Cross Sector Partnerships (CSPs) for Social Change
Unique opportunities and challenges of transformational collaborations

Wendy Lee, MNA Candidate

NPA 622: Nonprofit Data Analysis – Capstone Project
Spring Semester 2019
Instructor: Prof. Marco Tavanti, Ph.D.
INTRODUCTION

Wendy Lee
Development Manager
Juma Ventures

IT STARTS WITH A JOB
OVERVIEW
PURPOSE

The purpose of this research is to identify the elements of CSPs that contribute to their success as well as the challenges they face.

It’s important because

- Nonprofits address issues that are incredibly complex.
- Nonprofits alone cannot achieve social change but they have great potential to influence perspective and strategies.
- Nonprofits need the support of other sectors to achieve greater impact.
MIX METHODS

Literature Review
- Cross-Sector Partnership
- Collective Impact
- Corporate Social Responsibility
MIX METHODS

Literature Review
○ Cross-Sector Partnership
○ Collective Impact
○ Corporate Social Responsibility

Expert Interviews
MIX METHODS

Literature Review
- Cross-Sector Partnership
- Collective Impact
- Corporate Social Responsibility

Expert Interviews

Secondary Data Analysis
DEFINITIONS

Nonprofit Sector

Comprised of organizations with the purpose of serving a public or mutual benefit rather than the pursuit or accumulation of owner or investor profit.
DEFINITIONS

**Nonprofit Sector**

Comprised of organizations with the purpose of serving a public or mutual benefit rather than the pursuit or accumulation of owner or investor profit.

**Private Sector**

Organizations or companies run by private individuals or companies for profit, and is not controlled by government.
DEFINITIONS

Nonprofit Sector
Comprised of organizations with the purpose of serving a public or mutual benefit rather than the pursuit or accumulation of owner or investor profit.

Private Sector
Organizations or companies run by private individuals or companies for profit, and is not controlled by government.

Public Sector
The portion of the economy composed of all levels of government and government-controlled entities.
SECONDARY DATA

Cross-Sector Partnership Assessment
604 Survey Participants

https://www.livingcities.org
CSP Organization - 63% report that their CSPs are informally organized.

Figure 1: How is your cross-sector partnership organized?

- 63%: There are procedures, roles and commitments, but they are implicit and not established or documented.
- 37%: There are established procedures, roles and commitments, which are codified through operating documents.
DATA ANALYSIS

604 Survey Participants

**CSP Organization** - 63% report that their CSPs are informally organized.

[Figure 1: How is your cross-sector partnership organized?]

- 63%: There are procedures, roles and commitments, but they are implicit and not established or documented.
- 37%: There are established procedures, roles and commitments, which are codified through operating documents.

**Length of CSP** - 79% of CSPs are not time bound.

[Figure 2: How long will your cross-sector partnership operate?]

- 79%: We don’t know
- 21%: A specific period of time

data from 2016 Living Cities’ Cross-Sector Partnership Assessment survey
DATA ANALYSIS

604 Survey Participants

**Community Alignment** - Only 45% of organizations have formally aligned and coordinated their efforts with other community initiatives.

Figure 3: Have you coordinated with other similar partnerships or initiatives?

- **Yes, formally**: 45%
- **Yes, informally**: 40%
- **No**: 15%

*data from 2016 Living Cities’ Cross-Sector Partnership Assessment survey*
DATA ANALYSIS

604 Survey Participants

**Community Alignment** - Only 45% of organizations have formally aligned and coordinated their efforts with other community initiatives.

**Partnership Evaluation** - 50% of organizations in CSPs do not reevaluate their participation.

data from 2016 Living Cities’ Cross-Sector Partnership Assessment survey
**DATA ANALYSIS**

604 Survey Participants

**Shared Vision/Goals** - 57% have identified that their CSP have general or broad goals.

Figure 5: Which best describes your cross-sector partnership's shared result?

- General or broad: 57%
- Specific enough that it has a metric: 30%
- I'm not sure: 13%

*data from 2016 Living Cities’ Cross-Sector Partnership Assessment survey*
Data Analysis

604 Survey Participants

Shared Vision/Goals - 57% have identified that their CSP have general or broad goals.

Figure 5: Which best describes your cross-sector partnership's shared result?

- General or broad: 57%
- Specific enough that it has a metric: 30%
- I'm not sure: 13%

Funding - Funding remains super important to sustaining the work of CSPs.

Figure 6: What level of support do you have committed to your cross-sector partnership?

- Funded: 51%
- Little to no funding: 41%
- Funding has run out: 8%

Data from 2016 Living Cities' Cross-Sector Partnership Assessment survey
Partnership Approach

Only 36% of organizations are achieving their CSP shared goals by focusing on program and service delivery and organizational behavior change (policies).

Figure 7: What’s your approach to achieving the goals of your partnership?

- Programmatic change: 36%
- Programmatic + organization change: 36%
- Organization behavior change: 27%

data from 2016 Living Cities’ Cross-Sector Partnership Assessment survey
RESULTS

Nonprofit Sector

Opportunities
- Increase ability to focus on core competency
- Access to new / more financial, social, human capital
- Community-led and owned solutions

Challenges
- Competitive nature
- Isolated & siloed actors

Private Sector

Opportunities
- Large volunteer base
- Drive and influence consumers or stakeholders

Challenges
- CSR has an internal/external perspectives
- Market driven
- Misalignment between large corporations and their local offices

Public Sector

Opportunities
- Policy development, wins and implementation
- Coordinates organizations doing similar work in a particular region

Challenges
- Risk averse
- Unstable budgets
- Dependent on political culture/climate
RECOMMENDATIONS

1. **Encourage Philanthropy**
   Philanthropy can reframe their engagement with nonprofit organizations, play a larger role in sharing their social and human capital, and organize/facilitate cohorts of grantees to encourage a culture of partnership and sharing.
RECOMMENDATIONS

1. **Encourage Philanthropy**
   Philanthropy can reframe their engagement with nonprofit organizations, play a larger role in sharing their social and human capital, and organize/facilitate cohorts of grantees to encourage a culture of partnership and sharing.

2. **Explore Social Enterprise Models of Partnership**
   Nonprofit organizations could learn how to be innovative and creative in their approach to resolving the challenges that they experience.
RECOMMENDATIONS

1. **Encourage Philanthropy**
   Philanthropy can reframe their engagement with nonprofit organizations, play a larger role in sharing their social and human capital, and organize/facilitate cohorts of grantees to encourage a culture of partnership and sharing.

2. **Explore Social Enterprise Models of Partnership**
   Nonprofit organizations could learn how to be innovative and creative in their approach to resolving the challenges that they experience.

3. **Contextualize the Organization**
   Understand your organization’s role and contribution within the local, regional, state, national, and international/global context. Organizations should consider embedding their work throughout the community for long-term sustainability.
RECOMMENDATIONS

4. **Create and Utilize Metrics**
   Data helps CSPs benchmark success and measure whether they are heading the right direction.
4. **Create and Utilize Metrics**
   Data helps CSPs benchmark success and measure whether they are heading the right direction.

5. **Review CSP participation on a timely basis**
   CSP members should review their involvement on a timed basis.
RECOMMENDATIONS

4. Create and Utilize Metrics
   Data helps CSPs benchmark success and measure whether they are heading the right direction.

5. Review CSP participation on a timely basis
   CSP members should review their involvement on a timed basis.

6. Create specific roles or position responsible for partnership activities
   Partnership building activities need to be assigned to an individual or team within an organization.
REFERENCES


Living Cities. https://www.livingcities.org
QUESTIONS