



MOTIVATIONS BEHIND AND BARRIERS TO CROSS-SECTOR COOPERATION IN BELARUS

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Research done by Satio and Novak in 2010

Executive summary

Cross-sector cooperation can be considered as an intersection where the interests of companies and non-governmental organizations meet. These interests are both common and different at the same time. For example, the commonality of interest often revolves around a desire to tackle a social or environmental issue. On the other hand, what differs is their expectation of the benefits resulting from establishing a cooperative partnership. Those from the business sector, whose primary purpose is to make profit, expect rewards in the form of image enrichment, employee experience and loyalty to the company. The non-profit organizations mainly expect the provision of the resources necessary for the realization of a project. If the cooperation between the two sectors runs smoothly, the end result of their common activity brings benefit for the company, the non-governmental organization and indeed for society at large.

This study focuses primarily on describing the motivations behind and barriers to cross-sector cooperation in Belarus. The study is based on quantitative research executed on a sample of 61 companies and 60 non-profit organizations. As a supplement to the quantitative research, qualitative personal interviews with a further 12 companies and 16 non-profit organizations were also conducted.

According to the survey's results one half of companies and similarly one half of NPOs cooperate in solving a public benefit issue. The projects supported by the companies have various area of focus, but those that are perceived by popular opinion to be uncontroversial prevail, namely: education, children, health, and the environment. It follows from this that companies often avoid supporting "controversial" topics such as civil society development, public policy or human rights. Another valuable insight provided by the study is that cross-sector cooperation is not limited to the mere "gift of money" but in actual fact, involves active cooperation in solving an issue and achieving the goals outlined in the project.

The leading motivation behind NPOs seeking cross-sector cooperation is a lack of resources needed to successfully fulfill the demands of their projects. As a second motivator NPOs mentioned a common interest in solving an issue in society. Likewise, from the perspective of the business side, a common interest in solving an issue is also one of the most important considerations. Furthermore, a company's desire for brand enhancement and the existence of a long-term cooperation also play an important role in the decision-making process. Notably, one of the most fundamental benefits of cross-sector cooperation is the establishment of communication towards various different groups of stakeholders. The partnership helps to increase brand awareness, strengthen the company's position in the community and improve employee loyalty. It is also worth adding that if the cooperation is executed correctly, both actors involved in the project realization benefit from the relationship: the companies gain positive PR and the NPOs increase the awareness of their organization among the company's stakeholder groups.

The perception of the barriers to cross-sector cooperation differs between companies and NGOs. Companies frequently stress internal problems such as a lack of resources. Those barriers are genuine issues and many companies are really struggling against them. Furthermore, we also discovered that external barriers can often pose an even greater barrier to establishing a partnership than the internal problems previously highlighted. Indeed, a lack of information regarding the benefits of cross-sector cooperation, low levels of accountability and a negative image of the non-governmental sector as a consequence of political affiliation are all significant obstacles to forming a partnership.

From the perspective of the third sector, NPOs most often emphasize the lack of motivation from the state and legislative framework in which they operate as the biggest barrier to cross-sector cooperation. As a secondary issue they mention a lack of companies' resources and sometimes an unwillingness to fully cooperate. According to the qualitative research many NPOs also recognize the problems posed by their level of accountability and their public image, but this is far from being a consensual or common perception of all of the organizations interviewed.

It is a fair assessment to make that cross-sector cooperation in Belarus has the potential for further development. However, this untapped potential cannot be fully exploited until the main barriers to cross-sector cooperation have been eliminated. They are namely: the current legislative framework, the negative public image of the non-governmental sector and the lack of awareness of the benefits of cross-sector cooperation.

According to the survey results we would like to recommend the following actions which should be undertaken with the goal of developing cooperation between companies and the non-profit sector.

- Strengthen the dialogue between NPOs and companies: This could be achieved by promoting and highlighting successful projects carried out through the establishment of cooperation between NPOs and companies (through the internet, internal companies' newsletters, etc). NPOs should endeavor to include more of the company's staff representatives in their work, for example by engaging them in their board work. Additionally, both sides should talk more candidly about the motivations behind their cooperation in order to develop a better understanding of each other and to formulate common goals.
- Promote the benefits of cross-sector cooperation and place it into the framework of corporate responsibility (CR): Explain the difference between CR and corporate giving. Companies should plan their charitable activities as a part of a wider CR program and should seek to integrate philanthropic concerns into their core business strategies. Additionally, both sides should consider and further develop non-financial methods of cooperation such as knowledge sharing, in kind donations, and corporate volunteering.
- Raise common activities aimed at improving the legal status of NPOs and start the legislation processes necessary to achieve and encourage state incentives that support cross-sector cooperation. This could be achieved through business networks or chambers on the one hand and NGOs platforms on the other. Studying legislative models from EU New Member States could prove to be a source of inspiration for choosing the right model for Belarus.
- The establishment of a common platform of independent and accountable NPOs at one side and market leaders at the other should be good space for the exchange of knowledge. On both sides there is a need for developing leaders who could promote cross-sector cooperation as well as provide know-how and good practices about such cooperation. This could be done through existing platforms of NGOs and commercial chambers or through creating such organizations.
- NPOs should start developing long-term strategies and fundraising plans. Within their organization strategies they should develop their own tools to increase their accountability, improve their image and legal status. This could be achieved

partially through a common platform of NPOs; however a dialogue with the state should be established in the future as well.

- Companies should develop clear and transparent procedures regarding cooperation with NPOs and they should plan their cooperation with NPOs more strategically (long-term instead of ad-hoc support). Furthermore, companies should develop mechanisms or tools which allow them to monitor the ways in which their support is used.
- NPOs and companies which have already established cooperation should start moving away from an ad-hoc support of projects and move towards longer-term cooperation. As a source of inspiration, models of cross-sector cooperation from Western or Central Europe could be used.

Contents

Executive summary	2
Goals of the survey and research method	6
Lack of fundraising plans	10
Current state of cross-sector cooperation	11
NPOs requests for cooperation	11
What kind of organizations is supported?	12
What kind of support NPOs receive?	15
Motivations to cross-sector cooperation	18
Companies motivations to cross-sector cooperation	18
Benefits of cross-sector cooperation	22
The role of the communication of cross-sector cooperation	24
The most important companies' criteria when choosing NPOs projects	27
NPOs evaluation of the application process	29
Barriers to cross-sector cooperation	31
Companies perception of barriers to cross-sector cooperation	31
NPOs perception of barriers to cross-sector cooperation	35
Accountability and Image of the non governmental organizations	38
Legislative framework	41
Potential for further developpment of cross-sector cooperation	43
Appendix 1: Sample structure	46
Appendix 2: Questionanires and personal interview gudes	50

Goals of the survey and research method

The primary goal of the survey was to investigate the motivations behind and barriers to cross-sector cooperation in Belarus. However, it soon became apparent during the preparation for the survey that we needed to extend the primary goal and place cross-sector cooperation into a wider framework: What are the main issues that non-profit organizations are facing in Belarus? Is cross-sector cooperation a tool which could possibly help to solve these issues? What is the current state of cross-sector cooperation in Belarus? What are any possible underlying motivations or barriers that cannot be revealed using quantitative research methods?

As cross-sector cooperation involves both companies and non-profit organizations, we decided to carry out the research based on a sample composed of both sectors. Similarly, as we wanted to describe the current state of cross-sector cooperation as well as individual perceptions of motivations and barriers to it, we decided to utilize qualitative as well as quantitative survey methods. Consequently, the survey was conducted in two stages. The first stage was a quantitative survey carried out on a sample of 61 companies and 60 NPOs. The goal of the first stage was to collect as much relevant information as possible on the current state of cross-sector cooperation and to investigate the main motivations behind and barriers to it.

The sample of companies was randomly selected however efforts were made to include representatives of small, medium and large companies (according to their respective fields and also to their number of employees). Furthermore, we ensured that the sample included companies from both the private and state sectors as well as companies that operated not only on a national but also on an international level. Finally, we endeavored to include companies which already had corporate responsibility strategies as well as companies that did not have such practices in place.

The sample of NPOs was also randomly selected however efforts were made to include NPOs that had varying degrees of legal status (associations, foundations, membership organizations) and also NPOs that differed on the type of work that they were involved in. Furthermore, the sample aimed to adequately reflect organizations that had existing experience with cross-sector cooperation as well as those that did not have such experience.

We focused on companies and NPOs operating within the Minsk and Gomelsk regions. Notably, the representatives of the companies and NPOs that were interviewed were all key decision-makers like directors, administrative directors or top-managers.

Following the quantitative research, a series of qualitative personal interviews were conducted. The goal of these interviews was gain a more personalized and deeper understanding of the facts and statistics that were revealed in the quantitative survey. The representatives of the companies and NPOs that were interviewed were selected from the those that took part in the quantitative stage of the study:

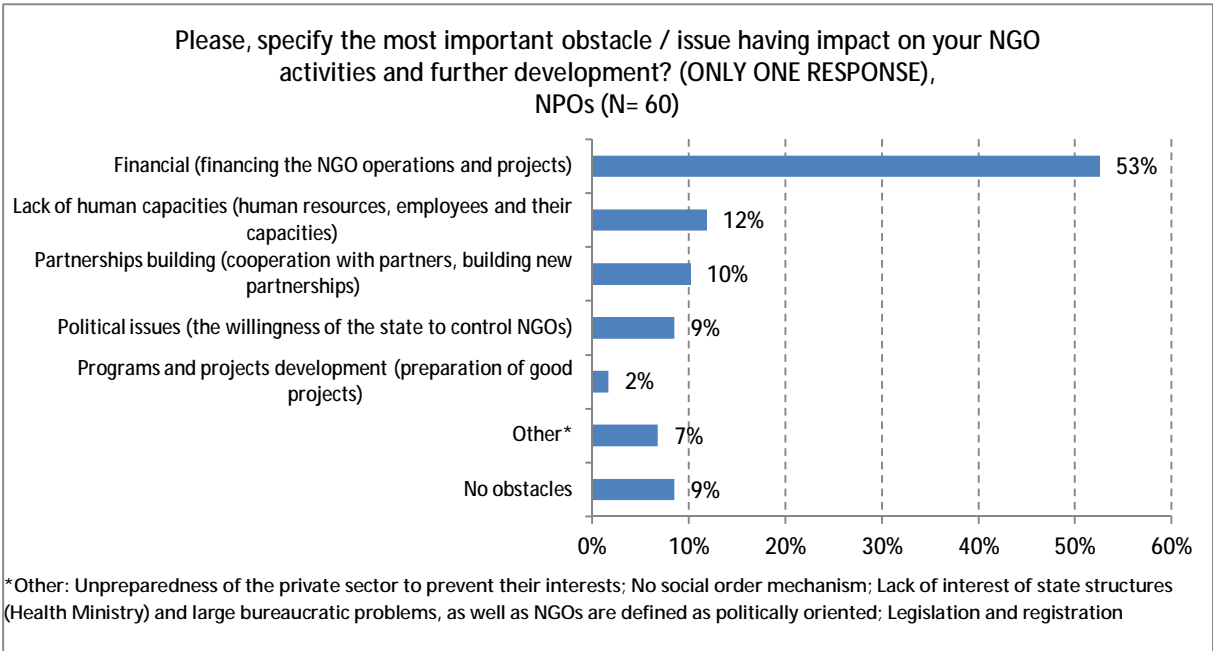
- 16 interviews with NPO representatives who declared that their organization had already sought cooperation with the business sector
- 12 interviews with representatives from companies that have supported a non-profit organization over the last two years

The quantitative stage of the survey was conducted over the telephone using CATI-based software. The qualitative stage of the survey was carried out with the use of personal, face-to-face interviews with NPOs and companies representatives.

The fieldwork was executed by the Belarusian market and social research agencies NOVAK and Satio during the months of February and March, 2010.

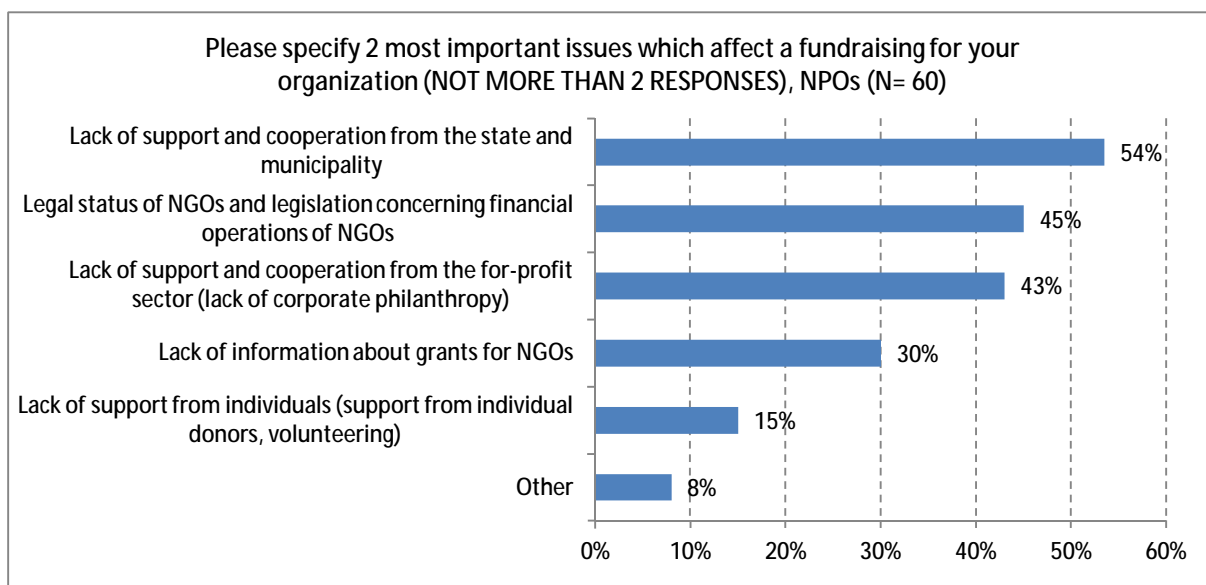
Main obstacles to the further development of non profit organizations

The most important issue having an impact on the activities of NPOs in Belarus is the struggle to finance their operations and projects. Indeed, almost one half of the NPOs interviewed stated that the main barrier to their development is a lack of financial backing for their operations. The lack of human capacity, problems with building partnerships and difficulties posed by political issues all followed as secondary issues, but were generally considered to be much less important barriers to their overall development.



If we take a closer look at the issues directly affecting the financing of NPOs operations, it is revealed that they perceive that support from the state and legislative bodies is poorly organized: The lack of financial support from the state or municipality together with the legal status and legislation concerning financial operations of NPOs are considered to be the two most important issues affecting the fundraising activities of Belarusian NPOs. Approximately one half (53%) of NPOs declared that they feel a lack of support from the state and 45% of NPOs stated that the legal status of NPOs is the main issue affecting their fundraising.

The lack of cooperation with the for-profit sector is seen also as an important problem, but is not as strongly asserted as the aforementioned issues. Only four out of ten (43%) of the NPOs stated that a lack of support from the for-profit sector was an important barrier to their fundraising activities. Finally, a lack of information about grants was mentioned by 30% of the NPOs interviewed.



The existence of problems of cooperation between the state or municipality on one side and NPOs on the other can be demonstrated by the example of how the NPO's boards are organized. In general, NPOs attempt to solve their problems (fundraising, organizational or program development) with the assistance of networking, e.g. boards.

However, the case of Belarusian NPOs reveals some problem at the level of communication with the state or municipality. Indeed, we can see that almost every interviewed NPO does not have a board.

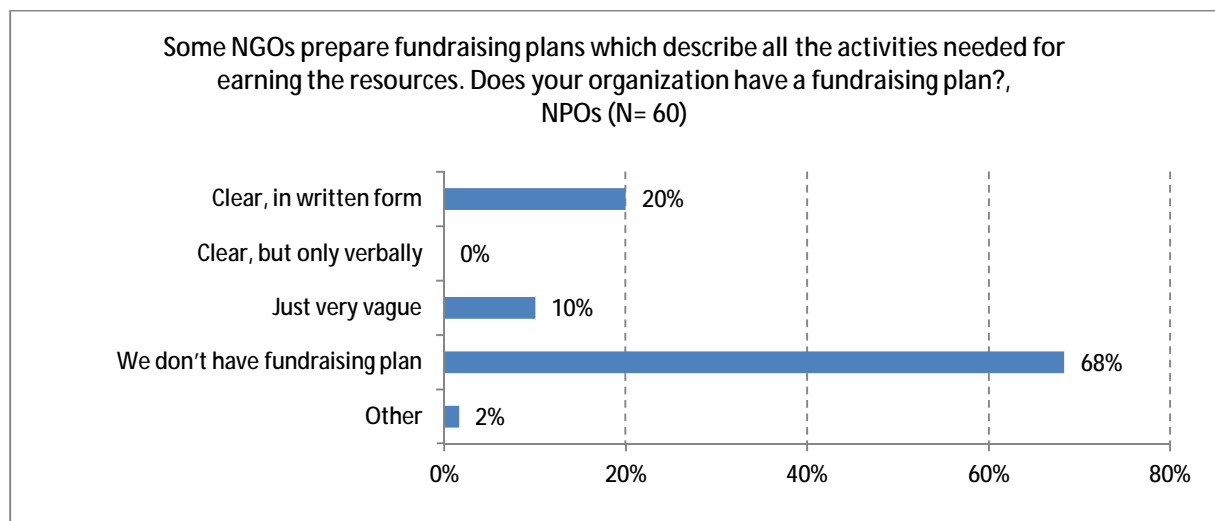
Does your organization have a board?		
	%	Count
Yes	95,0%	57
No	5,0%	3

Out of those NPOs that do have a board, the fewest board members were working within the private sector. In fact, their boards were most often comprised of members that work in the public sector. The average number of board members according to the institution in which they work is also remarkable. While NPOs have, on average, seven board members from the public sector, they recruit only four board members from the private and non-profit sectors.

How many members of your organization board are working in (N = 57):			
	Count	Percent	Average number of board members
- non-profit sector	31	54%	4
- public sector	35	61%	7
- private sector	26	46%	4

Lack of fundraising plans

The financial issues that many NPOs face can also result from the fact that the majority of them do not have clear and concise fundraising plans. Two thirds (68%) of interviewed NPOs stated that they do not currently have prepared and written fundraising plans. As we will see in the following sections of the report, the lack of a coherent fundraising plan impacts the strategies used for approaching company sponsors.



The current state of cross-sector cooperation

The perceptions of cross-sector cooperation are similar from the perspective of NPOs as well as from that of the companies. Approximately one half of both actors declared that they had established some form of cooperation or were at least communicating about support. It appears that companies most commonly support non-profit organizations and schools. Their support is quite often focused upon projects which are well perceived by the general population (meaning that they avoid supporting “controversial” topics). While, financial and in-kind donations are granted to NPOs far more often, employee volunteering was also mentioned as a form of cooperation.

NPOs requests for cooperation

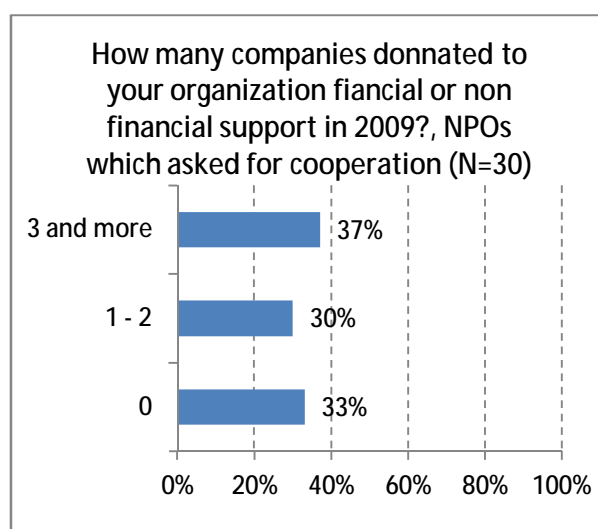
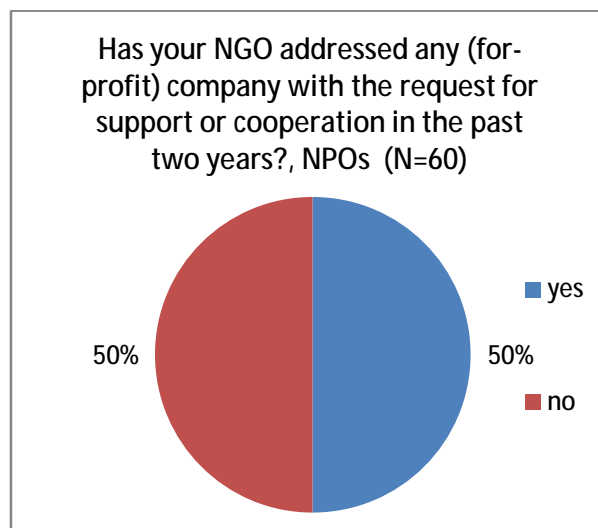
Only one half of NPOs participating in the research had addressed companies with the request for cooperation over the past two years. We could not find any common structural characteristics of those NPOs which had approached companies regarding cooperation.

On the other hand, all foundations and unregistered organizations which participated in the survey had not yet approached companies with a request for cooperation. Unfortunately, their proportion in the sample is too small to make a confident generalization.

Even though we do not have comparable data, we can conclude that compared to the situation in Slovakia, Belarusian non-profit organizations are more passive in their communication with the business sector.¹

Two thirds of the non-profit organizations that addressed the companies were successful and became recipients of financial and/or non-financial support.

According to the personal interviews, NPOs are currently using a wide range of tools when they approach companies. Often they make use of networking (personal or family liaisons with company representatives), write letters and apply to call for proposals. They often emphasize good communication skills and honesty, as being the most important characteristics that define a good fundraiser.



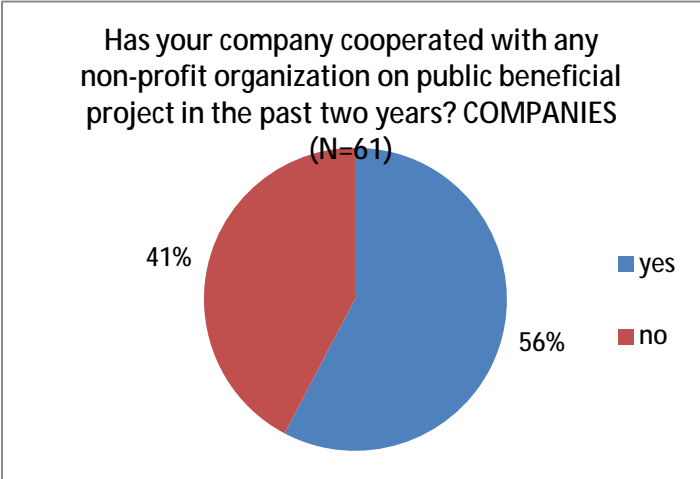
¹ More than 80% of the Slovak NGOs addressed companies with the request for cooperation and 57% of Slovak NPOs addressed companies with the request for long-term cooperation. For more information please see Marček-Dluhá: Podniky a neziskové organizácie. Analýza vzájomnej spolupráce na slovensku, 2002, p 28 – 29, Bratislava, PANET, <http://panet.sk/sk/frameset1.htm>:

"The main things are honesty, decency and openness; the rest is secondary." (Interview; NPO No. 14)

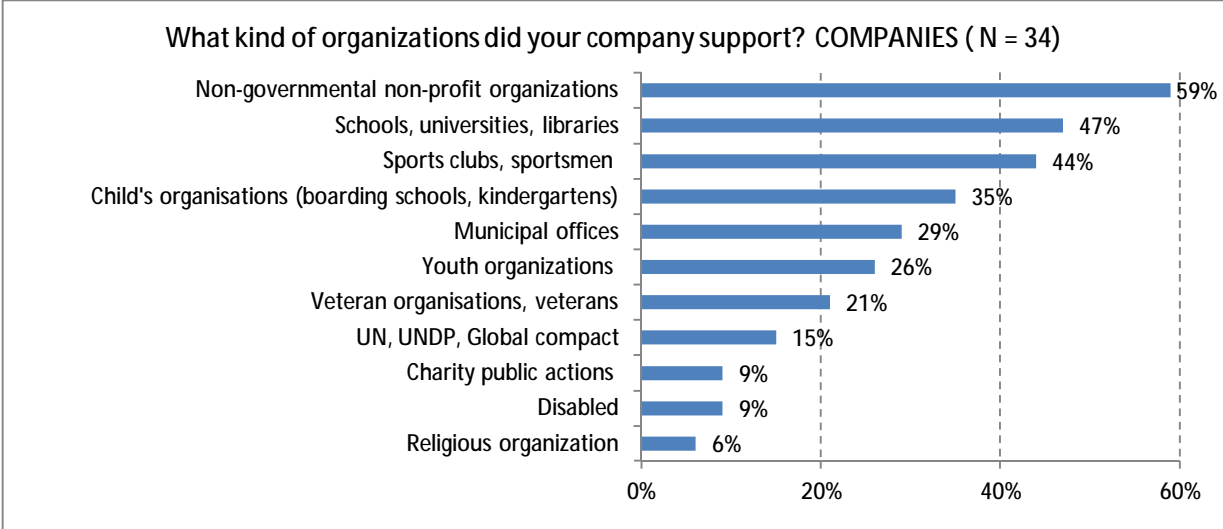
"First of all they need to be communicative, to be able to present what they want, and they need to be persuasive." (Interview; NPO No. 15)

What kind of organizations Are supported?

Approximately one half of companies declared that they cooperated with an NPO on a public benefit project over the past two years. The companies which are more open to cross-sector cooperation (e.g. those that stated that they had cooperated with NPOs during the past two years) tend to be larger companies and companies that are active in the field of manufacturing.



The companies most frequently support NGOs and schools. Indeed, approximately one half of those that had established cooperation stated that they support one or the other. Meanwhile, approximately two fifths of companies supported sport clubs and childrens organizations. One quarter and fewer organizations supported other types of NPOs, for example municipal offices, veteran organizations, and UNDP. The lowest support companies gave was to religious organizations.



The number of NPOs the companies cooperated with in 2009

Average	Mode	Median
9	2	4
	Frequency	Valid Percent
1	3	9
2	7	21
3	6	18
4	2	6
6	2	6
10	4	12
12 and more	8	24
No answer / don't know	2	6

Companies cooperated with either two or three NPOs most frequently during 2009. The companies which cooperated with 10 or more organizations represent the second considerable group of the sample.

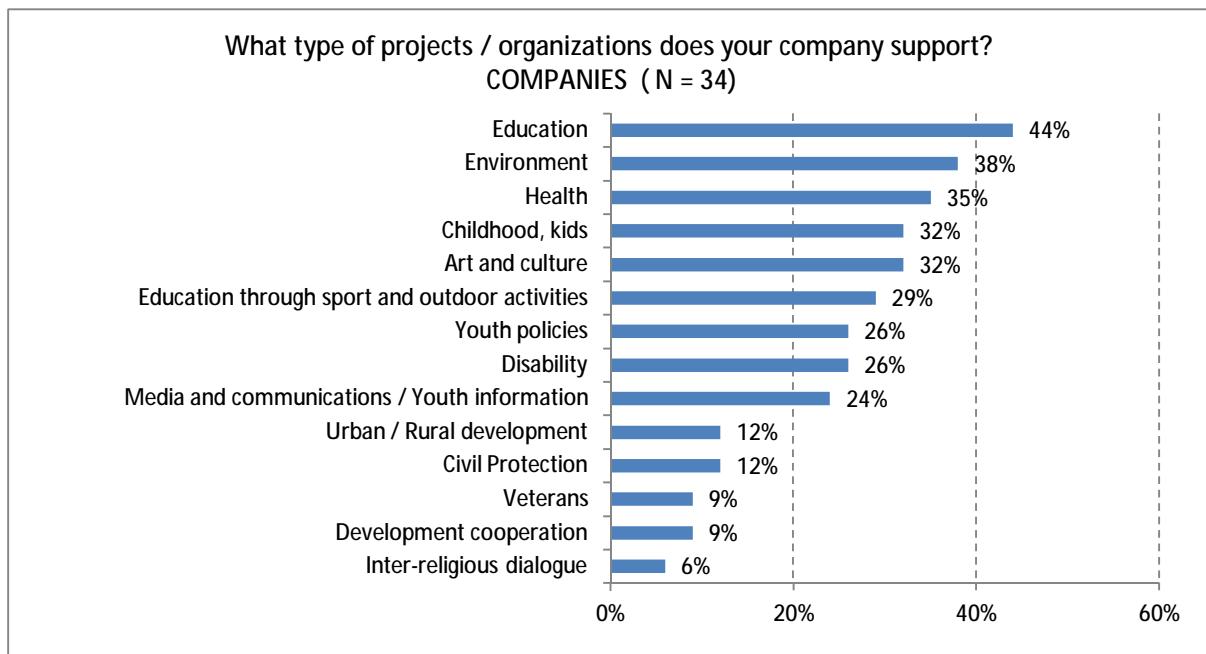
Notably, the companies that supported 10 or more NPOs were more generous in their donations than the average. Each of them donated approximately 400,0002 BLR to the NPOs that they supported in 2009. These companies that gave higher donations were more often larger private as well as state manufacturing or service companies.

The companies that cooperated with a lower number of NPOs donated an average of 60,000 BLR in 2009.

The next chart shows that the projects that were supported most often targeted the areas of education, the environment, health and children. These topics represent the most typical and uncontroversial projects and are often associated with positive PR. Consequently, they attract the highest attention from companies seeking cross-sector cooperation. The projects that were supported less frequently were those involving work on urban development, civil protection, development cooperation and inter-religious dialogue.

During the quantitative phase of the survey, the companies' representatives did not mention any support for projects which are typically considered to be more controversial; namely those that involve human rights and are generally perceived to be more "western" in their interpretation. This mainly concerns projects focusing on minorities, anti-discrimination, gender equality and European awareness. Indeed, they were not even mentioned during the second part of the survey – the qualitative personal interviews.

² As only 18 companies responded to the question asking for information on financial value of support we didn't analyze it. The information on amount of financial support stated in this study is not reliable and has only informational character because of low response rate.



During the personal interviews a majority of the companies' representatives stated that they were not particularly interested in the wider problems of the nonprofit sector besides those which they are required to deal with by their employment:

"To be honest, very little and just on the surface. I only know about the work I have been involved in. When I was studying I used to participate in various events and activity and took part in seminars etc. But I am not actively involved in them now." (Interview; Company No. 7).

Another finding is that the companies' managers do not have enough information about the NGO / NPO sector. They tend to only know the small group of NPOs that they are supporting or organizations which are conducting bigger PR campaigns. However, occasionally they acquire additional information from their colleagues.

"I only get such information from PR-campaigns carried out by these organizations but that's it." (Interview; Company No. 9).

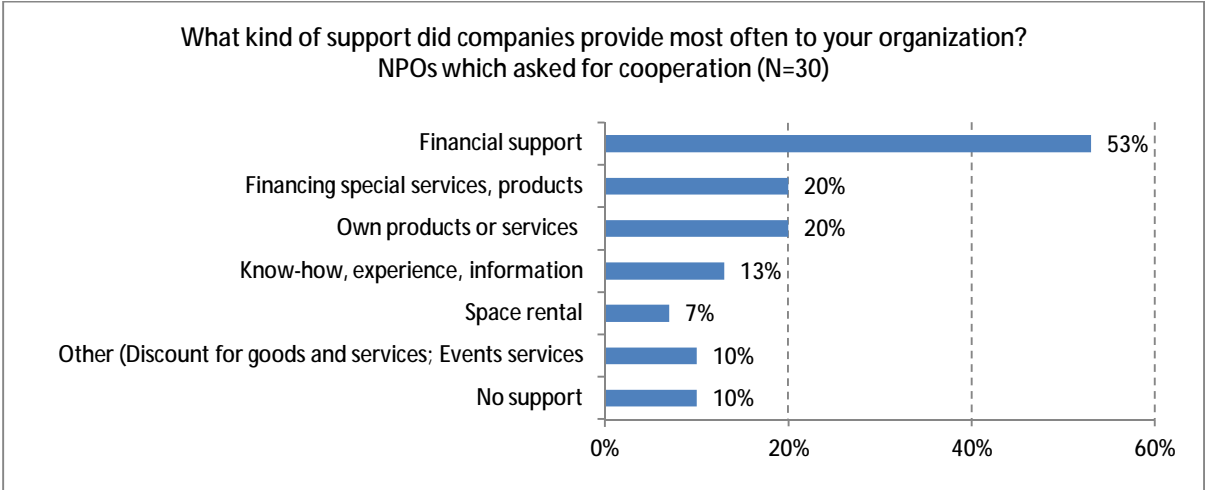
"If you mean all of the NGOs, I don't know about all of them. I know about some organizations." (Interview; Company No. 50).

"Honestly speaking, I am personally not very interested in it. If I need to find something out, the main source is the Internet. I can't say anything concrete about actual programs of cross-sector cooperation either." (Interview; Company No. 16).

"In general, I don't know comprehensively, of course. I receive some information from the Internet, I know of some events. Or leaders of some companies occasionally inform me about some activities and events. On the whole, it is not communicated well enough." (Interview; Company No. 59).

What kind of support do NPOs receive?

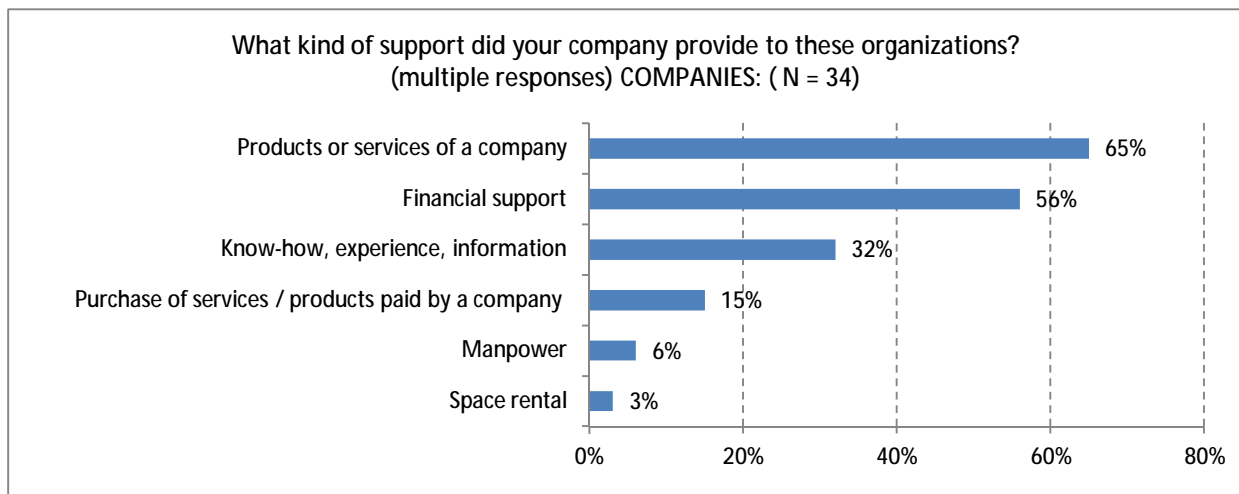
We asked both groups of the respondents what kind of support companies provide to NPOs. Even though the formulation of the questions was not identical; the responses of both groups reveal that two kinds of support provided are predominant. Undoubtedly, the most common type of assistance is financial support. Both groups of respondents declared that approximately one half of NPOs cooperating with companies received help in the form of financial support. More specifically, 53% of NPOs and 56% of companies involved in cross-sector cooperation stated that they received / provided financial support.



In-kind donations are the second most frequent type of donation provided. Four out of ten (40%) NPOs that approached companies for cooperation received products or services from the companies. Know-how and space rental were mentioned more rarely.

Compared to the perspective of the NPOs, the company representatives' perception of corporate giving was slightly different. They emphasized in-kind donations and an exchange of know-how. Two thirds (65%) of company representatives declared that they provided in-kind donations to NPOs. One third (32%) of companies declared that they supported some NPOs by providing them with know-how and information. These figures, compared with the feedback gained from the NPOs, are at least three times higher.

The inconsistency in the perception of in-kind donations could be the result of a better knowledge of expenditures on the side of the company: the company representatives have a better understanding of what resources they have given to NPOs. Perhaps a second explanation could be a hypothesis that company representatives remember better in-kind donations for some reason. If this is true, the potential success of applying for in-kind donations is greater than that of applying for other means of support.



In-kind donations were also often mentioned during the stage of qualitative personal interviews with the company representatives. Some examples that we can mention involve projects focusing on website development, transport services, and the production of promotional materials.

During the qualitative personal interviews we found two emerging activities which may have potential for development in the future: the first is volunteering and employee engagement which was mentioned by two of the interviewed companies. The estimated future potential of this activity is based upon its additional advantages as an internal communication tool for promoting company values and also for strengthening employee loyalty. As we can see in quotation from the interview, copying the patterns of company behavior from abroad can be an advantage for developing employee volunteering. Moreover, as we can see in the second quotation, the tradition of “subbotnik” could be used as an inspiration:

“There is a trend among other companies – “help with their own hands” - which is implemented when a company does not assist financially. Of course, the purchase of paint and materials is the responsibility of the company. Nevertheless, employees dedicate their time, but unfortunately, now in the republic, we still have not realized this project, it is still being planned. However, our colleagues in Moscow managed to repair an orphanage and also restored the house of an artist due to the good-will of the staff members.”

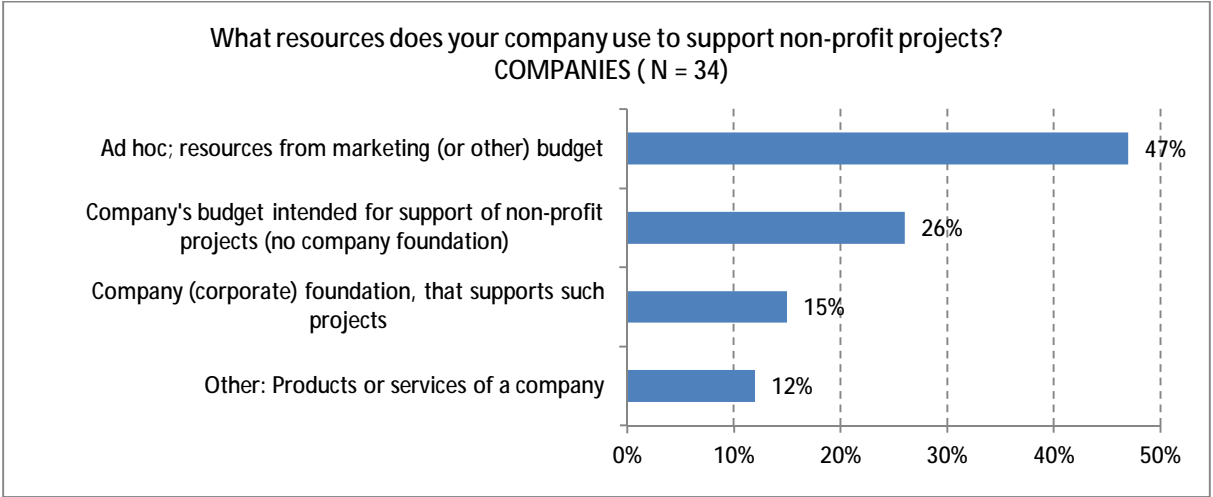
“One of such “right” projects is the planting of forest trees. We have organized a so-called “Green subbotnik” (‘subbotnik’ – community work day) four times already. The first time we just tidied up the territory, and the other times we planted trees. Last April, on the most recent occasion, we planted 25,000 trees. Our employees, their families and their friends all participated. In total there were about 150 people. We also invited our partners to participate. Everyone enjoys such activities because it is really useful and on top of that it is also a good leisure and recreation activity for the employees.” (interview)

The second activity that offered a potential development is partially related to employee volunteering. It is the practice of organizing public collections within company with the goal of supporting an NPO:

“Many employees were astonished and they said that the company grew more worthy of their respect in their eyes. Our employees are proud of this and they probably share this information with their relatives and friends. A certain amount of money towards the

treatment of the children was given by our employees and their relatives. So many employees were involved at an emotional level.” (Interview; Company No. 7).

The financial resources given for funding the activities of NPOs are most often ad hoc resources taken from the marketing budget or from other departmental budgets. Approximately one half of companies use this kind of support. One quarter of companies have a budget intended to exclusively support non-profit projects. An even smaller number of companies have their own corporate foundation. Lastly, approximately one out of ten companies support the realization of non-profit projects with in-kind donations only.

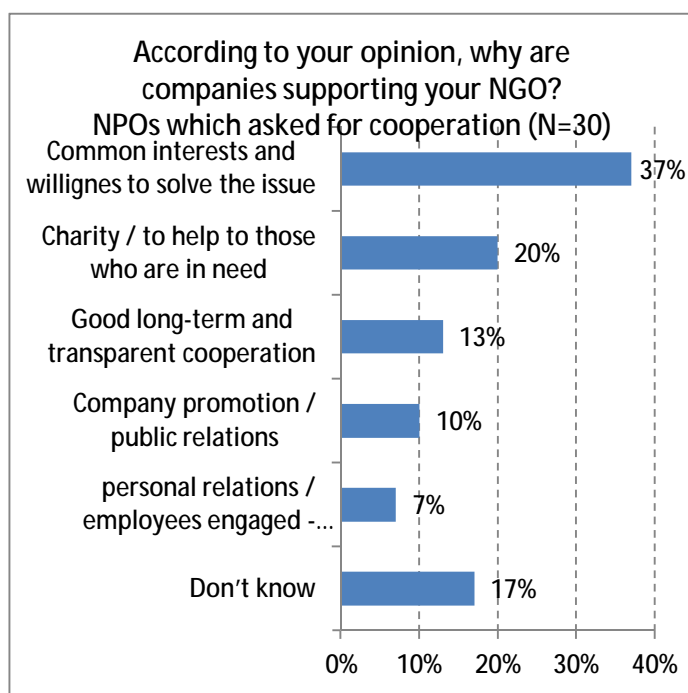


Motivations behind establishing cross-sector cooperation

The main factor that motivates NPOs to seek cross-sector cooperation is a lack of the resources needed to successfully realize their projects. As a second driver, a common interest in solving an issue in society is stated. From the perspective of the companies, a common interest in solving an issue is stated as a main driver as well, however other motives are also present: the company's desire for brand enhancement or the interest in establishing long-term cooperation are specific examples. Notably, one of the most fundamental benefits of cross-sector cooperation is the establishment of communication towards various different groups of stakeholders. The partnership helps to increase brand awareness, strengthen the company's position in the community and improve employee loyalty. It is also worth adding that if the cooperation is executed correctly, both actors involved in the project realization benefit from the relationship: the companies gain positive PR and the NPOs increase the awareness of their organization among the company's stakeholders groups.

Companies motivations to cross-sector cooperation

As we have seen in first chapter of this study, the main driver for cross-sector cooperation from the NPOs side is a lack of financial resources. As a second driver we can mention a common interest in solving actual issues in Belarusian society, which qualitative interviews reveal:



"They are pure humanity and satisfaction that you helped and influenced on something with which you are facing. In everyday life you do not understand how people around you live. And when you encounter it directly, it affects your human feelings." (Interview; Company No. 53).

In this chapter we will focus on the companies' motivations behind seeking cross-sector cooperation and attempt to respond to the question; why should businesses cooperate with non-profit organizations?

According to the NPOs that approached companies for cooperation, the main reasons for why companies chose to support NPOs are more altruistic than rational. More than half of the NPO representatives believe that the support they received was the result of a common interest in solving some issue (37% of NPOs) or a consequence of the company purely wanting to help those that are in need. Less frequently mentioned, but still important reasons for cooperation were the establishment of a good long-term and transparent cooperation (13% of NPOs), public relations or company promotion (10% of NPOs) and personal connections (7%).

Approximately two out of ten NPOs could not explain why companies chose to support non-profit organizations. This ratio is quite high and it seems that NPOs often do not have enough information about their corporate partners.

As we can see in the following quotation, the main reason according to the majority of NPO representatives interviewed was altruistic, with communication about the project supported being the sole reward sought:

“Companies give us charitable support and I do not think that they expect something specific in return. Yes, we are grateful to them. Our partners might expect publicity; in fact they probably expect us to communicate about their business area, but nothing beyond that. The benefits of cross-sector cooperation are obvious – by helping public organizations companies gain positive publicity and public recognition.” (Interview; NPO No. 4)

An understanding of the non-profit organization’s mission and vision and an awareness of common interests is highlighted as an important secondary factor; a factor particularly mentioned by the smaller group of NPOs:

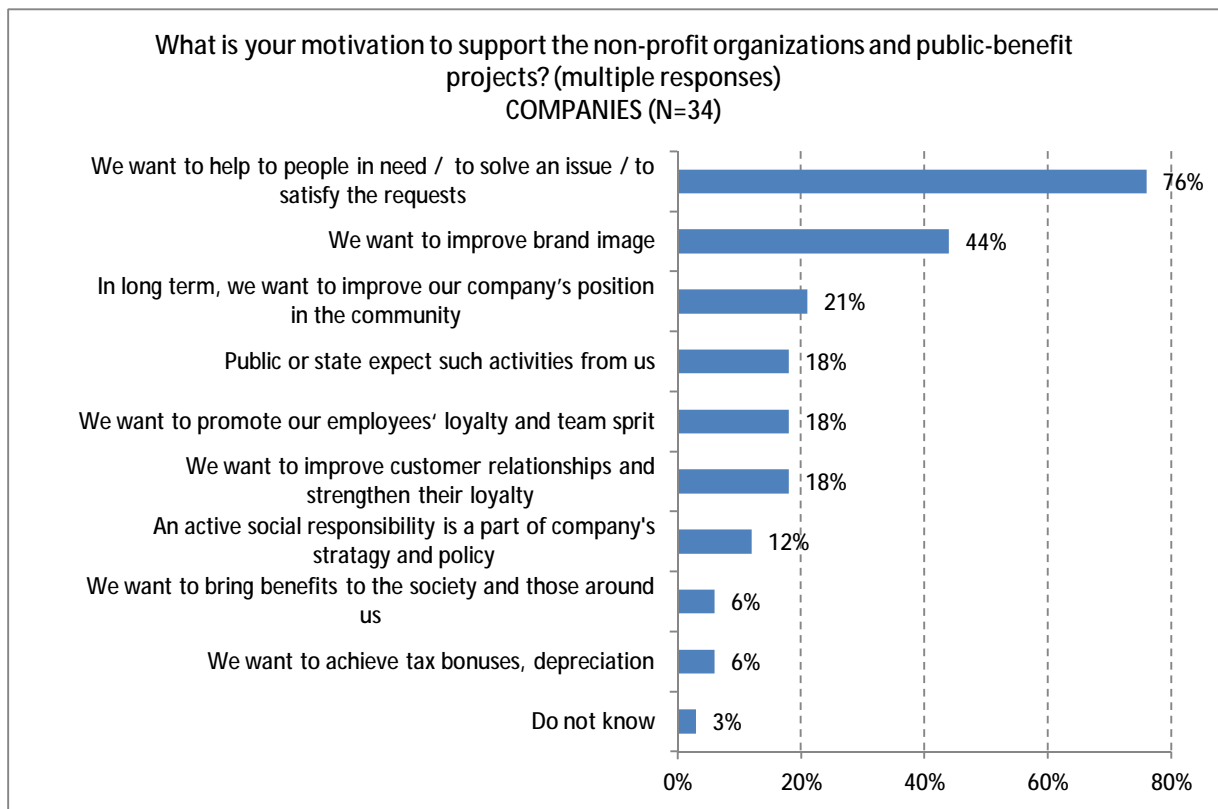
“I think that they (mission and vision) play a primary role. Common interests are important, as well as work that is not too abstract. I personally think that most business people want to see quick results from their actions even if they don’t bring direct profit for them. If the result is delayed and not very obvious they will not want to cooperate on the project.” (Interview; NPO No. 8)

In many ways, the companies’ point of view is similar to that of the NPOs view. The most important motivation behind seeking cross-sector cooperation is stated as a willingness to help to solve an issue or to help people in need. Three fourths of the companies stated that they want to help NPOs with these issues. The following quotation from the qualitative personal interviews describes this attitude:

“We don’t initiate it and we don’t proclaim that we are willing to support someone but if someone applies to us we can help. I don’t know why, just because it is humane. Such support does not bring any benefits to the company from the utilitarian point of view.” (Interview; Company No. 61).

Positive communication and an improvement of the company’s image are two other important aspects behind seeking cross-sector cooperation: 44% of companies stated that they wanted to improve their brand image and a further 20% of companies stated that they wanted to improve their company’s position in the community.

As a third motivation behind cross-sector cooperation we would like to mention the companies’ relationship management towards specific stakeholders groups: community and state representatives; employees and/or customers. Approximately two out of ten (18%) companies declared that public authorities expect them to support NPOs. Another 18% of companies stated that they wanted to promote employee loyalty and a further 18% mentioned that they wanted to improve customer relationships.



Tax bonuses were not rated highly as a motivation behind establishing cross-sector cooperation because of the overall legislative framework in Belarus. This issue will be addressed in greater depth in the chapter focusing on the barriers to cross-sector cooperation.

One tenth of companies mentioned that cross-sector cooperation is part of their corporate social responsibility (CSR) strategy. As we will see in the next chapter (The most important selection criteria), a significant group of companies have a strategy which defines who can receive their support. According to the survey results it seems that the majority of companies don't consider corporate giving as a part of their corporate social responsibility strategy. The results also suggest that many do not have a CSR strategy which is usually more complex, including a set of environmental, social and economic goals. The difference in understanding corporate giving and corporate responsibility is demonstrated in the following quotations:

An accurate interpretation of corporate social responsibility:

"In general, cooperation should involve many parties, including the non-profit sector. We live in this country. It is a rhetorical question. Since we live in this country and we care about what is going on here, then, surely there should be cooperation. I wouldn't call it corporate social responsibility. When a company makes products of bad quality but gives money to NGOs – this isn't social responsibility." (Interview; Company No. 59).

A narrower interpretation of corporate social responsibility that emphasizes corporate giving:

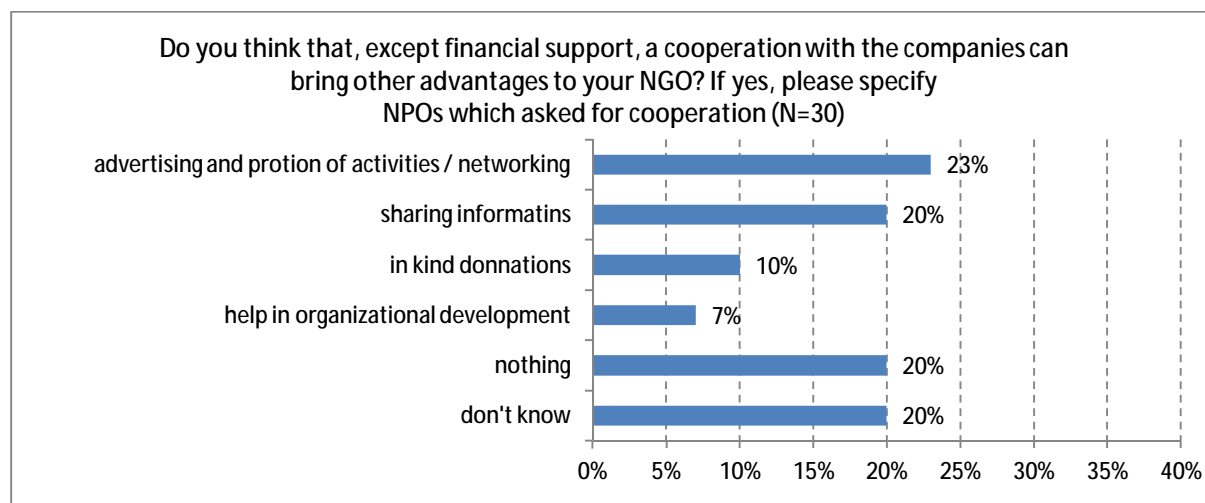
"Therefore one day we realized that we should be a socially responsible company and being a market leader we should be the example for others to follow. We have an extensive partnership program with non-profit organizations and sponsorship cooperation

is a part of our strategy. We want to set an example and we want to be the leaders in all aspects." (Interview; Company No. 7).

The last quotation also shows other reasons for seeking out cross-sector cooperation; namely a desire to demonstrate the leadership of the company. While such a motivation was not often mentioned, it is certainly a consideration for bigger companies which are leaders in their segment of the market.

The Benefits of cross-sector cooperation

More than half (60%) of NPOs that approached companies for support spontaneously stated that cross-sector cooperation has advantages beyond the simple financing of projects. One quarter (23%) of them declared that additional benefits were advertising and promotional activities for both their projects and their organization as a whole. A further 20% of NPOs stated that an exchange of knowledge was another additional benefit of cross-sector cooperation. Furthermore, one out of ten NPOs declared that apart from financial support they also receive in-kind donations. On the other hand, less than 10% of NPOs stated that companies help them in developing their organization (through building networks of branches or developing management skills).



The personal interviews with the representatives of the NPOs showed that besides the benefits mentioned above, some NPOs are able to learn other soft skills such as book-keeping or communication skills. However this attitude is not universally spread. Displayed below are some quotations that show both negative as well as positive examples:

“What can we learn? We only ask them for help. We need to draw more money from them. It is based on pure enthusiasm.” (Interview; NPO No. 3)

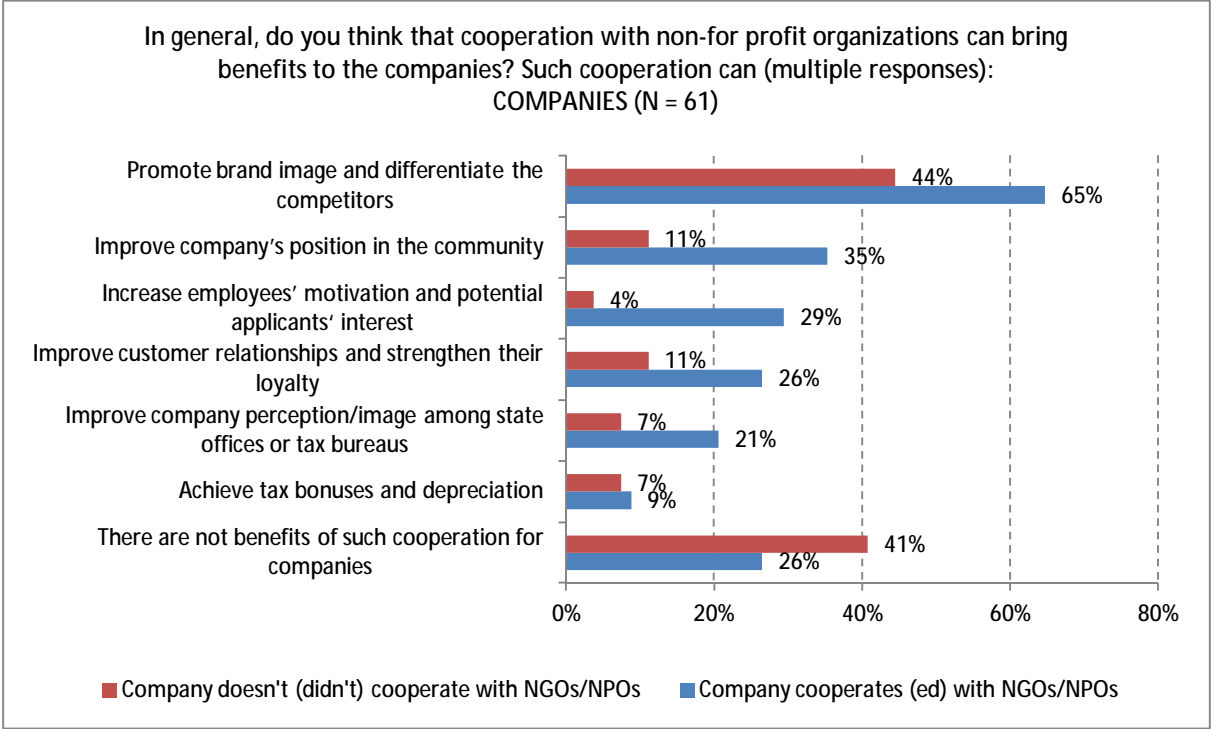
“We surely do – we learn much about preparing reports, book-keeping. We are still learning, and they are helping us.” (Interview; NPO No. 14)

“We learn how to present ourselves, how to work with media, social marketing skills, and they help increase our ability to promote ourselves in the market.” (Interview; NPO No. 2)

From the company's point of view we will compare the attitudes of those companies which have yet to cooperate with NPOs with those who have established cross-sector cooperation. Both of them perceive that the biggest benefit of cross-sector cooperation is marketing communication: the promotion of a company's brand and differentiation from their competitors.

The majority of companies that have yet to cooperate with NPOs did not highlight any other benefits from cross-sector cooperation. In fact, more than 40% of those companies declared that cooperation with NPOs bring no benefits whatsoever.

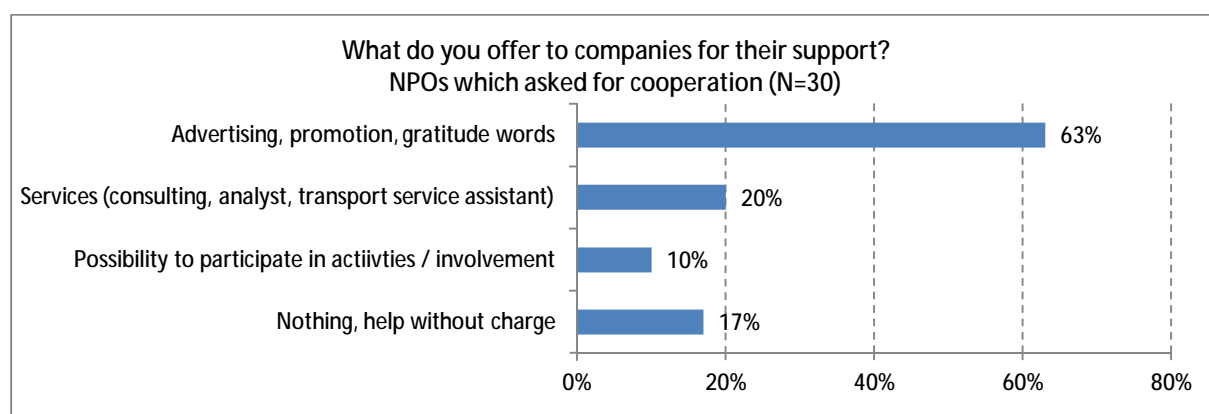
On the other hand, the companies that had already established partnerships with NPOs mentioned a wide variety of other benefits related to different groups of stakeholders: the community, their employees and customers and also state representatives. One third (35%) of them stated that cross-sector cooperation improved the company's standing in the community. Approximately another third (29%) of the companies stated that cooperation increases employee motivation and helps attract future employees. One quarter (26%) of companies declared that cooperation with NPOs can help to improve customer loyalty. Finally, 21% of the companies stated that such cooperation can improve company perception among state offices.



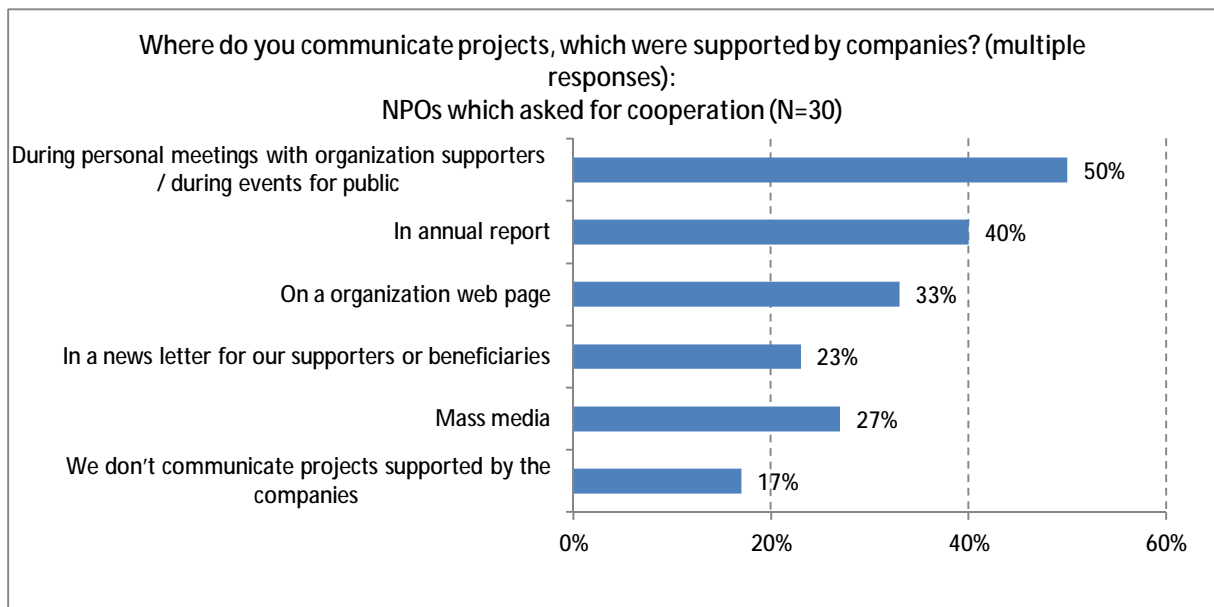
The role of communication in cross-sector cooperation

As advertising and promotional activities are perceived as the most important additional benefit of cross-sector cooperation we have decided to focus on them in a separate chapter. From the side of NPOs, communication of the company's support is often the only possible reward. This option was spontaneously mentioned by two thirds (63%) of NPOs that had approached companies for support during the last two years. Two out of ten of the NPOs offered various services to the companies as a reward for their support and a further 10% of NPOs offered the possibility of participating in their public benefit activities. Only 17% of all of the NPOs who sought cooperation with companies did not offer anything as a reward.

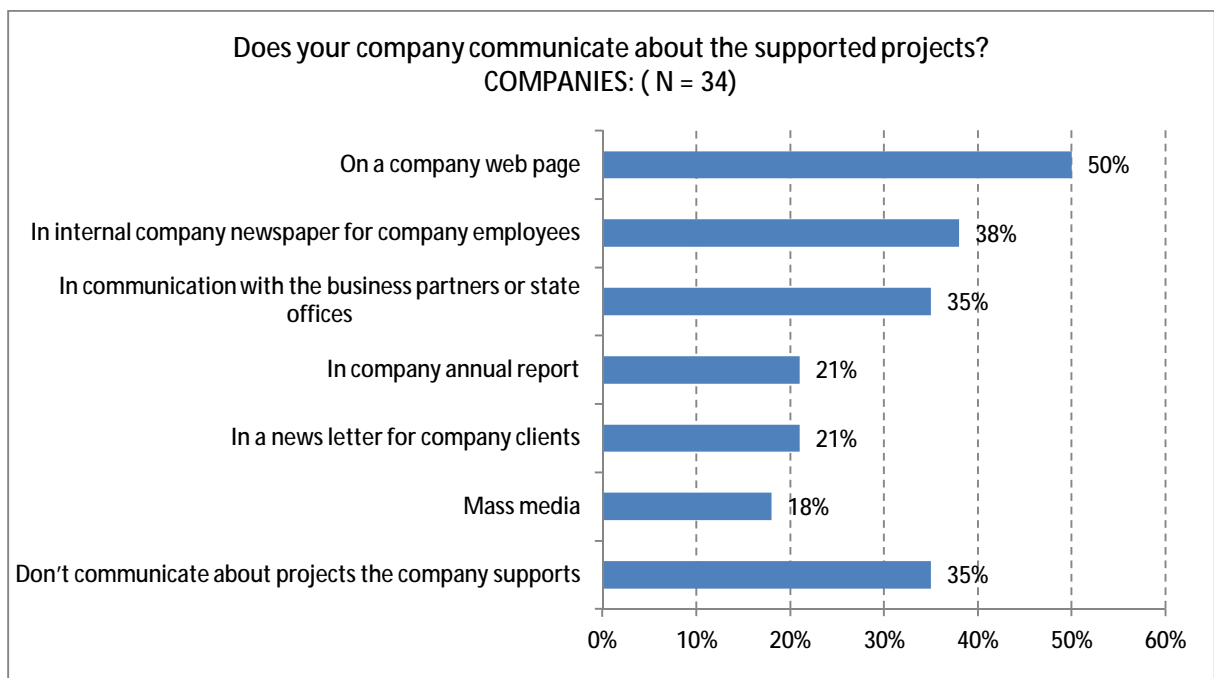
During the personal interviews, one NPO representative expressed the most common perception of the reward for cross-sector cooperation: "Many companies are involved in charity work. Charity work does not necessarily imply a return reward, except for positive PR." (Interview; NPO No. 2)



More than 80% of the NPOs who established cooperation communicate about the projects carried out in cooperation with the companies. They use various media outlets and the intensity of communication towards selected target groups is deemed satisfactory. The communication towards NPOs supporters and beneficiaries is covered at the highest level: One half (50%) of NPOs publicize the projects supported in personal meetings or public events. Two fourths (40%) of NPOs publicize their projects in annual reports and one third (33%) of NPOs publish the information about support on the organization's webpage. Similarly, 23% of the organizations highlight company support in their newsletters. Overall, the usage of mass media focusing in general on other target groups (such as the general population) is good. More than one quarter (27% of NPOs) use mass media as a communication channel.



From the point of view of the companies we can see that one third (35%) of them do not communicate about the projects that they have supported. One half (50%) of companies publish the information about their support on the company webpage. One third (38%) of them communicate about their support in internal company newspapers. A further 35% of companies communicate about their support during personal meetings with their partners from the business or state sectors. 20% of companies use annual reports and another 20% of them use newsletters for company clients. Finally, mass media was only mentioned by 18% of the companies.



The companies' media usage regarding cross-sector cooperation is similar to that of the NPOs. Companies communicate about their support of non-profit activities more often to employees, business partners and other stakeholders than to the general public at large. This communication helps the companies to improve their relationships with their stakeholders and, as the personal interviews prove, they are aware of the benefits of such activities:

"Our non-profit activity is more often communicated in our internal corporate network and among our dealers. It is often spread through word of mouth, it is interesting, the employees are proud of it, and the life of it is in full swing. It surely makes an impact when the employees work with the partners." (Interview; Company No. 59).

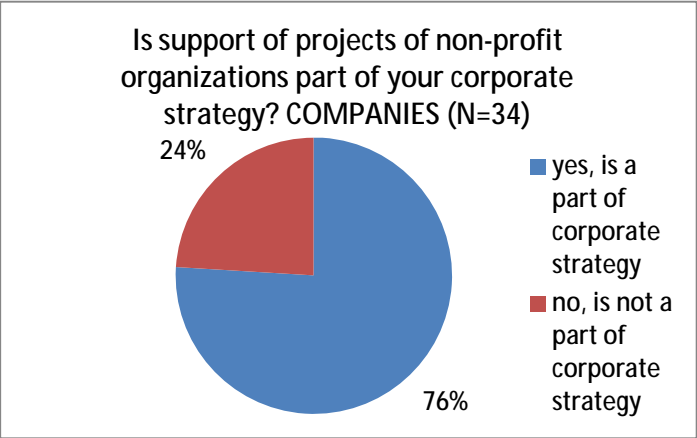
"And talking about the company in general, our employees only recently learnt about this area of our work. Sometime in the autumn we had a meeting for the company employees and people were told about such projects. Many employees were astonished and they said that in their eyes the company grew more worthy of their respect. Our employees are proud of this and they probably share this information with their relatives and friends."

Occasionally they even noted that communication in the mass media could be counter-productive and that they refuse to communicate about their charitable activities: "You know, once we had PR. It was connected with our non-profit activity and it turned out to be negative PR. The whole activity was good and well-meant, and the contribution was big, but many people saw it as a negative. Supposedly, we pursued obscure goals through this activity and whatever those goals were, they weren't noble." (Interview; Company No. 59).

On the other hand, they perceived environmental projects, public collections or educational activities focusing on children as a good source of PR. And companies that want to gain from positive PR are more likely to focus on these kinds of projects.

The most important company criteria when selecting NPO projects

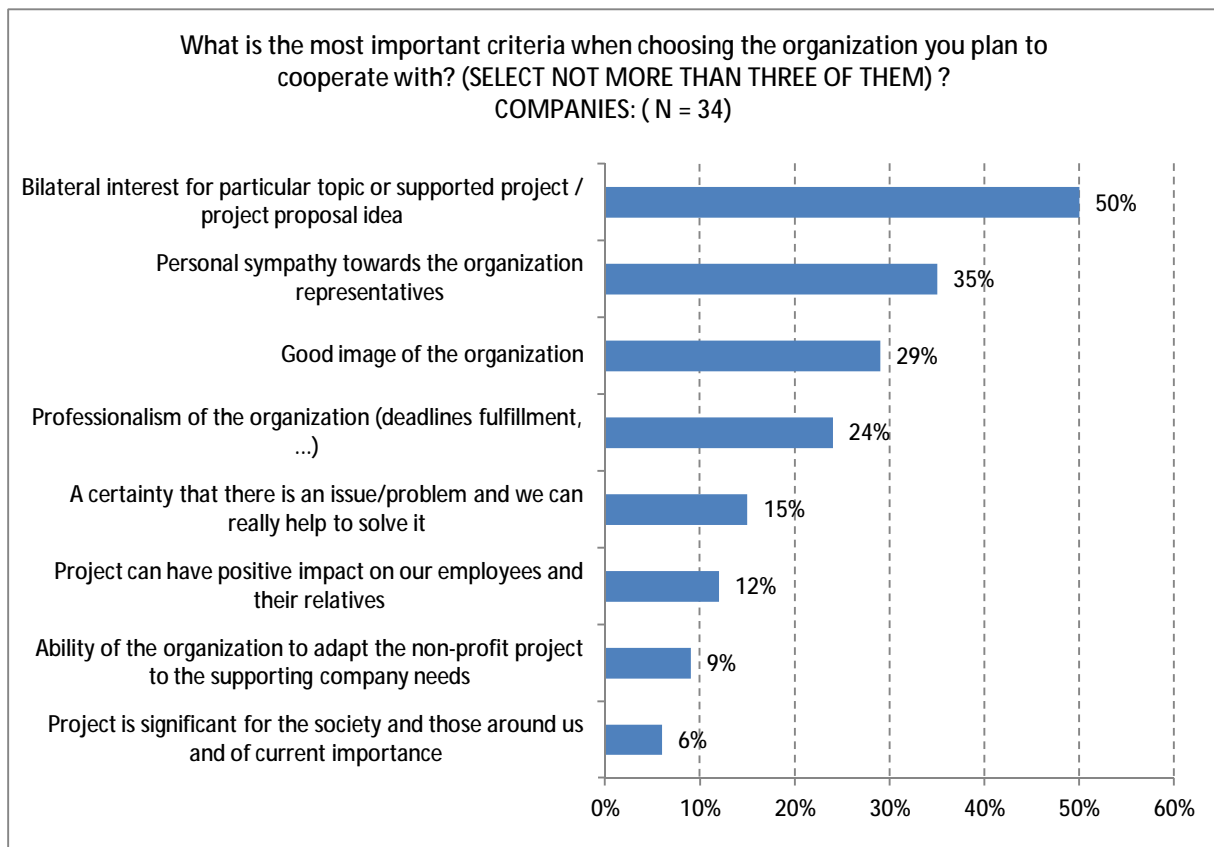
Three fourths (76%) of companies declared that their support of NPOs is a part of their overall strategy. This strategy reflects the decision to support non-profit organizations and defines the criteria which NPOs need to meet in order to receive their support. As shown in the chapter "COMPANY MOTIVATIONS BEHIND CROSS-SECTOR COOPERATION" we can see that the majority of companies have corporate giving strategies but do not have corporate social responsibility (CSR) strategies.



When choosing the organization, the most important criterion for the companies is a common interest in the project and the project proposal idea. One half (50%) of companies stated that bilateral interest in a particular topic is the most important consideration when choosing the organization to be supported. A further 15% of the companies stated that they must be persuaded that they can help to solve the problem formulated by the applicant NPO.

The stated necessary criteria of applicant organizations were listed as: the existence of a personal sympathy towards the organization, a good image and high degree of professionalism. One third (35%) of the companies, emphasized the personal characteristics of the NPO representatives and their communication skills as being important. One quarter (29%) of the companies stated that a good image of organization was important and another quarter (24%) mentioned that professionalism was vital. It is also worth mentioning that companies do not necessarily expect the NPOs to adapt the project proposal to their needs, indeed, only 9% of the companies mentioned this as a factor.

Another less important factor was the evaluation of the projects impact upon the company employees.



The companies' expectations of NPOs are consistent with the quantitative research results. The representatives of the companies appreciated an individual approach to their corporate giving strategy and stressed that this should be reflected in the projects proposals. Secondly, they mentioned good communication skills as fundamental for developing good personal relationships. "Applications in the form of a letter or a phone call aren't the best way to initiate cooperation. Mass mailing like distributors often do isn't suitable either. Applications should be individual, not "for anyone" (Interview; Company No. 59). When selecting organizations to be supported, the company representatives evaluate a complex set of explicit criteria. It is worth mentioning that they are not universal for all companies - some companies emphasize only some of the following criteria and other companies consider alternates. In the following list we present all those considerations that were mentioned during the qualitative personal interviews:

- Need of support
- Transparency and accountability
- Project goals well defined
- If project proposals match the mission, image and policy of the company
- Image and mission of the organization
- Absence of political goals of NPOs
- Regionalism: Companies prefer to support projects based in the same region which they operate in
- Existence of the support from other companies

The criteria most often mentioned were the need of support, whether the project goals suited the company strategy and the absence of a political agenda in the NPOs activities:

"There are a lot of applications. Keeping in mind that according to some research a company should not spend more than 1% of their net profit on charity, of course we cannot support everyone. We take into consideration the degree of need for the support, because the requests are so different – The Council of stockholders evaluate, first of all, the need of the support." (Interview; Company No. 50).

"If we receive a request from an NGO, the main criterion for consideration is if their proposals match the mission, image and policy of our company (then we consider cost issues, communication, etc). Later on we evaluate the structure, goals and expected results of the project." (Interview; Company No. 6).

"We have a global policy on what we should and what we shouldn't do. Our company is built on this corporate policy. Accordingly, we don't sponsor sport, children's events and cancer research. It would have been completely improper." (Interview; Company No. 14).

"The image and the mission of the NGOs play a very important role for us. It is difficult to say what area of activity we are more likely to support, because there is no flow of serious proposals from NGOs to choose from." (Interview; Company No. 6).

"A lack of political influence in the NGOs' activities turns out to be an important criterion for mutual cooperation." (Interview; Company No. 59).

NPOs evaluation of the application process

From the perspective of the NPOs it is interesting that they focus more on their image than on performance criteria when they seek support from the business sector. Three quarters (77%) of NPOs, stated that the most important factor for them is the image of their organization. According to the personal interviews, the image of the organization is associated with a variety of factors such as accountability, the mission and the vision of the organization.

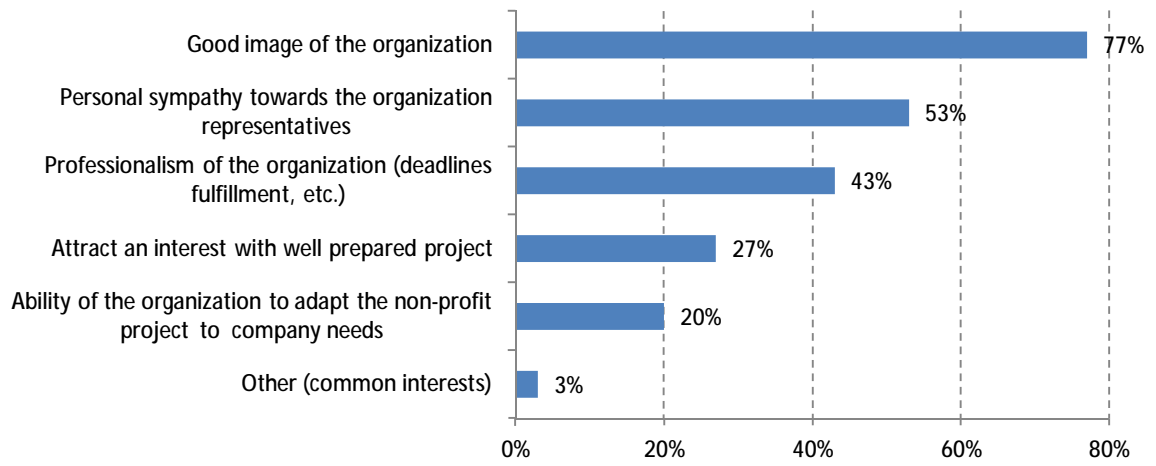
"When a person presents an organization with a well-established reputation and then is followed by a newcomer that nobody has ever heard of – the difference is obvious!" (Interview; NPO No. 15)

"[A good image] is a very important aspect in establishing cooperation with companies. The organization must have a "face", and it must be trustworthy." (Interview; NPO No. 14)

"To be specific, we can humbly say about ourselves that our organisation has 10 years of experience. In the last few years others have applied to us for cooperation rather than the other way round." (Interview; NPO No. 6)

The second most important factor that is believed to have an impact on the success of fundraising is a personal sympathy towards the NPO representatives. More than one half of NPOs mentioned this option. Four out of ten (43%) of NPOs stated that a high level of professionalism was also one of the most important criterion when applying for support and one quarter of NPOs (25%) stressed the importance of attracting interest with a well-prepared project.

What is the most important when you ask for support from a company? (SELECT NOT MORE THAN THREE OF THEM)
NPOs which asked for cooperation (N=30)



Barriers to cross-sector cooperation

The perception of the barriers to cross-sector cooperation differs between companies and NGOs. Companies frequently stress internal problems such as a lack of resources. They also highlight the low quality of project proposals and a negative image of the non-governmental sector as a consequence of political affiliation as significant obstacles to forming a partnership.

From the perspective of the third sector, NPOs most often emphasize the lack of motivation from the state and legislative framework in which they operate as the biggest barrier to cross-sector cooperation. As a secondary issue they mention a lack of companies' resources and sometimes an unwillingness to fully cooperate. According to the qualitative research many NPOs also recognize the problems posed by their level of accountability and their public image, but this is far from being a consensual or common perception of all of the organizations interviewed.

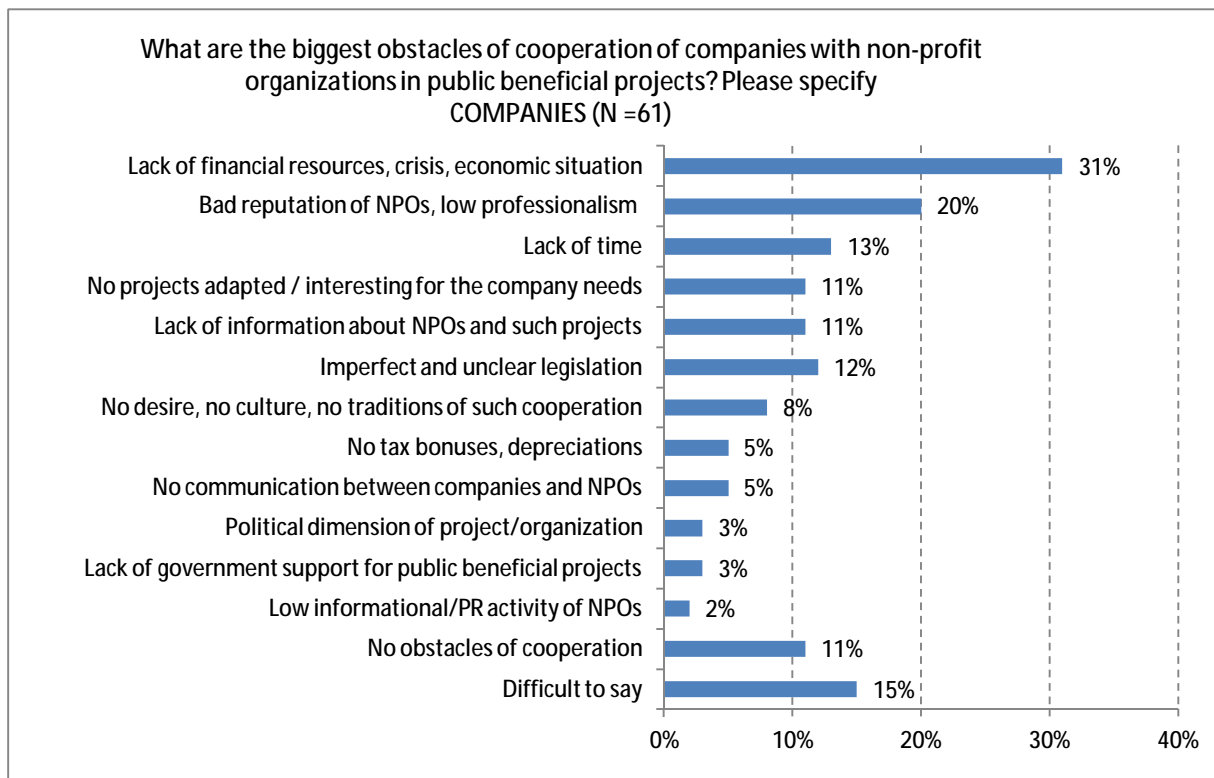
Company perceptions of barriers to cross-sector cooperation

An analysis of the responses of the company representatives reveals that approximately nine out of ten companies acknowledge the existence of some obstacles to their cooperation with NPOs. Only 11% of the companies interviewed during the quantitative research mentioned that there were no obstacles to cross-sector cooperation.

The barriers to cross-sector cooperation which companies mentioned can be divided into three major groups, the first of which consists of a company's internal obstacles: One third (31%) of companies stated a lack of financial resources to be an issue and 13% of companies mentioned that a lack of time was a fundamental obstacle to their cooperation with NPOs.

The second group of obstacles can be classified as problems over the perception of the nongovernmental sector: A poor reputation of the NPO in question and a low level of professionalism was mentioned as a barrier by a fifth of the organizations (20%) and one of ten companies stated that NPOs do not offer projects that are interesting for them (11%). A further 11% of the companies also highlighted missing information about NPOs and their projects as being an obstacle.

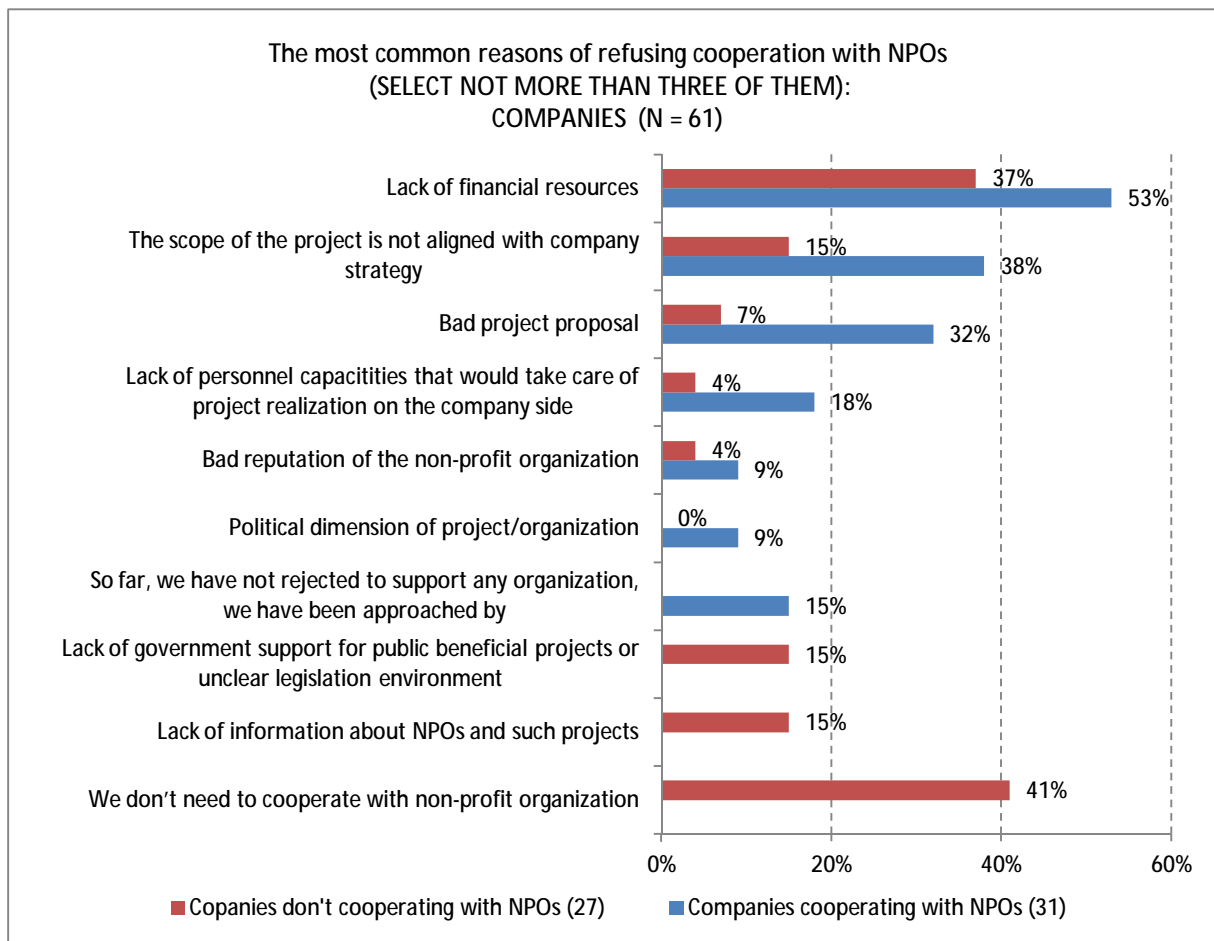
Lastly, the third group of obstacles consists of external obstacles caused by problems with the current state legislation: An imperfect and unclear legislation was stated as the biggest barrier to cross-sector cooperation by 11% of the companies. Furthermore, a lack of an established 'cooperation culture' was stressed by 8% of the companies and an absence of tax bonuses was perceived to be a barrier to cross-sector cooperation by 5% of the targeted companies.



The companies that have already established a form of cooperation with an NPO most commonly refuse other proposals because of their evaluation of the projects proposals themselves or because of their current financial situation. On the other hand, the companies which do not currently cooperate with NPOs (but would accept cooperation in the future) also emphasize the lack of governmental support in Belarus and the lack of sufficient information about the NPOs.

Almost one half of the companies (41%) that have yet to cooperate with an NPO stated that they do not see the need to cooperate with them in the future. The rest of this group of companies commonly refuses to support NPOs because of three main reasons. The first stated reason was a lack of financial resources, which one third of respondents (37%) mentioned. The second relates to the projects proposals themselves and the lack of information resources about non-profit organizations. Each of these reasons were brought up by 15% of the companies. Finally, the third important reason was an explicit lack of governmental support; a factor highlighted by another 15% of the companies interviewed.

As mentioned above, the situation of companies that are already cooperating with NPOs is slightly different. The main reasons for refusing projects proposals are a lack of financial resources (one half of companies mentioned it) and the evaluation of the projects proposed as being unsuitable for the company. Marginally, this group of companies also mentioned the negative image of the applicant organizations and political affiliation as being grounds for refusal.



The personal interviews with the company representatives supported the previous survey and reveals that a lack of finances is the primary reason for refusing a request for a partnership with an NPO. Those companies that already cooperate with NPOs have sufficient experience in selecting a new partner organization and they also have a willingness to cooperate with them. However, the interviews revealed that there are also other underlying barriers to the further development of cooperation. Internally, a lack of information and understanding of the benefits of cross-sector cooperation were stressed as factors. They also stressed problems regarding the internal process of communication towards the company management and a lack of human resources. In terms of external obstacles both administrative barriers and low levels of professionalism from the NPOs were highlighted as being important issues.

“From the perspective of the company, it is lack of an understanding of the benefits that such cooperation can bring to their image.” (Interview; Company No. 7).

“Another problem is the challenge of communicating the idea of a proposed non-profit project to the actual leadership of the company and explaining why it is important for the company. It is hard. However, it is already an existing problem of communication between a manager and the director. Yet many potential projects could be running if the managers could competently communicate the idea to the leaders of the company and if the leader wanted and had the time to understand it.” (Interview; Company No. 7).

“The most difficult thing about these projects is that they are very time-consuming. They are very costly not financially but emotionally. In the company there must be people who are motivated to do these projects, only then everything will work out” (Interview; Company No. 50).

The external obstacles uncovered during the personal interviews relate mainly to the administrative barriers resulting from current state legislation, the lack of tax incentives and the occasional low level of professionalism on behalf of the NPO:

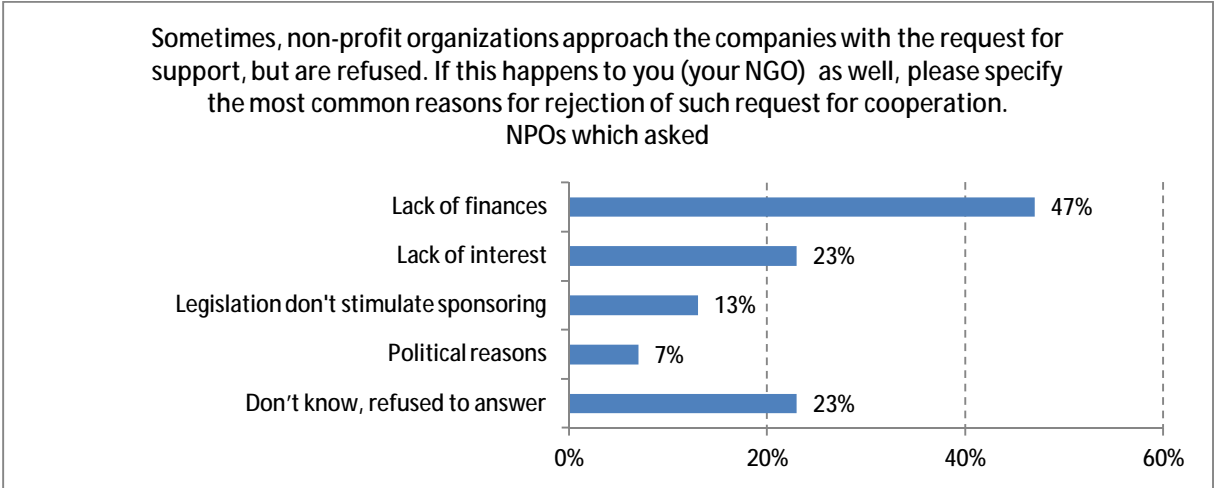
“Reducing the tax burden and tax incentives would be a great motivation for many companies to cooperate with non-profit organisations. If a company at the very beginning did not see any global value in the project, it would at least help them to see the financial value.” (Interview; Company No. 50).

“The first barrier is the low level of professionalism - project-management, the quality of proposals and so on – of the NGOs themselves, and that’s the biggest barrier. Poorly prepared people often come to us with proposals. The NGO sector can be extremely unsteady because it becomes a step on the career ladder for young specialists. There is a personnel turnover which does not allow for the creation of stable working groups.” (Interview; Company No. 7).

Barriers to cross-sector cooperation from the perspective of ngos

From the perspective of the NPOs interviewed the reasons for why companies refuse to cooperate with them are similar to those given by the companies in the prior chapter. The most important reason given is a lack of finances, which almost one half (47%) of NPOs mentioned. One quarter (23%) of NPOs stated that the company’s lack of interest in their proposals were the greatest barrier to cooperation. One out of ten NPOs (13%) mentioned flaws in state legislation as being a reason for why their project proposals were refused. Less than 10% of the NPOs stated that their projects proposals were refused because of political reasons.

Even though the percentage of responses is not identical, the distribution and ranking of the NPO’s evaluation of grounds for refusal proves the validity of the companies’ responses. Indeed, the reason most frequently mentioned from the companies side was also a lack of finances. Legislation problems were highlighted third and political reasons were stressed as the least important. Similarly, the lack of interest from the companies’ side can be interpreted as a discontent over the projects proposals themselves.



Once again, the personal interviews confirmed the findings from the first part of the survey. Furthermore, it also provided us with greater depth for why applications for cooperation were sometimes not successful, at least in some cases:

“When it comes to private companies, we do not know how to “sell” ourselves as an organization. We do not know enough about marketing for others to “buy” us and help us. We have not yet learnt how to look attractive and present ourselves to businesses.” (Interview; NPO No. 2).

It is also worth mentioning that non-profit organizations do not express any disappointment or negative feelings towards those companies that refuse their proposals for establishing cooperation:

“Of course it happens; and it’s normal. Several companies already support some organisations. We’re not the first and we’re not the last. There aren’t enough means for everyone. Some companies have already shaped their social policies and the responsibility has been carried for many years. Other companies, for various reasons, just cannot afford to help us when we ask, even if they want to – due to production difficulties or to financial crisis.” (Interview; NPO No. 12).

We can see a slight difference in the evaluation of the barriers to cross-sector cooperation when we compare the responses of those NPOs that had approached companies in the past with the responses of those NPOs which are yet to have applied for cross-sector cooperation. Both groups of NPOs say that the biggest barrier to cooperation is posed by problems with the external environment – the legislative framework or the lack of motivation from the state. However, those NPOs that have no experience of applying for cross-sector cooperation had a lower tendency to agree that the biggest barrier for cooperation was the company's lack of resources.

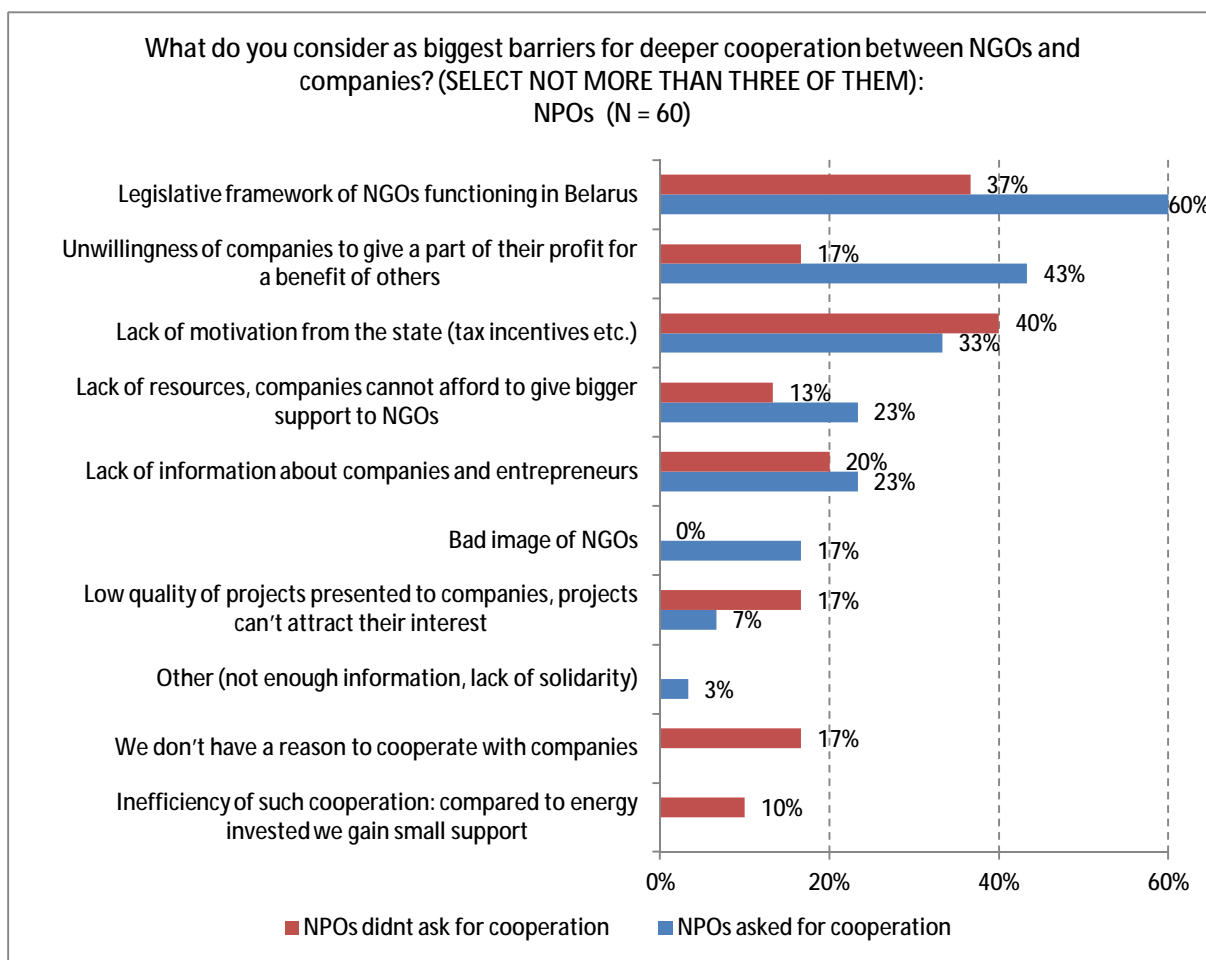
Those NPOs which have already asked companies for cooperation emphasized most often the conditions in which they have to function: the legislative framework and the lack of motivation from the state. Almost two thirds (60%) of NPOs stated that the biggest obstacle to cross-sector cooperation was the legislative framework in which NGOs must function. One third (33%) of those NPOs mentioned that the biggest barrier to cross-sector cooperation was the lack of incentives offered from the state. One quarter of NPOs responded that a lack of information about the companies that they approached was a barrier.

Yet another barrier to cooperation that was stressed was the quality of their potential partners. Four out of ten (43%) mentioned that the biggest barrier was the unwillingness of companies to allocate part of their profit to charity. One quarter (23%) of NPOs mentioned that companies did not have the necessary resources.

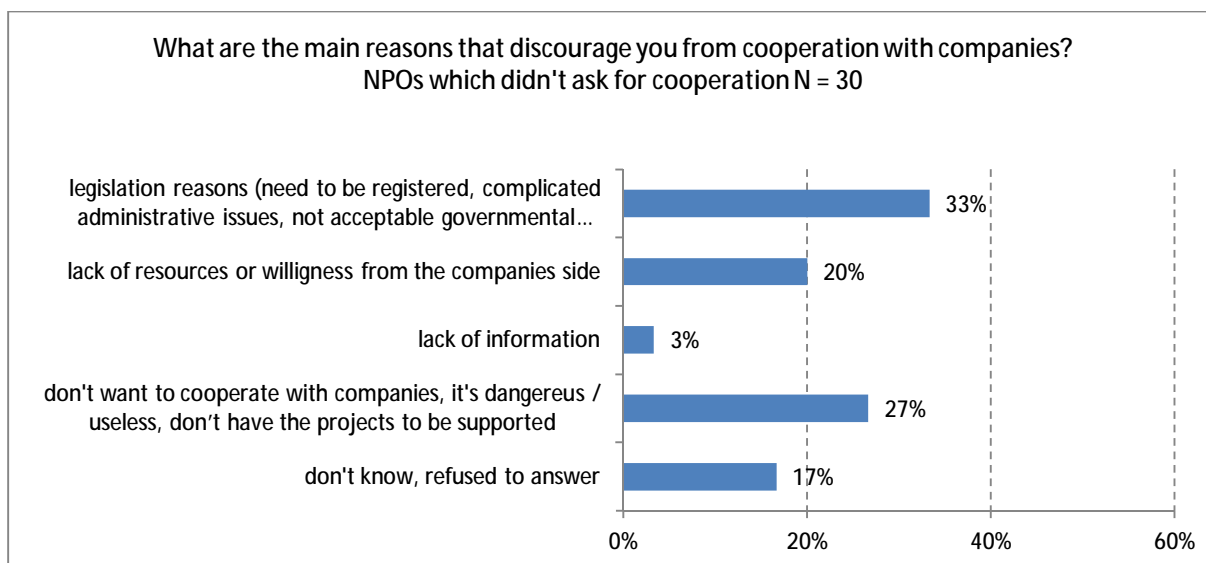
Only a minority of the NPOs interviewed said that the biggest barrier to cross-sector cooperation was the negative perception of NGOs or the consequence of low quality project proposals.

As mentioned before, those NPOs which have yet to ask for cooperation have a lower tendency to agree that the biggest barrier to cooperation is the companies' lack of resources or their unwillingness to cooperate. Only 17% of them stated that the companies' unwillingness to cooperate was a barrier to cooperation and only 13% of them highlighted a lack of resources as an issue.

10% of those NPOs that are inexperienced with cooperating with companies believed that asking for cooperation was ineffective for them. On the other hand, it is worth mentioning that the number of NPOs that do not see a benefit in cooperating with companies is low and represents only 27% of those NPOs which have yet to seek cooperation. This fact indicates that there is a greater potential for the expansion of cross-sector cooperation from the nonprofit organization side.



Those NPOs that have not sought cooperation with the business sector provided us with three main reasons for why they did not pursue cross-sector cooperation. First among them was the issue concerning necessary legislation (the need to be registered, various complicated administrative issues, a lack of acceptance of government conditions). The second reason shows that some NPO representatives perceive cooperation with business as being detrimental or they believe that they don't have good projects to offer (27% of them). The third reason given was that they thought that the companies did not have enough resources or willingness to support their activities.



Accountability and the image of non governmental organizations

There is no doubt that one of the biggest barriers to cross-sector cooperation is the image and level of accountability of the non-profit sector in Belarus. Despite the fact that both actors mentioned other obstacles to their cooperation during the quantitative research, the importance a nonprofit organization's image can be seen when one looks at the most important factors for a successful proposal for cooperation. Additionally, the problems with the level of accountability and with a supposed lack of the trust also resonated during the personal interviews.

The representatives of the NPOs declared that a lack of the trust and occasional problems over accountability were among the biggest obstacles to cross-sector cooperation during the personal interviews. In particular, they often mentioned the distrust between non-governmental organizations and companies or state representatives. According to some representatives of the NPOs interviewed, this distrust originates from a lack of transparency and accountability:

"The main obstacle is perhaps a distrust of each other; a level of trust still isn't there. In place of it is a certain distrust of public organisations. Perhaps it is because we don't work in the best and the most professional way. I think that there are problems on both sides. It is very hard to single out the main problem, but first I think that we should look for reasons within ourselves." (Interview; NPO No. 15).

"If an organisation works honestly and transparently, and is not involved in dodgy activities, and there are tangible results, then everything will be ok. Unfortunately, there are negative examples. Organisations have been caught in stealing and so on. These examples throw a shadow on all of us. Openness, honesty and conscientiousness – these are the main characteristics that organisations should have and they will encourage development in cross-sector cooperation." (Interview; NPO No. 9).

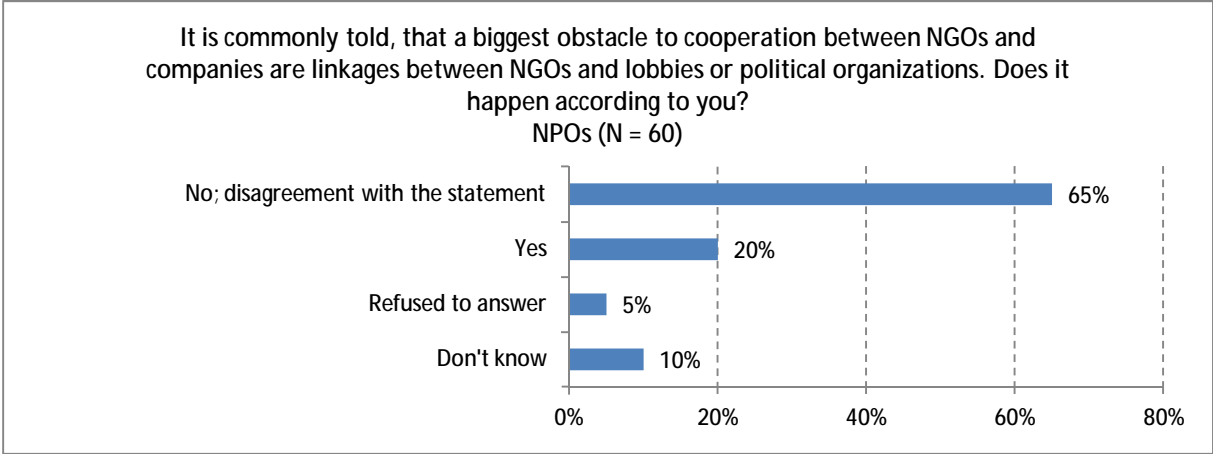
The perspective of the companies is similar to those of the NPOs. Some of the companies also articulated that the biggest problems in this field are related to levels of transparency, trust and the existence of quasi NGOs. Moreover, a smaller proportion of the companies mentioned that NPOs are too passive in their communication towards the business sector:

"There are many public organizations and for many public organizations it is business. It can often be seen that a person just makes good money from it. There's one classic example which has become pretty boring after a few years. There is a man called Sergey ... He has a public organization involved in treating children's cancer. In several years I have not seen a single result of his work. I am not saying that nothing is being done, but the fact is that nothing is being communicated anywhere. Based on that, we refuse to support such organizations." (Interview; Company No. 9).

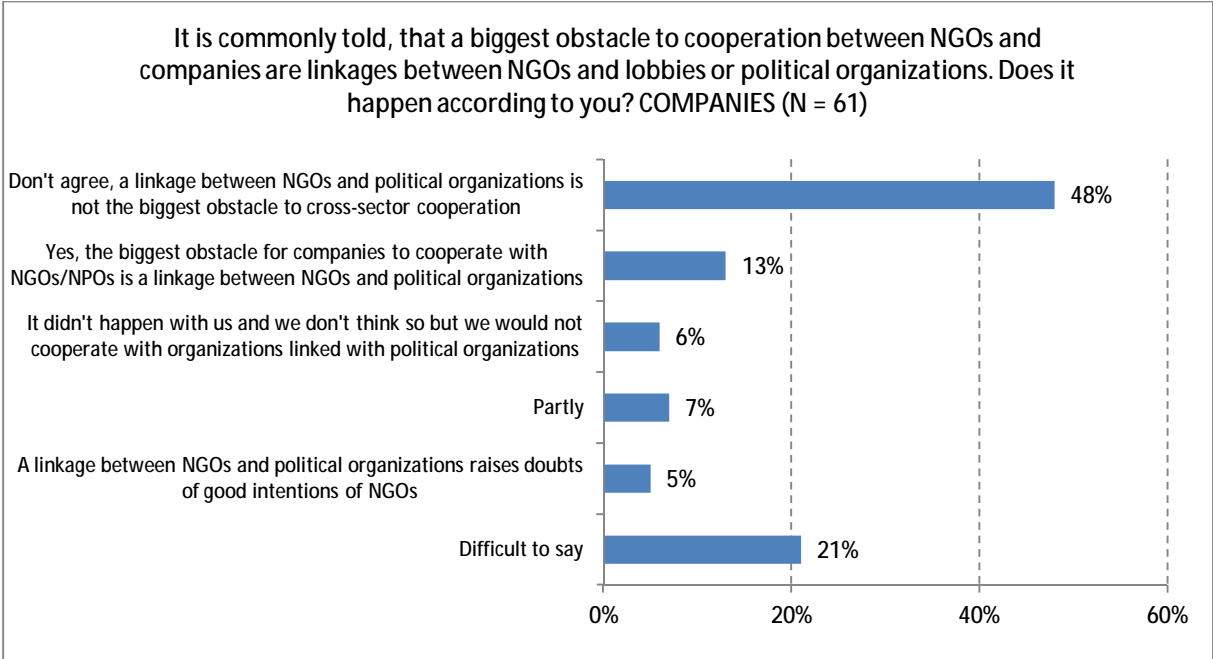
"As for other obstacles, there is also a lack of initiative and a lack of desire from the side of these organizations. There could be more projects and more companies could get involved if the organizations showed more initiative and kept looking and proposing things and so on." (Interview; Company No. 16).

In a preparatory phase of the research we assumed that one of the obstacles to cross-sector cooperation would be the perception of NGOs as political actors connected to various vested interests. Consequently, we tried to verify this hypothesis during the first part of the research. As the two following charts show, more than one half of the NPOs interviewed disagreed with the statement that the biggest obstacle to cooperation

between NGOs and companies were linkages between NGOs and lobbies or political organizations. Only 20% of the NPOs agreed with such a statement and a further 15% of the NPOs refused to answer or had no opinion.



The companies' assessment of the political dimension of certain NPOs was not so clear-cut and consensual. Approximately one half (48%) of the companies disagreed with the assertion that an NPOs political affiliations were the biggest barrier to cross-sector cooperation. One third of companies more or less agreed with the statement and 21% of the companies had no opinion.



Even during the personal interviews a considerable proportion of the respondents didn't agree that the political aspect of NPOs was a barrier to cross-sector cooperation, the personal interviews revealed that the perception of non-governmental organizations as actors with their own political goals is one of the underlying barriers to cross-sector cooperation.

We found two groups of NPOs with different attitudes towards the political aspect of NGOs. The first, bigger, group of NPOs verbally denied that there was any political aspect present in the non-governmental sector and simultaneously they tried to defend themselves against all accusations of political ambition. They had the tendency to

distinguish between their organizations which solved socially important issues and the work of other which ostensibly were politically linked:

"Generally speaking, there isn't any political aspect to the work of NGOs. It is public activity and not politics, and if people are involved in politics, then it isn't really public activity. Those are two different things, even though they are interconnected." (Interview; NPO No. 11).

"I disagree. It is one thing to talk about a political party, and another thing entirely when we are talking about an organisation working in the area of charity or healthcare. I think everybody separates the two and it therefore isn't an obstacle." (Interview; NPO No. 9).

The smaller group of NPOs accepted the existence of a political context of non-governmental organizations or at least mentioned that NGOs were often "mixed with political parties". They also accepted that this political aspect of the work of NPOs could be an obstacle to the development of cross-sector cooperation:

"Often public organisations are mixed with political ones and this is not very good for businesses, and it is actually scary. It destroys their sense of security. Nobody wants the business to be shut down today. If cooperating with an NGO becomes an additional risk factor, they will surely choose non-cooperation." (Interview; NPO No. 2).

"Yes, without a doubt. It affects both the image of an individual organisation and the image of this sector as a whole. In general, I would say that companies are afraid of public organisations since they are in the non-state sector and some are more politicised than others and the media often worsens this. There is also experience of unfavourable cooperation in the country. Companies are worried about getting involved with "disagreeable" organisations. And NGOs themselves are not always concerned about their image; take our organisation, we don't develop any special projects for others to learn more about us." (Interview; NPO No. 8).

From the companies' side we saw that there was a strict refusal to cooperate with NGOs that were perceived to have political goals. The reasons behind this were evident: companies do not want to be connected to any political activities because of the associated risks of attracting negative press and thus losing potential customers.

"A lack of political influence in the NGOs' activities turns out to be important criterion for mutual cooperation. We have to be politically unprejudiced and therefore the NGOs we work for must be as well." (Interview; Company No. 9).

"There was a situation about four years ago during the elections. Back then, non-profit organizations were banned from receiving money first from abroad and then from the residents who had bigger taxes introduced. In order to limit the financing of political organizations posing themselves as public associations the authorities limited the financing of all organizations, regardless of political affiliation." (Interview; Company No. 9).

Moreover, the potential of the existence of a political aspect to the activities of a NPO is a reason for why companies cease to cooperate with the third sector. For some companies, a grant or even support from a foreign non-governmental organization can be deemed as a reason to stop all common activities because of the potential criminalization of the NGO:

INTERVIEWER: What if, on the contrary, they work on the development of democracy?

RESPONDENT: I can say with a 100% assurance that such organizations don't apply to state companies for support, they are financed by foreign foundations.

INTERVIEWER: If they applied to your company, what would be your decision?

RESPONDENT: I am sure that we would refuse because we are totally happy with the policies of our state. (Interview; Company No. 50).

"We are usually suspect (as in the whole of Belarus) of support from grants, since cooperating with grants can be regarded as a crime. Therefore we try not to cooperate with organizations that work only with grants. We try to minimize the contact we have with NGOs that receive foreign money. We do not work with grants and do not want to work with people who are seriously involved with grants." (Interview; Company No. 61).

Legislative framework

According to the NPOs interviewed, the biggest obstacle to establishing cross-sector cooperation is the current legislative framework in which they must operate and the lack of incentives offered by the state to encourage corporate giving. Almost every NPO representative stated this issue during the personal interview stage. The representatives of the companies interviewed evaluated the legislative framework similarly: bureaucracy, an absence of tax incentives and a lack of overall motivation from the state were mentioned most often as barriers to developing cross-sector cooperation.

According to the representatives of both the NPOs and the companies, the legislative framework for cross-sector cooperation is underdeveloped and the whole process of setting up financial support is time consuming, bureaucratic and complicated. Moreover, according to some of the NPOs, the current legislation doesn't differentiate NPOs from political parties when they are receiving financial support. They have to register with the Tax Inspectorate and the companies have to pay taxes for their donations.

"It is the legislation; a special base for such cases hasn't been developed. Our laws don't encourage people and organizations to help each other. If you resolve to get involved in such activities, a lot of problems come up. When a company decides to give something away or to give something as a gift they need to write letters to avoid being accused of fraud. There is plenty of other paperwork." (Interview; Company No. 61).

"The problem is that the details of legislation in our state have not been worked out as well as we would like it to have been. Simply speaking, sometimes cooperation between companies and organizations is not profitable." (Interview; NPO No. 4).

"It is our legislation. In some aspects, the activities of many public organisations are given almost the same status as the activities of political parties. We have to hire a staff accountant to give a full report to the Tax Inspectorate." (Interview; NPO No. 5).

The second legislative barrier is the distinct lack of incentives stimulating the development of cross-sector cooperation. According to the representatives of both the companies and the NPOs, state legislation is lacking in the tax incentives which could encourage cross-sector cooperation:

"There is a big tax burden on philanthropy and a complete absence of tax incentives. In Europe and America there are a whole range of benefits and bonuses. Here we have to spend our profit." (Interview; Company No. 9).

"Well, the first point is the absence of a legislative base. In other words, there aren't legislative incentives for businesses. From the very beginning our organisation has focused on self-support. We tried to get financial support, etc., but it all got complicated and at a certain point we just abandoned it." (Interview; NPO No. 6).

Some of the interviewed NPOs proposed various measures that they believe should be taken in order to improve their situation. Firstly, they stated that NGOs and other types of non-profit organizations should be differentiated from political parties in the legislation. Moreover, they proposed that the registration process should be simplified and that tax incentives should be offered to companies that are willing to support NPOs.

"The requirements are the same for all public organisations, and because of that professional organisations suffer; the work of the latter needs to be simplified." (Interview; NPO No. 5).

"Public organisations need to be divided into categories. Public association should not be listed together with political parties, merely separated by a comma. The regulations are the same for both of them at the moment. Registration, the address of the registered office and the statute requirements for professional societies should be simplified. Today it's a big problem; nobody can cope. For example, the need to pay the registered office can be an unnecessary financial burden." (Interview; NPO No. 5).

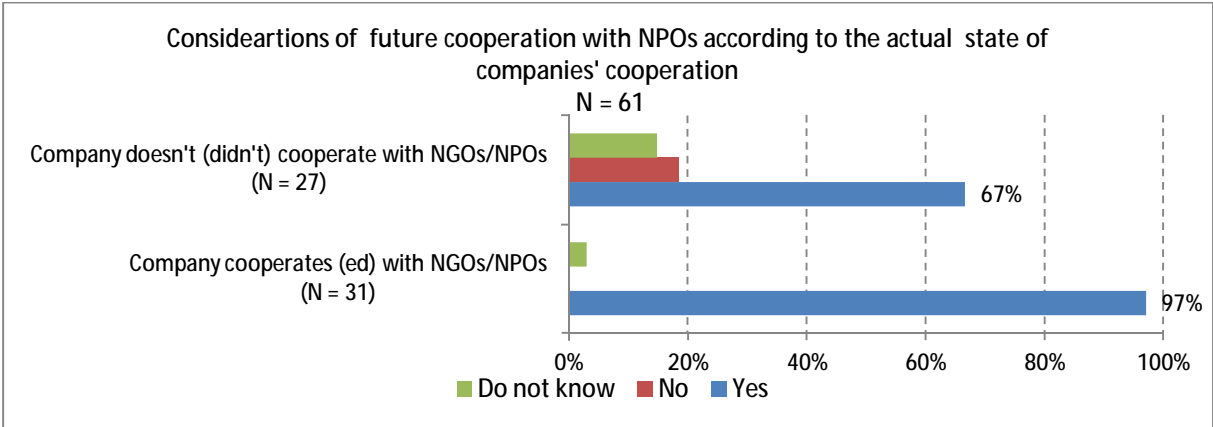
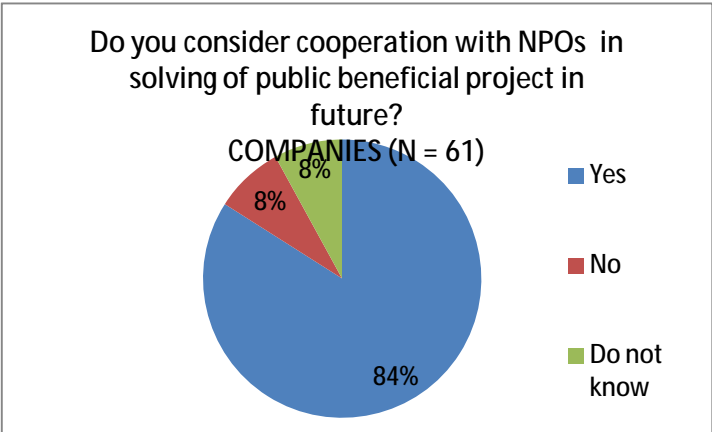
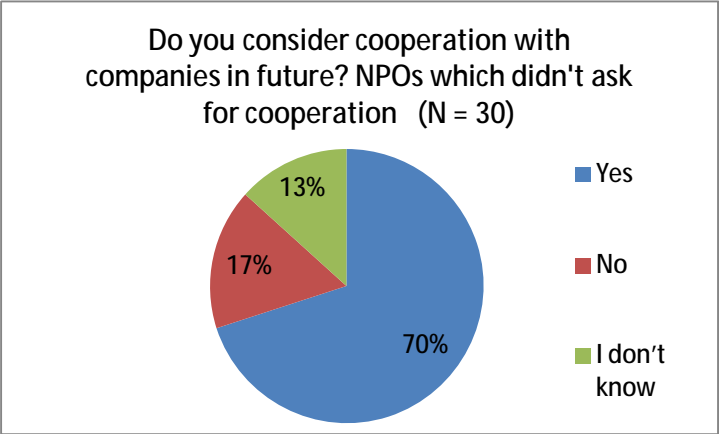
"Perhaps, financial contributions to NGOs should not be subject to tax." (Interview; NPO No. 3).

Potential for the further development of cross-sector cooperation

According to the results shown in the previous chapters we can conclude that there is potential to further develop cross-sector cooperation in Belarus. Of course, this potential cannot be fully exploited until the numerous barriers to the expansion of cross-sector cooperation are eliminated. The three most crucial external barriers in this context are; the current legislative framework; the low level of accountability and political affiliation of Belarusian NPOs; and the patent lack of information about cross-sector cooperation.

However, as the following charts demonstrate, Belarusian NPOs and companies are willing to form cooperative partnerships despite the current conditions. Nearly three quarters (70%) of NPOs that have yet to seek cooperation with companies stated that they would consider cross-sector cooperation with the business sector in the future. Similarly, 84% of all of the companies that participated in the survey responded that they would consider cooperation with a non-profit organization over a project beneficial for society in the future.

As we can see, almost all of the companies that have already established some form of cooperation with NPOs would consider continuing to cooperate with non-profit organizations in the future. Two thirds of the company representatives that have yet to form a cooperative partnership with NGOs/NPOs also stated that cooperation with a non-profit organization was possible for them in the future.



According to the personal interviews with the representatives of both the companies and the NGOs, organizations that focus on environmental issues, health and cultural activities have a strong potential to develop good relationships with the business sector. On the other hand, those organizations specializing in human rights or public policy will be less successful compared to those working in less 'controversial' areas. It is likely that the main reason for this is poor communication over the potential benefits and the risk of misinterpretation of the NPO's work as some sort of political activity.

During the qualitative interviews the majority of the companies as well as the NPOs weren't aware of any initiatives that specifically focused on promoting cross-sector cooperation. Moreover, the companies were missing some platform for an exchange of knowledge:

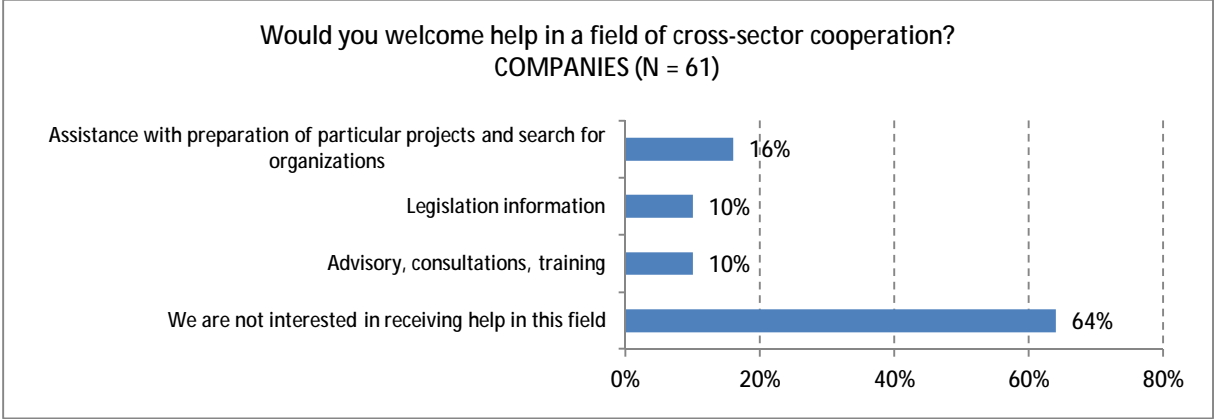
"We have no initiatives that stimulate cross-sector cooperation in Belarus, they are only in Europe. If we were asked to support such initiatives and to share our experience, I do not think that we would refuse." (Interview; Company No. 53).

"Yes, I have heard, but only fragments. The activities are not systematic or organized. There isn't any clear understanding about what cross-sector cooperation or about what social responsibility is. Because it is at the level of morals and depends on how one understands things, if someone hears that we help somebody, they scream "you don't know when you are well off!" that is, people see it negatively. How should we understand that? When society becomes more or less united in their understanding what is "good" and what is "bad", when traditions appear, and when cooperation isn't only at the level of companies but also at the level of small deeds – then, perhaps such activities will be perceived favorably."(Interview; Company No. 59).

The majority of the representatives of the companies interviewed declared their willingness to cooperate and share their experience about cooperation with NGOs:

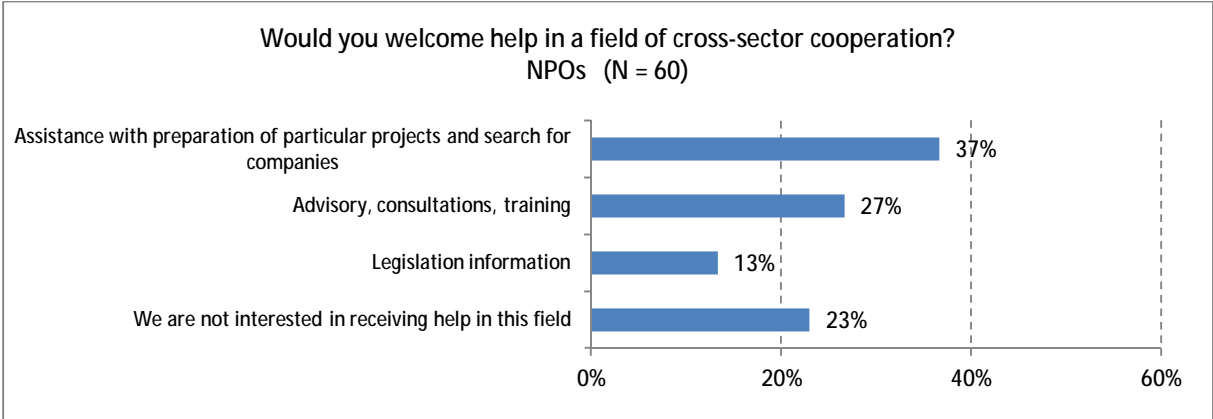
"We are willing and we are open for cooperation. There aren't any obstacles; there just isn't any interest from the side of some organizations, agencies, or people; especially regarding educational activities." (Interview; Company No. 59).

Despite the fact that we gathered positive feedback during the qualitative research, during the quantitative research stage we found that only one third of companies were interested in receiving help in the field of cross-sector cooperation.



On the other hand, the NPOs showed a greater degree of interest in receiving help in the field of cross-sector cooperation. Over one third of the NPOs interviewed were particularly interested in gaining assistance with the preparation of projects and with

searching for companies and another quarter of them were interested in receiving advice and consultations.



Appendix 1: Sample structure

Companies' structure

	Count	Pct
Area of economic activity		
Agriculture	0	0
Manufacturing	16	26
Trade	15	25
Services	30	49
Business activity		
Wholesale	11	18
Internet, IT	8	13
Foodstuff of production	6	10
Long-using stuff production	6	10
Advertising, printing trades	5	8
Industrial production	5	8
Hotel	4	7
Mobile communication, communication	4	7
Banks	2	3
Retail trade	2	3
Marketing, consulting	2	3
Mass media	2	3

others (Real estate, renting; Construction; Entertainment; Transport)	4	7
Legal form		
Limited liability company	26	43
Joint-stock company	14	23
Unitary enterprise	14	23
Additional liability company	4	7
Foreign enterprise	3	5
Ownership of the company		
Private company / exclusively private shareholders	55	90
State company / exclusively state shareholder	4	7
Private company with the state as a shareholder	2	3
Company size		
Large (251 employees and more)	17	28
Middle-sized (50 - 250 employees)	18	30
Small (up to 50 employees)	26	43

Nonprofit organizations structure

	Count	Pct
Legal status		
Association	4	7%
Foundation	2	3%
Membership organization	53	88%
Informal organization (IF possible, please specify):	0	0%
Other (please specify): structural organization	1	2%
Is the organization registered?		
yes	56	93%
no	4	7%
Area of focus		
European awareness	3	2%
Inter-religious dialogue	2	1%
Anti-discrimination	6	3%
Art and culture	18	10%
Disability	13	7%
Minorities	1	1%
Gender equality	5	3%
Civil Protection	11	6%
Education	25	14%

Urban / Rural development	4	2%
Youth policies	20	11%
Media and communications / Youth information	9	5%
Education through sport and outdoor activities	12	7%
Health	25	14%
Environment	8	4%
Development cooperation	6	3%
Other (Please specify):	15	8%
Scope of activities		
Local / regional level	20	33%
National level	26	43%
International level	14	23%
Number of full-time employees		
none	26	43%
up to 3	10	17%
4 - 9	13	22%
10 and more	11	18%

Appendix 2: Questionnaires and personal interview guides

SURVEY ON CROSS-SECTOR COOPERATION - QUESTIONNAIRE FOR COMPANIES

IDQUEST: (PLEASE FILL IN THE NUMBER OF THE QUESTIONNAIRE AFTER FINISHING THE INTERVIEW)

IDCOMP: COMPANY NAME: (PLEASE FILL IN AFTER FINISHING THE INTERVIEW)

Good morning/ Good afternoon.

My name is and I am working for We are carrying out a survey on cross-sector cooperation, which means cooperation between companies and non-profit organizations on various public-benefit projects. This cooperation can have various forms, for example financial funding of public benefit projects, employee volunteering or exchange of know-how.

The goal of the survey is to identify motivations and barriers to development of partnerships between companies and non-profit organizations. Based on the survey we will prepare projects aimed to improve the cooperation between companies and non-profit organizations (trainings, activities promoting cross-sector cooperation etc.)

We guarantee full anonymity and confidentiality of your answers. All information provided by you will be processed altogether with the answers of all other companies, without creating any connection to you personally or to the name of your company.

Completion of this questionnaire will take approximately 15 minutes. I would like thank you in advance you for your willingness to participate in this survey.

INSTRUCTION: WHILE CALLING TO THE COMPANY, TRY TO FIND A PERSON RESPONSIBLE FOR CROSS-SECTOR COOPERATION / COOPERATION WITH NON-PROFIT ORGANIZATIONS / CORPORATE PHILANTHROPY. MOST OFTEN, SUCH PERSON IS WORKING AT EXTERNAL OR INTERNAL AFFAIRS DEPARTEMENTS SUCH AS COMMUNICATION, MARKETING, ETC.

ID1. Please specify your position in the company:

No.		CODE
1.	Human resources	1
2.	Marketing / Public relations	2
3.	Other (please specify):	3

ID2. Please specify how long have you been working in the company. In case of various assignments in the company, please specify the total amount of years. (FILL IN THE ANSWER):

1. Has your company cooperated with any (non-governmental) non-profit organization on public beneficial project in the past two years? (ONLY ONE RESPONSE, CONTINUE ACCORDING TO THE INSTRUCTIONS)

No.			CODE
1.	Yes	=> please continue to question nr. 2	1
2.	No	=> please continue to question nr. 14	2

2. What kind of organizations did your company support? (SELECT ALL THAT APPLY / multiple response set)

No.		CODE
2.1	Non-governmental non-profit organizations	1
2.2	Schools	1
2.3	Municipal offices	1
2.4	Sports clubs	1
2.5	Youth organizations (Komsomol)	1
2.6	Pensioner clubs	1
2.7	Informal organizations (IF possible, please specify):	1
2.8	Other (please specify) :	1

3. What kind of support did your company provide to these organizations? (SELECT ALL THAT APPLY / multiple responses)

No.		CODE
3.1	Financial support	1
3.2	Your own products or services	1

3.3	Financing special services, products, e.g. purchase of service/ products paid by your company	1
3.4	Space rental	1
3.5	Know-how, experience, information	1
3.6	Other (please specify) :	1

**4. What type of projects / organizations does your company support?
Projects/ organizations aimed at supporting: (SELECT ALL THAT APPLY)**

No.		CODE
4.1	European awareness	1
4.2	Inter-religious dialogue	1
4.3	Anti-discrimination	1
4.4	Art and culture	1
4.5	Disability	1
4.6	Minorities	1
4.7	Gender equality	1
4.8	Civil Protection	1
4.9	Education	1
4.10	Urban / Rural development	1
4.11	Youth policies	1
4.12	Media and communications / Youth information	1
4.13	Education through sport and outdoor activities	1

4.14	Health	1
4.15	Environment	1
4.16	Development cooperation	1
4.17	Other (Please specify):	1

**5. What is the impact of the projects your company support most often?
(ONLY ONE RESPONSE)**

No.		CODE
5.1	local/ community impact (e.g. a support of local elementary school, theater, company surrounding revitalization)	1
5.2	regional impact (projects focused on solving problem of selected region, e.g. the environment of polluted river)	2
5.3	national impact (e.g. unemployment in Belarus, education system in Belarus, etc.)	3

6. Does your company communicate about the supported projects? (SELECT ALL THAT APPLY / multiple responses):

No.		CODE
6.1	on a company web page	1
6.2	in a news letter for company clients	1
6.3	in internal company newspaper for company employees	1
6.4	in company annual report	1
6.5	In communication with our business partners or state offices / representatives	1
6.6	other (please specify):	1

6.7	We don't communicate about projects the company supports	99
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7. How many non-profit organizations did you cooperate with in 2009?
Please specify the number (FILL IN THE ANSWER):

8. Please try to estimate the amount of financial support your company donated to support the non-profit projects in 2009? Please specify the amount in ths. BLR: (FILL IN THE ANSWER):

9. What is your motivation to support the non-profit organizations and public-benefit projects? (SELECT ALL THAT APPLY / multiple responses):

No.		CODE
9.1	we want to help to people in need / to help to solve an issue / we want to satisfy the requests	1
9.2	we want to achieve tax bonuses, depreciation	1
9.3	we want to improve brand image	1
9.4	we want to improve customer relationships and strengthen their loyalty	1
9.5	we want to promote our employees' loyalty and team sprit	1
9.6	in long-term, we want to improve our company's position in the community	1
9.7	in general , public or state expect such activities from the side of our company	1
9.8	different reason (please specify):	1
9.9	don't know	1

10. Is support of projects of non-profit organizations part of your corporate strategy? (ONLY ONE RESPONSE)

No.		CODE
10.1	yes	1
10.2	no	2

11. What is the most important criteria when choosing the organization you plan to cooperate with? (SELECT NOT MORE THAN THREE OF THEM)

No.		CODE
11.1	personal sympathy towards the organization representatives	1
11.2	bilateral interest for particular topic or supported project / project proposal idea	1
11.3	professionalism of the organization (deadlines fulfillment, etc.)	1
11.4	ability of the organization to adapt the non-profit project to the supporting company needs	1
11.5	good image of the organization	1
11.6	project can have positive impact on our employees and their relatives	1
11.7	other (please specify):	1

12. What resources do you (your company) use to support non-profit projects? (ONLY ONE RESPONSE)

No.		CODE
12.1	our company (corporate) foundation, that supports such projects	1
12.2	our own company budget intended for support of non-profit projects, that is defined each year (no company foundation)	2
12.3	ad hoc; resources from marketing (or other) budget	3
12.4	collection between company employees	4
12.5	other (please specify)	5

13. Sometimes, non-profit organizations approach the companies with the request for support, but are refused. If this happens in your company as well, please specify the most common reasons for rejection of such request for cooperation (SELECT NOT MORE THAN THREE OF THEM):

No.		CODE
13.1	lack of financial resources	1
13.2	lack of personnel capacities in our company that would take care of communication with the organization /project realization on the company side	1
13.3	bad project proposal (e.g. wrongly prepared budget, timing of the activities, lack of information about the project)	1
13.4	the scope of the project is not aligned with our company strategy	1
13.5	political dimension of project/organization	1
13.6	bad reputation of the non-profit organization	1
13.7	other (please specify)	1
13.8	so far, we have not rejected to support any organization, we have	99

	been approached by	
--	--------------------	--

=> CONTINUE TO THE QUESTION NO. 16

IF NO

14.Has your company been approached by non-profit organizations with a request to support public beneficial projects? (ONLY ONE RESPONSE)

No.		CODE
14.1	yes	1
14.2	no	2
14.3	I don't know	3

15.What are the main reasons that discourage you from supporting non-profit organizations? (SELECT NOT MORE THAN THREE OF THEM):

No.		CODE
15.1	lack of financial resources	1
15.2	lack of personnel capacities in our company that would take care of communication with the organization	1
15.3	bad projects proposals (e.g. wrongly prepared budget, timing of the activities, lack of information about the project)	1
15.4	the scope of the project proposals is not aligned with our company strategy	1
15.5	political dimension of project/organization	1
15.6	bad reputation of the non-profit organization	1
15.7	lack of government support for public beneficial projects or unclear legislation environment	1
15.8	Other (please specify):	1

15.9	We don't need to cooperate with non-profit organization / We don't need such cooperation	99
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= > CONTINUE TO THE QUESTION NO. 16

16. FOR ALL

Do you consider cooperation with non-profit organization in solving of public beneficial project in future? (ONLY ONE RESPONSE)

No.		CODE
16.1	yes	1
16.2	no	2
16.3	I don't know	3

17. In general, do you think that cooperation with non-for profit organizations can bring benefits to the companies? Such cooperation can (SELECT ALL THAT APPLY / multiple responses):

No.		CODE
17.1	promote brand image and differentiate the competitors	1
17.2	improve customer relationships and strengthen their loyalty	1
17.3	increase employees' motivation and potential applicants' interest	1
17.4	improve company's position in the community	1
17.5	achieve tax bonuses and depreciation	1
17.6	improve company perception/image among state offices or tax bureaus	1
17.7	other (please specify):	1
17.8	There are not benefits of such cooperation for companies	99

18. What are the biggest obstacles of cooperation of companies with non-profit organizations in public beneficial projects? Please specify (FILL IN THE ANSWER):

19. Would you welcome help in a field of cross-sector cooperation? (ONLY ONE RESPONSE)

No.		CODE
19.1.	Advisory, consultations, training	1
19.2.	assistance with preparation of particular projects and search for organizations	2
19.3.	legislation information	3
19.4.	we are not interested in receiving help in this field	4

20. It is commonly told, that a biggest obstacle to cooperation between companies and NGOs are linkages between NGOs and lobbies or political organizations. Does it happen according to you? Are there other – biggest obstacles in cooperation between companies and NGOs? (FILL IN THE ANSWER):

COMPANY IDENTIFICATION INFORMATION:

ID3. Your company is active in a field of:

No.		CODE
1.	agriculture	1
2.	manufacturing	2
3.	trade	3
4.	services	4
5.	Other (please specify):	5

ID 4. What is the area of business of your company? Please describe it as much precisely as possible.

(FILL IN THE ANSWER):

ID5. Company legal form:

No.		CODE
1.	Joint-stock company	1
2.	Limited liability company	2
3.	Other (please specify):	3

ID6. Please specify the number of full-time employees working in your company
(FILL IN THE ANSWER):

ID7. Ownership of the company

No.		CODE
1.	private company / exclusively private shareholders => please continue to question nr. ID 9	1
2.	state company / exclusively state shareholder => please continue to question nr. ID 9	2
3.	Private company with the state as a shareholder => please continue to question nr. ID 8	3
4.	other (please specify):	4

ID 8. Please can you specify what is the share of state and private shareholders?

No.		Fill in the response in %
1.	Share of private shareholders	%
2.	Share of state	%

ID 9. In which country district is your company localized?

No.		CODE
1.	Minsk	1
2.	Gomelsk region	2

ID10. Could you please specify your company turnover in 2009? Amount in thousands BLR:

OPTIONAL INFORMATION

ID11. For purpose of this survey, the personal meetings with company representatives should follow to discuss the cross-sector cooperation topic. We would be very pleased to meet you personally to answer your further questions. In case you would be interested in such meeting, please provide your contact details in order to get in touch with you to arrange the meeting

name: surname:

position in the company: tel. contact:

ID 12. Would you be interested in this survey results which will be available in English in May 2010? If so, please provide your email address:

e-mail:

SURVEY ON CROSS-SECTOR COOPERATION - QUESTIONNAIRE FOR NGOs

IDQUEST: (PLEASE FILL IN THE NUMBER OF THE QUESTIONNAIRE AFTER FINISHING THE INTERVIEW)

IDNGO: NGO NAME: (PLEASE FILL IN AFTER FINISHING THE INTERVIEW)

Good morning/ Good afternoon.

My name is and I am working for We are carrying out a survey on cross-sector cooperation, which means cooperation between companies and non-profit organizations on various public-benefit projects. This cooperation can have various forms, for example financial funding of public benefit projects, employee volunteering or exchange of know-how.

The goal of the survey is to identify motivations and barriers to development of partnerships between companies and non-profit organizations. Based on the survey we will prepare projects aimed to improve the cooperation between NGOs and companies (trainings, activities promoting cross-sector cooperation etc.).

We guarantee full anonymity and confidentiality of your answers. All information provided by you will be processed altogether with the answers of all other NGOs, without creating any connection to you personally or to the name of your NGO.

Completion of this questionnaire will take approximately 15 minutes. I would like thank you in advance you for your willingness to participate in this survey.

INSTRUCTION: WHILE CARRYING OUT AN INTERVIEW, TRY TO FIND A DIRECTOR, FINANCIAL MANAGER OR OTHER PERSON RESPONSIBLE FOR FUNDRAISING AND COMMUNICATION TO THE DONORS IN GENERAL.

ID 1. Please specify your position in the NGO:

No.		CODE
1.	Director of the NGO	1
2.	Financial manager	2
3.	Fundraiser	3
4.	Other (please specify):	4

ID 2. Please specify how long have you been working in the NGO. In case of various assignments in the NGO, please specify the total amount of years. (FILL IN THE ANSWER):

ID 3. What is the legal form of your NGO?

No.		CODE
1.	Association	1
2.	Foundation	2
3.	Membership organization	3
4.	Informal organization (IF possible, please specify):	4
5.	Other (please specify):	5

ID 4. Is your NGO registered?

No.		CODE
1.	yes	1
2.	no	2

1. Please, specify the most important obstacle / issue having impact on your NGO activities and further development? (ONLY ONE RESPONSE)

No.		CODE
1.1	Lack of human capacities (human resources, employees and their capacities)	1
1.2	Programs and projects development (preparation of good projects)	2
1.3	Partnerships building (cooperation with different partners, building new partnerships)	3
1.4	Financial (financing the NGO operations and projects)	6
1.5	Political issues (the willingness of the state to control NGOs)	5
1.6	Other (please specify):	6

2. Please specify 2 most important issues which affect a fundraising for your organization (NOT MORE THAN 2 RESPONSES)

No.		CODE
2.1	Lack of information about grants for NGOs	1
2.2	Lack of support from individuals (support from individual donors, volunteering)	1
2.3	Lack of support and cooperation from the for-profit sector (lack of corporate philanthropy)	1
2.4	Lack of support and cooperation from the state and municipality	1
2.5	Legal status of NGOs and legislation concerning financial operations of NGOs	1
2.6	Other (please specify):	6

3. Does your organization have a board? (ONLY ONE RESPONSE)

No.		CODE
3.1	Yes => continue to question nr. 4	1
3.2	No => continue to question nr. 5	2

4. How many members of your organization board is working in (ASK FOR EACH OPTION AND FILL IN THE NUMBER OF MEMBERS)

No.		Quest. No. 4 (fill in the number of members)
4.1	- non-profit sector	
4.2	- public sector	
4.3	- private sector	

=> CONTINUE TO QUESTION NR. 5

5. Who is responsible for fundraising in your organization? Please select the most appropriate. (ONLY ONE RESPONSE)

No.		CODE
5.1	Fundraiser	1
5.2	Director/ chairman of the organization	2
5.3	Board	3
5.4	Project managers	4
5.5	Other persons (please specify):	6
5.6	Nobody	99

6. Some NGOs prepare fundraising plans which describe all the activities needed for earning the resources for organization (e.g. who, when and how to ask for a support during a year). Does your organization have a fundraising plan? (ONLY ONE RESPONSE)

No.		CODE
6.1	We don't have fundraising plan	1
6.2	Just very vague	2
6.3	Clear, but only verbally	3
6.4	Clear, in written form	4
6.5	Other (please specify):	5

7. Has your NGO addressed any (for-profit) company with the request for support or cooperation in the past two years?

No.			CODE
7.1	Yes	=> please continue to question nr. 8	1
7.2	No	=> please continue to question nr. 18	2

8. How many companies donated to your organization financial or non-financial support in 2009? Please specify the number of companies. (FILL IN THE NUMBER OF COMPANIES):

9. What kind of support did companies provide most often to your organization? (Max 2 RESPONSES)

No.		CODE
9.1	Financial support	1
9.2	Own products or services	2

9.3	Financing special services, products, e.g. purchase of service/ products paid by company	3
9.4	Space rental	4
9.5	Know-how, experience, information	5
9.6	Other (please specify) :	6

10. Please try to estimate the financial value of support your organization received from companies in 2009? Please specify the total amount of financial and non-financial support in ths. BLR (FILL IN THE ANSWER):

11. What do you offer to companies for their support? Please specify:

12. According to your opinion, why are companies supporting your NGO? Please specify:

13. Where do you communicate projects, which were supported by companies? (SELECT ALL THAT APPLY / multiple responses):

No.		CODE
13.1	On a organization web page	1
13.2	In a news letter for our supporters or beneficiaries	1
13.3	In annual report	1
13.4	During personal meetings with organization supporters / during events for public	1
13.5	Other (please specify):	1
13.6	We don't communicate projects supported by the companies	99

14. Do you think that, except financial support, a cooperation with the companies can bring other advantages to your NGO? If yes, please specify (FILL IN THE ANSWER):

15. What is the most important when you ask for support from a company? (SELECT NOT MORE THAN THREE OF THEM)

No.		CODE
15.1	Attract an interest with well prepared project	1
15.2	Personal sympathy towards the organization representatives	1
15.3	Professionalism of the organization (deadlines fulfillment, etc.)	1
15.4	Ability of the organization to adapt the non-profit project to company needs	1
15.5	Good image of the organization	1
15.6	Other (please specify):	1

16. Sometimes, non-profit organizations approach the companies with the request for support, but are refused. If this happens to you (your NGO) as well, please specify the most common reasons for rejection of such request for cooperation: (FILL IN THE ANSWER):

17. What do you consider as biggest barriers for deeper cooperation between NGOs and companies? (SELECT NOT MORE THAN THREE OF THEM):

No.		CODE
16.1	Lack of information about companies and entrepreneurs	1
16.2	Unwillingness of companies to give a part of their profit for a benefit of others	1
16.3	Lack of resources, companies cannot afford to give bigger support to NGOs	1

16.4	Lack of motivation from the state (tax incentives etc.)	1
16.5	Low quality of projects presented to companies, projects can't attract their interest	1
16.6	Bad image of NGOs	1
16.7	Legislative framework of NGOs functioning in Belarus	1
16.8	Other (please specify):	1

=> CONTINUE TO THE QUESTION NO. 22

IF NO

18. Why your organization did not approach companies with a request for support / cooperation? (FILL IN THE ANSWER):

.....

19. What are the main reasons that discourage you from cooperation with companies? (SELECT NOT MORE THAN THREE OF THEM):

No.		CODE
18.1	lack of information about companies and entrepreneurs	1
18.2	Unwillingness of companies to give a part of their profit for a benefit of others	1
18.3	Lack of resources, companies cannot afford to give bigger support to NGOs	1
18.4	Lack of motivation from the state (tax incentives etc.)	1
18.5	Low quality of projects presented to companies, projects can't attract their interest	1
18.6	Bad image of NGOs	1
18.7	Inefficiency of such cooperation: compared to energy invested we gain small support	1

18.8	Legislative framework of NGOs functioning in Belarus	1
18.9	Other (please specify):	1
18.10	We don't have a reason to cooperate with companies	99

20. Do you consider cooperation with companies in future? (ONLY ONE RESPONSE)

No.		CODE
19.1	Yes => please continue to the question Nr. 22	1
19.2	No => please continue to the question Nr. 21	2
19.3	I don't know => please continue to the question Nr. 20	3

21. Under which conditions would your organization address companies with a request for cooperation? What has to be changed? (FILL IN THE ANSWER):

=> CONTINUE TO THE QUESTION NO. 22

FOR ALL RESPONDENTS

22. Would you welcome help in a field of cross-sector cooperation? (ONLY ONE RESPONSE)

No.		CODE
21.1	Advisory, consultations, training	1
21.2	assistance with preparation of particular projects and search for companies	2
21.3	legislation information	3
21.4	we are not interested in receiving help in this field	4

23. Please try to estimate the proportion of funding from following types of donors in your NGO annual budget for 2009 (ASK FOR EACH OPTION AND FILL IN THE NUMBER OF MEMBERS)

No.		Quest. No. 24 (fill in the percentage for each option)
22.1	- international donors	%
22.2	- government	%
22.3	- private sector / companies	%
22.4	- individuals	%

24. It is commonly told, that a biggest obstacle to cooperation between NGOs and companies are linkages between NGOs and lobbies or political organizations. Does it happen according to you? Are there other – bigger obstacles in cooperation between NGOs and companies? (FILL IN THE ANSWER):

NGO IDENTIFICATION INFORMATION:**ID 5. What are the main topics/issues your NGO is focusing on? (MULTIPLE RESPONSES)**

No.		CODE
A.	European awareness	1
B.	Inter-religious dialogue	1
C.	Anti-discrimination	1
D.	Art and culture	1
E.	Disability	1
F.	Minorities	1
G.	Gender equality	1
H.	Civil Protection	1
I.	Education	1
J.	Urban / Rural development	1
K.	Youth policies	1
L.	Media and communications / Youth information	1
M.	Education through sport and outdoor activities	1
N.	Health	1
O.	Environment	1
P.	Development cooperation	1
Q.	Other (Please specify):	1

ID 6. What is the scope of activities of your organization? In general, the projects your NGO is realizing are at:

No.		CODE
1.	Local / regional level	1
2.	National level	2
3.	International level	3

ID 7. Please specify the number of full-time employees working in your NGO (FILL IN THE ANSWER):

ID 8. Please specify the number of volunteers regularly working your NGO (FILL IN THE ANSWER):

ID 9. Please specify 2009 annual budget of your NGO in ths. BLR (FILL IN THE ANSWER):

OPTIONAL INFORMATION

ID 10. For purpose of this survey, the personal meetings with company representatives should follow to discuss the cross-sector cooperation topic. We would be very pleased to meet you personally to answer your further questions. In case you would be interested in such meeting, please provide your contact details in order to get in touch with you to arrange the meeting

name: surname:

tel. contact:

ID 11. Would you be interested in this survey results which will be available in English in May 2010? If so, please provide your email address

e-mail:

Personal interview guide with company representative (Companies cooperating with NPOs)

Nr. of Interview:

Company NAME:

Date and time:

We would like to thank you for your willingness to participate in this survey. Its goal is to identify motivations and barriers to development of partnerships between companies and non-profit organizations. Based on the survey we will prepare projects aimed to improve the cooperation between companies and non-profit organizations (trainings, activities promoting cross-sector cooperation etc.)

We guarantee full anonymity and confidentiality of your answers. We will record your answers only for the purpose of further analysis. We guarantee to you that all information provided by you will be analyzed without creating any connection to you personally or to the name of your company. Completion of this interview will take approximately 40 minutes.

1. Please, describe two most interesting public benefit projects your company carried out in cooperation with any non-profit organization.

INSTRUCTION: repeat for both projects mentioned.

- What was/ is the goal of the project? What kind of support your company provided/provide to the organization?
- Is this project an ongoing activity or is it a past? Does your cooperation with the organization continue today? If yes, what are the current projects?
- Please describe the organization which coordinate /with which you cooperate on/ selected project? What is its area of focus?
- Who is your contact person in the organization? Please, describe your relationships. Are you friends or is it more likely a "business partnership"?
- How did you start cooperation with the organization? What were the criteria you evaluated while deciding to support the project proposed? Did you select the NGO because of your interest in a cause or because of other reasons? Please describe them. What was hardest while cooperating on public benefit project?
- Why have you selected this project to speak about it? Why is it interesting?
- According to your opinion, what are the organization expectations from cooperation with your company?
- What benefits your company takes from this cooperation?
- What are your main learning's from this cooperation?
- Do you inform your stakeholders (public) about the project you supported? If not why?

2. Do non-profit organizations ask for support often to your company? Do you refuse their requests for support? Except lack of financial resources, what are the other reasons? What are the project proposals those “unsuccessful” organizations present to you? Under which conditions your company would donate them support?
3. Now, I would like to ask you some questions on cross-sector cooperation in general:
 - Please, describe in few points how you manage philanthropic activities in your company?
 - Do you have some kind of strategy or guidelines for philanthropic activities (definition of area of focus or supported target groups, annually defined budget)? Who is responsible for preparation and approval of such strategy? Do you have some key performance indicators on philanthropy that you evaluate on some periodical basis? Who decides which projects are supported and which are not?
 - Are some initiatives promoting cross-sector cooperation in Belarus? If yes, please describe them / their activities? How do you evaluate them? Does your company participate in those activities?
 - According to your opinion, what kind of support do companies donate to non-profit organizations most often? Why this? Is there anything companies can offer to non-profit organizations but they don't ask for it?
 - To which extent is mission and vision of NGO important while asking for support from company / building partnership with company? Does area of NGO activities determinate the range of potential cooperation with a company?

If yes, please try to outline potential cooperation between company and NGO focusing on:

Human rights/ Art and Culture/ Public Policy/ Health/ Environment

- What are the biggest obstacles to cooperation between NGOs and companies? Please, try to mention all of them. Which of them is the most important? Why?
- If you were asked to give advice to NGO which would like to start cooperation with company, what that advice would be?

IF NOT MENTIONED SPONTANEOUSLY:

- NGO perception /image if the NGO/ is one of the most important drivers affecting the beginning of cooperation between companies and NGOs. What are the main characteristics of NGOs which discourage companies from cooperation? And what are the main characteristics which motivate them to cooperate?
- It is commonly told that legislative framework of NGO functioning and lack of motivation from the state are one of the biggest barriers to cooperation between companies and NGOs. What do you think about it? According to your opinion, is it true? According to your opinion, what measures can be used in Belarus to stimulate cross-sector cooperation?

- It is said that companies do not cooperate with NGOs because they are not asked or they do not prepare good proposals. If you were asked to advice NGO how to start cooperation with your company, what would you advice them?
- And what about political background of NGOs, which is mentioned very often? Is it perceived as a barer to cross-sector cooperation? Why?
- What do you expect from cooperation with NGO? What added advantage such cooperation brings?

Personal interview guide with NGO representatives (NGOs cooperating with companies)

Nr. of Interview:

NGO NAME:

Date and time:

We would like to thank you for your willingness to participate in this survey. Its goal is to identify motivations and barriers to development of partnerships between companies and non-profit organizations. Based on the survey we will prepare projects aimed to improve the cooperation between companies and non-profit organizations (trainings, activities promoting cross-sector cooperation etc.)

We guarantee full anonymity and confidentiality of your answers. We will record your answers, for the purpose of further analysis. We guarantee to you that all information provided by you will be analyzed without creating any connection to you personally or to the name of your company. Completion of this interview will take approximately 40 minutes.

Please, describe two most interesting projects, your organization carried out in cooperation with any company / or thanks to the support or co-financing of the companies.

INSTRUCTION: repeat for both projects mentioned.

- Why did you select this project? What is interesting about it?
- Is this project an ongoing activity or is it a past? Does your cooperation with the company continue also in present days? If yes, what are the current projects?
- What was/is the goal of the project? What kind of support company provided/provide to you?
- Please describe the company which supports selected project. Is it state owned or private company? Its area of business is...? What is the number of company employees?
- Who is your contact person in a company? E.g. what position is the person holding in the company? What is area of the person's responsibility? Please, describe your relationships. Are you friends or is it more likely a "business partnership"?
- How did you start cooperation with the company? If you initiated it, how did you approach the company with the request for support? What was hardest while approaching the company? Is there somebody who helped you to "open the door" in the company? (Have you known somebody in the company or outside of it who made a first introductory contact on your behalf?)
- Except financial or material support, are there some other (non material, "side-effect") benefits for your NGO which result from cooperation with the company?
- According to your opinion, what are the company expectations from cooperation with your NGO? What are the benefits resulting from cross-sector cooperation in general?

- What are your main learning's from this cooperation?
 - What did company expect from you for the cooperation (f.e. mentioning their name – where? report)?
2. And now, please describe your experiences when you were not successful in approaching the companies with the request for support or cooperation. Please try to describe all reasons why you were not successful in building those partnerships. Reasons resulting from the company side...? Reasons resulting from your NGO side...? What was the most important reason?
3. Now, I would like to ask you some questions on cross-sector cooperation in general:
- According to your opinion, what kind of support do companies donate to NGOs most often? Why this? Are there some resources which are more important to NGOs (and they don't receive them or don't ask for them)?
 - What is easier: to cooperate with state owned or private companies? Why?
 - What is easier: to cooperate with companies or international/national donors? Why?
 - What skills should NGO person have approaching company? Are there such people?
 - To which extent is mission and vision of NGO important while asking for support from company / building partnership with company? Does area of NGO activities determinate the range of potential cooperation with a company?
 - If yes, please try to outline potential cooperation between company and NGO focusing on (please try to give a basic idea even you are not expert in :

Human rights/ Art and Culture/ Public Policy/ Health/ Environment

- Is there some learning from cooperation with companies you can use during day to day work in your NGO? For example some process, tips how to deal with daily work...
- What are the biggest obstacles to cooperation between NGOs and companies? Please, try to mention all of them. Which of them is the most important? Why?

IF NOT MENTIONED SPONTANEOUSLY (ASK FOR EACH OF THE FOLLOWING):

- NGO perception /image if the NGO/ is one of the most important drivers affecting the beginning of cooperation between companies and NGOs. What are the main characteristics of NGOs which discourage companies from cooperation? And what are the main characteristics which motivate them to cooperate?
- It is commonly told that legislative framework of NGO functioning and lack of motivation from the state are one of the biggest barriers to cooperation between companies and NGOs. What do you think about it? According to your opinion, is it

true? According to your opinion, what measures can be used in Belarus to stimulate cross-sector cooperation?

- And what about political background of NGOs, which is mentioned very often? Is it perceived as a barrier to cross-sector cooperation? Why?
- Are there any initiatives promoting cross-sector cooperation in Belarus? If yes, what do you think about them? Does your organization participate in those activities?
- What kind of awareness events would work for both, NGOs and companies to learn more about each other?
- Are there companies that would come up spontaneously as seen as philanthropic? Individuals? NGOs considered as the ones that they have good corporate support – recognition?