

## Schweizer Stiftungssymposium 2011, 24. November 2011 Rolex Learning Center, Lausanne

### Fazit Session / Forum B)

*Nouvelles formes d'encouragement coopératives. Fonctionnement et potentiel*

*Neue kooperative Förderansätze. Wie funktionieren sie, wann taugen sie?*

Datum und Zeit	24. November 2011
Ort	Rolex Learning Center EPFL, Lausanne
Inputs und Fallbeispiele	<ul style="list-style-type: none"> <li>• David Emerson, Geschäftsführer Association of Charitable Foundations</li> <li>• Karin Jestin, Generalsekretärin Fondation 1796</li> <li>• Luc Tayart de Borms, Präsident Network of European Foundations</li> </ul> <p>Moderation: Caroline Hartnell          Minutes: Beate Eckhardt</p>

The session has been held in English

#### 1. Case study swissnex (presented by Karin Jestin)

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- swissnex is a network of science and technology outposts run by the Swiss State Secretariat for Education and Research (SER), in close cooperation with the Federal Department of Foreign Affairs (FDFA). The SER currently handles four knowledge outposts: swissnex Boston (2000), swissnex San Francisco (2003), swissnex Singapore (2004) and swissnex China (2007). swissnex India is planned for 2011. swissnex is a key component of the Swiss strategic policy on the promotion of education, research and innovation set by the Federal Council.
- Swissnex has been started by SER and Thierry Lombard as a PPP. Later on more partners has been involved. The cooperation has not been formally structured, there exist no legal entity. Swissnex as a network is integrated in the SER.
- Success factors:
  - Public-private-partnership in the beginning. The private donors required from the federation to reimburse their initial investments in case the federation will pull out of the partnership before 10 years time.
  - Swissnex staff are no diplomats but dynamic, entrepreneurial thinking scientists. To break through traditional structures might be easier for private actors.
  - Swissnex follows two goals: showcase the innovative capacities of Swiss science and academics and build an antenna to dynamic markets and regions

The model has shown so successful that other nations started to copy the idea

#### 2. Case Study Case study Corston Coalition (presented by David Emerson)

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- The Corston Independent Funders' Coalition is a group of 21 charitable trusts, foundations and individual philanthropists and was set up to sustain a shift from imprisonment to community sentencing for vulnerable women offenders, through advocacy, funding and critical partnership with charities and government.

- The initiative was started by 11 foundations which being active in the field – for the first time ever – agreed on a common partnership and co-funded one employee who was responsible for an advocacy campaign. The job was limited to two years and the person has been hired by one of these foundations.
- Success factors:
  - To start a new collaborative initiative you need a name that works
  - The involvement of 11 foundations gave the subject creditability and importance. Government listened to them because they were numerous.
  - The coalition decided to invest in advocacy and lobbying activities instead of supporting individual projects. This brought a change in social policy and was one of the main success drivers of the initiative.
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## DEFINITIONS / BENEFITS OF COOPERATIONS (taken from the morning session with Caroline)

- **Different levels of collaboration can be distinguished:**
  - Information sharing
  - Joint learning
  - Informal alignment – keeping one another posted
  - Intentional co-funding
  - *Structured collaboration*
- **Benefits**
  - Collaboratives can achieve scale, efficiency and impact far beyond what funders can do on their own.
  - It strengthens the visibility, legitimacy of the goal to be reached
  - It creates a larger pool of funding so it is possible to develop a bigger program.
  - By working at scale, we possess an ability to influence the bigger players.
  - The different experiences, skills and knowledge of the organisations and individuals involved enrich the program.
  - It makes it easier for grantee organisations only having to deal with one body.
  - There's a wealth of knowledge, experience and contacts within a collaborative that can make the whole greater than the sum of its parts.
- **Costs**
  - The time it takes to build a shared vision, a common strategy, a shared language
  - To agree on the ways of working
  - Mission drift between the partners
  - Interpersonal tensions

## WHEN DOES IT WORK?

- You need a name that works
- Flexibility and fairness to what each brings to the table
- Social policy change may bring together foundations better than anything else

- Cooperations amongst foundations need incubators / facilitators which bring in resources, eg. For mapping the landscape etc. A new role for associations of foundations such as SwissFoundations?
- Cooperations need platforms in order to build trust: You don't collaborate without to trust each other
- You have to know the strengths / weaknesses in the structure of all the partners of a cooperation.
- Monitor in order to improve the process

## QUESTIONS TO ASK YOURSELF BEFORE STARTING A COOPERATION:

- Could you achieve the desired impact working on your own?
- Is collaboration an essential element of what you want to achieve?
- If you're looking for impact in the field, and collaboration isn't essential, is collaboration likely to be worth it, given the inevitable costs particularly in terms of time and energy?

Minutes: Beate Eckhard, 12.12.2011