30 Perceptions of satisfaction, on the part of NGOs and businesses, with the gains for service users

(N = 43 projects)	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
Both parties were satisfied with the gains for the service users.	44.2%	53.5%	0.0%	0.0%	2.3%

The PFD projects provide a wide range of help for the needy. Their outcome can be expressed by the "4 Es": enhancement of quality of life, employment/skills development, empowerment, and exclusion prevention.

a) Enhancement of quality of life

A central focus of the PFD projects is to enhance the immediate quality of life of the disadvantaged. For clients who are materially deprived, a number of projects have been launched to relieve financial burdens, provide tangible goods and upgrade standards of

living. Other projects benefit the physically and mentally challenged by improving their quality of life and providing treatment for their physical and mental conditions. Most services programs also address the psychological needs of clients.

As Table 4.31 shows, 46.5% of the NGOs held that service users benefited from material improvements in their lives and the same percentage maintained that the users' standard of living had improved. In the interviews, the service users expressed their appreciation for material assistance provided by the community. The various in-kind donations they received (clothes, foods, and electronic equipment) made it much easier to meet their daily needs. These donations are expressions of community concern. Improvements to living environments have also been effected. One project enlisted the participation of a furniture company, which significantly improved the users' living environments. For another project, an interior decorating and repairing company volunteered to fix up the facilities of disadvantaged families.

Half (51.2%) of the NGOs agreed that services users' physical health improved as a result of the project. Through health-care programs, the elderly are able to adopt more productive and satisfying lifestyles. Some projects establish rehabilitative facilities to address the needs of developmentally delayed and autistic children.

The improvements in the service users' psychological well-being were the most striking. Ninety per cent (90.7%) of the NGOs saw an improvement in the psychological conditions of the service users. In the interviews, the users confirmed that the psychological effects of the services had been positive. Of course, there were positive responses to improvements in physical conditions. The networks for social support also led to a significant improvement in psychological well-being. The service users were very grateful for the care and concern expressed by the volunteers. Children and youth who joined the tutorial and training programs valued the advice and direction of their mentors. The volunteers also profited; many expressed their gratitude for the opportunity to fulfill themselves by helping others.

b) Employment/skills development

One of the long-term goals of the project is to encourage the needy to gain employment and permanently improve their living conditions. The development of job skills also contributes to this goal. A few projects were devoted to preparing service users for employment. The survey showed that 41.8% of the NGOs maintained that there was an increase in the employability of the service users. For example, a drug rehabilitation program for women also provided some skills training (in computer software applications, Chinese typing, etc.) to facilitate their entry into the job market. During the interviews, participants in two employment training programs expressed their appreciation for the opportunity to equip themselves with the skills necessary to enter their chosen fields. As a result of the training programs, a number of service users have gained employment. The programs provide trainees with "hands-on" employment experiences and offer industries the opportunity to employ reliable, trained and eager new staff.

c) Empowerment

Some empowerment programs devoted to the enhancement of self-reliance were launched to help the socially disadvantaged. According to the survey, 72.1% of the NGOs felt that the service users' learning capacity had increased, and 62.8% maintained that the projects had enhanced the users' ability to take care of themselves. The empowerment effects were particularly evident in projects devoted to improving the resilience and psychological strength of service users. For example, programs devoted to the rehabilitation of criminals empowered ex-prisoners and their family members and gave them the confidence to face the future. Youth employment programs gave young people the tools to be more productive and, therefore, more optimistic. Some users became volunteers themselves and acted as mentors for other youths. In fact, in various projects, service users were empowered to become volunteers and take up leadership roles. In a project devoted to the prevention of violence within families, some women, who were victims of family violence, became volunteers to help other women. Homemakers, adolescent girls and the elderly all expressed their appreciation for the sense of purpose that volunteering had brought to their life. They became more open, optimistic and communicative.

d) Exclusion prevention

Some service programs are devoted to preventing the exclusion and encouraging the social reintegration of the socially stigmatized and excluded. The survey revealed that 81.4% of the NGOs believed the projects increased the social adaptability of service users, and 76.7% felt that the projects had extended the social network of their clients. During the interviews, the service users confirmed that they had gained social support from the community. The projects brought together groups of people who suffered from the same disadvantages and gave them the opportunity to provide mutual support. For example, a project devoted to drug rehabilitation brought together a number of women who wanted to overcome their dependency. Their mutual support reinforced their determination to conquer their addiction. Another project brought together the mothers of developmentally delayed and autistic children so they could share their experiences and feel less isolated. Some projects involved visits to the socially isolated (e.g., elderly prisoners); the volunteers making these visits provide a bridge to society and the sense of a caring community. One project was devoted to the social integration of new immigrants; the new arrivals are welcomed into the community and gain confidence in their new surroundings. An IT project helped to connect blind people to the outside world.

Table 4.31 Perceptions of gains for the service users

(N = 43 projects)	Strongly agreed	Agreed	Disagreed	Strongly disagreed	Not intended
Improvement in material status	18.6%	27.9%	9.3%	0.0%	44.2%
Improvement in living environment	14.0%	32.6%	9.3%	0.0%	44.2%
Improvement in physical health	16.3%	34.9%	4.7%	0.0%	44.2%
Improvement in psychological health	34.9%	55.8%	0.0%	0.0%	9.3%
Increase in employability	18.6%	23.3%	7.0%	0.0%	51.2%
Increase in learning capacity	25.6%	46.5%	0.0%	0.0%	27.9%
Increase in self-reliance	25.6%	37.2%	2.3%	0.0%	34.9%
Increase in social adaptability	30.2%	51.2%	0.0%	0.0%	18.6%
Expansion of social network	39.5%	37.2%	4.7%	0.0%	18.6%

Figure 3: Partnerships in the PFD projects

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                      ┌─────────────────────────┐
                      │       Government         │
                      └─────────────────────────┘
                            ▼           ▼
                      ┌─────────────────────────┐
                      │       Partnerships       │
┌──────────────┐      │   -  Philanthropic       │      ┌──────────────────┐
│  NGO Sector  │ ◄────│   -  Consultative        │────► │ Business Sector  │
└──────────────┘      │   -  Strategic           │      └──────────────────┘
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                                  ▼
        ┌──────────────────────────────────────────────────┐
        │        Preconditions for Partnership:            │
        │                                                  │
        │   -    Motivation for collaboration              │
        │   -    Creating win-win situations               │
        │   -    Two-way benefit flow                      │
        │   -    Signaling effect                          │
        ├──────────────────────────────────────────────────┤
        │                      ▼                           │
        │        Partnership in Process:                   │
        │                                                  │
        │ Level of collaboration:                          │
        │   -    Complementarity of strengths              │
        │   -    Balance of benefits and costs             │
        │ Structure of collaboration:                      │
        │   -    Involvement of various levels of staff    │
        │   -    Complexity arising from various levels    │
        │   -    Effective communication structure         │
        │   -    Effective conflict resolutions            │
        │ Capability of collaborators:                     │
        │   -    Commitment                                │
        │   -    Mutual adjustment                         │
        └──────────────────────────────────────────────────┘
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Gains for NGOs:	Gains for Service Users:	Gains for Business:
- Resources - Competency - Social capital - Organizational effectiveness	- Enhancement of quality of life - Employment/ skills development - Empowerment - Exclusion prevention	- Competency - Social capital - Organizational effectiveness

CHAPTER FIVE: SUSTAINABILITY OF SOCIAL PARTNERSHIPS

The social investment approach advocates the development of tripartite partnerships, combining the resources and efforts of the government, the business community and the welfare sectors to help the needy in the long-run. Since the collaboration between the social and the business sectors is the means to help the disadvantaged, good relationships among the partners are necessary to ensure the sustainability of the services. Sustainability has been a concern with regard to the PFD projects. Chapter Five examines the issues of the sustainability of the partnerships and illustrates good practices as observed from the study

SECTION ONE: PLANNING FOR FURTHER COLLABORATION

Having reviewed the NGOs and business collaboration being formed in the PFD projects, the study has documented the positive experiences of the maintenance partnerships in general. It was found that the NGOs and businesses in general both felt that their partnerships had a clear and shared vision of purpose and objectives. The service agenda was the most important element for both the NGOs and the businesses. The partners also agreed that the projects provided opportunities for achieving individual goals. More than sixty per cent of the partnerships were strategic; one-third of the 141 business partners were engaged in such partnerships. There were increases in the level of involvement during the process of collaboration. Various levels of staff from both the NGOs and the businesses were involved in the projects. The partners generally agreed that sufficient communication mechanisms were in place. Both NGOs and businesses were committed to fulfilling their agreed-upon responsibilities and to remaining open so as to allow for mutual adjustment.

However, as stated previously, the ideas behind the PFD, using the social investment approach, are to promote the combining of cross-sectoral resources and efforts to help the needy. The grants and financial support for PFD projects are project-based. The projects are expected to find financial resources by themselves if they are to be sustained. The

ability to sustain the partnerships in the long-run is essential if there is a reliance upon the continuity of the services.

In the survey, NGOs were asked to indicate if their NGOs and business partners had any planning for a new collaborative project. As Table 5.1 demonstrates, 48.8% of the NGOs stated that they had planned new collaborative projects with their business partners (11.6% had not).

Table 5.1 Planning for further collaboration

(N = 43 projects)	Strongly agree	Agree	Disagree	Strongly disagree	Not applicable
The NGOs and the businesses have planned a new collaborative project.	25.6%	23.3%	11.6%	0.0%	39.5%

The interviews revealed that most of the NGOs and the businesses were positive about the continuity of the collaboration after the completion of the project. In the case of purely philanthropic partnerships, the NGOs tended to adopt conventional strategies to maintain their relationship with their donors. When a project is completed, they keep in touch with their business partners and inform them of new developments. For this sort of partnership, interaction is less frequent.

Sustainability is sometimes achieved by continuing the services to the same target group with the extended support of the business. This happened in cases where strategic partnerships have been built. Some NGOs and businesses formulate plans for annual collaborations and reserve human and financial resources in order to meet these expectations. In one case, a business partner joined the executive committee of the social services organization. This kind of involvement virtually guarantees the continuous support of the business partners.

Some NGOs and businesses joined forces to create a wider variety of resources to help clients. They might also decide to reapply to the PFD funding scheme in order to ensure the continuation of project. One of the partnerships indicated its intention to apply for other government funding schemes, such as the Enhancing Self-Reliance through District

Partnership Programme hosted by the Home Affairs Department. Some business partners also explore the possibility of gaining more professional supports from their sector.

SECTION TWO: FACTORS AFFECTING SUSTAINABILITY

When we compare the situation described in this study with the Western concept of corporate social responsibility, two areas of weakness emerge that may impede the goal of sustainability.

1. The human factor

Most of the partnerships were initiated through existing networks. The decision to enter into a partnership was made by the management. Except in the case of a few large firms that had a mechanism in place for participating in community activities, the businesses did not have clear policies on corporate social responsibility. This is particularly true in the case of the small and medium-sized enterprises, SMEs. Participation in the projects was usually the decision of the head of the senior staff. Therefore, the human factor played a large role in the participation of the businesses. This typical behaviour reflects the Chinese tradition of expressing goodwill by "giving back" to society after earning wealth; it is not a consequence of the organizational commitment promoted by Western notions of corporate social responsibility.

2. Philanthropic orientation

Although one-third of the 141 business partners engaged in strategic partnerships, a much higher percentage (64.54%) were involved in purely philanthropic partnerships. Among the strategic partnerships, only three collaborated to design the content of the project. The roles of businesses in the partnerships remained supplementary. These findings reflect the traditional image of business involvement in philanthropy, which not is based on a realization of the "obligation" of enterprise to contribute to social development (Ma and

Yang, 2004).

Overall, sustainability is more likely to be achieved by strategic partnerships. However, in the Hong Kong context, with the conception of corporate social responsibilities still yet to be well-developed, there is still room for improvement in the promotion of long-term strategic partnerships.

CHATPER SIX: GOOD PRACTICES

Based on the review of the 43 projects, it was observed that there were some good practices about social partnerships. Chapter Six documents the good practices using the balanced scorecard framework. In order to facilitate the formation of social partnerships, there are good practices attending to the setting of Mission. In order to facilitate the sustenance of the partnerships, good practices attending to the four major perspectives of Balanced Scorecard, namely, Learning and Growth, the Internal Process, the Financial and the Customers perspectives, could be observed. The following describe the best practices with an example provided for illustrating these best practices.

SECTION ONE: MISSION

Alignment of goals between the NGO and business partners is crucial for the success of the partnerships. It was observed that if service missions of the projects, as proposed by NGOs, are corresponding to the corporate missions and branding of the business, this would increase the likeliness of participation from the business. In other words, NGOs and business corporations having similar missions in serving the community are more likely to become successful partners.

Example of good practice:

A project working on improving the living environment of the poor families target to improve their housing environment of the poor. In the choice of business partner, the NGO in the first instance targeted on companies which could provide tangible goods for better living environment – furniture companies. Secondly, since their target service users are poor families, they focused on those furniture companies which is positioned on a low-priced marketing-mix. From the side of the business partners, they were convinced by the service mission which are matched with their business mission on promoting home-loving culture. The business partner valued the chance of getting

involved into the project since the involvement enables them to bring their expertise into full play in the society.

SECTION TWO: LEARNING AND GROWTH PERSPECTIVE

1. Change of mindset in working with other sector

As observed in the study, adjustment to different mindsets or working styles would be a lesson to learn for both parties. It was observed some striving efforts from the part of NGOs to probe into the culture of business partners and eventually gain the trust of their business partners. Since there are different values or working styles, there could be a lot of work to map out the differences and to compromise with each others. NGOs which change their mindset to adjust to the cultures and working styles of the business partners are more likely to form successful partnerships.

Example of good practice:

In an employment training programme for youth, the NGO identified the bakery industry to be an appropriate industry for the youth to develop their life skills. At the very beginning, social worker made cold calls to some bakery shop owners to discuss their plan. In fact, since the normal working hours of bakers might start on the mid-night, the social workers tried many means to suit their time schedules and meet them at a time convenient to them, even in mid-night time. The business partner, the owner of a bakery shop, did in fact rarely get along with the welfare sector. The reason why the business partner accepted the invitation of NGO to be their partner was that she was moved by the sincerity of the social worker of her persistence in approaching them. From this case, it was observed that knowing their culture, speaking their language and let them feel they are under respect are important elements to collaborate.

In the process it was observed that the cultures among the two sectors are different and divergent. Namely, there were contradicting views on how to treat apprentice. For

business sector, under their conventional perspective underlying the master and apprentice relationship, they pass on skills and pay no concern on their learning motivation and personal feeling; while social workers give more emphasis on the latter. In this area, they take long time debate and adjustment to reach a consensus to compromise. Prolonged process and setback were frequent, however, trust established in between which lead to interdependence in the coming endeavor.

2. Demonstration of effectiveness and development of brand names

The findings of the study assured the NGOs' capability to demonstrate their effectiveness in helping service users is crucial for establishing the mutual trust and credibility (brand building), and therefore beneficial for the sustainability of the partnerships. It was observed that if the NGOs demonstrated their commitments to accomplish the services goals, their business partners would then be motivated to contribute more in the collaboration. NGOs' commitments and effectiveness are more likely to gain the confidence of their partners in supporting their projects and forming partnerships.

Example of good practice:

A NGO implemented a project working on children poverty. The project adopted a clear and comprehensive evaluation mechanism to measure the effectiveness of the programme in helping the growth and development of the children. There are three levels of expected outcomes for measuring the immediate impact: namely, the personal asset building at child level; the supportive network building at the family level and the social capital building at the volunteer and community level. The expected project outcomes were clearly stated and accountable to their business partner. From the point of view of the business partner, the NGO's capability to demonstrate the effectiveness of the performance in helping the service users and their accountability in the process enable them to be confident upon their performance and continue their partnership.

SECTION THREE: INTERNAL PROCESS PERSPECTIVE

1. Clear planning

Clear planning was important for the accomplishment of the project, and therefore was a crucial element in the sustainability of partnership in the long run. NGOs having a clear planning of the projects are more likely to gain the confidence of their partners in supporting their projects and forming partnership.

Example of good practice:

A NGO worked with a public utility company on serving the elderly. In the process, the business partner was impressed by NGO's great impact on them regarding the service orientation and led them to reach the core group of disadvantaged, meanwhile, they were also astonished by NGO's suggested business strategy which could also enhanced their business promotion. The NGO followed through the project outcome and showed the business partner of how to deepen the impact of service project and accompanied them to extend the service by focusing the forward planning to serve a specific group, elderly suffering from dementia. The business partner showed interest to sustain the collaboration and continue to support the project as they understand it is a win-win game.

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2. Communication and relationship building

Communication and relationship building amongst partners are essential to the sustainability of partnerships. Frank and effective communication between the collaborators facilitate the building of trustful and harmonious relationships. As observed in the study, NGOs demonstrated efforts to maintain effective communication with their business partners through various formal and informal mutual communication mechanisms. Mutual respect to each others and an open attitude to work through differences in culture are conducive to relationship building. Effective communication and relationship building between NGOs and business partners would enhance mutual

trust and respect.

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Example of good practice:

In a project working on employment training in the saloon industry, the NGO has engaged the business partner early in proposal drafting stage. A working group was set up to plan the endeavor together. Regular memberships include representatives of service team from the NGO as well as a working team of the business partner. The Working group carried on functioning onwards throughout the operation period and kept on further planning to sustain and develop the project. Other than the formal mechanism, Heads of the Project from NGO and business partner would meet individually on need base especially when something needed to be discussed first before holding formal meeting. Besides, participants from different sector meet and discuss on informal base for case discussion and chatting.

In fact, the two partners embraced rather different culture and mindset. Overall during the project process, the partners are open-minded. They are willing to share their ideas and grievances, even dissatisfaction to others as well. The fluent communications clear misunderstanding and suspicion in between. Partners respect each other well. Compromising can always reach on the foundation of respect. Friendships have been developed between the partners in the process. Evidence given that difference in culture and background do not hamper the relationship building if they all identify the service objectives and convinced of the role taking in the process. In this case, the business partner was triggered and became very social minded and reversely pushed the service forward.

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3. Involvement

The level of involvement of the partners did affect partnership development. In some projects a high level of involvement was observed. The involvement of staff at various levels would be a structural advantage to the collaboration. Projects were more likely to be successful if staff at various levels of the business partners were mobilized to take part

in the projects.

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Example of good practice:

In a project serving the elderly people, a NGO found a knitting company, which has been a reputable brand name to the elderly, to be the business partner. This business partner supported the project in the form of donation as well as staff volunteering in the process of service implementation. The directors and staffs of different levels (including their family members) were mobilized to take part into the volunteering services. The involvement of the directors into the volunteering services set an example for mobilizing the staffs to get involved into the services. Besides, their involvement was impressive to the service users. In the sharing with the services users, they were grateful for the contribution of the business partners and they embraced the chance to meet the directors of a company of this reputable brand name.

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SECTION FOUR: FINANCIAL PERSPECTIVE

Good accountability in finance is one of the aspects essential for building trust amongst the stakeholders. In some projects, it was observed such efforts could greatly enhance the confidence of donors on NGOs. Other stakeholders would have greater confidence in the NGOs if they were able to demonstrate good financial management and accountability.

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Example of good practice:

In a project working on setting up a sensory integrative room to help the developmentally delayed, the form of the partnership was philanthropic. The business partner contributed donations to support the project and then did not intervene in the process. The NGO took strong initiatives in keeping the business partner informed of the progress.   On the financial matter, they made intensive efforts to show evidence in expenditure items for accountability purpose. Besides, they were aware to set a clear demarcation in the expenditures on using donation money and subvention money. The efforts gave business partner great confidence on the accountability of the NGO in

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spending their money, and conversely the NGO also learnt to have more accurate and up-dated information on accounting record.

SECTION FIVE: CUSTOMERS/ SERVICE USERS PERSPECTIVE

1. Initiative and commitment of "external" customer (Business partner)

Taking initiatives in strategic planning and problem-solving on the part of the business partners might represent their commitment to the services and thus would be a highly favorable condition in the NGO and business collaboration. It was observed that some cases in the scheme were initiated by the business partners. The projects would more likely to be successful if the business partners take the initiative to plan and implement the projects.

Example of good practice:

A project worked on children poverty was initiated by the business partner – an audit firm. The NGO has been specialized on working for the grass-root in the society. A senior staff in the audit firm read a news report and learnt that the NGO worked on children under poverty. Since the service target was in line with their planning to develop social services to serve the children living in poverty, they took the initiatives to approach the NGO for the collaboration.

During the project, the business partner supported not only the sponsorship of a number of services and tasks, but also actively involved into the planning and implementation of the service programmes. The NGO and the business partners discussed and explored together the possibilities of broadening and diversifying service scopes and ways of giving. Throughout the project process, the business partner was responsive when they detected that there were needs to be attended more to for the sake of the children and the implementation of the project. They would take initiative to think of strategies and mobilize resources to sort out the problems.

2. Feedback and brand name developed by "internal" customer (Service users)

Since the funding scheme has service goals, the satisfaction of the service users upon the achievement of service outcomes are important to determine the value for the project and ultimately informing the value of sustainability.

Example of good practice:

In a project which provided training to disadvantaged groups such as divorced women, unemployed youth, low achievement students in the saloon industry, the trainees were equipped with both services skills and life coaching skills. Through the training programme, the service users became employed as hairdressers. Besides, social capitals were generated through the project process. They met a group of peers and supporters who became their side walkers in life. The process not only equipped their service skills, their self-confidence and esteem were also enhanced, which empowered them to be the models of those who needed their help and encouragement. It can be observed they are proud to demonstrate their change and are willing to have public demonstration and to publicize the effectiveness of the project.

CHAPTER SEVEN: CONCLUSION AND RECOMMENDATIONS

The PFD was set up in 2005 and by the time of conducting this study, the Partnership Fund for the Disadvantaged has gone through the formative stage of development. With the concrete efforts in setting up the mechanism and the vetting procedures, the scheme is now operating smoothly. Upon reviewing the 43 projects which were all approved early in the first and second batches of application, it was also observed that the PFD has served the mission to incentivize the welfare sector to expand their network in seeking and securing corporate participation and encourage the business sector to take up more social responsibilities in helping the disadvantaged. Through the quantitative and qualitative study, it was observed that synergies between the NGOs and business corporations have been developed amongst the projects. There is initial achievement in the transformation and leveling up of the stage of collaboration from purely philanthropic traditional mode to a more integrative mode. Increases in the business involvement and contribution to the projects were observed. Respondents from the NGOs and business sector both responded positively to the sustainability of the partnerships. As far as the objective in helping the disadvantaged is concerned, the outcomes for the service users could be documented by the "4 Es" framework, namely **e**nhancement of quality of life; **e**mployment/skills development; **e**mpowerment and **e**xclusion prevention.

The study observed the values of strategic partnership. To facilitate the formation and sustaining of this kind of synergy, it would be essential to attend those factors crucial to the success, namely, creation of win-win situation and attending to the signaling effect are deemed important to get different sectors connected. In order to sustain the partnership relationship in the process, it would be essential for both partners to handle the complexity involved when dealing with various levels of staff; ensuring sufficient communication and conflict resolution; fulfilling their commitments and being capable of mutual adjustment.

It is aware that the PFD has entered the second stage of development and some measures have been introduced gradually to enhance the operation system. To promote tripartite partnerships in the long run, the government might still consider attend to reinforce the critical success factors as observed in the stage one and accordingly, such as introducing

some appropriate policy initiatives to facilitate the formation and maintenance of social partnerships. Besides, the government might also consider further the ways to enhance the sustainability of social partnerships so as to inform in the promotion of this kind of partnership in the future. Chapter Seven focuses on the recommendations on how initiatives might be considered to further promote the social partnerships for the PFD scheme and the sustainability of social partnerships.

SECTION ONE: RECOMMENDATIONS FOR THE PFD SCHEME

The experiences from the foreign practices shed light on how the government can promote cross-sectoral partnerships. For example, some governments might adopt the **structural measures** to set up platforms for study on and oversee the ways for promoting partnerships. Others might include the **financial measures** to provide economic incentive to motivate the formation of partnerships. Government might also provide **recognitions** to encourage the best practices. The roles of government are varied in foreign practices. However, in order to decide on the appropriate strategies and policy instruments, as shown in the existing literature (HKPRI 2005), it is essential for the government to clarify the goals of such partnerships. Based on the evidence collected in this study, we make the following recommendations for the roles of the NGOs, business and government might do to facilitate the formation and sustenance of cross-sectoral partnership that help the disadvantaged

.

1. To facilitate the formation of the cross-sectoral partnerships

In its analysis of the preconditions of partnership, this study confirmed the importance of creating a win-win situation in cross-sectoral partnerships and the significance of signaling effects in connecting NGOs and businesses. The following recommendations focus on ways to facilitate the formation of the cross-sectoral partnerships:

1.1 Creating a win-win situation

The study supports the view that partnerships must be mutually beneficial. From the part

of NGOs, they were mostly motivated by the situation that they would have greater support form their business partners in terms of financial and manpower resources. On the other hands, business decisions, even the philanthropic ones, are subject to justification and accountability. To create a win-win situation for the NGOs and their business partners, both parties should capitalize on their respective strengths in the promotion of organizational image.

The NGOs might increase their sensitivity in creating win-win situation for the partners to achieve their goals. For example, as observed in the study, some NGOs can take a more active part in the publicity and brand name promotion of their business partners.

If the business sector could take more initiatives in the involvement of services or project development, it would be a favorable condition in the collaboration. Business sector might increase their sensitivity in the benefits of committing corporate social responsibilities in serving the disadvantaged through social partnerships. Although, as revealed in the study, the conception of corporate social responsibilities was still unobvious amongst the business corporations in Hong Kong, it could be a first step for enhancing the awareness if the business corporations would have a better understanding of the community and the needs of their customers.

The government might give appreciation and recognition to the participating NGOs and business, and encourage them to sustain their partnerships. For example, the government might organize awards for successful partnerships to show appreciation for good partnerships between NGOs and business. Besides, hosting or co-hosting a ceremony to acknowledge the contribution of business partners may act as an encouragement and recognition to the business sector.

1.2 Facilitating the signaling effect

As mentioned, the signaling effect plays an important role in connecting NGOs and businesses. Whilst practical constraints in terms of time and resources often threaten the development of partnerships with the business sector, the biggest hurdle remains the difficulty for having both sides aware of the availability of the opportunities for the collaboration so as to make an initial connection. Recently, many business entrepreneurs

have demonstrated higher motivation to serve the community. However, they might have limited information about the welfare sector, the concept of partnership and the PFD funding scheme. On the other hand, for the NGOs, the lack of channels providing access to appropriate businesses is a frequently cited difficulty.

(a) Marketing: It would be helpful if businesses are provided with information on welfare NGOs so that they can acquire the necessary understanding for assessment and collaboration. The NGOs might work more proactively on marketing to inform the business sector and the society at large to understand the needs of the disadvantaged groups. It would be essential to make clear to the business sector and the society through what channels and in what ways they can help.

At the same time, it would also be helpful if the business sector might develop clear corporate social responsibilities policy or statement of their own in helping the disadvantaged, and most importantly make the policy / statement publicized to the NGOs and the society, such that the NGOs would know better where to initiate partnerships.

However, worthy of notice, while some large-scale NGOs may offer more advantages to businesses who want a high profile, many small NGOs provide highly effective service delivery, even though they do not have the resources to market themselves extensively. It is recommended that more help can be rendered to these NGOs for assisting them in effective marketing, for example, preparation of proposals and other promotional issues.

(b) Networking: As noted, most partnerships began with existing networks. Partners can be connected through network or liaison platform. The findings of this study confirmed the value of networking. The study found that small NGOs have difficulty in finding business partners on their own. Similarly, some business representatives described the experience of finding limited channel to access the welfare sector. These experiences underline the need for more initiatives to bridge the gap between sectors. More encouragement of networking in this regard might be considered. For example, NGOs with ample experiences in working with the commercial sector are encouraged to share their experience to small NGOs where possible. Networking between the commercial and welfare sectors through (existing) platforms such as Caring Company Scheme of the Hong Kong Council of Social Service, Central Office for Volunteer Service (COVS) and

the district coordinating channels of the Social Welfare Department can be tried out. The COVS may assist in encouraging corporate volunteering to add momentum on this task.

(c) Promotion for the PFD funding scheme: More efforts can be placed into promotion of the scheme. In the promotion, local SMEs could be the potential target groups to be more attended to. When considered the publicity and promotional measures; there could be a wide range of options to be considered, including promotional letters; newspaper, television, and radio advertisements; or promotional road shows. In order to engage the interest of the business sector, convening a cross-sectoral forum to involve the public at large might help to exert considerable influence.

(d) Facilitating successful application: In the interviews with representatives of the NGOs, it was revealed that an NGO had found a business partner to sponsor a project, but the partner was reluctant to donate money before it was assured that its contribution would be matched. There is often a wait between fund application and approval. During this period, the amount of the donation might change. The government might consider measures for accelerating and simplifying the approval process.

2. To facilitate the maintenance of the cross-sectoral partnerships

In the review of the interactional process, the findings showed that it is essential to deal with the complexity arising from the involvement of various levels of staff in the partnership. The amount and quality of communication between NGOs and businesses is a critical factor for the success of their partnership. A commitment to mutual adjustment is critical if partnerships are to be sustained. Therefore the capacity of the collaborators is important to reinforce the commitment of each others. The following recommendations focus on the ways to sustain cross-sectoral partnerships.

(a) Involvement of various levels of staff: Since the involvement of multiple levels of staffs in the project would be a structural advantage to partnership, it is considered that more attention might be given to the complexity of the involvement. The NGOs might attend to the good practices and skills in need in managing this kind of relationship. On the side of business partners, they might also arrange designated staffs to oversee their

involvement into the related CSR activities. On the part of the government, the future promotional work might target on multiple levels of staffs to encourage their participation.

(b) Building relationship: More active work in the communication and establishing partnerships might be beneficial to partnership. Whist the NGOs and business sector might attend to the maintenance of effective communication, the government might see itself as a "broker" and have more opportunities to contact the other two parties and, thus, is in a position to know about project implementation and difficulties, and ultimately about which PFD projects merit continued support. More interaction and communication on the part of all three parties would enhance further co-operation.

(c) Enhancing the capabilities of the partners: Since the social workers played an essential role in the project, the NGOs might pay more attention to the good practices in strengthening their capability in managing tripartite partnerships. The government might consider offering in-service training or sharing opportunities to practitioners or operators who are new to these sorts of partnerships. The content of the training or exchange of experience might cover the methods to create and preserve harmonious and efficient relationships when communicating and working with business sector.

(d) Alleviating the financial burdens: The development and implementation of high quality projects require human resources which have quite a financial implication. It is recommended that the government might attend to the financial implications of the NGOs.

3. To promote help for the disadvantaged

The study assured the value of sustaining the outcomes of the service projects. In the concept of sustainability embraced by the government, organizations were requested to think about the ways of sustaining the social services relying on their own. It is difficult for some service organizations to generate sufficient income for their projects. The following recommendations focus on ways to continue projects that help the disadvantaged.

(a) Continuity of the partnerships: To sustain the partnerships, the NGOs might attend more to the transparency and accountability in finance management and effective demonstration which are conductive to the sustainability of partnerships. On the side of the business sector, they might attend more to the continuity of their involvement in helping the needy in their setting of corporate social responsibilities policy / business plans in helping the disadvantaged. To facilitate the continuity, the government could play a more active role in facilitating and supporting NGOs in the continuation of project outcomes. There may be some ways that the government could offer support to projects that have demonstrated their worth.

(b) Administration: An administrative structure that oversees and supports the projects is essential to the sustainability of partnerships. Dedicated staff in the administration would be beneficial. It is recommended that the government increase the human resources for the Secretariat of the PFD to oversee, monitor and support the projects, in order to further facilitate the formation and maintenance of partnerships for helping the disadvantaged.

(c) Development of indicators for the sustainability of social partnerships: Development of indicators of the sustainability of social partnership would be of referencing values to facilitate the development of social partnerships in the long-term. It could help identify the focus of what collaborators can do better to sustain the partnerships, and therefore to inform improvement actions whenever required to enhance the quality in the development of the social partnerships. The development of the indicators for the sustainability of social partnerships might adopt the Balanced Scorecard as the overarching framework. The choice of the indictors might take into considerations of the success factors and good practices under the setting of mission and the four major perspectives of Balanced Scorecard, namely, Learning and Growth; the Internal Process; the Financial and the Customers/ Service Users perspectives. Appendix V suggests some initial direction to consider the development of possible measures in respective dimensions.

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APPENDIX I: SUMMARIES OF GOVERNMENT POLICY INSTRUMENTS

United States

Focus Area of Tripartite Efforts	- Childcare, education and community development
Strategy/ Driving Platform	- The major driving force is enterprises.
Policy Instruments	- The role of U.S. government in the community care has long been minimal. Instead, the business sector has taken initiatives to assume the responsibilities in providing service and support to employees and their families. The government has not played the role of advocating and facilitating business community partnership.

(Source: HKPRI, 2005)

Canada

Focus Area of Tripartite Efforts	- Environment and community investment
Strategy/ Driving Platform	The major driving force is enterprises.
Policy Instruments	Since the Canadian government has suffered immerse financial burden of accumulated deficit and public debts since the economic recession in 1990s, the business sector has been driven to take a more significant role in the community. The government has not played the role of advocating and facilitating business community partnership.

(Source: HKPRI, 2005)

Denmark

Focus Area of Tripartite Efforts	- Social inclusion
Strategy/ Driving Platform	- Government as both practitioner and facilitator - Government top-down promotion of corporate social responsibility for social inclusion
Policy Instruments	<u>Persuasion</u> - CSR was initially launched as a persuasion programme. Through information campaigns and appeals to the moral consciousness of the business sector, the Danish government attempted to change the attitude and behaviour of corporate managers, whose primary objective has always been profit maximization. <u>Economic Motivation</u> - Wage subsidy schemes have been established to provide economic incentives to participating enterprises and to lower the perceived gap between the wage and productivity of persons lack of experience or with reduced work ability. <u>Resource Support</u> - For evaluation, research and dissemination of good practices, the Danish government has established and funded the Copenhagen Centre. <u>Recognition</u> - For recognition of good practices, the Danish government has also sponsored the granting of the Danish Network of Business Leaders Awards annually. <u>Government as practitioner</u> - The government has demonstrated itself as a practitioner of CSR. All public institutions are required to hire a certain proportion of employees on subsidized employment schemes.

(Source: HKPRI, 2005)

United Kingdom

Focus Area of Tripartite Efforts	- Renewal of deprived neighbourhoods
Strategy/ Driving Platform	- Government as both practitioner and facilitator - Government commitment for renewal of the most deprived neighbourhoods
Policy Instruments	Creating legislative framework - The Local Government Act of 2000 which requires all local authorities to prepare community planning strategies in consultation with and with the participation of community organizations (for-profit and nonprofit). Commitment through policy initiative - The New Deal for Communities in 1998 and the National Strategy Action Plan – New Commitment to Neighbourhood Renewal in January 2001. Financial instrument - The New Deal for Communities Fund and the Neighbourhood Renewal Fund for neighbourhood renewal partnerships, and the Community Empowerment Fund for capacity development of community NGOs. Capacity building for local community - Neighbourhood Management pilot schemes to help residents to develop capacity. Creation of necessary structure - The first of these is the Social Exclusion Unit established in 1997. This unit reports to the Prime Minister and has a number of ministers on its board. - Another is the Active Community Unit, which serves to coordinate policies on the NPO sector and volunteering between various government departments and consult the NPO sector on government initiatives. - The most recent one is the Neighbourhood Renewal Unit established in 2001, which oversees the implementation of the National Strategy Action Plan on Neighbourhood Renewal. It reports to the Minister for Local Government and the Regions and is accountable to a cross-departmental group of ministers, chaired by the Deputy Prime Minister. Business brokers - A three-year pilot programme of 10 Business Brokers connected to the LSPs. Each Business Broker, recruited from the business sector and funded by the national and local governments, serves as a link between the local community and the enterprises and focuses on selling to the enterprises the business case of the specific neighbourhood renewal projects. Advocating - The Prince of Wales has participated by acting as sponsor of the BiTC. Recognition - The Department of Trade and Industry has been sponsoring the BiTC's annual granting of Awards for Excellence. Government as practitioner

	- Has appointed the first Minister for Corporate Social Responsibility within the Department of Trade and Industry in an attempt to provide a more strategic approach to corporate social responsibility within the government. - A general understanding that government departments would incorporate socially responsible investment (SRI) requirements in the accreditation of suppliers of goods and services, although there is no formal law or regulation for this purpose. Tax incentive - Community Investment Tax Relief (CITR) - is made available to corporate loans in cash to, and securities or share capital in accredited Community Development Finance Institutions, which provide funding to businesses and social or community enterprises in under-invested areas, which are unable to access mainstream source of finance.

(Source: HKPRI, 2005)

Australia

Focus Area of Tripartite Efforts	- Increasing the level of funds available to communities through individual and corporate donations
	- Encouraging business and communities to work together to address local issues through partnerships
Strategy/ Driving Platform	- Government as facilitator only
	- Government campaign: "Prime Minister's Community Business Partnership"
Policy Instruments	Advocating
	- Articulation and promulgation of the business case for CSR and the community case for individual social responsibility
	- Promotion of the case for community business partnership explaining how to do it, why to do it and the mutual benefits.
	Facilitation
	- Dissemination of information through publications, website and programme of workshops, seminars and conferences, research reports, building alliances and networking with relevant Australian and international organizations; and creation of a National Community Business Partnership Brokerage Service
	Recognition
	- Granting of the Prime Minister's Awards for Excellence in Community Business Partnerships annually to promote model cases of community business partnerships and cases of good corporate practices.
	Tax measures
	- To allow tax deductions for all donations of property to deductible gift recipients to be spread over five years, thus to assist the potential donors of property who might otherwise be unable to realize the full benefit of the income tax deduction in a single year.
	- Implementation of a set of guidelines for Prescribed Private Funds (with a new model trust deed), which would become a new form of charitable trust enjoying tax deductibility for donation made to it.

(Source: HKPRI, 2005)

Singapore

Focus Area of Tripartite Efforts	- Social cohesion - Harmonious industrial relationship - Corporate competitiveness
Strategy/ Driving Platform	- For social cohesion: government as both practitioner and facilitator - For harmonious industrial relationship and corporate competitiveness: government as facilitator only - Another driving force is the National Trade Union Congress
Policy Instruments	National Wage Council - Makes recommendations on wage increase each year Community Development Council - Nine Community Development Councils (CDCs) (re-organized into five in 2001) were set up in 1997, with representatives from residents, aiming at strengthening bonding and enhancing social cohesion within the local communities. CDC Corporate Partnership Programme (matching grant programme) - An NPO partnering with the local CDC along with a corporate partner or sponsor to organize an event can apply for the matching grant programme under which CDC would match up to S$3 for every S$1 sponsored by the corporate partner. National Volunteer & Philanthropy Centre - Established to promote and encourage corporate philanthropy and employee volunteering. Social Enterprise Fund - A Social Enterprise Fund (S$2 million each year from 2003) has been set up to support the start-up or scale-up costs of social enterprises. The applicant for the fund must have lined up a NPO and a corporate sponsor for provision of franchise, management skills, training and/or training. Capacity building for the NPOs - A Social Service Training Institute and a VWO Capacity Fund (S$30 million for five years) has been established under the National Council of Social Service to build VWOs' capabilities in internal governance, professional skills and IT etc. - The NVPC provides support for building NPOs' capabilities in volunteer management, fund-raising management and donor management. - The Ministry of Finance and the Council on Governance of Institutions of Public Characters (IPCS) provides help to build the VWOs' and NPOs' capabilities in internal governance, transparency and accountability.

	Tripartite Initiatives for Corporate Competitiveness
	- Tripartite Task Force on Wage Restructuring to drive flexible wage models
	- National Tripartite Advisory Panel to drive good employment code of conduct by both practitioners and employees.
	- National Tripartite Initiative for Corporate Social Responsibility to drive the practice of CSR by Singapore enterprises.

(Source: HKPRI, 2005)

Japan

Focus Area of Tripartite Efforts	N/A
Strategy/ Driving Platform	Business federation: Keidanren
Policy Instruments	- The Japanese government has not played the role of advocating, facilitating and providing recognition for CSR or business community partnership. Instead, the Japanese government has left the business sector to self-regulate through its business federations. - The role of Japanese government in fostering the development of business community partnership is more visible in its policies & measures to facilitate the growth of NPOs: ~ The "Law to Promote Specified Non-Profit Activities " (NPO Law) enacted in 1998 provides legal status previously lacking for Japanese NPOs ~ The delegation of approval authority for NPOs to prefecture governments under the NPO Law has also prompted prefecture governments to establish local NPO support centers to provide management skills, infrastructure and facilities to grassroots NPOs. According to a 2001 survey by the Japan NPO Center, 82 such centers now operate throughout the country. (Civil Society Monitor, No. 7 February 2002) ~ To encourage corporate and individual donations to NPOs, the Law Amending in Part the Special Tax Measures Law was passed in 2001, which makes NPOs eligible for tax-deductible donations.

(Source: HKPRI, 2005)

Taiwan

Focus Area of Tripartite Efforts	N/A
Strategy/ Driving Platform	The major driving force is community.
Policy Instruments	Taiwan suffered form economic depression in the late 1990s. By then, the government had turned to decrease subsidy to NPOs. The welfare organizations tended to diversify their fund raising strategies for survival by extending networking with the corporate. On another hand, the major consideration of the business philosophy have changed from merely profit-making to building harmony relationship with the government and the community. Under this background, there is an increasing trend of collaboration between the non-profit organizations and the corporations in the 1990s.

APPENDIX II: SELF-ADMINISTERED QUESTIONNAIRE

《攜手扶弱基金資助計劃的民商協作評估研究》

非政府機構問卷

敬啓者：

　　香港特別行政區社會福利署委託香港理工大學應用社會科學系第三部門教研中心，就《攜手扶弱基金資助計劃》進行一項評估研究，主要目的是要透過了解接受資助計劃中所建立的民商協作關係，並探討其中的成功與障礙因素，從而建議政府如何進一步發展這種伙伴力量，促進彼此協作，為弱勢社群提供援助。

　　我們誠邀　閣下參與本研究，並代表　貴單位成為是項調查的被訪對象。　閣下所回答的個別資料，僅供統計分析之用，絕不向未經許可人士披露。希望　閣下撥冗回答，提供相關訊息，以作調查研究之用。

　　懇請　閣下於 2007 月 12 月 7 日前將填妥之問卷以回郵信封，寄回香港理工大學應用社會科學系第三部門教研中心陳錦棠博士收。

　　勞煩之處，敬祈 見諒。謝謝 閣下的協助。若有任何疑問，歡迎與陳錦棠博士（電話：2766-5728）或是項研究副研究員：薛夢君小姐（電話：2766-4282）聯絡。

<div style="text-align:right">

陳錦棠博士(主持人)
張啓枝博士
何潔雲博士
何寶英博士
香港理工大學
「攜手扶弱基金資助計劃的民商協作評估研究」研究團隊

敬上
2007 年 11 月

</div>

《攜手扶弱基金資助計劃的民商協作評估研究》
非政府機構問卷

在回答以下題目時，請在合適的空格內填上✓（☑）；以及根據指引填寫合適答案。

第一部分: 背景資料

1. 這項計劃從何時開始?

年份			月	
2	0			

2. 這項計劃在甚麼時候完結?

年份			月	
2	0			

3. 這項計劃服務哪些服務對象類別？（可選多項，請指出服務人數 / 戶數。）

服務對象特質	服務對象					
	以個人為單位					以家庭為單位
	兒童	青少年	中年	婦女	長者	
貧窮	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 戶
待業		☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	
肢體殘障	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	
精神殘障	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	
釋囚		☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	
戒毒		☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	
新來港	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 戶
少數族裔	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 戶
家庭暴力	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 戶
單親	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 戶
其他（請說明）	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 人	☐ _____ 戶

第二部分：伙伴合作的情況

4. 在是項伙伴合作計劃當中，共有多少個商業伙伴機構？ ＿＿＿＿＿＿＿＿＿＿＿＿ 個

5. 商業伙伴機構的名稱（請提供全名）	6. 你們是否第一次合作？	7. 至今，你們合作了多久？（請指出年數及月數）	8. 這個商業伙伴機構在是項計劃中的參與形式是怎樣的？（可選多項）										
			慈善性				諮詢性			策略性			
			a) 提供資金	b) 提供物品	c) 提供儀器	d) 提供場地	e) 提供諮詢性意見以助推展	f) 轉介項目所需資源(物品、儀器、場地)	g) 轉介項目所需人力	i) 參與計劃項目的統籌	j) 參與計劃項目的共同策劃	k) 安排員工參與推展工作(專業人才)	l) 安排員工參與推展工作(義工)
1	☐ 是 ☐ 否	＿年＿月	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
2	☐ 是 ☐ 否	＿年＿月	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
3	☐ 是 ☐ 否	＿年＿月	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
4	☐ 是 ☐ 否	＿年＿月	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
5	☐ 是 ☐ 否	＿年＿月	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
6	☐ 是 ☐ 否	＿年＿月	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
7	☐ 是 ☐ 否	＿年＿月	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

如果有超過七個商業伙伴機構，請使用另頁提供資料。

<u>**尋找商業機構**</u>

9. 請問貴機構如何找到這些商業伙伴機構？（可選多項）

☐ 我們機構本身已有的關係網絡
☐ 我們機構根據計劃需要而主動邀請合適的商業機構參加（如選此項者，續答 a）

a) 你們機構透過哪些媒介找到這些伙伴？（可選多項）
☐ 透過中介組織引薦而認識商業機構（請註明:_____）
☐ 報紙
☐ 電視
☐ 電台
☐ 電話簿
☐ 商業機構的網頁
☐ 其他（請註明）:_____

☐ 商業機構主動聯絡我們機構（如選此項者，續答 b）

b) 商業機構透過哪些媒介找到你們機構？（可選多項）
☐ 透過中介組織引薦而認識我們機構（請註明:_____）
☐ 報紙
☐ 電視
☐ 電台
☐ 電話簿
☐ 非政府機構的網頁
☐ 社會福利署攜手扶弱基金的網頁
☐ 其他（請註明）:_____

10. 貴機構在尋找商業機構作為伙伴時有沒有遇過困難（如受到拒絕）？

☐ 有　　　　　　　　〔續答 a〕

a) 如有，障礙的因素是甚麼？（可選多項）
☐ 缺乏渠道知道有哪些合適的商業機構
☐ 缺乏渠道引薦合適的商業機構
☐ 合適的商業機構沒有時間參與
☐ 合適的商業機構沒有額外資源提供
☐ 合適的商業機構沒有興趣參與社會服務
☐ 合適的商業機構對於我們所關注的課題不感興趣
☐ 合適的商業機構對於我們的服務計劃不感興趣
☐ 其他（請註明）:_____

☐ 沒有　　　　　　　〔續答 11〕

註：在以下部分，問題主要針對貴機構與商業伙伴之間的整體合作經驗。如貴機構的項目中有多於一個商業伙伴，請根據在計劃中合作得最緊密的商業伙伴的情況回答以下題目。

開展是項伙伴計劃的目的與動機

11. 貴機構開展是項計劃的主要目的是甚麼？(可選多項 /*請刪去不適用者)

☐ 回應社會上／地區上／服務使用者*的需要
☐ 擴展我們機構本身的服務規模
☐ 拓展我們機構本身的服務內容
☐ 創新我們機構的服務項目
☐ 藉計劃拓展與商業機構的伙伴關係
☐ 其他（請註明）：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

12. 貴機構引入商業機構開展是項計劃的期望是甚麼? (可選多項)

☐ 增加我們機構對商界的認識。
☐ 學習一些商界的思維。
☐ 提升我們機構在社會上的知名度。
☐ 拓展我們機構的社會網絡。
☐ 增加我們機構在社會上的影響力。
☐ 增加我們機構員工的團體精神。
☐ 增加我們機構員工對機構的歸屬感。
☐ 為我們機構的服務工作帶來商界的財力資源。
☐ 為我們機構的服務工作帶來政府的財力資源。
☐ 其他（請註明）：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

13. 商業機構參與是項計劃的期望是甚麼? (可選多項)

☐ 增加對弱勢社群的認識。
☐ 學習一些社福界的思維。
☐ 提升在社會上的知名度。
☐ 拓展社會網絡。
☐ 增加在社會上的影響力。
☐ 增加員工的團體精神。
☐ 增加了員工對公司的歸屬感。
☐ 其他（請註明）：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

14．你認為以下的句子適用於描述貴機構和商業伙伴機構之間的合作目標嗎？

	非常同意	同意	不同意	非常不同意	不適用
a) 我們機構和商業伙伴機構在是項計劃的參與上存在明確的共同目標。	☐	☐	☐	☐	
b) 我們機構和商業伙伴機構在是項計劃的參與上存在各自的期望。(如選「非常同意」或「同意」，續答 i)	☐	☐	☐	☐	
i) 我們機構和商業伙伴機構都認同及接受對方在參與是項計劃的目標。	☐	☐	☐	☐	☐

<u>決策溝通模式</u>

15．計劃的內容通常如何決定？

☐ 由我們機構全盤擬訂計劃的內容細節
☐ 由我們機構擬訂計劃的綱領，與商業伙伴機構討論細節
☐ 由我們機構與商業伙伴機構共同策劃
☐ 其他（請註明）：_____

16．在溝通合作以至推展的過程裡，貴機構與商業伙伴機構的不同階層人士都有參與嗎？

	我們機構	商業伙伴機構
董事局	☐	☐
機構總幹事	☐	☐
專職聯絡統籌的職員	☐	☐
參與推展的前綫員工	☐	☐

17. 在合作的過程裡，貴機構與商業伙伴機構之間採用哪些溝通措施？

	a) 在合作的過程裡，貴機構與商業伙伴機構之間有沒有設置左列的溝通措施？（可選多項）	b) 貴機構與商業伙伴機構採用這些溝通措施有多頻密？	c) 當貴機構與商業伙伴機構之間要作出重要決定的時候，<u>哪一種溝通方式最爲常用</u>？
溝通制度			
- 簽訂合作契約	☐		
- 成立督導委員會	☐		
正式溝通方式			
- 定期舉行統籌會議	☐	☐ 最少每年一次 ☐ 最少每半年一次 ☐ 最少每三月一次 ☐ 最少每二月一次 ☐ 最少每一月一次 ☐ 最少每二星期一次 ☐ 最少每一星期一次	☐
- 按需要舉行會議	☐	☐ 最少每年一次 ☐ 最少每半年一次 ☐ 最少每三月一次 ☐ 最少每二月一次 ☐ 最少每一月一次 ☐ 最少每二星期一次 ☐ 最少每一星期一次	☐
非正式溝通方式			
- 電話	☐	☐ 最少每年一次 ☐ 最少每半年一次 ☐ 最少每三月一次 ☐ 最少每二月一次 ☐ 最少每一月一次 ☐ 最少每二星期一次 ☐ 最少每一星期一次	☐
- 書信	☐	☐ 最少每年一次 ☐ 最少每半年一次 ☐ 最少每三月一次 ☐ 最少每二月一次 ☐ 最少每一月一次 ☐ 最少每二星期一次 ☐ 最少每一星期一次	☐
- 電郵	☐	☐ 最少每年一次 ☐ 最少每半年一次 ☐ 最少每三月一次 ☐ 最少每二月一次 ☐ 最少每一月一次 ☐ 最少每二星期一次 ☐ 最少每一星期一次	☐
- 網上對話: MSN, ICQ	☐	☐ 最少每年一次 ☐ 最少每半年一次 ☐ 最少每三月一次 ☐ 最少每二月一次 ☐ 最少每一月一次 ☐ 最少每二星期一次 ☐ 最少每一星期一次	☐

18．你認為以下的句子適用於描述貴機構和商業伙伴機構之間的溝通模式嗎？

我們機構和商業伙伴機構在是項合作上：	非常同意	同意	不同意	非常不同意	不適用
a) 有足夠和靈活的溝通渠道。	☐	☐	☐	☐	☐
b) 能夠建立雙向的溝通。	☐	☐	☐	☐	☐
c) 能夠建立坦誠的溝通。	☐	☐	☐	☐	☐
d) 能夠掌握彼此對是項計劃的想法。	☐	☐	☐	☐	☐
e) 能夠掌握是項計劃的進展情況。	☐	☐	☐	☐	☐
f) 出現不同意見的時候，我們多數最後都能夠達成共識。	☐	☐	☐	☐	☐

合作關係

19．你認為以下的句子適用於描述貴機構和商業伙伴機構之間的合作關係嗎？

	非常同意	同意	不同意	非常不同意	不適用
a) 我們機構和商業伙伴機構在是項計劃中的工作理念相近。	☐	☐	☐	☐	☐
b) 我們機構和商業伙伴機構在是項計劃中的分工合作很清晰。	☐	☐	☐	☐	☐
c) 我們機構能夠履行在是項計劃中所負責的工作。	☐	☐	☐	☐	☐
d) 商業伙伴機構能夠履行在是項計劃中所負責的工作。	☐	☐	☐	☐	☐
e) 我們機構和商業伙伴機構在推展過程中能夠彼此調節配合。	☐	☐	☐	☐	☐
f) 我們機構和商業伙伴機構之間能夠彼此信任。	☐	☐	☐	☐	☐
h) 我們機構和商業伙伴機構之間的合作經歷過磨合。（如選「非常同意」或「同意」，續答 i）	☐	☐	☐	☐	☐

i) 貴機構和商業伙伴機構之間的合作關係經歷過什麼困難？（可選多項）
☐ 彼此對是項計劃的期望不同 ☐ 彼此的工作時間表不同 ☐ 彼此的工作理念不一致 ☐ 彼此的工作方式不協調 ☐ 其他（請註明）：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

20．根據你們的觀察，你認爲以下的句子適用於描述商業伙伴機構在是項伙伴合作計劃的參與嗎？

商業伙伴機構在是項計劃中：	非常同意	同意	不同意	非常不同意	不適用
a) 所參與的項目越來越多。	☐	☐	☐	☐	☐
b) 能引入多元化的工作方式	☐	☐	☐	☐	☐
c) 所投入時間越來越長。	☐	☐	☐	☐	☐
d) 所參與的員工人數越來越多。	☐	☐	☐	☐	☐
e) 所投放的資源越來越多。	☐	☐	☐	☐	☐
f) 能提供建設性的意見	☐	☐	☐	☐	☐
g) 我們已打算開展其他合作計劃。	☐	☐	☐	☐	☐

第三部分：得益

21．你認爲以下的句子適用於描述貴機構和商業伙伴機構之間合作的得著嗎？

	非常同意	同意	不同意	非常不同意	不適用
a) 我們機構和商業伙伴機構在是項計劃中雙方都有所得著。	☐	☐	☐	☐	☐
b) 我們機構對於在是項計劃中的得著感到滿意。	☐	☐	☐	☐	☐
c) 商業伙伴機構對於在是項計劃中的得著感到滿意。	☐	☐	☐	☐	☐
d) 我們機構和商業伙伴機構對於服務使用者在是項計劃中的得著感到滿意。	☐	☐	☐	☐	☐

22．根據你對商業伙伴機構的觀察與了解，你認爲是項伙伴合作計劃能夠對商業伙伴機構帶來以下的得益嗎？

商業伙伴機構透過參與是項伙伴合作計劃：	非常同意	同意	不同意	非常不同意	並非原先參與合作計劃的目的
a) 增加了對弱勢社群的認識。	☐	☐	☐	☐	☐
b) 學習了一些社福界的思維。	☐	☐	☐	☐	☐
c) 提升了在社會上的知名度。	☐	☐	☐	☐	☐
d) 拓展了社會網絡。	☐	☐	☐	☐	☐
e) 增加了在社會上的影響力。	☐	☐	☐	☐	☐
f) 增加了員工的團體精神。	☐	☐	☐	☐	☐
g) 增加了員工對公司的歸屬感。	☐	☐	☐	☐	☐

23. 你認為是項伙伴合作計劃能夠對貴機構帶來以下的得益嗎？

	非常同意	同意	不同意	非常不同意	並非原先參與合作計劃的目的
a) 讓我們機構增加了對商界的認識。	☐	☐	☐	☐	☐
b) 讓我們機構學習了一些商界的思維。	☐	☐	☐	☐	☐
c) 讓我們機構提升了在社會上的知名度。	☐	☐	☐	☐	☐
d) 拓展了我們機構的社會網絡。	☐	☐	☐	☐	☐
e) 增加了我們機構在社會上的影響力。	☐	☐	☐	☐	☐
f) 增加了我們機構員工的團體精神。	☐	☐	☐	☐	☐
g) 增加了我們機構員工對機構的歸屬感。	☐	☐	☐	☐	☐
h) 為我們機構的服務工作帶來商界的財力資源。	☐	☐	☐	☐	☐
i) 為我們機構的服務工作帶來政府的財力資源。	☐	☐	☐	☐	☐

24. 你認為是項伙伴合作計劃能夠對服務使用者帶來以下的得益嗎？

	非常同意	同意	不同意	非常不同意	並非原先參與合作計劃的目的
a) 改善物質生活	☐	☐	☐	☐	☐
b) 改善生活環境	☐	☐	☐	☐	☐
c) 改善生理健康	☐	☐	☐	☐	☐
d) 改善心理健康	☐	☐	☐	☐	☐
e) 提升就業能力	☐	☐	☐	☐	☐
f) 提升學習能力	☐	☐	☐	☐	☐
g) 提升自我照顧能力	☐	☐	☐	☐	☐
h) 提升社會適應能力	☐	☐	☐	☐	☐
i) 拓展社交網絡	☐	☐	☐	☐	☐

第四部分：發展官商民伙伴合作關係的建議

25. 透過貴機構的經驗，你對發展官商民伙伴合作關係有甚麼建議？

☐ 沒有
☐ 有（請註明）

問卷完

APPENDIX III: INTERVIEW QUESTIONS FOR PERSONAL INTERVIEWS

A1) Interview Questions for NGOs Representatives

Partners

Q1) How many projects under the *Partnership Fund for the Disadvantaged* has your organization participated so far? Amongst all those projects, how many collaborators does the project involve? (How many organizations / companies?)

Q2) In the recent project (refer to the project being selected in this study), what collaborators does the project involve? (Please name the collaborators) Which of these are the most frequently contacted?

Q3) What are the major considerations in selecting the business organizations to be partners?

Motives

Q4) What motivates your organization to take part into the partnership project?
- in order to achieve mutual benefits?
- in order to achieve shared goals?
- in order to provide new solutions to existing problems?

Please elaborate and provide examples.

Purposes

Q5) What are the expectations of your organization in launching this project?
- What do you expect to achieve in the service provision at the project level?
- What do you expect to achieve from the partnership relationship with the collaborators?

Division of roles and responsibilities

Q6) What are the roles and responsibilities of **your organization** in the partnership (for example, planning, implementation of the service delivery)?

Q7) What are the major roles and responsibilities of your **partnering companies** in the partnership (for example, financial contributions, materials support, involvement in the planning, implementation of the service delivery)?

Q8) In the division of workloads, in what way the partners are complementary to each others? Can you identify each other's strengths / weaknesses? Please provide examples.

Collaboration strategies

Q9) Would you share what strategies your organization has adopted to establish a partnership with the collaborators? (Is there any policy guidance at the organization level?)

Q10) What measures have been adopted in your communicating with the partners?
- Who initiate the communication?
- Any designated staff responsible for the liaison work?
- Through what channels?
- Any regular meeting? Any non-regular (ad hoc) meeting? How frequent?
- Any formal / informal information sharing platform?

Changes in the partnership in the process

Q11) In this project, have you ever experienced any changes in the partnership (such as roles, tasks to be involved, expectation)?

Q12) Have you ever experienced any conflicts / difficulties with your partners so far?

If conflict exists, what tactics have you adopted for dealing with these conflicts and difficulties in the partnership?

Q13) What do you think the roles and responsibilities of SWD play amongst your partnership with the business collaborators?

Evaluation and suggestions

Q14) Up to now, what has been the expected / unexpected outcome (or any gains / benefits) from the partnership?

Q15) How do you evaluate the success of the partnership? Are there any changes at various stages of development of your project during the entire process?

Q16) Do you think there is a possibility of the sustainability in the partnership? Why? Why not?

Q17) What do you think are the key facilitating factors for the partnership?

Q18) What do you think are the key limiting factors for the partnership?

Q19) Do you have any suggestions to facilitate/enhance the development of partnership synergy amongst the government, business and NGO sectors?

Q20) Do you have any suggestions to facilitate/enhance the development of corporate social responsibilities?

A2) Interview Questions for Business Representatives

Partners

Q1) How many projects under the *Partnership Fund for the Disadvantaged* has your organization participated so far? Amongst all those projects, how many collaborators does the project involve? (How many organizations / companies?)

Q2) In the recent project (refer to the project being selected in this study), what collaborators does the project involve? (Please name the collaborators) Which of these are the most frequently contacted?

Q3) Why do you choose NGOs in the welfare sector to be partner?

Q4) What are the major considerations in selecting the NGOs to be partners?

Motives

Q5) As a business organization, what motivates your organization to take part into the partnership project?
- in order to achieve mutual benefits?
- in order to achieve shared goals?
- in order to provide new solutions to existing problems?
- in order to provide contribute to the society?
- because of being invited?

Please elaborate and provide examples.

Purposes

Q6) What are the expectations of your organization in launching this project?
- What do you expect to achieve in the service provision at the project level?
- What do you expect to achieve from the partnership relationship with the collaborators?

Division of roles and responsibilities

Q7) What are the roles and responsibilities of **your organization** in the partnership (for example, financial contributions, materials support, involvements in the planning, implementation of the service delivery)?

Q8) What are the major roles and responsibilities of your **partnering organizations** in the partnership (for example, planning, implementation of the service delivery)?

Q9) In the division of workloads, in what way the partners are complementary to each

others? Can you identify each other's strengths / weaknesses? Please provide examples.

Collaboration strategies

Q10) Would you share what strategies your organization has adopted to establish a partnership with the collaborators? (Is there any policy guidance about the corporate social responsibilities in relation to the participation into welfare services at the organization level?)

Q11) What measures have been adopted in your communicating with the partners?
- Who initiate the communication?
- Any designated staff responsible for the liaison work?
- Through what channels?
- Any regular meeting? Any non-regular (ad hoc) meeting? How frequent?
- Any formal / informal information sharing platform?

Changes in the partnership in the process

Q12) In this project, have you ever experienced any changes in the partnership (such as roles, tasks to be involved, expectation)?

Q13) Have you ever experienced any conflicts / difficulties with your partners so far?

If conflict exists, what tactics have you adopted for dealing with these conflicts and difficulties in the partnership?

Q14) What do you think the roles and responsibilities of SWD play amongst your partnership with the NGOs collaborator?

Evaluation and suggestions

Q15) Up to now, what has been the expected / unexpected outcome (or any gains / benefits) from the partnership?

Q16) How do you evaluate the success of the partnership? Are there any changes at various stages of development of your project during the entire process?

Q17) Do you think there is a possibility of the sustainability in the partnership? Why? Why not?

Q18) What do you think are the key facilitating factors for the partnership?

Q19) What do you think are the key limiting factors for the partnership?

Q20) Do you have any suggestions to facilitate / enhance the development of partnership synergy amongst the government, business and NGO sectors?

Q21) Do you have any suggestions to facilitate/enhance the development of corporate social responsibilities in relation to philanthropy?

Q22) Does your company have any future plan on philanthropy?

A3) Interview Questions for Service Users

Q1) How long have you been involved into this project?

Q2) What motivates you to join this project?

Q3) From the commencement of the project to now, what do you think are the greatest gains from participating into this project?

Q4) Are you aware that this project is collaborated amongst the government, business and NGO sectors?

[If YES, keep asking:

Q5) What do you think of the partnership amongst the government, business and NGO sectors?

Q6) Do you have any suggestions to how to facilitate / enhance the development of partnership synergy amongst the government, business and NGO sectors?]

A4) Interview Questions for *Representatives of Sponsorship-seeking NGOs*

Application:

Q1) When has your organization started to plan applying for the Partnership Fund for the Disadvantaged?

Q2) What motivates your organization to apply for the Partnership Fund for the Disadvantaged?

Q3) When preparing for the proposal, how much time has been spent? What has been the preparation work?

Difficulties encountered in finding business partners:

Q4) What kinds of business collaborators does the project look for? What are the major considerations in selecting business organizations to be partners?

Q5) Through what channels have you taken to find business collaborators? During the process, what kinds of responses have you received?

Please elaborate and provide examples.

Q6) What kinds of difficulties have been encountered in the process of finding business collaborators?

Please elaborate and provide examples.

Q7) What kinds of assistance do you need in finding business collaborators?

Overall suggestions:

Q8) What do you think the roles and responsibilities of SWD play amongst your building partnership with the business collaborators?

Q9) Do you have any suggestions to facilitate/enhance the development of partnership synergy amongst the government, business and NGO sectors?

Q10) Do you have any suggestions to facilitate/enhance the development of corporate social responsibilities in relation to philanthropy?

APPENDIX IV: LIST OF THE PFD PROJECTS (FIRST AND SECOND ROUNDS)

NGOS	Projects	
義務工作發展局 Agency for Volunteer Service	WE SHARE TO CARE Volunteering Campaign 2005	
萬國宣道浸信會有限公司 Association of Baptists for World Evangelism (HK) Ltd	耆英非洲鼓表演隊服務計劃	
香港小童群益會 Boys' & Girls' Clubs Association of HK (The)	Caltex Project Chance　加德士機會工程	*
中華基督教禮賢會香港區會 Chinese Rhenish Church Hong Kong Synod	「扶苗助長、自強新一代」關懷行動	
中華錫安傳道會有限公司 Chinese Evangelical Zion Church Limited	鴻豐國際貿易有限公司青年就業訓練計劃	
和諧之家 Harmony House Ltd.	Harmony Express Resource Station (HERS)	*
伸手助人協會 Helping Hand	『關愛長者社區行動』Elderly Concern Action for the Community	*
香港基督教服務處 Hong Kong Christian Service	"築動‧社群"計劃	*
香港社會服務聯會 HK Council of Social Service (The)	關懷長者健康計劃　Care for the Health of the Elderly Charity Programme	*
香港失明人互聯會 Hong Kong Federation of the Blind	視障人士家居支援行動	
香港路德會社會服務處 Hong Kong Lutheran Social Service	延展關懷行動	
香港傷健協會 Hong Kong PHAB Association	新濠愛心關懷行動	
香港單親協會 Hong Kong Single Parents Association	關懷展動力	
鄰舍輔導會 Neighbourhood Advice-Action Council (The)	"Salon+hair & café"專業美髮培訓計劃	*
保良局 Po Leung Kuk	保良局位元堂長者護膚新「姿」	
香港社區組織協會 Society for Community Organization	Project for Supporting Equal Opportunities to Multi-Dimensional Development of Children Living in Poverty	*
香港善導會 Society of Rehabilitation and Crime Prevention	愛越深窗－更生人士及家人義工支援計劃	*
香港聖公會聖基道兒童會 St. Christopher's Home	康業多元智能持續發展計劃	*
聖雅各福群會 St. James' Settlement	助學可以改變未來 "Grant-in-aid" Brightens Children's Lives	
基督教協基會	青年就業支援計劃	

NGOS	Projects	
Church of United Brethren in Christ (The)		
東華三院 Tung Wah Group of Hosptials	知識富一生 Building Lifelong Wealth – Life Enrichment Program for Poverty Families	
香港青年歸主有限公司 Youth for Christ (HK) Ltd.	扶貧助學功課輔導班	*
長者安居服務協會 Senior Citizen Home Safety Association	「院友之友」顯關懷計劃	*
關心您的心 Care for Your Heart	Caring the Heart Failure Patients and Carers	
慈光社群服務網絡 Tsz Kwong Community Service Link	師徒共創成長路	
香港女童軍總會 The Hong Kong Girl Guides Association	攜手展愛心	*
香港中國婦女會 Hong Kong Chinese Women's Club	Memory Training Project for Elders with Early Memory Deficit	*
香港聾人福利促進會 Hong Kong Society for the Deaf	Barrier-free Communication Advisory Centre	
工業福音團契 Industrial Evangelistic Fellowship Limited	暖流互傳送行動	*
基督教巴拿巴愛心服務團 Barnabas Charitable Service Association Limited	支援葵涌醫院(KCH)女性濫藥試驗計劃	*
香港明愛 Caritas - Hong Kong	Second Hand Recycling Shop	
香港中華基督教青年會 Chinese YMCA of Hong Kong	青蘋 Champion 就業培訓計劃	*
香港聖公會福利協會 Hong Kong Sheng Kung Hui Welfare Council	伴我同行	
協康會 Heep Hong Society	Comprehensive Sensory Integrative Treatment Programme for Children with Developmental Delays	*
香港失明人協進會 Hong Kong Blind Union	Dear IT Project	*
佛香講堂有限公司 IBPS(HK) Ltd	「覺有情」扶弱行動	
新生精神康復會 New Life Psychiatric Rehabilitation Association	新生咖啡館 - 紀念鄧麗君小姐之主題咖啡店 New Life Café - a theme café in memory of Teresa Teng	
救世軍 The Salvation Army	蛻變(metamorphosis) ---「潮」向豐采人生實踐計劃	
扶康會 Fu Hong Society	Sensory Integration Room	*
循道衛理中心 Methodist Centre	黎明、太陽計劃 (Project Dawn & Project Solar)	

NGOS	Projects	
監護者 Watchdog Limited	Provision of scholarships for lower income families with special needs children attending non-subvented group sessions from Watchdog Early Learning & Development Centre	
仁愛堂 Yan Oi Tong	愛心暖流計劃	*
樂群社會服務處 Lok Kwan Social Service Limited	『同一天空下』新來港學童成長計劃	*

The projects marked with an asterisk had participated into the personal interviews.

APPENDIX V: SUGGESTED INDICATORS FOR SOCIAL PARTNERSHIP SUSTAINABILITY

	Objectives	Lag measures^	Lead measures^
Mission	Aligned objectives between collaborators in helping the disadvantaged	- Satisfaction of collaborators upon the achievements of the aligned objectives (i.e. helping the disadvantaged) - Satisfaction of the collaborators upon the gains for both sides (e.g. human resources, social capital and competences)	
Learning and Growth	Mindset in working with other sector	- Satisfaction of collaborators upon the change of mindset	- Attitudinal readiness for mutual adjustment (indication of readiness to reconcile differences in terms of different timetables, work ideologies and work styles) - Communication planning - Communication time
	Demonstration of effectiveness and credibility	- Satisfaction of collaborators upon the demonstration of effectiveness - Mutual trust (specifically the perception to the trustworthiness of their collaborators in fulfilling responsibilities as agreed)	- Measurement mechanism for the effectiveness in the achievement of growth (e.g. use of framework, instrument, etc.) - Accountability mechanism for the demonstration of effectiveness (e.g. reporting means and frequency)

	Objectives	Lag measures^	Lead measures^
Internal Process	Planning	- Plan for the development of on-going project - Plan for future collaboration - Satisfaction of collaborators upon the planning process	- Planning time - Proposals written
	Communication and relationship building	- Satisfaction of collaborators upon the sufficiency and effectiveness of the communication - Mutual trust (specifically the perception to the trustworthiness of their collaborators in contributing positively to both parties)	- Agreement making - Steering committee - Formal meeting: regular and ad hoc - Informal means of communication
	Involvement	- Satisfaction of collaborators upon involvement of themselves and their own in the collaborative process	- Multiple level involvement and time spent of different levels of staffs of the collaborators: Board, CEOs, Liaison officers, and Front-line staffs - Commitment in fulfilling the responsibilities
Financial	Accountability in finance	- Satisfaction of collaborators upon the accountability of finance - Mutual trust (specifically the perception to the trustworthiness of their collaborators in possessing the financial matters properly)	- Accountability mechanism for the financial expenditures

	Objectives	Lag measures^	Lead measures^
Customers/ Service Users	Initiative and commitment of "external" customer (business partner)	- Business partner retention rate	- Frequency of the activities initiated by the business partners - Time spent by the business partners
	Feedback and brand name by "internal" customer (service users)	- Brand recognition by the service users - Service users retention rate	

^ According to Niven (2002), lag measures refer to "measures focusing on results at the end of a time period, normally characterizing historical performance"; whilst lead measures refer to "measures that 'drive; or lead to the performance of lag measures, normally measuring intermediate processes and activities."