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Evolving Corporate Relations with Communities

	FIRST GENERATION	SECOND GENERATION	THIRD GENERATION
<i>Purpose</i>	Philanthropy	Strategic Philanthropy	Community Investment
<i>Motive</i>	Morality	Long-term self-interest	Direct self-interest
<i>Strategy</i>	Ad hoc	Systematic	Strategic
<i>Staff</i>	Administrator	Manager	Entrepreneurial/consultants
<i>Structure</i>	Detached from business activities	Part of line structure	Integrated as part of business functions
<i>Initiative</i>	Passive	Responsive to requests in target areas	Active - initiates programs
<i>Contribution</i>	Cash, volunteers	Cash and donations of goods, cause related marketing	Business resources, skills & cash
<i>Sustainability</i>	One time assistance	Assistance in specific sectors	Capacity building of NGOs

The Evolution of Development Organizations

	FIRST GENERATION	SECOND GENERATION	THIRD GENERATION
<i>Purpose</i>	Welfare	Development	Community Investment
<i>Motive</i>	Charity	Human resource development	Integration of poor into national economy
<i>Strategy</i>	Ad hoc	Systematic	Strategic
<i>Staff</i>	Administrator	Manager	Negotiators between business & community
<i>Structure</i>	Affiliated with churches or independent	First-Third World partnerships, grant management	Non-profit but managed using businesses standards of efficiency
<i>Initiative</i>	Actively identify social problems	Responsive to requests in target areas, carry out donor objectives.	Active - works with community and business to develop activities that benefit both.
<i>Contribution</i>	Goods & financial assistance for poor, often from individual contributors	Grants from donors for specific activities with some cost recovery and fee for service	Technical resources, community contacts and mediation with businesses
<i>Sustainability</i>	One time assistance	PVO-NGO-donor partnerships	Facilitate NGO-community-business partnerships

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The Evolution of Government's Role in Partnership Development

	FIRST GENERATION	SECOND GENERATION	THIRD GENERATION
<i>Purpose</i>	No interest	Interested in promoting economic development through private sector activities, tolerance for nongovernmental organizations.	Work with business to carry out programs, privatize gov't programs, see business and nongovernmental organizations as partners.
<i>Motive</i>	No involvement	More pressure from citizens for socially responsible businesses and more social services.	Maximize gov't resources to promote social and economic development
<i>Strategy</i>	May dislike NGOs	Recognition that both the private and nongovernmental sectors have compatible interests in development	Serve as facilitator/broker of partnerships between business, nongovernmental organizations and government.
<i>Staff</i>	Bureaucrats	More staff with business or nongovernmental organization experience.	Trained to facilitate and foster partnerships
<i>Structure</i>	Hierarchy	Still hierarchical but staff work more with partners outside the system.	Hierarchy but lower-level staff are trained and encouraged to be innovative in accomplishing goals
<i>Initiative</i>	No initiatives on partnerships	May respond positively when business or nongovernmental organizations come to them but do not take initiative to create partnerships.	Take initiative in forging relationships
<i>Contribution</i>	None	Will make contribution when the partnership achieves gov't objectives and is low-risk.	Use scarce government resources to capitalize joint-ventures
<i>Sustainability</i>	None	Lack of training in partnership development means high failure rate.	High where all partners achieve goals. Often replicated in other districts.

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