

Guide to Successful Corporate-NGO Partnerships



GEMI[®]

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ENVIRONMENTAL DEFENSE FUND

finding the ways that work

About the Global Environmental Management Initiative (GEMI)

- 37 member companies:
 - Representing more than 22 business sectors
 - Annual Sales: almost \$1 Trillion USD
 - Global Headcount: more than 2.5 million
 - Number of Manufacturing Facilities Worldwide: more than 3,000
- Non-profit 501(c)(3) organization
- Not an advocacy group

Current GEMI Members



Abbott
A Promise for Life

ANHEUSER



BUSCH

Companies

BNSF
RAILWAY



Bristol-Myers Squibb Company

Cadbury

Cargill

CARNIVAL
CORPORATION & PLC



ConAgra Foods



Duke Energy

DUPONT

ECOLAB

Lilly
Answers That Matter.

FedEx
Corporation

Johnson & Johnson

Johnson
Controls

JohnsonDiversey
Clean is just the beginning



KOCH
INDUSTRIES INC

KRAFT



MERCK



MOTOROLA

NOVARTIS



P&G

PERDUE

Pfizer

Roche



Schering-Plough

Smithfield

SOUTHERN COMPANY
Energy to Serve Your World™



Vulcan
Materials Company

Wyeth

GEMI Vision & Mission

- Vision:
 - To be globally recognized as a leader in providing strategies for businesses to achieve EHS excellence, economic success and corporate citizenship.
- Mission:
 - Business helping business improve EHS performance, shareholder value and corporate citizenship.

GEMI Board of Directors

Position	Member	Company
Chair	Bob Accarino	Abbott
Vice-Chair	Jim Kearney	Bristol-Myers Squibb
Finance Chair	Audrey Bamberger	Anheuser-Busch Inc.
Tools Work Group Chair	Moe Bechard	JohnsonDiversey
Membership Chair	Leslie Montgomery	Southern Company
Communications Chair	Angie Grooms	Duke Energy
Benchmarking Chair	Mark Hause	DuPont
Senior Advisory Council (SAC) Chair	Jack Kace	Roche
Executive Director	Steve Hellem	GEMI
Director	Amy Goldman	GEMI

About Environmental Defense Fund

- Leading national nonprofit organization representing more than 500,000 members
- More than 300 scientists, attorneys, other professionals and support staff working in environmental advocacy
- 20-year track record of success in partnering with businesses
- Accepts no money from corporate partners; generous individuals and foundations fund its work

EDF Mission and Goals

- **Mission:**
 - Environmental Defense Fund is dedicated to protecting the environmental rights of all people, including future generations. Among these rights are clean air, clean water, healthy food and flourishing ecosystems. We are guided by scientific evaluation of environmental problems, and we work to create solutions that win lasting economic and social support because they are nonpartisan, cost-effective and fair.
- **Goals:**
 - Stabilize the Earth's climate
 - Protect human health
 - Preserve species and habitat
 - Safeguard oceans and marine life

Corporate Partnerships at EDF



“Environmental Defense is probably the best NGO to find the intersection between profit and planet.”

-- Bob Langert, VP Corporate Citizenship, McDonald's Corporation

GEMI-EDF Guide Work Group

- Partnership to develop best practice guide on corporate/NGO partnerships
- Co-chairs:
 - Mark Hause, DuPont
 - Steve Rutledge, Duke Energy
 - Kyle Cahill, EDF
- Consultants:
 - Golder Associates Inc. (Beth Beloff & Dickson Tanzil)

“Business as Usual” has changed

- Corporations are recognizing value of environmental and social performance
- NGOs are recognizing value of the market to create widespread and lasting change
- Increasingly, corporations and NGOs are joining forces to achieve common environmental and social goals

About the Guide

- Purpose:
 - Inform companies and NGOs on best practices for successful business/NGO partnerships
 - Highlight successful partnership experiences of GEMI member companies
- Provide update to earlier EDF publication
 - “Catalyzing Environmental Results: Lessons in Advocacy Organization-Business Partnerships” (1999)

Catalyzing Environmental Results

Lessons in Advocacy Organization-Business Partnerships

A Report Sponsored by the J.M. Kaplan Fund

The Alliance for Environmental Innovation
A Project of
ENVIRONMENTAL DEFENSE FUND and THE PEW CHARITABLE TRUSTS

EDF Corporate Partnership experience

GEMI member companies' insights and experience in partnerships

Guide to Successful Corporate-NGO Partnerships

Global Environmental Management Initiative (GEMI) and Environmental Defense Fund



2008

What's in the Guide

- Insights on business/NGO partnership best practices
- 11 case examples of successful environmental partnerships

Focused on...

- Partnerships and not philanthropy
- Environmentally-focused partnerships, but lesson should be applicable to other business/NGO partnerships

Overview of Guide

- What is a business/NGO partnership?
- Why partner?
- Best Practices in Partnerships
 - Structuring partnerships
 - Executing a project jointly
 - Measuring and communicating results
 - Tables describing measurements for business benefits and environmental and health benefits
- Case Examples
 - Business benefits
 - Environmental and Social benefits

What is a Business/NGO Partnership?

- Independent organizations bringing together their distinct views, expertise and resources to work towards common goals
- Requires active engagement between business(es) and NGO(s)
- Does not rely solely on financial contributions

Why Partner?

- Creating business value and environmental benefits
- Raising the bar on environmental performance
- Leveraging skills and perspectives not available in the partner organization
- Building respect and credibility
- Providing independent validation
- Helping achieve a long-term vision

Partnership Best Practices

**Part 1 – Project Design:
Structuring Partnerships for Success**

**Part 2 – Project Execution:
Making the Project a Reality**

Part 3 – Measuring and Communicating Results



Part 1 - Project Design: Structuring Partnerships for Success

- ◆ Developing Criteria for Selecting Projects
- ◆ Identifying a Good Partner
- ◆ Properly Structuring Agreements



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- **Developing Criteria for Selecting Projects**
 - Environmental impacts
 - Business benefits
 - Project scope
 - Leverage potential
 - Fit with company/NGO capabilities
 - Alignment with organization's core values
 - Support from appropriate level of management

Case Example: Selecting An Appropriate Project

Eastman Kodak and The Nature Conservancy

China Photovoice Project

- Kodak was looking for an NGO partnership project to support its growth strategy in western China
- The Nature Conservancy's Photovoice project aims to document images and stories that support conservation planning
- Use of cameras also supports product improvements and innovation

Business Benefits

- ◆ Supported strategic growth and market-creation objective
- ◆ Enhanced brand value
- ◆ Supported product improvement and innovation

Environmental & Social Benefits

- ◆ Visually documented environmental concerns and evidence of impacts
- ◆ Supported conservation planning
- ◆ Empowered remote villagers to voice their concerns



Part 1 - Project Design: Structuring Partnerships for Success

- ◆ Developing Criteria for Selecting Projects
- ◆ Identifying a Good Partner
- ◆ Properly Structuring Agreements

- Identifying a Good Partner
 - What motivates the company or the NGO?
 - How does the company view the environment? How does the NGO view business?
 - What is the decision-making style in your partner's organization?
 - Does the company/NGO have favorable partnership history/reputation?
 - Can credibility and trust be established and maintained throughout the project?

Case Example: Selecting An Appropriate Partner

Occidental Petroleum, Ecopetrol, International Alert and Fundación Ideas Para la Paz

Piloting Innovative Social Assessment in a Colombian Oil Field

- Occidental Petroleum entered into a new project with Ecopetrol in La Cira oil field, Colombia
- International Alert published new conflict-resolution business practice guidelines
- Partnership provides opportunity for companies to develop experience with guidelines, NGOs to “road test” the tool
- Trust building: Initial 6-mo agreement extended to 24 months

Business Benefits

- ◆ Assurance of project success through improved risk management
- ◆ Developed experience with an innovative social assessment methodology
- ◆ Gained credibility and trust in the community

Environmental & Social Benefits

- ◆ Reduced emissions and conservation of energy resources
- ◆ Improved community safety and environment



Part 1 - Project Design: Structuring Partnerships for Success

- ◆ Developing Criteria for Selecting Projects
- ◆ Identifying a Good Partner
- ◆ Properly Structuring Agreements

- Properly Structuring Agreements
 - Goals and objectives
 - Scope of work
 - Timeline
 - Roles and responsibilities
 - Public transparency
 - Independence
 - Funding
 - Replicability
 - Communication



Part 2 - Project Execution: Making the Project a Reality

Project Team

- ◆ Developing a Cross-Functional Team
- ◆ Building Support at the Appropriate Level of Management
- ◆ Selecting a Project Lead

Project Work

- ◆ Developing a Clear Project Plan
- ◆ Maintaining Momentum

Case Example: Building A Project Team

DuPont and Environmental Defense Fund

Framework for Responsible Nanotechnology

- Partnership to ensure responsible nanotechnology and develop tool to share information with stakeholders
- Multidisciplinary team from both organizations, with experience in science, law, and business
- Partners collaborated on other projects, over 20 years
- Extremely effective – goals achieved in less time than planned

Business Benefits

- ◆ Improved product stewardship
- ◆ Developed framework to identify, reduce and manage environmental, health and safety risks posed by an emerging technology
- ◆ Enhanced interactions with regulatory agencies
- ◆ Established technical leadership in the field
- ◆ Enhanced brand value

Environmental & Social Benefits

- ◆ Gained a better understanding of the risks of nanotechnology to the environment and society
- ◆ Initiated discussion among key stakeholders
- ◆ Advanced nano risk assessment

Case Example: Maintaining Momentum

Southern Company and National Fish and Wildlife Federation

Strategic Bird and Ecosystem Conservation Programs

- Grant program resulted in a model learning forum to share conservation best practices among stakeholders
- High-level interactions among all involved
 - Annual meetings of grantees, regulators, conservation leaders, and company executives and employees
 - Project visits allow employees learn about ecosystems
- Informed Southern Company's own conservation practices

Business Benefits

- ◆ Establishing credibility and relationships with conservation experts and local groups
- ◆ Ensuring license to operate
- ◆ Improved employee morale and employee education
- ◆ Enhanced brand image

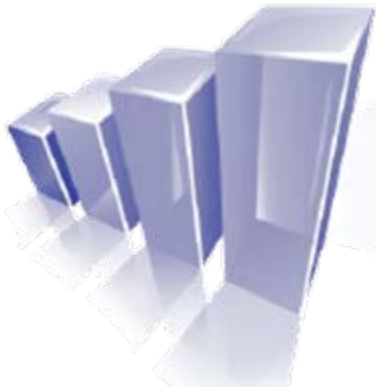
Environmental & Social Benefits

- ◆ Conserved, enhanced or restored critical habitats and species
- ◆ Sequestered greenhouse gases through tree planting
- ◆ Improved public awareness and action



Part 3 - Measuring and Communicating Results

- ◆ Measuring Business Benefits
- ◆ Measuring Environmental and Health Benefits
- ◆ Communicating Results



Part 3 - Measuring and Communicating Results

- ◆ Measuring Business Benefits
- ◆ Measuring Environmental and Health Benefits
- ◆ Communicating Results

- Measuring Business Benefits
 - Cost avoidance, revenue generation, and risk reduction
- Measuring Environmental & Health Benefits
 - Emissions, waste & toxic reduction, resource conservation, and impacts on value-chain

Measures can be quantitative or qualitative

Case Example: Aligning the Supply Chain

Smithfield Foods, Compass Group and Environmental Defense Fund

Reducing Antibiotic Use to Maintain Efficacy for Humans and Animals

- Smithfield, as world's largest pork processor and hog producer, unveiled policy to curb antibiotic use
- Policy enabled Smithfield to supply pork that meets Compass' needs
- Built on EDF's previous partnerships to develop agreements to curb antibiotic use in poultry

Business Benefits

- ◆ Strengthened supply-chain relationship
- ◆ Educated customers and consumers through publication of antibiotics use policy
- ◆ Enhanced brand value

Environmental & Social Benefits

- ◆ Reduced use and protected effectiveness of medically important antibiotics
- ◆ Influenced industry practices

In Closing

- A successful partnership requires a commitment built on mutual trust and respect, and the willingness to understand the values, objectives and concerns of all partners
- Business and NGO partners also benefited from leveraging their partners' expertise and capabilities
- In working together, partners realize business, environmental, and societal benefits

Questions & Answers

If you have additional questions **DURING** this webinar, please email them to Beth Beloff, Golder Associates (bbeloff@golder.com)

For More Information

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