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Partnerships between governments, firms, communities, and new social movements

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This paper is aimed at describing some types of partnerships between governments, communities, new social movements and firms. This paper aims to review government-government partnerships, government-firms partnerships, community foundations, government-community's partnerships, partnerships between firms, firm-community partnerships, firms and nonprofit organizations partnerships, partnerships between communities, partnerships between non governmental organizations and communities, partnership between non governmental organizations and multiparty partnerships.

Key words: Communities, firms, communities, partnerships

GOVERNMENT-FIRMS PARTNERSHIPS

Partnerships between governments and private businesses are necessary in some cases for sustainability and development of micro and small enterprises. The public-private sector partnership collaboration between the Konkola Copper Mines wealth creation partnership with the government, the World Bank Group through the International Finance Corporation and other organizations and agencies and corporate partners, like British Petroleum have a social development plan.

COMMUNITY FOUNDATIONS

Community foundations (CFs) are public-private partnerships for grant-making towards community development, which manage resources to create wealth and improve the well-being of the community and society. Some of the characteristics of community foundations are that they are primarily grant-making foundations. But many also do their own programs, have broad range of donors- diverse portfolio of local and external donors with high stability; geographically defined- community, city, county and district; and economy of scale matters. Local board reflecting the community governs some, seek to build permanent endowment, element of perpetuity, broadly defined mission "to improve quality of life in the community", and "to strengthen social capital of community".

A principal issue for community foundations that needs to be negotiated is the money being driven for the agenda. Firms and governments may provide seed capital or an agenda of the public good and the needs of the community. Among other tasks, community foundations create opportunities of cooperation between governments, firms and civil society sectors, and promote the culture of participation, social responsibility and philanthropy. In this respect, Sanz (2004) lists the community foundation tasks as:

- To promote the culture of participation, social responsibility and philanthropy
- To bridge government with civil society sectors and to create opportunity for collaboration among sectors.

Mobilizing around assets is the starting point for a community initiative to drive the process. Community foundations have to take a leadership role in the community, need to do asset mapping in order to discern what the needs and demands are, and they also need to bring together different stakeholders and work together with other CFs to gain wider recognition. In asset mapping it is important to distinguish between identification of assets for their own sake and identification of assets for people to generate action. Community foundations and governments are collaborating - mainly on projects, but also in

in more comprehensive and complex ways, which are being tried.

Building community foundations may take several years and maybe decades. Community Foundations are not quick fixes; they have to go through a process of demonstrating accountability and building trust. Sanz (2004) highlights the existing mistrust between government and civil society. Communities from developing countries often lack trust in government. Mesik, (2004) observed the fast growth of community foundations over the past decades and explained that they are a specific model of public-private partnerships which can be an important vehicle for moving communities toward sustainable development. He described CF's as a combination of factors. Financial resources, material and social assets are all important for community foundations.

The policy environment, cultural traditions and economic potential are all factors, which have an impact in the development of the community foundation and affect their applicability. Community foundations have an impact on the enabling environment. The cultural sense of values must be taken into account for any development or improvement in the life standards of a people. Organized community foundations form their own associations, which have an impact on the agenda of international NGOs, other groups and government. There is a strong connection between the NGO community and community foundations because typically leaders of community foundations are people from the non-profit sector. Relationships between community foundations and the public sector are influenced by history and have similar characteristics that can lead to positive or negative consequences. They both have broad and similar missions; they both act in a territory that has boundaries or a geographical focus and they can have similar functions. A significant difference is that law or administrative decisions define the role of the government, while the community foundation has a role defined by altruistic motives or incentives. However, there are incentives for them to work together (Strecansky, 2004).

For government, the incentive is often utilitarian. Local governments in less developed economies are under financed and require support from community foundation as an instrument through which they can multiply resources for the benefit of the community. Communities need to mobilize their own assets and drive the development process but not to the point where government does not carry out its responsibilities. More important is that the funds are the volunteer work around community foundations and the community effort to build, for example, a playground or some small improvement in infrastructure. CFs have a strong development component, which is strengthening over time and which builds capacity and responsibility.

For community foundations the motivation to work together with government is most often recognition and effectiveness. Instrumentalization of the community foundation by the local authorities may have a negative

impact on the foundation's independence. A significant challenge is to change the local authorities' utilitarian mentality – which can have a negative effect on a foundation's independence- to an empowering approach that aims to nurture rather than use community foundations (Strecansky, 2004). One example is the Greater Rustenburg Community Foundation in South Africa- a large local grant-making institution- launched in a large mining area in the northern part of the country to help communities address their own problems and shape their own destinies. The foundation has a "community conversation" with all tiers of society, which helps to shape the grant-making process. The foundation deals with the challenges of a multi-stakeholder approach in a number of ways and from different angles: mapping the assets in the community, working with the local mining companies and showing them the added value of contributing to a community in which they operate. Moreover, through a community foundation it is possible to work with civil society, the non-profit sector and the communities, and talking to government officials and tribal authorities (Mulenga, 2004).

The inherited idea from the Spanish Crown that the State should provide for the satisfaction of basic needs of the people has prevailed through history in Mexico along with other practices that have become obstacles for civil society participation, have resulted in the lack of the culture of philanthropy. Several comprehensive and complex ways of collaboration between government and community foundations listed by Sanz (2004) in Mexico are:

A levy on local payroll taxes: In this model, the tax-collecting infrastructure helps the foundation raise the funds. The payroll tax levy in Chihuahua is 0.2%. These resources are provided to the social sector through community trusts, which actually operate as CFs. The balance of power is kept between the government representatives and CF participants, and the governments have respected the agreement and/or have negotiated with the foundation. The risk is that the local government may decide that this tax should be managed entirely by her, although that is not the case at present. In Mexico there is a legal framework that allows tax credits for donations to community foundations and other civil society organizations which are recognized as entities of public interest, able to receive more public funds from the government and have more recognition for their work.

Another model of collaboration between community foundations and government is the direct financing.

A model of matching funds in Michoacan: Community Foundations in Mexico collaborate with local and state governments mainly through specific projects such as the cooperation case of Puebla Community Foundation's work in a very poor region named Tzoquitlan. It has brought together a group of CSOs, community groups and industry together with the municipal government focusing on education, health, and job through productive projects (Sanz, 2004). However, there are several obsta-

cles in their relationship - jealousy, competition for control of resources, a narrow perspective of citizen participation, lack of clear understanding of what CFs are, low implementation capacity of Civil Society Organizations (CSOs) and Community-Based Organizations (CBOs) etc. (Sanz, 2004).

According to Sanz (2004), Community Foundations in Mexico have several tasks: To promote locally the culture of participation, social responsibility and philanthropy; to find ways for bridging governments and civil society sector and; to create spaces of collaboration among sectors in order to really achieve social development.

GOVERNMENT-COMMUNITIES PARTNERSHIPS

Governments have a role in the promotion of partnerships between firms and communities. Firms across all industry sectors are forging partnerships with local and national economic development agencies. Government pursuing partnership with community organizations in environmental sustainability- a partnership between the cities of Tijuana and San Diego- facilitates the development of relationships and the exchange of important program information on vital civic issues. Local cooperatives have formed "venture partnerships" with state-owned companies to manage tourism operations and logging services

PARTNERSHIPS BETWEEN FIRMS

The "Intel Teach to the Future" partnership with Microsoft, Hewlett-Packard and other computer software and hardware manufacturers provide equipment, teacher training and technical support to primary and secondary schools. Intel de México gives a prize- the Premio Intel- to reward Mexican entrepreneurs under the frame of US Partnership for Prosperity. The Ronald McDonald House Charities of McDonlad's Corporational is involved in partnership with suppliers, McDonald's restaurant owner/operators and customers.

FIRM-COMMUNITIES PARTNERSHIPS

Partnerships between firms and communities may improve business and livelihood. Firm-community partnerships may be a means to expand and improve employment opportunities, reduce costs, enable business diversification, increases market shares and take advantages of local and governmental financial and logistic support. Flexible development of firm-community partnerships may allow collaboration for mutual gains and benefits to the environment and society. Firm-community partnerships may bring economic pay-offs to partners, benefits to local livelihoods and public common good. Potential for business partnerships comes from commu-

nities that are able to register as firms themselves, securing mutual rights and controls. A community within the partnership tends to strengthen over time.

Power may not be well balanced between firm and community partnerships in such a way that a win-win relationship may be a concession to outside demands. Workings of the partnership may be overseen by representative community institutions. There are factors that encourage or prevent relationships between firm-community partnerships. The Ford Foundation Corporate Involvement Initiative report models of wealth creating partnerships between corporations and communities. Long term firm-community partnerships with nonprofit organizations bring benefits for both partners: However, empirical research proves that close and long-term partnerships may not be the best model for firms and communities (Mayers and Vermeulen, 2002). Some firms create community partnership teams as part of its philanthropy programs.

Firm-community forestry partnerships can work in any variations of property rights and communal or individual land tenure. Sometimes partnerships serve to secure shaky land rights. Some expectations of firm-community partnerships may not be fulfilled or simply fail to deliver. Firm-community partnerships have produced unproven or neutral impacts in areas such as poverty reduction, conditions of employment and development of collective bargaining power. Firm-community partnerships have negative effects on both partners in problems such as: High transaction costs, misunderstandings between partners, perpetuation of low-wage labor, inequitable land distribution, negative environmental effects and exclusion of disadvantaged members. Firm-community partnerships in forestry fail to materialize due to specific local circumstances and other factors. They face some challenges. Firm-community partnerships may come to an end due to changes in prevailing market conditions, sources of raw materials or new opportunities. The partnership break up may come with violence, such as the case of the Boise Cascade joint venture in Mexico.

FIRMS AND NONPROFIT ORGANIZATIONS PARTNERSHIPS

A strategy of some firms is to establish long-term relationships and partnerships with the nonprofit organizations they fund to develop an identity as being affiliated with a cause, issue or group, or to share information, resources and technological support. Long term firm and nonprofit organizations partnerships related to core business interests bring benefits to both partners.

Firms looking for new solutions in the new economy, invest in innovative partnerships with nonprofit organizations involved with community education and training.

PARTNERSHIPS BETWEEN COMMUNITIES

Communities may aim for partnerships. Cornerstone

Community Partnerships assist unified communities to preserve historic structures, cultural traditions and heritage in partnership with Hispanic and native American communities throughout New Mexico and Northern Mexico.

PARTNERSHIPS BETWEEN NON GOVERNMENTAL ORGANIZATIONS AND COMMUNITIES

A partnership, Un kilo de ayuda, provides food aid packages to families in the poorest villages throughout Mexico.

MULTIPARTY PARTNERSHIPS

There are many forms and types of partnerships among businesses, governments, community NGOs and aid agencies that can support the implementation of sustainable development. The National Corporate Leadership (NCL) Program is designed to increase funds from the corporate community by increasing partnerships between United Ways, firms and employees. Investing in Communities (IIC) program emphasizes the role of partnerships between communities, the private sector, public sector, NGOs and other groups. Benefits of the public-private-community partnership model include direct benefits, involvement of all stakeholders as a broader base for development and enhanced social responsibility for the private sector. Business in the Community (BITC) is a British non profit organization which works with member firms to promote partnerships between the public and the private sector matching business resources with community needs. Konkola Copper Mines (KCM), the largest mining company in Zambia, has a social and community development plan in partnership between the government and the World Bank Group through the International Finance Corporation (IFC), other organizations, agencies and corporate partners, like British Petroleum (BP). Their projects include creation of small and medium enterprises (SMEs) and provision to the community with incentives and technical assistance for growing cash crops as an economic diversification program. The Canadian Centre for Philanthropy focuses on building partnerships between foundations and corporations from the private sector and non profit charitable and voluntary organizations.

Toyota Motor Sales, U.S.A., Inc.(TMS) partnered with the Los Angeles Urban League to establish the Los Angeles Urban League Automotive Training Center (ATC), to develop employment partnerships with more than 60 automotive service companies throughout Los Angeles County. Laufer Green Isaac, an award-winning marketing communications and public relations firm, is leveraging partnerships between corporations, foundations and nonprofits for mutual benefit. The National Congress for Community and Economic Development- a national trade association for community-based organiza-

tions- offers services to businesses interested in corporate community partnerships and brokering relationships with local community-based organizations. National Minority Supplier Development Council (NMSDC) is the leading resource for finding and establishing successful partnerships with minority suppliers.

Brody / Weiser / Burns- a consulting firm- builds corporate-community partnerships, business plans for non profit ventures and advises private placement social investors. The International Community Foundation (ICF) and its Baja California-based foundation, Fundación Internacional de la Comunidad (FIC), members of the U.S.-Mexico Border Philanthropy Partnership, have released "Survey of Baja California's Non Profit Organizations", a community-based needs assessment and profile of the non-profit sector for Baja California. ICF has established the Baja Social Venture Partners Fund, aimed to support innovative charitable projects in the Baja California peninsula with a high social impact. ICF in partnership with FIC Ford Foundation and Packard Foundation started a donor outreach campaign for environment and conservation priorities. Funding for the ICF- and FIC-sponsored needs assessment and NGO profiles was made with support of the William & Flora Hewlett Foundation; The Walton Family Foundation; Alliance HealthCare Foundation; Sempra Energy; the Reinhart Family Foundation and the Synergos Institute. The Synergos Institute- an NGO based in the US- with over 200 grant-making foundations globally explores private sector-community partnerships in Mexico. Synergos works with a group of partners in Mexico, one of which is key- the Vamos Foundation.

Synergos is also the managing partner of the U.S.-Mexico Border Philanthropy Partnership in bi-national strategic collaboration with nine corporate founders and twenty-one border community foundations dedicated to improve the quality of life of economic, social and environmental disadvantaged border communities in the rapidly growing U.S.-Mexico border region. US-Mexico Border Philanthropy Partnership is an umbrella for Synergos collaborating in cross-border community development. The partnership has the objectives to build and strengthen the organizational leadership, programs and institutional resources of border community foundations with the goal of rooting development efforts in local participation and building local social capital. Moreover, the partnership is aimed to encourage cross-border collaboration when such collaboration is likely to result in improved quality of life.

The objectives are pursued by nine strategies: strength leadership, governance and organizational infrastructure, program learning communities, inter-foundation exchanges in common issues, deploy grant making to acute poverty and environmental problems. The other strategies are: to enhance use of grant making programs, mobilize untapped and underutilized financial and human resources, facilitate interaction, encourage new partnerships and raise endowment and program funds.

The nine corporate founders are: Ford Foundation (U.S. and Mexico), Fundación Gonzalo Río-Arronte, William and Flora Hewlett Foundation, Houston Endowment, Inter-American Foundation, McCune Charitable Foundation, Meadows Foundation, Annie E. Casey Foundation and The Mott Foundation. The participating Community Foundations are: Fundación Comunitaria de la Frontera Norte, Fundación Comunitaria de Tecate, Fundación Internacional de la Comunidad (FIC), Fundación del Empresariado Chihuahuense – Juárez, Fundación del Empresariado Chihuahuense – Ojinaga, Fundación del Empresariado Sonorense, Fundación Comunitaria de Matamoros.

Partnerships to improve governance in Mexico are promoted by federal, state and local governments. These partnerships are designed and implemented at local and regional levels involving participation of civil society, local communities and business to foster economic, social, cultural and environmental conditions. In Mexico, there are Public/Private Partnerships (PPP) for participatory planning such as Economic Councils (for example, CODESIN in Sinaloa), Citizen Planning Councils and Neighborhood Committees (for example, FIDOC in Lyon). For instance, a new program (COPLADE AND COMPLADEM) designed to local needs, is instrumented through participatory planning to develop infrastructure in meso regions to foster self-reliance among the disadvantaged. Civil partnerships ensure continuity of development projects

Partnerships among firms, communities, municipal water agencies and water stockholder groups promote urban water resource management and delivery in Mexican cities. Partnerships among large firms, small business enterprises, state and municipal governments and communities develop small and medium enterprises in Agascalientes, Guanajuato and Querétaro.

Manpower Mexico has the program Caminemos Juntos (Let's walk together) in partnership with Secretary of Labor, non-government organizations (NGOs), firms and educational institutions aimed to bring job opportunities to disabled people at no charge to the company. Partnerships formed among the Mexican Secretary of the Economy, the U.S. Department of Commerce, the Mexican IT consulting firm ASISTE and several U.S. and Mexican companies develop and market new technologies.

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