

Business Partnerships for Youth Development



AUSYOUTH#

Supporting youth development across Australia

Business Partnerships for Youth Development

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AUSYOUTH

221 Wakefield St
Adelaide 5000
South Australia

Tel 08 8463 4890

Fax 08 8463 4899

www.ausyouth.on.net

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The Duke of Edinburgh's Award in Australia
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TERMINOLOGY

Mutual Benefit

Young people are an integral part of our community with a valuable contribution to make. Both young people and their communities benefit from youth development.

Partnerships

Youth development works best when partnerships between young people, youth organisations, governments, business and schools are formed and strengthened. Partnerships can provide new and alternative ways of viewing and doing things by drawing upon the knowledge, expertise and resources held by the various partners. Through quality partnerships the work of all the partners is enhanced.

Positive youth development

The term positive youth development is used to reinforce the strengths-based and community benefit focus of youth development.

Youth development

Youth development is about providing all young people with positive experiences and opportunities which enhance their strengths and capacities and which affirm them as contributors to their communities now and shapers of their own future. Through youth development, communities are able to recognise value, support and encourage young people's contribution.

Youth development activities

Youth development activities and opportunities focus on strengthening and enhancing personal attributes and the development of interpersonal skills, and connections with their communities. Youth development activities offer the chance to be involved in activities that they may not have otherwise.

Youth development and the key principles for good practice

The youth development approach is characterised by two overarching principles: empowerment and conscious enterprise. Empowerment is premised on an understanding that all individuals and communities have capabilities and strengths that can be utilised and enhanced to gain greater influence and control over decisions or actions that affect them. Processes and actions contributing to youth development outcomes should be empowering for all those involved.

Conscious enterprise means that the purpose of each process or action associated with youth development should be clearly defined and understood by those involved. Specific outcomes for young people must be actively and purposefully pursued rather than left to chance.¹

Youth development programs

Youth development programs build individual capacity through the imaginatively structured development of skills, self-worth and identity. These programs involve young people in activities that challenge and stretch them in an organised and supportive environment.

(Youth development) provider organisations

Provider organisations are the organisations, agencies and departments that provide structured youth development programs and activities. Some of the provider organisations, such as Scouts Australia, have as their core business the provision of youth development programs and run an extensive range of programs for young people in varying settings, including schools. For other provider organisations, such as St John Ambulance Australia and Surf Life Saving Australia, their youth development activities are only a small strand of organisational activity and the core business of the organisation has quite a different focus.

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This publication was written by Anne Hywood, Executive Officer, Duke of Edinburgh's Award South Australia with significant contributions from Nicole Gilding, Director, Ausyouth.



FOREWORD

Ausyouth is a national project which has been established to provide a range of services to promote, coordinate and facilitate youth development as an approach and practice across Australia. The project is funded by the Commonwealth Minister for Children and Youth Affairs and is contracted through the Youth Bureau, Department of Family and Community Services. The project commenced in April 2000.

Ausyouth's role is to work with and assist organisations within the public and private sector to advance knowledge and understanding about youth development, and to broaden the base for youth development opportunities.

Stakeholders in the process include youth program providers, policy-makers, practitioners in the field of youth work, youth affairs networks, government service providers, the business sector and various other organisations and agencies. This publication contributes to a broad strategy to promote the concept of youth development to the business sector and engage the sector in investment in youth development through effective partnerships.

More detailed information about Ausyouth's role and a number of Ausyouth publications are available from our website at www.ausyouth.on.net.au

WHO IS THIS FOR?

The publication is intended as a guide and resource for youth development provider organisations. It is particularly directed towards those smaller organisations for whom dedicated specialist expertise and resources to partnership development is not a viable option. No matter how small, organisations are encouraged to build on their strengths and to be both selective and strategic in their approach.

There are excellent resources and publications, currently in circulation, that have been developed to assist community organisations understand and develop business partnerships.

This publication draws on that work but has a focus on the application of the principles of business and community partnerships in a youth development environment.

Youth development provider organisations deliver services to a broad range of young people and, unlike many community organisations, are not exclusively servicing areas of disadvantage.



This impacts on how provider organisations are perceived by the general and business community and raises a number of issues for the development of business partnerships.

The application of the framework of principles for good practice in youth development to the task of attracting, engaging and sustaining business partnerships has been a primary consideration.

A selection of references and resources is provided to facilitate further exploration and learning in the quest to achieve good practice in business partnerships for youth development.

INTRODUCTION

The phrase 'business partnerships' currently dominates all discussions relating to corporate support of the community sector.

Business partnerships have taken over from the seemingly now unfashionable concept of corporate sponsorship, and many will tell you that corporate philanthropy has long been dead and buried.

The new emphasis on partnership implies some level of equality between the two parties, which has often not been the case in relationships between the corporate and community sectors.

More familiar is the image of the struggling community organisation with its hand out to big business, and not much to offer in return.

If all this is changing, what does a business partner want from a community organisation, and how is it possible to provide it?

Is it possible for youth development provider organisations to establish valuable partnerships in the business sector? What appeal does youth development have in particular? How could a partnership with a youth development provider assist a company to achieve its objectives?

For many the prospect of pursuing such a partnership is overwhelming. The new language of business partnerships and strategic relationships is daunting for some people working in community organisations. It conjures up images of having to negotiate deals with highflying executives from multinational corporations.

All community organisations have their match. Businesses, large and small, local and national, are looking to establish the right community partnership.

This document has been produced to guide youth development provider organisations through the changing world of corporate and community relationships.

Along the way it will provide a few tips on how to find the perfect partner and keep the relationship intact.



PARTNERSHIPS - GOOD PRACTICE IN YOUTH DEVELOPMENT



Partnerships are nothing new to those involved in youth development.

Just about all youth development providers in Australia are dependent on positive working partnerships with others to support their operations.

Some provider organisations have long-standing partnerships with national, state or local governments. Some operate within the education, defence or emergency services structures. Some retain an active or historical connection with the church.

Active engagement in partnerships is a principle of good practice in youth development.

Effective partnerships will empower all who participate and draw upon the creative enterprising best of individuals and organisations.

Good partnerships don't just happen – they are deliberately created and actively sustained.

There is a long history of youth development providers working together to enhance their own programs, to provide additional recognition and accreditation, and to share resources.

Partnerships can provide the opportunity to expand, diversify and bring new influences into organisations and programs.

Collaboration with like-minded partners has the potential to extend the reach and influence of youth development programs and maximise the outcomes for all.

Funding of Youth Development

Youth development provider organisations share many qualities and aspirations.

All share a commitment to providing the best program possible to the largest number of young people.

This commitment to increasing the numbers of young people involved is not about empire building but is grounded in the organisation's commitment to providing young people with access to youth development opportunities. It is sustained by a steady stream of evidence that youth development programs make a real difference to young people.

Ask any youth development program provider why they haven't met their growth targets and you will inevitably be given a one-word answer – money.

It is generally believed that all problems will be solved by money -

- money to employ more staff
- money for marketing and promotion
- money for equipment and resources
- money for volunteer recruitment and training

There is no doubt that a cashed up organisation may have more options, but it is only one element to ensuring quality program delivery and growth.

Still, the search for money drives most organisations and dominates the working hours of its senior management.

PARTNERSHIPS - GOOD PRACTICE IN YOUTH DEVELOPMENT

Government Funding

When dollars are tight, government is usually the first port of call.

Youth development providers often have some relationship with a relevant government agency. Interestingly there is not one area of government that has 'ownership' of youth development.

Relationships are found across a range of government agencies, including -

- education and training
- sport and recreation
- family and community services
- youth affairs
- health
- police
- defence
- emergency services, and
- environment

Some provider organisations are supported by government agencies on a long-term basis. Others are subject to the uncertainties of annual grants.

Others receive no financial support from government at all. While this is an ongoing source of irritation for some, other provider organisations pride themselves on their independence from government. The growth of interest across Commonwealth, State/Territory and Local Government in community capacity building, partnership approaches to social, educational and economic issues, and regional development initiatives to promote sustainability, all provide valuable connection points with those whose business is youth development. Connection with the current grant making agenda can provide important new opportunities for youth development organisations. If seeking funding, it is important to look beyond the relevant youth offices as a funding source.



PARTNERSHIPS - GOOD PRACTICE IN YOUTH DEVELOPMENT

Operating Revenue

Traditionally youth development activities have been provided largely from the not-for-profit community sector.

Most provider organisations gain some income from operational fees and charges. However, the concept of user pays rarely applies in youth development organisations.

Participation fees are kept to a minimum to provide accessibility and encourage wide involvement from a diverse group of young people.

These fees are not expected to cover the real cost of program delivery.

Fundraising

By necessity youth development providers, like many other community organisations, have to dedicate time and resources to fundraising efforts.

Some provider organisations have a long-standing formula that works for them. Others are continually searching for new and innovative fundraising opportunities.

Provider organisations' greatest fundraising resources are their young people, the parents and volunteers. They are usually the arms and legs that sell the fundraising chocolates and cookies, knock on doors during appeals and organise teams for fundraising events.

Larger provider organisations may have staff or volunteers dedicated to fundraising. Others rely on core staff to be multi-skilled and stretch their workload to take on fundraising projects at key times of the year.

Whether business partnerships are established at Head Office or Regional level it is unlikely that the need for fundraising at local level will diminish.

Small Grants Programs

There are a number of Trusts and Foundations established to support organisations working with young people. Small grant programs are used to distribute funding according to the priorities of the organisation.

Many youth development providers have tapped into this network and apply on an annual basis for small amounts to boost their operational budgets.

Often the grants are linked to capital expenditure or are project specific.

Funds obtained through small grants programs, although valuable, usually have no long-term impact on the ongoing sustainability of the provider organisation.

However, if used strategically they can significantly advance quality improvement and evaluation, as the influx of additional resources allows organisations to buy in expertise.



PARTNERSHIPS - GOOD PRACTICE IN YOUTH DEVELOPMENT

Corporate Support

Most local units of most youth development providers have probably had a corporate sponsor at some time – the local butcher, for example, who provided the meat for the sausage sizzle at no cost.

He may not have asked for acknowledgment but knew that the word would get around amongst parents and friends and his shop would become the preferred butcher in that local community.

National provider organisations seek corporate support on a different scale. Most are seeking cash sponsorship to support specific projects or may have arrangements for 'pro bono' legal, accounting, IT or marketing services.

Others may have negotiated 'in kind' support such as air travel, equipment or vehicles as ways of reducing operational expenditure.

The capacity to seek, establish and maintain effective corporate support varies across youth development providers.

Some have employed professional expertise. Others rely on overstretched staff and volunteer committees, not all of who may have the resources or skills to negotiate in the corporate sector.

ATTRACTING CORPORATE SUPPORT FOR YOUTH DEVELOPMENT

There is no doubt that there are players in the corporate sector who could enhance the outcomes of youth development provider organisations.

However, can provider organisations enhance the business outcomes of a corporate partner?

The question is not a flippant one. There is increasing emphasis on corporate social responsibility and performance against the 'triple bottom line'.

Assessment against the triple bottom line requires corporations not only to report on economic performance, but also to demonstrate a commitment to positive social and environmental achievements.

If supporting youth development is recognised as a valuable contribution to the community's human and social capital then a partnership with a provider organisation can undoubtedly assist a company meet some of these objectives.

It is often difficult for youth development provider organisations to establish long standing corporate partnerships on this basis.

The problem is in the sales pitch.

It is not easy to communicate the beneficial outcomes of youth development in a way that will convince those around the corporate board table.

Other shorter term, more tangible projects may have more appeal.

For instance, it is easy for a company to point at the new children's hospital wing that it has supported, but more difficult to get a handle on the positive impact of facilitating access to a youth development program.

For this reason many provider organisations find it easier to obtain financial assistance for their activities targeted at disadvantaged young people. The social impact is likely to be more immediate and easier to demonstrate.

However, not all companies share the same community support objectives and many are looking for a point of difference.

There are corporate partners out there for youth development providers but it is important to know what they are looking for, or what is likely to appeal to them.



CURRENT TRENDS IN CORPORATE SUPPORT

Provider organisations which have revenue budgets dependent on meeting high cash sponsorship targets are finding that the world has changed.

Corporate support of youth development programs has in the past often been built on personal relationships.

Provider organisations have often relied on the goodwill of past participants and current parents to distribute corporate dollars their way.

This is no longer the case. Few corporate individuals now have the flexibility to direct funds to a 'pet project' without reference to corporate objectives.

An approach to a friendly company executive will now be bounced to the corporate affairs or marketing section for a business case assessment.

While that may be straightforward when dealing with the local butcher, where it is pretty easy to demonstrate that the support will develop goodwill and create potential new customers, it is much more complex when dealing with larger organisations whose objectives relate to corporate reputation and national brand awareness.

Community organisations are continuing to approach the corporate sector as a lucrative 'cash cow' without understanding that most corporations have shifted in their approach to community support.

More and more corporations have developed a strategic approach - including the identification of preferred issues and causes, and the development of assessment criteria and essential benefits expected in return.

However, not all corporations have chosen the same operational model.

Corporations have developed different structures to service their commitment to community support.

Community support projects may be managed within -

- Corporate Affairs
- Marketing
- A specially established independent foundation

Each approach has different motivations, expectations and requirements which community organisations need to understand.

Key questions are:

Do youth development provider organisations fit one model of business and community partnerships better than another?

and

What can a youth development provider deliver to a business partner?

MODELS OF CORPORATE SUPPORT

Charitable Giving

Outcomes for business

Tax benefits

Positive employee perceptions

Some corporations allocate a portion of the community support budget to charitable giving.

These funds may be allocated on an annual basis to major charities or be available for emergency relief appeals following flood, bushfires and other tragedies.

Some corporations will allocate this part of their budget through a matched giving program with employees. Employees are encouraged to identify preferred charities and the corporation will provide one dollar for every dollar contributed by employees.

Generally within this model, corporations expect minimal acknowledgment of their contribution and have no expectations in relation to a business related return.

The benefits are more likely to be related to **employee perceptions** and the development of an employee partnership program.

For some corporations, access to **tax benefits** may be a consideration, although in most instances, this is unlikely to be a major motivation for supporting a charitable cause.

How Can Youth Development Deliver?

Tax benefits

While various youth development providers in Australia do meet the criteria to register as a charity and be able to deliver the available tax benefits, not all would be able to qualify.

It is true that some youth development provider organisations, such as St John Ambulance Australia and Surf Life Saving Australia, are recipients of charitable giving. But it is in response to their core services, not necessarily their activities related to youth development, that such donations are made.

The introduction of the GST in 2001 complicated the issue further.

GST does not apply to 'unfettered donations', where no commercial benefits are provided in return for the payment.

GST is applicable to 'sponsorships' or other commercial relationships where a contract exists between the two parties clearly documenting the commercial benefits provided.

Youth development providers who want to provide a business partner with a tax benefit should confirm the tax implications of the partnership arrangements with the Australian Tax Office.

Positive employee perceptions

In matched giving programs, coordinated by employees, the tendency may be to support mainstream charities before a youth development program.

Popular employee choices are those that support issues seen to affect their own community, like cancer research, disability services and children's charities, or areas of extreme disadvantage like overseas aid programs and disaster relief.

Generally, youth development providers are not viewed as disadvantaged, and while the general public will happily support a local group by buying a ticket in a fundraising raffle, not many will be moved to hand over a substantial cash donation.

Since December 1998, Westpac Matching Gifts program has distributed a total of \$2.5 million to 300 charities across Australia. The program matches staff donations on a \$ for \$ basis.

In 2001, 21% was distributed to community welfare organisations, 16% to overseas aid and 15% to cancer research.

Causes specifically relating to children and education made up 13% of the distribution. Most of the children's charities related to health services and infrastructure and the education distribution supported school building funds.

MODELS OF CORPORATE SUPPORT

Community Investment

Outcomes for business

Corporate reputation
Positive relationship building
Association with excellence

New positions are being created in larger corporations with titles such as Manager, Community Investment or Manager, Community Relations.

These positions normally sit within the Corporate Affairs section of the company and are responsible for improving the community perception of the company and enhancing its **corporate reputation**.

The people in these roles have the task of proactively seeking out relevant community partnerships and don't sit back waiting for unsolicited proposals.

They identify and target the community sectors of interest to them and their stakeholders - eg, education, youth, environment, or women's health.

They are looking for partnerships with long-term social impact which will enhance their reputation with their stakeholders - including politicians, the media, shareholders, clients and their own employees.

Valuable partnership activities are those which have the potential to receive national awareness through wide media coverage.

Sometimes these partnerships are about **positive relationship building** with a particular group in the community. The objective is to improve relations with a group which has the potential to influence the operational outcomes of the business.

Rio Tinto has benefited from the effort and dollars it has committed to a foundation established to support Aboriginal community projects.

The active involvement of indigenous community leaders on the Board of the foundation, and the wide spread of projects in partnership with the community, have eased the way for negotiations relating to access to Aboriginal land impacting on Rio Tinto's mining operations.

A company may want to enhance its reputation through association with excellence.

It will identify a community organisation that is held in high regard by the community and is recognised for its integrity and commitment to excellence.

The association rubs off. A company that wants the regard of the community will promote its relationship with an organisation which already has that regard.

The Australian Stock Exchange Ltd has made a conscious decision to concentrate its support on two community organisations, the Garvan Institute of Medical Research and the Tooronga Zoo.

Neither organisation has an obvious synergy with the work of the Australian Stock Exchange but the choice was based on their recognition as leaders and centres of excellence in their field.

MODELS OF CORPORATE SUPPORT

How Can Youth Development Deliver?

Corporate reputation

The commitment to community investment is driven by a company's desire to enhance its corporate reputation.

To effect any change in community perceptions, the partnership activity needs to be visible and widely promoted.

In a true partnership, both parties are responsible for this.

A commitment to youth development has the potential to positively contribute to a company's reputation, but provider organisations will need to have the resources to promote the business partner's involvement.

This promotion may involve staging events to launch the partnership, stimulating media interest, producing flyers detailing the partnership project, reprinting existing materials with the partner logo or developing new signage.

These are often the hidden costs of a community organisation's involvement in business partnerships.

Planning for partnerships requires these costs to be explicitly identified and considered in the decision making process.

To deliver effectively, a provider organisation needs access to communications and marketing expertise and the ability to get the message to the business partner's target audience. It shouldn't be assumed that this is a responsibility that the corporate partner will automatically pick up.

Positive relationship building

Support for a youth development program in a regional area has the potential to develop a productive relationship between a company and the local community.

Currently, there is a major focus on services for young people in regional and remote communities. These communities are looking for answers to support, develop and keep young people in their communities.

A company that provided support to ensure a sustainable youth development program would be viewed favourably by local government, the media and the community in general.

Association with excellence

Association with excellence is an area where youth development can deliver with confidence.

There are long standing youth development organisations that are held in very high regard in the community and can open doors to the corporate world through their prestige and connections.

The Duke of Edinburgh's Award in Australia has established a Charter for Business based on a successful international model.

The Charter for Business seeks substantial financial support from Australia's top companies through the direct involvement of the Chief Executive.

The Duke of Edinburgh's Award offers business networking opportunities to Charter members.

The motivating factor for involvement is not only association with a prestigious Award but access to a peer network at the highest level.

MODELS OF CORPORATE SUPPORT

Commercial Initiatives

Outcomes for business

Brand awareness

New customers

Loyalty programs

Commercial initiatives linked to community projects are usually managed within the Marketing Division of a company. Projects are often branded under the title of cause-related marketing or social marketing.

Marketing Managers are looking for partnerships with community organisations that will increase **brand awareness**, impress existing and potential customers, and have a direct business-related return.

Often the initiatives are sales-motivated and designed to introduce potential **new customers** or support **loyalty programs**.

For example, a women's fashion retailer that provides a percentage of sales to breast cancer research is hoping for increased sales through bringing more customers into its stores and encouraging loyalty in existing customers.

This is about more than influencing stakeholders! This is about influencing the bottom line.

The corporation expects its community partner to share the responsibility for communicating and promoting the partnership to potential customers in the wider community.



How Can Youth Development Deliver?

Brand awareness

Larger corporations targeting the youth market will be looking for organisations that can deliver their brand nationally to a large number of people.

When targeting the youth market an effective choice is often mass marketing - television, radio and magazines. Although the initial outlay is expensive, it is a lot less effort than establishing and servicing a community partnership.

However, smaller or local businesses may be looking for exposure and awareness that could be delivered by a youth development provider at a local level.

There may be community organisations with a broader reach into the community but youth development organisations will always be able to connect to a significant section of the vast youth market. This could be seen as a unique advantage.

New customers and loyalty programs

Can a company's support for youth development motivate customers to buy more products or choose one supplier over another?

Many youth development providers in Australia reach tens of thousands of young people each year. There is no doubt that they, their families and program volunteers are all potential consumers.

A common model of business partnerships in this area is the 'discount card'.

A manufacturer or retailer may recognise that those connected to a particular organisation form part of their target market.

Providing discounts and special deals has the potential to attract these people to their product or outlet.

The community organisation is pleased to pass on the benefit, as an advantage of involvement in their organisation, and actively promotes the arrangement to its membership.

The business partner receives widespread promotion, enhanced corporate reputation and new customers.

MODELS OF CORPORATE SUPPORT

Corporate Philanthropy

Outcomes for business

Support for a specific area of interest

Acknowledgment and recognition

Many corporate affairs and marketing executives will tell you that philanthropy is dead and that no-one hands out money without expecting some level of business-related return.

That is a great surprise to those committed to corporate philanthropy, who continue to be active supporters of community organisations and projects.

Philanthropic activity usually falls within three general areas:

Gift giving – where there is limited research or evaluation of the project;

Investment – those prepared to take risks to achieve long-term social change;

Entrepreneurial – those who support a community organisation to bring about long-term change.

Not all organisations link community support to business objectives. Some companies may establish a company Foundation and identify a portion of annual profit to be distributed to target causes.

Although these Foundations may be linked to companies with high profile brand names they have made a conscious decision not to direct all the community support dollars to the marketing budget.

A corporate Foundation will identify areas of interest and the types of community organisations eligible for support.

They need not be fashionable causes or those that will impress the shareholders. Often the **areas of interest** have grown from the original founder's interest in one sector of the community.

The Arts is one sector very reliant on support through corporate and family foundations. The acknowledgment provided to the donor is often minimal, perhaps a listing in a festival brochure or a plaque on a gallery wall.

Philanthropic foundations can be established with very 'non-corporate' objectives.

The Besen Family Foundation, operating from the offices of women's retail fashion outlet, Sussan Corporation Australia Ltd, proudly communicates its objective "to encourage a spirit and culture of giving which can be developed and handed on to future generations".

The Foundation was not established as an extension of its fashion retail activities and does not have objectives relating to a business-related return or brand awareness.

Westpac continues to operate a philanthropic foundation established in 1879 to assist the widows and orphans of Bank of NSW staff. While it has diversified since then, its focus remains on the financially disadvantaged and it still has a role in supporting the families of staff in difficult circumstances.

This support is often low key and private and is not actively promoted to stakeholders.

MODELS OF CORPORATE SUPPORT

How Can Youth Development Deliver?

Support for a specific area of interest

As stated at the beginning, youth development organisations have often relied on support from individuals with a personal interest in youth development.

Past participants and parents are often able to influence decision making within their own business environment.

There will always be individuals in corporations who will support a youth development provider organisation because of a personal and family association.

Many corporate foundations have identified young people as an area of interest and would be open to projects associated with youth development.

Often a corporate foundation will support projects that aim to develop the 'employees of the future'.

Acknowledgment and recognition

An advantage of a corporate partner with a philanthropic approach is that there is no pressure to deliver on the company's objectives in the area of commercial initiatives.

The support may still be linked to the enhancement of corporate reputation and there may be expectations in relation to communication strategies.

If the Foundation takes a 'gift giving' approach, acknowledgment may be restricted to logo recognition and a listing in the Annual Report.

If the Foundation takes an 'investment' or 'entrepreneurial' approach, appropriate recognition needs to be negotiated.

The flexibility around philanthropic support means that funds from these sources may be targeted for the more innovative, experimental or risky initiatives that a youth development provider organisation wishes to pursue.

The Shell Foundation, in conjunction with Rotary Clubs Australia supports Shell LiveWIRE to encourage youth development and enterprise.

Shell LiveWIRE encourages young Australians between the ages of 18 –28 to develop the skills required to start their own business.

The Shell Foundation also supports the Shell Questacon Science Circus, conducted by the National Science and Technology Centre, which encourages an interest in science amongst schools students.

Both projects reflect an investment in developing skills relevant to Shell's employees of the future.

IS A BUSINESS PARTNERSHIP THE ANSWER?

Sometimes funds from any source look attractive.

But it is important to think through the implications of a potential business partnership.

Partnerships should only be negotiated with companies and organisations whose public image, products and services are consistent with the ethos and values of youth development.

The youth market is important to many businesses and a valuable asset of youth development organisations. Youth development providers should not be pushed into providing access to those who intend to take more than they are prepared to offer.

It is also important that a new business partner does not distract an organisation from its core business and goals.

It can happen that a new business partnership demands extra resources in time, people and money and the day-to-day business can suffer, and other major projects fall behind.

Provider organisations should be wary of entering a business partnership to run a project that meets the needs of the business partner more than it meets the needs of their youth development program.

A critical issue between potential partners could be the extent that they are comfortable with the active engagement of young people in key decision-making environments. If they are uncomfortable perhaps you should look elsewhere.

A business partnership that compromises the principles of good practice in youth development is not worth having no matter how lucrative.

The United States-based 4H Youth Development Foundation was placed in a compromising situation by a decision of its national board to enter into a partnership with the Philip Morris corporation to deliver tobacco prevention education programs. The following extract from the California 4H's Statewide Advisory Board's letter of concern well illustrates the conflict of interest:

"...there are simply no areas in which the tobacco industry and 4H have a common ground. They are trying to sell cigarettes, and 4H is committed to children's health. How can there be any basis for a partnership when the mission of Philip Morris and the mission of 4H are at direct odds? Unfortunately, 4H ..is giving credibility to a corporation whose bottom line is profit through addiction. The industry must replace 3000 former smokers a day just to maintain its customer base. They have to addict youth because they're the ones who make up their market share. Over 80% of people who smoke got addicted before they were 18... In addition [the venture] also sends a clear signal of disregard for the health of adults, both in the United States and around the world."

Partnerships such as these may be lucrative – but the corporation's objectives are clearly at odds with a commitment to the wellbeing of young people.

A PRACTICAL GUIDE TO DEVELOPING BUSINESS PARTNERSHIPS

The next section outlines the practical requirements of researching, negotiating, confirming and managing business partnerships.

It provides advice to youth development provider organisations on how to take advantage of the new corporate approach to community support to strengthen the delivery of their programs.

Youth development providers are well placed to establish innovative partnerships.

They share qualities and objectives with many of today's companies – most importantly, a commitment to a positive future for young Australians.

The principles of good practice in youth development need little adaptation to sit comfortably in a corporate strategic plan, and in fact, similar concepts are often used to outline a company's commitment to its employees, shareholders and customers:

- A strengths based approach to policy and program development
- Participation in planning and decision making
- An inclusive ethos
- Building on capabilities and skills
- Respecting community voice and identity
- Valuing and engaging key stakeholders
- Partnerships
- Quality outcomes
- Respecting choice
- Ethical promotion
- Service to the community
- Recognition of learning
- Strong social and community networks

With that much in common, the opportunities for successful partnerships are boundless.

A PRACTICAL GUIDE TO DEVELOPING BUSINESS PARTNERSHIPS

Where to start

Seeking corporate support is not like busking in the Mall. You don't put out the hat, sing a tune and hope it appeals to whoever happens to be passing by at that moment.

It is no longer possible to drag out a standard 'sponsorship proposal' pro forma and send it off to a list of businesses compiled from the Yellow Pages.

We have already seen that different organisations are looking for different things.

A youth development provider organisation needs to be clear on a few basic things before it starts thinking about what it can contribute to a partnership.

Who are you?

You might know, but is it easy to communicate to others?

What are your values and priorities as an organisation?

Have you conveyed these publicly?

Does your profile in the community reflect who you really are?

Some of the most innovative youth development programs are operated by organisations that have been around a long time. In fact some, such as Scouts, Girl Guides, YMCA, YWCA and the Duke of Edinburgh's Award, are often referred to as 'traditional' provider organisations.

Public perception of these organisations is often based on images drawn from the middle of last century and there is little understanding of the current objectives and program approaches of these organisations.

For other provider organisations, such as St John Ambulance Australia, Australian Red Cross and Surf Life Saving Australia, public perceptions focus on other aspects of their business and there is little awareness or understanding of their youth development activities.

All provider organisations need to be able to clearly articulate answers to the following questions.

What do you do?

How does your program operate?
What is the experience for a young person who participates?

Where do you do it?

Are you a national or state based organisation? Are you active at a local community level?

Who you do it for?

Who is the program aimed at? How many young people are involved?

Why you do what you do?

What are the objectives of your program? What does a young person get out of it? What are the benefits for volunteers?

What support do you want?

It may not just be money.

Perhaps what you really want is equipment, or services, or skills, or even access to information, distribution networks or profile-raising opportunities.

It is important to identify which activities or projects really need the extra support.

Day-to-day survival

Are you looking for extra cash to prop up your salaries and expenditure budget?

Unfortunately you are unlikely to find too many business partners who are that interested. In fact many have criteria that emphasise that funds are not available for salaries and administration.

This is frustrating for those whose resources are stretched and know that their objectives will be easier to achieve with another team member onboard or more dollars available.

However, there are ways of directing extra dollars into those budget areas by finding support for other existing projects that appeal more to business partners.

Look at your budget as a whole. If you can get partnership support for project X, that will save you \$Y, which can be redirected to another area of the budget.

The same applies to 'in kind' support. Finding partners, who can provide some of the services you have previously paid for, can drastically reduce operational outgoings.

A sponsored vehicle will save thousands of dollars in leasing costs. A printing company may sponsor your brochure production if you commit to directing all your other work their way.

It all depends what they are looking for and what you have to offer in return. But don't think cash is the only answer to stretching your budget further.

A PRACTICAL GUIDE TO DEVELOPING BUSINESS PARTNERSHIPS

Existing Projects and Events

What do you currently do that already has an established profile?

We are used to the concept of sponsorships and 'naming rights' in sporting events but have you thought how it could apply to your organisation?

We don't suggest you pass over naming rights of your program to a huge multi-national but is there an event or facility that would provide a valuable association to a business partner?

The Duke of Edinburgh's' Award in South Australia had staged an annual fundraising Canoe Marathon on the Murray River for 17 years before it approached SA Water to take up event naming rights.

SA Water saw the opportunity to demonstrate its commitment to the community and reinforce its association with one of South Australia's most important resources, the Murray River.

New Initiatives

You have a great idea but not enough money to make it happen.

This is often the easiest concept to sell to a prospective partner.

Providing a partner with 'ownership' of a new project is very appealing. They can have input from the start and create opportunities to suit their own objectives.

A strong association with an interesting project provides the opportunity to engage the interest of stakeholders, including employees.

There is more impact in reporting on the progress of a specific project with identifiable objectives and outcomes, rather than pouring cash into a bigger pool with other contributions.

The Lions National Australia Bank Youth of the Year Quest is a community project designed to encourage, foster and develop leadership and other citizenship qualities.

In 2002, there were 2,500 participants in the Quest from over 1,000 schools located throughout Australia.

Since 1998 the National Australia Bank has been the sole sponsor of the Quest. Many local NAB managers provide support by volunteering to assist as a Quest judge.

A PRACTICAL GUIDE TO DEVELOPING BUSINESS PARTNERSHIPS

What do you have to offer?

Whatever the support you are looking for, you need to be clear about what you have to offer in return.

All the models of community support share key things in common.

Profile and standing in community

A company wants a community partner whose standing in the community is valued and recognised. They will be looking for a proven player and will be wary of any organisation whose credentials or ethics have ever been queried.

This does not mean that provider organisations need to have been around forever to interest a potential partner. New, innovative programs will often appeal but will need to provide evidence of financial stability, recognition in their field and community support.

If you have standing in your community, don't undervalue your 'good name' as a key attraction for a business partner.

Distribution networks

A prospective business partner will consider whom you can influence on their behalf.

They will want the partnership to be noticed and acknowledged by their target group in your community.

You will have to be able to identify who you communicate with and have the potential to reach:

- Participants and their families
- Volunteers
- Other corporate supporters
- Government partners– local, state, national
- Local communities
- Media.

For a partnership to be successful it is important that elements within your network match the company's target group. Otherwise the message may be getting out, but not to the people who matter.

Communication resources

The partnership can't rely on word of mouth for communication.

A prospective business partner will want to see examples of how the message will get out to the community.

You will have to demonstrate that your organisation is able to promote the partnership through:

- Newsletters
- Brochures
- Signage
- Advertising opportunities
- Event promotion
- Media opportunities
- Television community service announcements.

A new partnership may be the catalyst for new communication materials and activities to be developed.

For example, additional resources provided through the partnership may provide the opportunity to develop a new publication, which serves both the communications objectives of the organisation and the commitment to promote the partnership.

Resources to support the partnership

When considering what it has to offer a company looking to boost its corporate reputation, a provider organisation must understand the resources it will need to dedicate to the task.

A business partner is going to expect that you have budgeted for this additional expenditure and have staff available to manage the communications strategies.

Sometimes the business partner will pick up the cost and responsibility of communications and promotions, but will soon tire if it feels it is carrying the partnership single handedly, and having to invest more and more dollars, to receive the agreed benefits.

Researching potential partners

In the past this has often been a guessing game. Time is wasted preparing submissions offering a range of benefits to an organisation who is really looking for something very different.

Now companies are pro active in seeking community partnerships and are more likely to have articulated their target areas and the benefits they are seeking.

If you are seeking a partner, and not just a handout, they expect you to respect them sufficiently to have done your homework before any approach is made.

Where do you look for this information?

The Media

Scan the business press for information, particularly magazines or newspaper sections relating to marketing. Innovation in business and community partnerships continues to make news.

Look for reports on companies involved in partnership projects that are similar to those you would like to implement and have the resources to support.

These companies may or may not be looking for another partner but the partnership model may assist you develop a proposal for someone else.

Within your own network

People within your own organisation are a great source of information.

Some of the parents or volunteers may be in business themselves and could provide introductions to their own organisations.

Encouraging everyone, from staff to young people, to pick up information about what other organisations are doing is likely to bring about more possibilities.

The Internet and Annual Reports

It is not unusual for corporate websites to include details of their community partnerships. Corporate Annual Reports will always include these details and some companies produce specific publications just to promote their community support interests.

This information will tell you what a company is already doing in the area of community partnerships - who their current partners are and what sort of projects seem to appeal to them.

Some companies find their website a useful place to communicate their criteria and processes for establishing business partnerships.

This works both ways, companies can refer all inquiries to the website for initial information, saving time on fielding numerous telephone calls, and community organisations can assess the potential of a partnership without having to spend time preparing a proposal, only to be disappointed.

If it looks like they are committed to supporting child and youth issues, youth development is likely to be of interest to them.

Alternatively, just finding out about the range of current projects may stimulate an idea for a project that you end up taking to a different company altogether.

In addition, community organisations will use any opportunity to acknowledge their corporate supporters. You can learn as much about current business partnerships from looking at the websites of other community organisations.

Philanthropic directories and advertising

It is easy to find out about corporate foundations through directories like that produced by Philanthropy Australia.

These directories will detail what sort of projects the foundations are interested in supporting, who to contact and how to apply.

It also pays to keep an eye on the major weekend newspapers. Most philanthropic foundations choose to advertise for grant submissions.

Again, the advertisement will always detail specific criteria and areas of interest and encourage further enquiries for application guidelines.

A PRACTICAL GUIDE TO DEVELOPING BUSINESS PARTNERSHIPS

Does size matter?

Do not overlook small and local businesses when considering potential partners.

There is an assumption the 'real' business partnerships are those between large corporations and well resourced community organisations.

Just because the bigger companies have the resources to promote and articulate their community support strategies doesn't mean they are the only ones who have a commitment in this area.

If you operate in a defined community it makes sense to look for a partner that shares that community.

A national company is not going to be attracted to a youth development provider that doesn't operate in all States.

A business partner will expect you to deliver benefits that are relative to their size and the quality of their current operations.

A large company, used to implementing major marketing initiatives, will be expecting similar quality and reach in partnership promotion.

However, a business on a smaller scale is likely to be satisfied by simple but targeted promotions.

Reflect on your ability to service a small, medium or big business partnership.

It comes back to your own resources. The bigger the business the higher the expectations.

Also reflect on what you want from the partnership. If you are looking for assistance with raising your own national profile then a partnership with big business may be required.

If you are looking for a partner to help you deliver a local aspect of your program, you may need to look no further than next door.

A PRACTICAL GUIDE TO DEVELOPING BUSINESS PARTNERSHIPS

Making a match

As you get closer to identifying one or more potential partners you need to check that there is a match across a number of areas.

Area of interest

Look for companies who have current partnerships or have expressed an interest in:

- Youth
- Children
- Education, training, employment
- Adolescent health
- Recreation
- Community capacity building
- Rural and regional development

Youth development projects can be developed to support any of the above.

Don't waste time pursuing a company that has clearly defined its interests in other areas.

Area of influence

Look for those who want to influence groups within your network.

A company may want to develop brand awareness with young people. Another company may want to attract more custom from families. These may be areas where it is reasonably straight forward to deliver.

Then the requirements can be far more specific.

There may be a company that operates in a particular regional area and wants to improve its corporate reputation through demonstrating a commitment to that community, particularly the local government, the media and its employees.

You need to consider the programs you currently run in that area. It could be that they are under-resourced and a strategic partnership could benefit both parties.

Your program gets a boost and the company is seen, by those who matter, to be contributing to the young people and the future of their community.

ENGAGING POTENTIAL PARTNERS

It often isn't enough to sit across the table from a prospective partner and tell them what a great job you do with young people.

What opportunities do you have to connect potential partners with young people and the work that you do?

How can they understand the impact of your program on young people's lives? Written testimonials are valuable but personal interaction is often far more powerful.

Your young people are the strongest advocates of your program, and without putting them on display, you should consider the part they could play in developing a valuable relationship with the business sector.

Good practice in youth development aspires to encouraging communities to value and engage young people. The most successful business partnerships will be those where young people play an active role and influence the outcomes.

The Reach Foundation in Victoria offers a development program for young people aged 9 - 18 years old.

It has been extremely successful in establishing sustained business partnerships. Many have developed from an annual event where corporate leaders are invited to participate in a 3-day camp with young people involved in the Reach program.

The first event attracted 60 corporate representatives who were prepared to pay \$10,000 each for the experience.

This proved to be a substantial fundraising activity in its own right. However another important outcome is an ongoing commitment by many of those companies due to the level of engagement with the program and its young people established early on in the relationship.

DEVELOPING A PROPOSAL

You can tell them who you are, you know what you need, you know what they want and you know what you have to offer.

But there is a lot more to do before you put pen to paper.

Making the Approach

Finding the right person

We have already said that companies have created many different structures to manage their community support interests.

The person who will be assessing your proposal may be based in Corporate Affairs, Marketing or in a specially established Foundation.

If you contact the Chief Executive it will probably find its way to the right person but won't demonstrate that you have done your homework and researched that organisation.

If a senior member of staff or influential Board member or volunteer can open doors for you, take advantage of it.

However, don't automatically assume that if you can influence the Chief Executive they will direct the responsible Manager to give your proposal the go ahead.

The CEO will inevitably ask the relevant Manager to assess the proposal and you will have more success if that Manager has had some contact with you and some initial enthusiasm for the project.

Make initial contact

Partnerships are made between people. A written proposal landing on the desk is not going to be sufficient to engage and enthuse a potential new partner.

Those responsible for assessing proposals all say – ring them before you start. They don't want you to waste your time, or theirs. They don't like putting your written proposal aside after page one, knowing that you spent hours developing it.

If you contact them they will take the time to hear a rough outline of your proposal.

If they are interested in hearing more, they may provide guidelines on how they would like the proposal structured and ask you to explore particular benefits. There could even be a number of meetings before you start to document the proposal.

If they tell you they are not interested and not to bother developing a proposal – don't feel you have been brushed off. Remember they know what they are looking for and are experienced in assessing opportunities quickly. Feel grateful that you haven't wasted your time and get on to finding a potential partner who will be a better match.

And some very simple advice - before you put anything in writing it is always worth double-checking that you have the correct spelling of the name and title of the responsible manager. If you haven't got that right, you will have lost them before they even get to your opening line.



Putting it on paper

Only start on a written proposal when you are quite clear what your potential partner wants to hear.

Corporate Foundations providing small grants may provide a template for applications.

If you have spent the time required discussing the possibilities of a partnership with a company representative you should have a good idea of what they will be expecting to see on paper.

It should be seen as a practical document where it is easy to find the key points – what the need is, what you are asking for and what you can give in return.

Don't clutter the document up with colour photographs, charts, graphs and clever graphics unless they add substance to the document. It is easy to identify if they are only there to fill up space.

But do attach any current publications that provide background information and demonstrate the way you present your organisation to the public – current brochures, annual reports and newsletters – and always refer people to your website if you have one.

Generally, a proposal should cover the following areas. Details of the project that requires partnership support and also details about how the partnership will work.

The Project Requirements

Purpose of the project

A general statement describing the project and who it is designed to benefit.

Specific objectives

More information about the problem it has been designed to address and the anticipated outcomes.

Key activities and dates

Any relevant information about the project structure and timelines.

Project management responsibilities

Who, in your organisation, has responsibility for managing the project outcomes?

Support from other stakeholders

Financial and other support from both within and outside your organisation.

Project budget

Detailed financial breakdown of the project showing anticipated revenue and expenditure.

Measurement tools / performance indicators

How you will know if the project is working.

Reporting processes

How you intend to tell your partner how the project is progressing.

Evaluation strategy

How you intend to measure whether the project achieved its objectives.



The Partnership Requirements

Contributions by each partner

What your organisation is contributing to the project and, what you are asking them to provide.

Term of the partnership

Be clear if you are asking for support for the life of the project, for one year or for a longer commitment.

Partnership promotion and acknowledgment

How you see the partnership being promoted and how your organisation will acknowledge the partner's support.

Evaluation strategy

How you intend to measure the success of the partnership.

Remember, this is the partnership proposal, not the partnership agreement. You don't have to cover every detail at this point.

The objective of this document is to stimulate discussion on the range of partnership possibilities. After negotiation, the partnership may not end up operating as detailed in the proposal and even the project may end up being quite different.

Closing the deal

You have had a positive response to the proposal and the partnership looks like it is about to go ahead.

Before you start celebrating there are a few important steps to ensure that there are no misunderstandings down the track.

Organisational Commitment

You may be the person responsible for closing the deal but does it have the support of the important stakeholders in your organisation?

If your Board signed off on the initial proposal have they been kept informed of the outcomes of subsequent negotiations?

Does the partnership include commitments that will impact on the responsibilities and workload of other staff members?

It is important that anyone who needs to be informed about the partnership development is kept updated on its progress.

It will be too late once the agreement is signed to find out that the organisation won't be able to deliver on a commitment that has been made without consultation.

This is a particularly important issue when a partnership is negotiated at a national level. Have the implications of the partnership for State/Territory branches been taken into account?

Consultation with State/Territory branches is required to ensure there is no conflict with existing local arrangements or any other impediment to the success of the new partnership.

It will be important to demonstrate the value of the partnership to your organisation as a whole, and it is unlikely to receive support if the benefits are restricted to national and not local operational objectives.



The Partnership Agreement

A written response accepting the proposal is not enough to document how the partnership will operate.

The proposal probably didn't detail all the tasks, responsibilities and the expectations of both partners. It probably didn't deal with risk management, conflict resolution and termination arrangements.

It is strongly recommended that a partnership agreement is formalised and documented in a way that suits both parties.

It should include:

- Resources contributed by each partner
- Project management responsibilities of each partner
- Legal responsibilities of each partner
- The time period of the commitment
- Partnership benefits
- Partnership project objectives
- Reporting and evaluation processes
- Reasons for dissolving the partnership
- How each partner's name and logo should be used
- Procedures for reviewing the agreement.

Make sure the agreement is quite specific.

It is not enough to simply say that 10,000 brochures promoting the partnership project will be printed and distributed. It is crucial that the agreement clearly outlines which partner has the financial and management responsibility for producing the brochures.

Getting to this point may take time and even involve legal advice. The commitment is worth it, as a clear understanding by both parties at the beginning will avoid problems as the partnership gets underway.

The signing of a partnership agreement is a great opportunity to get both parties together to celebrate, and announce the initiative to the broader organisation, the community and the media.

THE PARTNERSHIP IN ACTION

What you have to do

The partnership agreement will be quite clear on your organisation's responsibilities in relation to the management of the partnership project and meeting your partner's expectations.

Manage the relationship

There may be a number of people in your organisation involved in this process but it is important that the business partner is given one point of contact, who is responsible for managing all aspects of the relationship.

That person should liaise, as required, with others in the operations, finance and communications area to ensure that commitments to the partner are being met.

It is important to keep up to date with the project activity and outcomes and report on progress as it occurs. It is just as important to ensure the professional administration of the partnership.

If the person responsible for managing the partnership relationship leaves your organisation the handover to someone new needs to be managed professionally – and quickly. The partnership cannot afford to be ignored for long.

It is also important that should the players change, the rules don't. The partnership agreement outlines the framework of operation and a new person should not try to renege on agreed arrangements.

Value adding to a partnership is important. Even after the agreement has been signed, new opportunities may arise that would enhance the partnership outcomes and provide additional benefit. Pass these on to your existing partner. It demonstrates commitment and a true partnership approach.

The most important task of the person responsible for maintaining the relationship is to provide the partner with informal acknowledgment. Even if your organisation provides the formal requirements, as outlined in the partnership agreement, it is important to make the effort to say a personal thank you.

Manage the resources

The new partnership and influx of additional resources may mean an increased workload for some parts of your organisation.

It is important that these areas have the support and resources they need to meet partnership commitments. Meeting agreed timelines and delivering reports and benefits as expected will maintain confidence in the partnership.

An organisation that does not deliver will soon face the consequences. It is not excusable on the grounds of insufficient resources. Your partner expected you to build appropriate operating costs and arrangements into your partnership agreement.

A common problem for organisations taking on new projects is that, with poor planning, the core business can suffer.

Energy, time and resources can be diverted from the day to day business and, while the partnership project is thriving, other parts of the organisation are unravelling.

Back up resources may be required and effort put into communicating the value of the partnership to all areas of the organisation.

It is also important to assess whether the partnership project is chewing up more resources than its outcomes deserve. If so, the problem is based in how the partnership project was identified and negotiated.

A business partnership should enhance the outcomes of your organisation, not consume them.

What your partner has to do

Your business partner doesn't have to do any more than the agreement requires them to, but they also share the responsibility for managing the relationship.

Like you, they need to meet their commitments, on time and in accordance with your expectations.

Just as you should not take them for granted, they should make themselves available to you when necessary. It is difficult to manage a partnership if only one side is willing to communicate.

While looking for opportunities to enhance the partnership they should not demand more than you have committed or have the resources to provide.

A partnership implies a relationship between two equals. It is important to keep this in mind in all aspects of the relationship.

Positive business partnerships have the potential to shift youth development organisations into a higher level of engagement with the business sector and the community in general.

These partnerships require work but will deliver a positive outcome for the future of your organisation, your program and the young people involved.

Manage your way forward

Not many partnerships last forever, and you should be thinking about this as soon as you enter a new one.

Avoid designing and implementing a project that is totally dependent on partnership resources. If the partnership dries up, so does the project.

It may not be as simple as swapping one business partner for another when the partnership is over.

The project may be so 'branded' by your existing partner that it has no appeal for another company.

A good partnership will confront this issue and an important aspect of the business partner's contribution may be ways of ensuring the project's ongoing sustainability.

In fact a key outcome of the partnership may be to establish the project to the point where it can sustain itself.

Do not overlook the importance of reviewing the success of the partnership throughout the term.

It should never come as a surprise that a partnership will not be extended beyond its expiry date. If you are managing the partnership as it should be, this would have been addressed during regular reviews with your business partner.



CONCLUSION

Partnerships can provide new and alternative ways of viewing and doing things by drawing upon the knowledge, expertise and resources held by the various partners. Through quality partnerships the work of all the partners is enhanced.

Just as the application of the framework of principles for good practice in youth development can lead to better outcomes for young people, principled approaches to business partnerships can provide improved outcomes to the respective partners.

Youth development works best when partnerships between young people, youth organisations governments, business and schools are formed and strengthened.

Productive outcomes from the partnerships are more likely to be achieved where each partner has a clear understanding of the other partner's expectations, there is agreement on the processes to be used and the contributions to be made from the outset.

Information contained in this practical guide to implementing business partnerships should encourage provider organisations to seek out and evaluate partnership opportunities with greater confidence.

With the support of the corporate sector, provider organisations and communities will develop a strong, shared direction and leadership in youth development. By investing in youth development we are enriching young people's lives now and increasing the likelihood of improved well-being throughout adult life.



USEFUL RESOURCES

Publications

The Prime Minister's Community Business Partnership (2001) *Partnerships – Making Them Work*, The Prime Minister's Community Business Partnership, Sydney, NSW

Reynolds, Kate (2001) *Take Your Partner for the Corporate Tango*, Volunteering SA Inc. Adelaide, SA

Franklin, Douglas (2000) *Social Marketing for the New Millennium*, The Australian Youth Foundation, East Sydney, NSW

Centre for Corporate Public Affairs and the Business Council of Australia (2000), *Corporate Community Involvement – Establishing a Business Case*, Centre for Corporate Public Affairs, Melbourne, Victoria

Holroyd, Carl and Silver, Anthony (2001) *Corporate Volunteering – Helping to Build Business and Community Sustainability*, Volunteer South West, Bunbury, WA

Nonprofit Sector Strategy Group, *The Nonprofit Sector and Business: New Visions, New Opportunities, New Challenges. A statement for public discussion*, The Aspen Institute, Washington, DC

Websites

Organisation	Web Address
The Prime Minister's Community Business Partnership	www.partnership.zip.com.au
Philanthropy Australia	www.philanthropy.org.au
Volunteering SA	www.volunteeringsa.org.au
The Foundation for Young Australians	www.youngaustralians.org
Fundraising Institute of Australia	www.fia.org.au
Asia Pacific Centre for Philanthropy and Social Investment	www.swinburnphilanthropy.net
Our Community	www.ourcommunity.com.au
Ausyouth	www.ausyouth.on.net

APPENDIX A

Interview participants

The following people contributed to the development of this book:

Ian Brown, Eyebee Communications

Elizabeth Cham, National Director, Philanthropy Australia

Debbie Dadon, Besen Family Foundation

Rhonda Galbally, CEO, Our Community

Linda Giddy, National Manager, Community Relations

Joanne McNeil, The Prime Minister's Community Business Partnership

David Meldrum, Chairman, Duke of Edinburgh's Award Charter for Business in Australia

Jenny Odgers, Social Investment Advisor, Shell Foundation

Mandy Rashleigh, Board member YWCA Victoria

Dennis Sherwill, Community Sponsorship, National Australia Bank

Ian Spicer, Board member, Enterprise and Career Education Foundation, and member of Judging Panel for Prime Minister's Community - Business Partnership, 2000

Sharon Stynes, Reach Youth Foundation

Stephen Walter, Group Manager, Australia Post

Workshop Participation

Ausyouth

Sponsorship Development Forum

28 November 2001, Sydney

Ausyouth

National Provider Reference Group - Workshop

18 - 19 March 2002, Melbourne

Asia Pacific Centre for Philanthropy and Social Investment

From Philanthropy to Social Investment

27 March 2002, Sydney



221 Wakefield St
Adelaide 5000
South Australia
Tel 08 8463 4890

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A Commonwealth Youth Initiative



The Duke of Edinburgh's Award in Australia
SA Division Young Australia Challenge