



Chartered  
Governance  
Institute  
UK & Ireland

# Creating Strategic Partnerships

**Daniel Valentine**  
**Head of Communications**

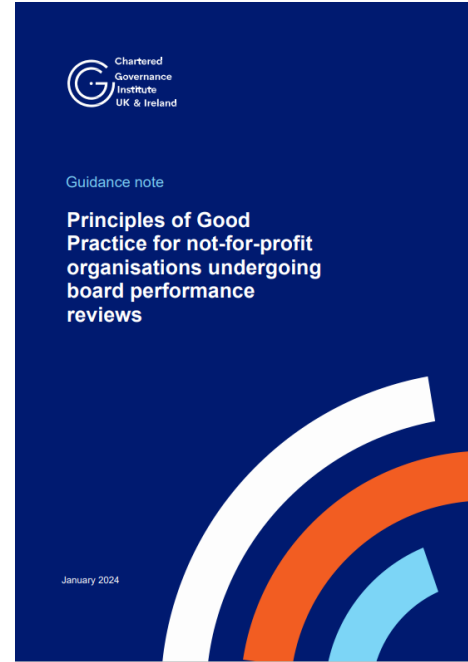
[dvalentine@cgi.org.uk](mailto:dvalentine@cgi.org.uk)



The Chartered  
Governance Institute

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# Resources, conferences & training to support charities



Visit [www.cgi.org.uk](http://www.cgi.org.uk) and register for free access to charity resources including bespoke training, online training and research reports.

# My partnership experience

## **Strategic Partnerships**

- Engineering UK

## **Employer Partnerships**

- RAF
- Royal Navy
- Rolls-Royce

## **Technology Partnerships**

- Google
- BT

## **University Partnerships**

- Oxford University
- University of Southampton
- Aston University
- Cranfield University

## **Corporate Partnerships (Major Donors)**

- Amazon
- BP
- Shell
- Boeing
- Mott MacDonald
- MBDA

## **Community Partners (in-kind support)**

- AstraZeneca
- Barclays Eagle Labs
- DeepMind
- Eversheds Sutherland
- JPMorgan Force for Good

## **Event Partnerships**

- Tower of London

## **Peer Partnerships**

- Institute of Mechanical Engineers
- Institution of Civil Engineers

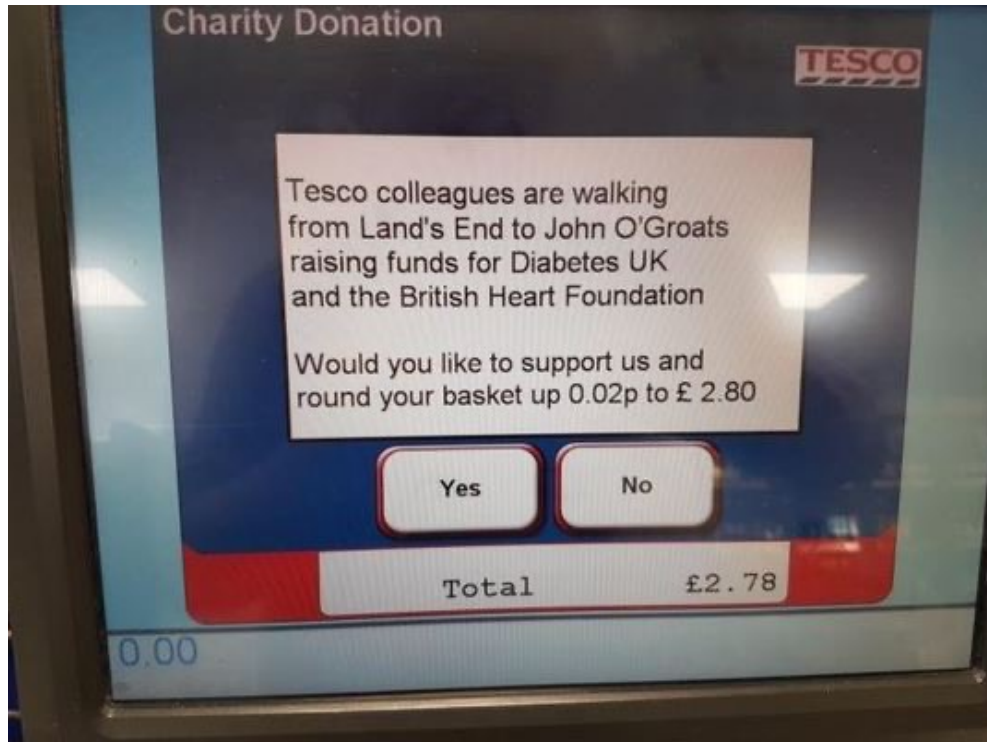
## **Creative Partnerships**

- Bandstand
- Maitland
- Finsbury

## **Media Partnerships**

- The Times
- BT

# What does your ideal partnership look like?



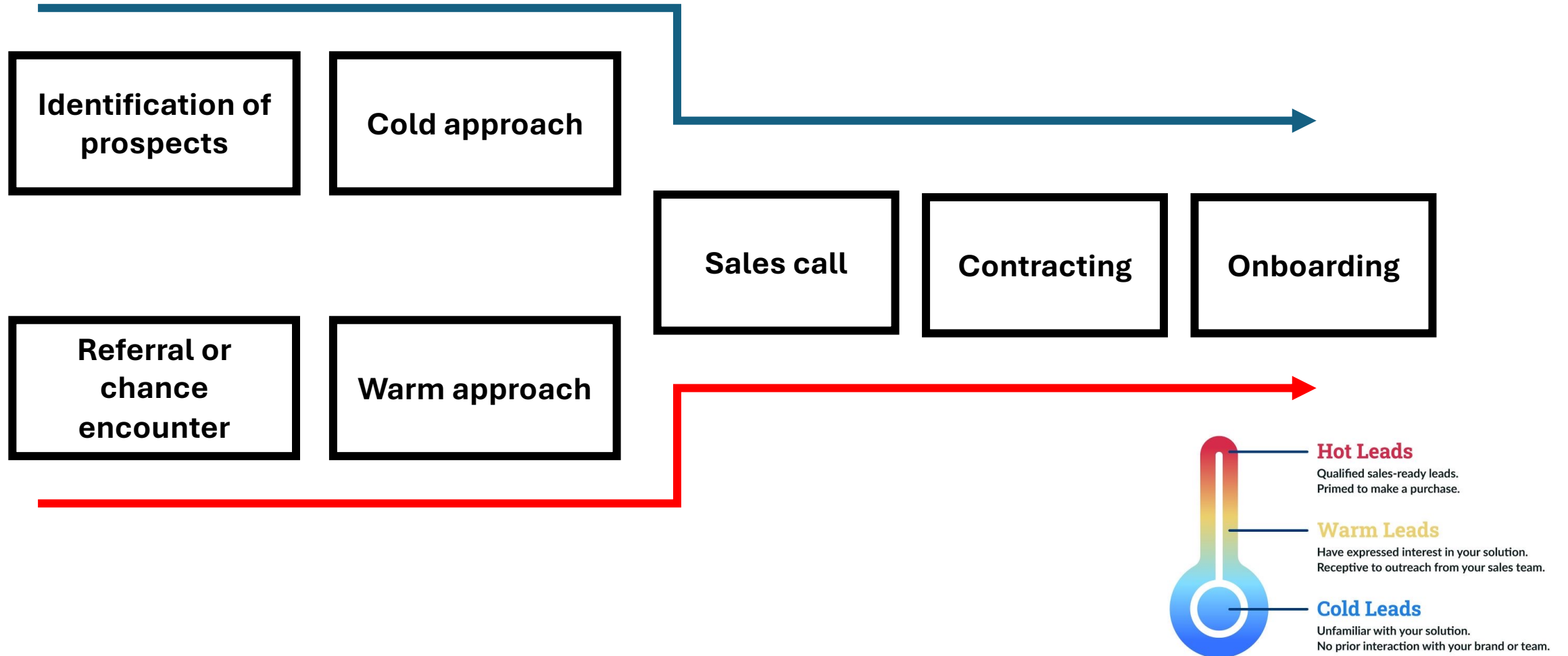
## The spectrum of partnership

1. Cash donations
2. Product donations
3. Event fundraising
4. Charity of the year
5. Payroll giving
6. Matched giving
7. Customer donations
8. Profit % giving
9. Co-branding
10. Bespoke products
11. Joint ventures

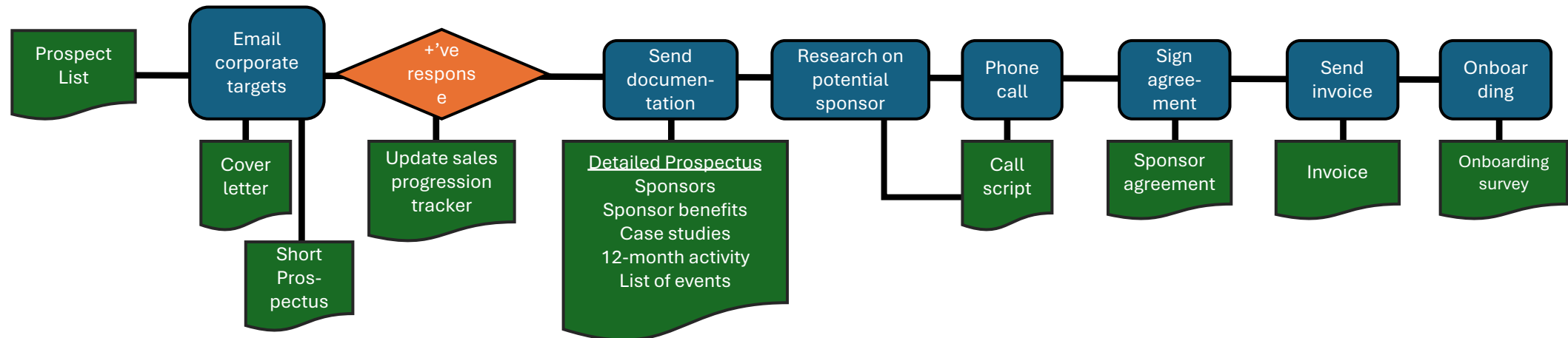
## How are partnerships formed?

1. Direct approach
2. “We should work together”
3. “We can give you anything but money”

# Make partnership a key part of your fundraising process



# Define the process and the documents required at each stage



# The story – 1

## **Why do you want to grow? The growth narrative**

- Why do you need more money? Do you have a clear plan for what you will do with the extra income?
  - Reach more beneficiaries?
  - Expand into new territories?
  - Achieve economies of scale?
  - Offer a wider range of services?
  - Cover rising costs?
  - Start paying volunteers?
  - Purchase a new office?
- How big could you grow with your current infrastructure?
- What is your growth plan and timescale?



# The story – 2

## The Prospectus - Your story and your business case

- The work we do
- Our origins
- Our values
- Our achievements
- The next stage of growth
- The ways partners can help



### Lovey Foundation (UK)

#### Corporate Partner Prospectus

Lovey Foundation (UK) is a UK registered charity (Charity Number 1191631) which gives access to education to children in Bawku and Binduri Districts in the Northeast of Ghana. All Ghanaian children have the right to education but many of the poorest children do not take up this right because their parents cannot afford to buy school uniforms, or because the children work full-time for their families, doing such duties as collecting firewood, tending animals or labouring on farms.

**The work that we do**

The key to development in Northwestern Ghana is education, and especially getting all children into school at the age of five and helping them to remain in school to the age of fourteen, so that they have the literacy and numeracy which gives them the freedom to choose a career for themselves. This will enable the training of a new generation in agricultural technology and other vital skills to allow the province to develop economically.

Lovey (pronounced: Luvvy or Low-Voy) provides key items to young Ghanaians every year, which enable them to attend school. Our "Educational Access Package" typically consists of:

- Two sets of school uniform
- A pair of sandals
- A satchel
- Notebooks and pens

This package costs about £62 per child. The uniforms are made by local seamstresses, the other items are currently shipped from the UK around May each year for distribution before the new school year in September.

Lovey Foundation (UK) Registered Charity Number 1191631

**The area we work in**

Upper East Region (see Figure 1), in the Northeast of Ghana, is the poorest region of Ghana. It has poor transport links, 80% of the population live in villages, 65% of working age people work in agriculture, it has little agricultural technology (the hoe and cutlass are the main farming tools), and it suffers from tribal conflict. Agriculture, hunting, mining and forestry are the main economic activities in the region. The major crops grown are: millet, guinea-corn, maize, groundnut, beans, sorghum, sorropose and onions with most farms also keeping some livestock. Agricultural yields are very low compared to other parts of the country due to poor soils (soil is shallow and low in fertility, low organic matter content, and predominantly coarse textured), seasonal floods and bush fires. Rainfall distribution is unimodal resulting in a five-month growing season between May and September and a seven-month long dry season from October to April. The region is hot and dry reaching a temperature of 45°C in March and April. Urbanisation is occurring with both Bawku and Bolgatanga experiencing rapid population growth. Whilst Ghana has developed rapidly over the last fifty years, Upper East Region has shared very little of this progress. It is a challenging area to work in, because infrastructure and communication are poor, but there is huge potential for economic and social development. The region has a large and youthful labour force, which, if properly trained and managed, could become a great economic asset.

**How do we select children for support?**

Our sister organisation, Lovey Foundation (Ghana), works all year round to identify children in need. We aim to identify children either before they attend school or in the first year that they are missing school, i.e. at the age of five or six. We also help children who have missed out on several years of schooling. Each April we calculate how many children we can help in the coming school year. Each year we help between 80 and 100 children. We are restricted only by our income; even in the small geographical area we currently service (Bawku Municipal District) there is a need for over 1000 children to be supported. We currently only have the resources to help a small proportion of these children. In 2023 we will be supporting 85 children. We would like to help many more.

These are the selection criteria we apply to identify the children in the greatest need:

1. Children working on the local quarry and field without access to education.
2. Children who stop schooling because their parents cannot afford uniforms.
3. Children who express interest by following their colleagues to school on bare feet, wearing torn clothes and having no stationery and uniforms.
4. Reports from teachers and community members about children who are not in school in their communities.
5. Orphans.
6. Children with disabilities or whose parents have disabilities.

**What are the values of Lovey Foundation?**

- **Partnership.** We operate a model of local partnership with our sister organisation, Lovey Foundation Ghana (LFG). LFG is deeply embedded in Bawku Municipal District and operates through a network of teachers and community leaders. We reject the donor-centric model of aid where strategy is decided in the donor country. Our partnership model means that local people are closely involved in design and delivery to avoid the most common problems of international aid: bureaucracy, scope-creep, duplication, dependency, waste and paternalism.
- **Education.** We regard education as the single most important factor in economic development. Widespread literacy and numeracy are proven to be the best solutions to rural poverty. Giving access to education is the most powerful and the most cost-effective way of bringing socio-economic change.
- **Equality.** We believe that girls and boys have an equal right to education and that their education brings an equal benefit to society, even in a traditional society. We endeavour to ensure that our resources are equally divided between girls and boys.

Lovey Foundation (UK) Registered Charity Number 1191631

- **Specialisation.** Your money will be carefully targeted on specific barriers to education which we have identified. Our main expertise is the identification of children in need, through our network of local leaders. This has been our focus since Lovey Foundation (UK) was established in 2016. We focus on providing a small number of items to five and six year olds. We have resisted the temptation to increase our scope so that our money can go as far as possible and transform as many lives as possible.
- **Efficiency & Fidelity.** It is very important to us that we keep our promises to our local partners, and to our supporters and donors. To keep our promises, we maintain a very low-cost base and review our processes every year to find improvements, so that donor money can go further. We are careful to only make promises which we know we can deliver. We plan diligently so that we can deliver the number of items we have promised.

**How can you help?**

We are looking for a small number of companies to join us as **Corporate Partners** by pledging £7,000. This is a one-year agreement, renewed annually subject to your satisfaction. This income will enable us to substantially increase the number of beneficiaries that we help.

What will corporate partners receive?

- Your corporate profile on our website
- A corporate partner logo for use on your own website
- Regular updates on our work
- Two VIP tickets to our annual dinner in central London
- The ability to provide advice to the trustee board and to influence our strategy
- Social media mentions
- Your corporate logo will be featured in one of the new intake photos, to enable you to promote the work to your staff and customers.
- We will provide you with text for your staff newsletter and/or website

Two children from Vaka Primary School

**Why are we a good partner for you?**

- We have no paid staff, we rely on volunteers, so our admin costs are very low (about 3%). Your money will go a long way. The difference in the cost of living means that British pounds go a long way in Ghana, especially as we work in one of the poorest municipalities in Ghana. Your support will enable us to purchase goods in larger quantities meaning that we can reach even more young children.
- This is the beginning of an exciting new stage for us, as we prepare for growth. We are looking for partners who are truly interested in educational access and development work in Ghana.
- Ghanaians are passionate about education. You can be sure that the extra children we reach because of your donation will work hard at their studies and put them to use after graduation.

For further information please visit [www.loveyfoundation.org](http://www.loveyfoundation.org) or contact:

- Daniel Valentine, Chair of Lovey Foundation UK on [chair@loveyfoundation.org](mailto:chair@loveyfoundation.org) or 07752-218-084

Lovey Foundation (UK) Registered Charity Number 1191631

## The story - 3

### Visual Proof



**How can you use photos to demonstrate:  
a) the need b) your achievements?**



# The Story - 4

## Enriching your story with additional themes and angles

### Themes

- Children
- Africa
- Education
- Disability
- Animal welfare
- Agriculture
- Economic development
- Hunger



### Angles

- Equality
- Reduces human suffering
- Enhances human potential
- Builds community
- Advances human fulfillment
- Builds social structures



# Turning the story into targets

## Identify who would be your most natural partners

Each of them should be mentioned in your story



# The offer

## Tiered Partnership Structure

 BRONZE	 SILVER	 GOLD
Program Benefits		
<div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>

# How do corporate donors make decisions?

- Corporate buying behaviour
  - Group decision making
  - Whose responsibility? Whose budget?
  - Timing matters
  - Authorisation limits (9999 vs 10,000)
  - Caution (one red flag)
- CEO-centricity
- KPIs
- Value

# What do corporate partners want?

Green Lights	Red Flags
Single document	Mistakes
Corporate language	Controversy
Fiduciary security	Risk
Financial conservatism	Complexity
A deal	Gaps
A senior contact	Optimism / exaggeration
Visual proof	Excessive scope
Statistical proof	Restrictions on scope
Case study proof	
Expert proof	
Publicity opportunities	
Narrative flow	
Value	
Influence	



Hands up if you hate networking





# **Be ready. Every corporate approach has the potential to become a partnership negotiation**

What partnership would you suggest with...

**Your local  
council**

**Supermarket  
chain**

**A university**

**A local  
newspaper**

**A PR agency**

**A social  
media  
platform**

**An  
advertising  
agency**

**An event  
space**



# **The contract**

**You should have a contract ready, this is your responsibility**

**Try and standardise your contracts as much as possible**

**Have a discussion about the length, suggest 3 years with annual break clauses**

**Allow immediate termination if either party gets into reputational difficulty**

# Onboarding

- Send them an onboarding form or have an onboarding call
  - Who will the main contact be? (email and mobile)
  - Who will the invoice contact be? (name and email)
  - What are their goals and KPIs for year one of the partnership?
  - When will they make the renewal decision?
  - Who will make the renewal decision?
- Get quarterly review calls in the diary
- Invite the main contact to events



**If a shoe company is willing to give your charity  
£10,000 cash or £10,000 of sandals, which is  
more valuable to you?**



## In summary

1. Partnership is negotiation.
  - Three key questions before entering any negotiation:  
What have I got? What have they got? What do I want?
2. Work on your story (“What have I got?”)
  - Enrich it with additional themes, angles and hooks
  - Evidence (Data / Visuals / Case studies)
3. Who funds organisations like you?
  - Find lots of hooks and make a list of potential sponsors for each hook
4. Work on your diary
  - Where do I need to go to meet the people I need to meet?
5. Think “gasoline”
  - Make it easy to support you
6. Kiss a lot of frogs



**Thank You**  
**Let's stay in touch**

**Linked** 

[www.linkedin.com/in/danielvalentine1](http://www.linkedin.com/in/danielvalentine1)

[dvalentine@cgi.org.uk](mailto:dvalentine@cgi.org.uk)