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**Benefits from the
 cooperation of
 non-governmental
 organizations with
 enterprises and durability
 of cooperation**

1. Introduction

Work is a very important dimension of human life. Gainful work (hereinafter interchangeably referred to as work) is one of the many forms of work. Man takes up employment for money but also because of many other material and non-material reasons, including participation in communities (Polańska, 1995). Many people are involved in social work, such as, for example, counteracting poverty or social exclusion, selflessly, not for profit. Aid for refugees from Ukraine in 2022 is an example of this.

Work requires cooperation. The forms of cooperation are different and result from the division of labor and depend on the current situation (Szara, 2020). Cooperation is a chance for human development, it can also be a restriction of freedom and it can make people interdependent as well. Similarly, in the case of business entities and entire societies, interaction can contribute to development or undermine it.

The aim of the article is to indicate the benefits that determine the permanent

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cooperation between business and non-governmental organizations (NGOs)¹. For this purpose, data from secondary and primary sources were collected. The results of work on secondary sources are: literature review and case studies. For the deeper understanding of the benefits determining the durability of cooperation between the surveyed organizations, a survey was conducted among experts who have knowledge and experience in the field of such cooperation on the Tri-City market. The method of simple non-standardized interview was used as the method of data collection. An open-ended questionnaire was used as a measurement tool. The data was reduced and analyzed qualitatively. At the stage of interpretation of the results, deductive reasoning was used. As a result, a list of experts' opinions was created. Both the opinions of experts and the described case studies are an attempt to practical approach of the dimension of cross-sectoral cooperation. Due to the methodology used, the results and conclusions of the study can only be applied to the studied cases and to the Tri-City market. However, they can be used as a starting point for further research, in which it will be possible to verify the conclusions and generalize the results to the entire study population.

On the one hand, both types of organizations often operate in both geographic and market proximity (micro and macro environment). On the other hand, they differ in terms of goals and approaches to managing the organization. However, in the light of the results of study, it can be concluded that there are reasons to establish cooperation between business and NGOs. Business is inclined to social issues in order to be able to achieve business goals (image building, better relations with the social environment, acquiring new markets, obtaining funds from projects for the implementation of business goals, where the necessary condition is cooperation with a non-governmental organization). In order to survive and achieve social goals, NGOs must acquire competences specific to enterprises (e.g. management, organizational and communication skills, etc.). These organizations are also looking for sources of funding for statutory objectives. The multitude of non-governmental organizations on one hand and social needs on the other hand, make it more and more difficult to obtain financial support on the basis of philanthropy. It therefore becomes important to look for arguments that can

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1 In the literature, the term non-governmental organizations is used interchangeably with the terms Non Governmental Organizations (NGOs), third sector, third sector organizations. Similarly, enterprises are defined as companies, business, second sector. In this article, the authors will use these terms interchangeably.

convince companies to cooperate on the basis of partnership, and not on the basis of “donor-recipient”.

These organizations can offer each other desired benefits through exchange. At the same time, they increase their competitive position (business) and the ability to achieve statutory goals (NGOs).

2. Conditions of cross-sectoral cooperation

According to the concept of the division of socio-economic activity of democratic states, three sectors are distinguished (Fakty o NGO..., 2022):

- the first sector consists of state institutions (public administration at central and local government level, public institutions),
- the second sector includes private entities focused on profit (for-profit), i.e. business, private enterprises,
- the third sector [the terms: civic, social, voluntary (Nieporowski, 2015), non-governmental, NGO are used interchangeably] comprises organizations that are neither profit-oriented (non-profit), nor are they part of the state structure and in this sense are Non-governmental organizations (NGOs)².

Cooperation between organizations representing different sectors should be based on the principles of partnership. Partnership understood in this way - as intersectoral cooperation - is “a form of relationship that has the character of a relatively permanent (often institutionalized) process consisting in the joint definition of needs, recording resources, creating action plans and, finally, their joint, and therefore harmonized, implementation. Such partnerships may be formed for the needs of a specific task, but they may also turn into a more general (sometimes institutionalized and having a separate form) mechanism of cooperation. Partnership is no longer just an adjective that describes a specific type of relationship, but it even becomes a noun and a separate subject” (Handzlik and Głowacki, 2012).

Researchers emphasize that cross-sector partnership can bring a number of benefits (e.g. increased competitiveness, innovation), but when creating such links, limitations must be taken into account. The key challenges facing the cooperation of NGOs and the business include: power imbalance, distrust

2 The third sector is a form of social activity that lies between the state and the market. They have various legal forms, most often they are foundations or associations (Nieporowski, 2015; Dargas-Miszczak, 2017). NGOs employ people who have the necessary competences, knowledge and skills to solve social problems to help people in need (Reichel, 2016).

and opportunism as well as divergent goals (cf. Liu et al. 2020; Jayaraman et al. 2018).

This inequality concerns mainly resources and the aforementioned competences important in managing the organization. The advantage, and thus the possibility of dictating the terms of cooperation, lies with the business (More about the threats resulting from the imbalance of power between NGOs and enterprises in: Bouchard and Rauffled, 2019). This situation and ignorance of the conditions and methods of operation of a potential partner may also result in a lack of trust between the parties. This makes it difficult to establish a cooperation based on principles of partnerships.

To build trust between business and NGOs the activities of both parties should be transparent (primarily financial activities) so that the public and stakeholders know how the funds are spent. Cross-sectoral cooperation also requires effective communication, knowledge, experience, and a search for mutually beneficial ways to solve emerging problems (Rudnicka and Reichel, 2011).

One of the problems in cooperation between business and non-governmental organizations may be different goals, especially the approach to the financial result. Non-profit organizations, although they are not directly profit-oriented, try to obtain the necessary funds to carry out their activities. Thus, the phenomenon of the so-called economization of NGOs occurs more and more often. It consists in planning or running a business by non-governmental organizations (Cf.: Charycka et al. 2022). The reason may be the need to obtain funds for statutory purposes. This enforces entrepreneurial attitudes of the members of the organization. However, the willingness to run a business does not always go with knowledge and skills. "The problem of leaders of organizations planning to start a profit-making activity is the lack of knowledge, especially in the field of economics, management, marketing and tax law" (Cf.: Charycka et al. 2022).

Cooperation with business may be the answer to the needs of NGOs in the area of support in terms of skills useful in managing an organization. As a result of this cooperation, leaders of non-governmental organizations can acquire and improve managerial competences. This may translate into the improvement of the situation of the organization and its beneficiaries through the increase of resources and the possibility of using them to achieve social goals³.

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3 It is worth mentioning that some research show that the increase in NGO resources resulting from cooperation with a business partner may weaken the reputation of the organization and reduce its ability to achieve social goals (Mirońska and Zaborek, 2019).

In the literature that the basis of intersectoral cooperation is the expected synergy effect that can be achieved through the implementation of a common goal using the resources of various organizations and sharing knowledge and experience (see: Rondinelli, 2003; Selsky, Parker, 2005; Bryson et al, 2006; Spodarczyk, Szelałowska-Rudzka, 2016). While the benefits of NGOs resulting from cooperation with business are rather obvious, the benefits for business are not so obvious. The following benefits are mentioned above all (Współpraca organizacji..., 2022):

- easier access to local communities (the NGO sector enjoys greater social trust than business) and other stakeholders,
- access to professional knowledge on social problems, especially local ones, and ways of solving them,
- the opportunity to learn from the organization's experience in implementing and managing social projects,
- building image and reputation,
- using the experience of a non-governmental organization regarding cooperation with volunteers to engage company employees in social projects (employee volunteering),
- communicating values within the company.

The benefits listed above will encourage cooperation of economic entities that take corporate social responsibility into account in their activities. This concept is becoming more and more popular. The question is whether the source of this popularity is the organization's belief in the correctness of the concept? Undoubtedly, image considerations, or the need to report and requirements set by business partners (often foreign companies) are important factors contributing to the increased interest of enterprises in cross-sectoral cooperation⁴.

In 2014, representatives of non-governmental organizations and socially sensitive business signed the Guidelines for Effective Partnership between Business and NGOs. The main goal of this initiative is to create bridges of cooperation between the second and third sectors (Business and organizations

4 Milton Friedman challenges the concept of corporate social responsibility. He believes that the company should focus on achieving the planned profit. The fate of the company, its employees and partners depends on it. Commitment to making a profit should be the responsibility of the company. The economist is against the enterprise exceeding its own competences. He emphasizes here, for example, participation in the implementation of social goals, which should be the domain of the government and social organizations (Stoner et al. 2011).

..., 2014). The charter contains strategic guidelines for building such an effective partnership: 1) in the third sector, efficiency should be as important as in business; 2) the social involvement of business should be favorable to it; 3) business and the third sector should closely complement each other. This document also contains 12 steps showing how to build this partnership, starting from its vision and ending with managing the future (cf. Bochniarz, 2014). According to the authors, the initiative to develop the Guidelines for Effective Partnership between Business and NGOs is necessary. However, without institutional, legal and cultural support, they may not be of any practical importance.

One of the factors triggering the need for cooperation is the possibility of applying for financing (e.g. from EU funds) for various activities for the benefit of the community, where the condition is the establishment of a cross-sector partnership. Such relationships do not always meet the definition of partnership. They are the first attempts to build intersectoral relations in Polish conditions (Handzlik and Głowacki, 2012; Dudkiewicz, Makowski, 2011; Furmankiewicz, 2006).

Summarizing the theoretical considerations, the authors share the view emphasized in the literature that the basis for cross-sectoral cooperation is the expected synergy effect, which brings a number of benefits to both business and NGOs. The benefits include, above all, increased competitiveness, increased innovation, gaining new knowledge and experience, the possibility of applying for funding (e.g. from EU funds), greater efficiency in achieving goals. It should be mentioned that there may be significant restrictions in the cooperation between business and non-governmental organizations. These limitations result primarily from the imbalance of power (regarding resources, competence in management), divergent goals of the organization, ignorance of the conditions and methods of operation of a potential partner, and lack of trust between the parties. In order for the beneficial effects of cooperation to appear and difficulties to be minimized, the parties should ensure the creation of appropriate conditions. First of all, cooperation should take place on the basis of partnership. Business and the third sector should closely complement each other in terms of their competences. In addition, in the third sector, efficiency should be also important as in business. On the other hand, on the part of enterprises, commitment to social issues is required. Transparent actions and effective communication can ensure the search for mutually beneficial ways of solving emerging problems.

3. Practical dimension of cross-sectoral cooperation

In order to obtain an in-depth answer to the question about the benefits of cooperation between non-governmental organizations and enterprises, the authors conducted a pilot study in 2019. The research was regional in nature and focused on the Tri-City (Gdańsk, Sopot, Gdynia) agglomeration. The data was collected using the method of simple, non-standardized interview with three experts with knowledge and experience in cross-sectoral cooperation. The measurement tool was a questionnaire with open questions. They provided information on the conditions, difficulties and benefits of cooperation between companies from the third sector. One of the experts was a representative of the Regional Center for Information and Support for Non-Governmental Organizations (RC Foundation), who provided information on cross-sectoral cooperation in Gdańsk and Sopot. While, issues related to the cooperation between enterprises and NGOs in Gdynia were discussed by the authors with a representative of the Gdynia Center for Non-Governmental Organizations. The third expert was an entrepreneur who worked in the Pomeranian Employers organization and knew the issues related to cooperation with NGOs from his own experience and the experiences of other entrepreneurs from the organization. The choice of such experts made it possible to obtain the opinions of the respondents on the conditions of cooperation between the third sector and business. It was also important that the said experts had access to the opinions of members of their organization and shared these opinions willingly.

NGOs, in the opinion of interviewees, look for the following benefits in cooperation with business:

- solving financial problems in obtaining funds for operations,
- acquiring competent staff (managerial skills),
- reduction of administrative problems, negotiations, reporting (accounting),
- financial support of the organization by the enterprise in return for a banner with information about the aid.

When asked about the benefits for enterprises of cooperation with non-governmental organizations, interview participants mentioned the following:

- because helping creates a good atmosphere at work; for the very feeling of doing good,
- for pleasure, when there are good market conditions (when there is a crisis, the activities of social responsibility are limited),
- because of requirements for cooperation with contractors; for the environment,
- because it pays off - consumers are more and more educated, they have a choice,

they also want to help, do good, because of the requirements set by foreign or domestic recipients, etc.,

- for the sake of the image of a socially sensitive company on the market,
- because social responsibility has become fashionable.

Experts say that non-governmental organizations expect specific benefits that will allow them to introduce the organization to a different, more effective and often efficient level of operation. The benefits are different from the business point of view. Rather, it is a matter of fashion, whim, the will to feel like someone who does good. A good summary of this kind of attitude is the statement of an expert who honestly says: "for pleasure when there are good market conditions (when there is a crisis, the activities of social responsibility are limited)". This means that for business, cooperation with NGOs has no market value, and does not translate into profit. Therefore, in difficult times - crisis, economic downturn, such a relationship becomes a cost that needs to be reduced for the good of the company.

3.1. Good practices in cross-sectoral cooperation

Two practical examples of cross-sectoral cooperation in Northern Poland realised in 2019 are presented below (H. Mackiewicz, 2019). Both the Mikrostylk station and the SPOKO - Społeczny Kosz station are in operation to this day (as of November 2022).

3.1.1. Good practices in cross-sectoral cooperation

SPOKO - Społeczny Kosz [The term is a compound of the beginnings of two words 'Społeczny Kosz' meaning Social Basket. The word 'spoko' in colloquial Polish also means 'being cool'. Hereinafter the original acronym will be used or its English translation where appropriate], SPOKO - Social Basket was created on the initiative of the Foundation of the Development of Social Responsibility HELISA. The project is a result of cooperation of entities on the market of commercial services - 102 Group advertising agency from Gdynia and MAMYWENE Workshop [Eng. WEAREINSPIRED Workshop] as well as regional non-governmental organizations (Idea, 2019; SPOKO - Społeczny kosz, 2019). The MAMYWENE Workshop, among others, commercially supports enterprises in the implementation of CSR projects. The project was supported by local government and business represented by the Pomeranian Employers organization .

As part of the project, a SPOKO gift set box was created. The set included: regional food products and everyday items from regional non-governmental organizations. When selecting suppliers, the readiness to meet market requirements was taken into account: ensuring continuity of deliveries, timely delivery, product repeatability and also that the products are ecological. 13 organizations meeting the above criteria were selected. They were mainly foundations and social cooperatives from the following Voivodeships: the Pomeranian, Kuyavian-Pomeranian and Warmian-Masurian. Selected social companies took on the role of suppliers of products to SPOKO-box in order to raise funds for conducting social activities.

An institutional client purchasing a gift box for their clients and/or business partners could only stick their company logo in place of the sticker. The point is that at the moment of giving a SPOKO-basket they to provide information "I help social economy subjects", "I run CSR activities confirmed by the We are SPOKO certificate. By purchasing gift boxes, business representatives financially support social suppliers of products in the box, pay the SPOKO team, and also pay money to the SPOKO Fund, which receives funds after deducting the costs of running the project. According to information on the website, every social entrepreneur can apply for support for the development of this fund, e.g. for the purchase of machinery, designing packaging, financing the stay at the fair or the help and support of experts.

Till today (as of November 2022), NGO-business cooperation continues as part of the Spoko-kosz project. NGOs receive help from enterprises in improving the quality of their products and organizational support. Thus, they ensure continuity of operation. Enterprises participating in the project gain the image of a socially engaged company, which is important for consumers.

3.1.2. Case study. Mikrostryk station

The Mikrostryk company has been cooperating with the Gniew Center of the Active Association (CAG) since 2017. One of the effects of this cooperation is the Mikrostryk Station Foundation. "The main idea of the Foundation is to implement, initiate and conduct innovative social-cultural activities" (<http://www.mikrostryk.pl/pl/stacja-mikrostryk/>). Mikrostryk is a producer of metal elements for various customers, also on foreign markets.

Mikrostryk station is a project implemented by the Mikrostryk Station Foundation and its social partners. The company manufactures to foreign markets Mikrostryk conducts business activities under applicable law as well as

within the CSR. For its activities in this area, Mikrostryk was awarded the title of a Socially Sensitive Company in 2019. The biggest challenge for the company is to meet the ISO standards concerning the environment. The company uses its competences to implement good practices and to solve any emerging problems.

The station is a flat area covered with grass bordering the Mikrostryk company, on the Vistula's Bank, above the place where the Wierzyca River flows into the Vistula. Two containers and machines from Eltra's production halls were placed there. One container serves as a stage, the other is a bar. Sun loungers are available for visitors to the Station. The Station can be reached on foot from the side of the Castle in Gniew or GOSiR [the Municipal Centre of Sport and Recreation}. The following attractions were provided: a slide, foam bath, a shooting range, dancing, resting on sunbeds, bar - catering and service by the employees of the Castle (including beer at the bar). As stated on the website, the station is "a cultural space open to the inhabitants of our city and its guests". The cooperation between Mikrostryk and CAG has brought a number of benefits to both organizations. These benefits were possible to obtain primarily thanks to the basing of mutual actions on similar values.

By definition, CAG, as a social organization, is sensitive to social and environmental issues. In this case, the aim of the activities is to increase the well-being of the local community, to stimulate activities supporting the development of the local environment, and to build good relations between the inhabitants, the local government and organizations operating in the Gniew municipality.

The main goal of Mikrostryk as a company is to make a profit. However, the company attaches importance not only to the financial result, but also to its implementation in a socially responsible manner. Social involvement is also an important condition that facilitates establishing business contacts on the international market.

However, in the case of Mikrostryk, social responsibility is not only the result of calculations, but it also stems from the values represented by the company - its management board and some employees. The shared values based on the principles of ethical behavior, sensitivity to social issues, concern for the development and well-being of the local environment, in this case, are an important condition of cooperation and a driving force generating benefits for both organizations and the entire community. A combination of the competences of Mikrostryk and CAG makes it possible to speak of a synergy effect in terms of the benefits achieved. This is because, on the one hand, the competences of both organizations are complementary, and on the other, similar competences are strengthened.

A permanent effect of the cooperation is the Mikrostyk Foundation, which is still functioning (as of November 2022). It is a kind of link between the company and the environment. As part of the cooperation between the company and the Foundation, organized events (such as concerts, workshops, meetings of residents) integrating the local community. Thanks to these initiatives, the city becomes attractive to tourists in the summer season. Mikrostyk also produces upcycling jewelry in accordance with the zero-waste idea. Jewellery is offered as part of Spoko-Basket. Thanks to this, Mikrostyk achieves both financial benefits and the image of a company that cares about the environment.

4. Conclusion

The activities of organizations result from the goals that these organizations set for themselves. The choice of goals depends on the type of an organization. In the article, the authors focus on two types of organizations - enterprises and NGOs. The main goal of an enterprise is to make a profit. NGO's goals are related to the fulfillment of social needs. Hence the state's interest in strengthening the third sector. Not by financial grants but by increasing competences in managing the organization. Enterprises have such competences. They often lack knowledge and understanding of social patterning and its significant impact on the economy.

The above patterning has become, among other things, the reason for creating mechanisms encouraging cross-sector cooperation (e.g. in applying for EU funds, the condition for obtaining financial support for investment implementation is to establish cross-sector cooperation and to care for the durability of this cooperation even after the financing has ceased). As a result of the cooperation, the parties would engage in solving a common problem according to market principles, taking into account social issues. Such cooperation would involve learning each other's competences. Companies would acquire competences related to the knowledge of the social environment, while NGOs would acquire competences necessary for the effective management of an organization.

The forms of cooperation result from the division of labor and depend on the current situation. The basis of cooperation is self-interest, namely - a prospect of the benefits that the cooperation is to bring.

Enterprises produce goods that, when they hit the market, are to ensure profit on sales. The goods offered / The offers of the enterprises do not have to have only a use value resulting from the nature of the product for the customer. The added value (resulting from cooperation with non-governmental organizations)

may be the following: greater sensitivity to issues related to environmental protection; an image of a company engaged in social issues (a company that does good). Sometimes the entrepreneur himself takes pleasure in helping and doing good. According to the research, this happens more often when market conditions are favorable. In a crisis, helping becomes a burden.

NGOs experience a deficit of financial resources and staff competences as far as managerial, administrative, accounting and other skills are concerned. Looking for ways to reduce these deficits, they seek the support of enterprises. Generally, the support they expect may be a temporary solution (cash donation) and not a systemic solution (acquiring the abovementioned competences). In the process of exchange, an enterprise also acquires solely the proverbial banner for the sponsor.

The above mechanism assumes an instrumental approach to cooperation. Doing good, as well as making economic sense in the form of effective and efficient achievement of goals by the parties, goes to a distant plan. Professional guides and guidelines for NGOs and business presenting the benefits of cooperation are not enough. There is a need for a genuine understanding of the essence / nature of social work, both from the NGO and business perspective. Both freedom and individualism, which are closer to business, and social sensitivity to people in need, which are by nature closer to third sector organizations, are important.

In the examples illustrating the article, the cross-sector cooperation is relatively permanent. It is difficult to say whether the durability of this cooperation is the result of a special agreement and mutual understanding between the cooperating organizations. Undoubtedly, however, what binds the cooperation between Mikrostryk and CAG is the need to demonstrate to foreign business partners that they (Mikrostryk and CAG) engaged themselves in social activity. Lack of activities proving the company's involvement in broadly understood social issues (here the natural environment and problems of the local community) would be synonymous of the inability to act in an international environment. Thus, Mikrostryk would probably achieve unsatisfactory financial results. A permanent effect of the cooperation is the Mikrostryk Foundation, which is still functioning (as of November 2022). It is a kind of link between the company and the environment. As part of the cooperation between the company and the Foundation, organized events (such as concerts, workshops, meetings of residents) integrating the local community. Thanks to these initiatives, the city becomes attractive to tourists in the summer season. Mikrostryk also produces upcycling jewelry in accordance with the zero-waste idea. Jewellery is offered as

part of Spoko-basket. Thanks to this, Mikrostryk achieves both financial benefits and the image of a company that cares about the environment.

In the case of SPOKO-Social Basket, cooperation resulted in satisfactory financial dimension / gratification for all project participants. NGOs receive help from enterprises in improving the quality of their products and organizational support. Thus, they ensure continuity of operation. Enterprises participating in the project gain the image of a socially engaged company, which is important for consumers.

An innovative idea and a joint effort make the cooperation meaningful an important effect of cooperation is also a satisfactory financial result for all participants Both case studies are examples of relatively sustained cross-sector cooperation. There are social benefits in both cases. There is also a mutual learning of competences. In both cases, the cooperation resulted in an improvement in the financial results of enterprises. The authors do not undertake to give an unambiguous answer to the question which benefits influenced the durability of cooperation. In the discussed situations, involvement in important social issues is a necessary condition to start cooperation between business and NGOs, and financial benefits are a condition for the durability of this cooperation.

Summary

Benefits from the cooperation of non-governmental organizations with enterprises and durability of cooperation

The article attempts to determine the benefits that are the basis for permanent business cooperation with non-governmental organizations (NGOs). These benefits are presented on the basis of literature, analyzed case studies and from the point of view of business representatives and non-governmental organizations who shared their practical experience in this field with the authors of the article. On the one hand, enterprises and NGOs often operate in both geographic and market proximity in a microeconomic environment. Therefore, they can direct their activities to similar recipients of the micro environment. They deal with the same local community and its problems as well as with decisions of local self-governments. Both types of organizations are also affected by similar macroeconomic conditions supporting or limiting intersectoral cooperation.

On the other hand, the discussed organizations differ in terms of goals and approaches to managing an organization. Enterprises

engage in social issues in order to be able to achieve business goals (e.g. image building, establishing better relations with the social environment, acquiring new markets). In order to survive and achieve social goals, NGOs must acquire competences specific to enterprises (e.g. management, organizational and communication skills, etc.). There is therefore space for establishing cooperation between enterprises and NGOs because these organizations can offer each other the desired benefits through exchange, increasing their competitive position (enterprises) and the possibility of achieving statutory goals (NGOs).

Keywords: *cross-sectoral cooperation, non-governmental organizations, enterprises.*

JEL

Classification: M29.

Streszczenie

Korzyści ze współpracy organizacji pozarządowych z przedsiębiorstwami a trwałość współpracy

W artykule podjęto próbę ustalenia korzyści będących podstawą do trwałej współpracy biznesu z organizacjami pozarządowymi (NGO). Korzyści te przedstawiono na podstawie literatury, zanalizowanych studiów przypadku oraz z punktu widzenia przedstawicieli biznesu i organizacji pozarządowych, którzy podzielili się z autorkami artykułu swoim doświadczeniem praktycznym w tym zakresie. Z jednej strony przedsiębiorstwa i NGO działają często w bliskości zarówno geograficznej, jak i rynkowej w otoczeniu mikroekonomicznym. W związku z tym kierować mogą swoje działania do podobnych odbiorców mikrootoczenia. Mają do czynienia z tą samą społecznością lokalną i jej problemami oraz decyzjami lokalnych samorządów. Obu rodzajów organizacji dotyczą również podobne uwarunkowania makroekonomiczne wspierające lub ograniczające współpracę międzysektorową.

Z drugiej strony omawiane organizacje różnią się pod względem stawianych celów oraz podejścia do zarządzania organizacją. Biznes skłania się ku kwestiom społecznym, aby móc realizować cele biznesowe (m. in. budowanie wizerunku, lepsze relacje

z otoczeniem społecznym, pozyskiwanie nowych rynków). NGO, aby przetrwać i realizować cele społeczne muszą nabywać kompetencje charakterystyczne dla przedsiębiorstw (np. umiejętności zarządcze, organizacyjne, komunikacyjne, itp.). Istnieje przestrzeń do nawiązania współpracy pomiędzy biznesem a NGO, ponieważ organizacje te mogą w drodze wymiany oferować sobie nawzajem pożądane korzyści, zwiększając przy tym swoją pozycję konkurencyjną (biznes) oraz możliwość realizacji celów statutowych (NGO).

Słowa

kluczowe: *współpraca międzysektorowa, organizacje pozarządowe, przedsiębiorstwa.*

Klasyfikacja JEL: M29.

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