

自改革开放以来出现的非政府组织的发展壮大局面,对于中国社会和在中国经营的所有企业都是非常重要的。在上世纪九十年代初期,典型的非政府组织(NGOs)是那些大型的与政府有种种联系的慈善团体(例如中国青少年发展基金会,中国教育发展基金会,等)。到2005年底,在中国仅仅环境保护方面的非政府组织就已经有2,768个,在其它方面的非政府组织,如关注扶贫、健康与安全、艺术与文化、妇女、儿童、教育等组织也在迅速发展。在所有这些领域中,既有那些具有政府背景的非政府组织,同时也出现了一些国际非政府组织和本土的民间组织(或称草根组织)。

因此,现在企业在选择非政府组织合作伙伴时就有了更多的选择。大型非政府组织的优势在于它们所开展的活动常常不局限于一个领域,它们有管理伙伴关系的经验,它们有将试点项目向全国范围推广的能力,而且它们有成熟的组织机构。而本土的非政府组织只能操作小型项目,而且是边干边学。然而,本土非政府组织的优势在于强大的地方联系网络和对社区问题的更深入的理解。这部分的一些例子为跨国公司提供了良好的范例,这些跨国公司提供了也 正在中国开展本土企业社会责任(CSR)项目的。

The emergence of nongovernmental organizations (NGOs) in China after reform and opening is a development that has great significance both for Chinese society and for companies that do business in China. In the early 1990s, the typical NGOs were large charitable organizations that were connected with the government in some way (e.g., China Youth Development Foundation, China Education Development Foundation, etc.). By the end of 2005, China had 2,768 environmental NGOs alone, in addition to a proliferation of NGOs in other sectors, such as poverty alleviation, health and safety, arts and culture, women's issues, children's issues, and education. In all of these areas, government-backed NGOs have been joined by international NGOs and local—or grassroots—NGOs.

As a result, companies now have more choices when selecting NGO partners. The advantages of large NGOs are that often they are involved in more than one issue area, they are experienced in managing partnerships, they can bring pilot projects up to a national scale, and they have mature organizational structures. Grassroots NGOs can only handle smaller projects and often need to learn by doing. However, grassroots NGOs have strong local networks and a better understanding of community issues. Several examples in this section offer effective paradigms for multinational companies doing grassroots CSR projects in China.

现在,开展企业社会责任(CSR)活动的公司认识到与非政府组织结成合作伙伴关系的方法比只是提供资金更有效果。很多企业与非政府组织结成合作伙伴关系的事例都说明了一个事实:企业越多参与企业社会责任(CSR)活动,它们所得到的收获就越多。通过参与非政府组织项目,企业可以帮助社区设计更具经济活力的模式,与此同时建立企业作为负责的社区成员的形象。对于非政府组织(NGOs)来说,在企业社会责任(CSR)活动中担任角色要求它们改进其办事能力,以便更好地管理合作项目,并与企业合作伙伴进行正常沟通。这种公营部门—私营部门的合作模式已经被证明是一种双赢的方式,并得到联合国全球契约组织的提倡。联合国全球契约组织是联合国和企业界在世界范围进行合作的尝试。在它的2005年“非一般的商业”报告中,联合国全球契约组织概述了这种模式的一些最好的实践及其所展示的能量。

在中国,与非政府组织结成合作伙伴仍然存在很多严重的障碍。对于很多非政府组织来说,获得法律上的注册身份仍然是巨大的挑战,有时甚至是不可能完成的。而且,绝大多数本土非政府组织不能开具免税发票(到2006年7月为止,只有22家指定的有政府背景的非政府组织可以开具免税发票)。尽管如此,在过去的数年中,独立的非政府组织的发展环境已经和正在得到改进,正如本节中介绍的项目所说明的。

Today companies undertaking corporate social responsibility initiatives know that partnering with NGOs means more than just making cash transfers. Many cases of business-NGO partnership illustrate the fact that the more business engages, the more it obtains. Through involvement in NGO projects, companies can help design models that are more economically effective while at the same time building their own profile as responsible corporate citizens. For NGOs, having a role in CSR activities requires them to improve their institutional capacity so as to better manage the partnership project and maintain a regular dialogue with corporate partners. This public-private partnership model has proven to be a win-win solution and is advocated by the UN Global Compact, a collaborative initiative of the United Nations and businesses worldwide. In its 2005 report “Business Unusual,” Global Compact summarized some best practices of this model and demonstrated its power.

Significant barriers to partnering with many NGOs still remain in China. Legal registration remains challenging or impossible for many organizations, and most grassroots NGOs cannot issue tax deductible receipts. (As of July 2006, only 22 designated government-backed NGOs could issue tax deductible receipts.) However, the environment for independent NGOs has been improving over the past several years, as demonstrated by the projects described in this section.

When selecting NGO partners, companies need to become in-

在选择非政府组织合作伙伴时,企业要认真了解每一个组织的办事能力、管理结构、过去的业绩以便判断这个组织的质量。有两个在线信息来源可以帮助企业识别非政府组织合作伙伴:(1)中国企业社会责任机构指南,由GTZ、商道纵横(SynTao),和北京传技(Transtech)联合开发;(2)中国发展简报。这两个信息来源都免费提供各种团体组织的相关信息。它们的网址分别是:www.syntao.com和www.chinadevelopmentbrief.com。

中国美国商会也正在作出更大的努力发布信息以帮助促成企业和非政府组织之间的合作项目。出版本书就是上述努力的一个例子。我们希望本书所介绍的事例能够被中国美国商会的会员公司和其他读者所借鉴。

formed about each organization's executive capacity, governance structure, and track record to judge its quality. Two online information sources might help companies to identify NGO partners: (1) the China CSR Map project, jointly initiated by GTZ, SynTao, and Transtech; and (2) the China Development Brief. Both sources provide free information about a variety of organizations. Their websites are www.syntao.com and www.chinadevelopmentbrief.com.

AmCham-China also is making greater efforts to disseminate information to facilitate CSR partnership projects between companies and NGOs. This book is an example of such an effort. It is hoped that the examples presented herein will be of use to all AmCham member companies and other stakeholders as well.



非政府组织NGOs