

# Partnerships pivotal for effective development

CCPHI facilitates dialogue among related parties or stakeholders to realize partnership-based initiatives so as to reach the right target.



**T**he first high-level meeting of a global partnership for effective development cooperation (GPEDEC) was held in Mexico City in April this year.

Initiated by the United Nations, GPEDEC aims to help nations, businesses and organizations to join forces to end poverty. The meeting brought together governments, the private sector, civil society and others to ensure that funding, knowledge and policy can have a maximum impact on development.

The question is how one would bring this initiative to the continuity level.

The answer is, surely, through a partnership.

By definition, a partnership is an arrangement in which parties agree to cooperate to advance their mutual interests.

A sustainable community through a sustainable partnership is something to be understood better through lessons learned or best practices, some of which have been demonstrated by organizations to improve the livelihood of the communities.

Some models of partnerships have been documented and published, including those written and published on the Company-Community Partnerships for Health in Indonesia (CCPHI) website.

Case studies of partnerships show the dynamics of partnerships between companies and non-governmental organizations (NGOs) or civil society organizations (CSOs) or local government.

## Building trust

The key word for successful and sustainable partnership is trust. Therefore, it is very important to build trust among individuals or organizations as the fundamental element to build a sustainable partnership.

In response to the era of globalization, good governance, inclusive business and shared values are the platforms.

In reaching the objective of creating a sustainable community, the community itself has to be involved in the partnership process, including the implementation of a project or program. Ideally, a partnership involves more than two organizations or institutions. As many say, "the more, the merrier."

In the early 1990s, two scholars, Henry Etzkowitz and Loet Leydesdorff, introduced university-government-industry relations, called the Triple Helix concept. It places university as a research and development institution equivalent with industry and government and brings improvements in productivity of a knowledge-based society.

The theoretical framework of the Triple Helix concept is about transforming strategies for developing countries to shape their competitive standings toward a better and sustainable community.

In more recent years, a terminology of collaboration is introduced as public-private partnership, also known as PPP or P3. The World Bank defines PPP as bringing greater efficiency and sustainability to the provision of

public services.

It says in its website that the World Bank's PPP is to address two goals (not to eliminate extreme poverty and boost shared prosperity).

PPP is also defined as a business relationship between a private sector company and government agency for the purpose of completing a project that will serve the public.

These two definitions refer more to financing to build infrastructure.

A community development program will be successful and sustainable when it puts the community into center stage as a subject.

Commonly a partnership program involves stakeholders representing various elements, government, business sectors, NGO/CSOs, academicians and communities that may not be represented by the NGO/CSOs, but by head of the community, such as an informal leader, including religious or adat (customary) leaders.

Each stakeholder has its own interests and resources. Government's interest is to improve the community's welfare business is to sustain its business, the NGO/CSOs is to do whatever it is mandated to do.

Meanwhile, an academic's interest is to find the answers to research questions and the community's is to improve its livelihood.

All of the interests can be jointly achieved together through partnership as long as they have

a shared vision and that they all have their own resources in various forms, including funding and in kind, such as technical assistance, products and space.

Case studies of partnerships implemented by two or more organizations or institutions or sectors are tools and references to improved development programs.

These case studies showcase models of partnerships that may be applicable to partnerships on particular programs or projects in a specific area in Indonesia. Case studies are expected to be distributed or accessible to the public and various forms of media, including newspapers, magazines, radio, television and social media.

Most recently, Paramadina University, a private university in Jakarta, initiated an executive education program called the "Executive Program for Sustainable Partnership" (EPSP). The EPSP is an initiative to respond to the challenges of globalization, referring to Post-Millennium Development Goals 2015 (Post-MDGs 2015), which could be the answer to the question above as to how to bring down the

GPEDEC to the community level and to understand and implement a sustainable community program under the framework of partnership.

The program aims, among other things, to build trust; a very important, if not the only important value to build sustainable partnerships. This initiative of the executive program is a step toward a graduate school of partnership.

Documented lessons learned and best practices serve as the best tools for the community to understand the phenomena of effective development and to be able to materialize their concept. (Kemal Soerlawidjaja)

## Proper implementation key to successful community-partnership programs

Many companies have teamed up with the government, NGOs and scholars to implement partnership programs to improve the livelihoods of grassroots communities. How do they implement such programs and what benefits can stakeholders gain? Recently, *The Jakarta Post's* Sebastian Partogi talked to Company-Community Partnerships for Health in Indonesia (CCPHI) executive director Kemal Soerlawidjaja about the issue.



Courtesy of Kemal Soerlawidjaja

**Question (Q):** What are the things that companies and government agencies need to do when they are about to engage in community-partnership programs?

**Answer:** Proper implementation is the key to successful community-partnership programs. There are steps that need to be followed thoroughly. First of all, they need to conduct an assessment first of the respective recipients of these programs. You can't just design a program haphazardly. Before you devise a program, first you need to find out the problems and issues that need to be addressed in your target community. This is where scholars and NGOs can come into play because they have research skills.

NGO activists have a competitive advantage in terms of community partnership-related research because most of them have a real expertise in accessing the grassroots communities. They know how to penetrate into their respective communities of concern and engage with the latter.

Research studies in the form of monitoring and evaluation activities are equally important to make sure that the programs are impactful.

**Can you give an example of how a community-partnership program attempted to address the issues and problems faced by a particular target community?**

Let me take two separate HIV/AIDS awareness programs carried out by [the maker] PT Gajah Tunggal and [consumer goods giant] Unilever as an example. They have both delivered awareness programs to their respective workers who work in their factories. Gajah Tunggal's factory is located in Banten while Unilever's is located in Cikarang, West Java. Both companies have been concerned about the so-called 'mobile men

with money' phenomenon among their factory workers, most of whom live far away from their wives and who may incorporate high-risk sexual behavior into their lifestyle. This is a social phenomenon that needs to be tackled.

Although the beneficiaries of the programs are the two companies' factory workers only, the programs can also have an impact on the community as a whole. Just imagine this, the companies employ thousands of workers in their factories. If the workers engaged in high-risk sexual activities, their behavior would, without question, potentially spread (sexually transmitted diseases) to local people who lived near the factory. This is why preventive action is essential.

The example you have mentioned illustrates how a particular partnership program benefits its target community. But how do community-partnership programs directly benefit companies?

When companies involve themselves in community-partnership programs, they can get certain things that will benefit their operations. By empowering as well as improving the life qualities and skills of the community around the area where they operate, they will be able, for example, to turn the local residents into their human resources. The partnership programs will also increase local people's loyalty and sense of belonging to the company, motivating them to lend a helping hand for the company when needed.

However, corporate bosses should not expect that the benefits will come immediately after they finish the implementation of the program. Community-partnership programs are long-term investments which, nevertheless,

will bring long-term benefits to the company.

You have mentioned that the partnership programs can also be beneficial to the company's operations. Can you give an example of how a partnership has benefited a company's production and manufacturing processes while, at the same time, empowering their suppliers?

Let me take Nestlé's creating shared value (CSV) program, through which they enhance the skills of dairy farmers and help them to improve their welfare. If we look at it from a pragmatic point of view, why should a company care for the conditions of the dairy farmers who are not their employees or the cows that are not their possessions? However, when we look at it as a long-term investment, the CSV program is very beneficial to their business because by training the farmers to produce high-quality milk, they will unquestionably improve their business.

Meanwhile, to ensure that the farmers are able to concentrate on producing the best milk possible, we need to also take care of their families. The company does this by, for example, procuring biogas that helps to improve the families' quality of life by reducing electricity costs and making the process of cooking easier.

Community-partnership programs are also very beneficial to mining companies as these programs can help them to minimize resistance from local residents toward their operations. Environmental impact analysis (EIA) documents are not sufficient to ensure smooth mining operations; mining companies also need to improve the quality of the lives of local residents living in their operation areas.

*We have discussed how the partnership programs benefit corporations. How do the partnership programs benefit other stakeholders like the government, NGOs and scholars?*

Putting it in a nutshell, all stakeholders get a good reputation for having executed an impactful community-development project. They can use this for negotiation as well as personal branding.

In other countries, benefits for companies and institutions who conduct community-partnership programs are even more enormous: they receive tax breaks from their respective governments. In Indonesia, we haven't reached that point yet, but we are moving toward that direction.

*How do further community cooperation among the government, corporations, NGOs and scholars in the community-partnership programs?*

From the more technical side, it is better if companies adjust their community-partnership programs to those of the government. One of the government's current priorities is, for example, reducing the internal mortality rate (of which Indonesia has one of the highest in Southeast Asia). In this case, medical-equipment manufacturers need to supply clean and proper gynecological tools to local community health centers and train the centers' respective nurses on how to use these tools, for example.

On the social aspect of the implementation of the program, sometimes each stakeholder has their own ego: the government feels as if they are the most knowledgeable party in terms of social problems, the company feels entitled to have its say approved all the time since it is spending a lot of money to fund the project, and so on. This has often stalled cooperation. This is why dialogue among the stakeholders is very important from the project's day one.

CCPHI is striving to help the prospective partnering parties to hold dialogue and set common ground before they eventually start to execute their programs.

## NEWS FLASH

### Holcim develops educational forest

JAKARTA: Cemara producer Holcim, in collaboration with the Bogor Institute of Agriculture, has jointly developed Holcim Educational Forest (HEF), a rehabilitated former mine site covering some 20 hectares of land in Ghuduk Sukabumi, West Java.



Courtesy of Holcim

Holcim started operating a mine at this site in Glodok in 1975, and a 2005 ore land was converted into an educational forest.

The educational forest is the company's solution for sustainability at the former mine site, which will benefit the local community. HEF is expected to serve as a model and incentive for post-mining reclamation and rehabilitation, to achieve a balanced sustainable environment at a former mine.

Trees planted on the site have been selected to suit the character of the soil and the local climate.

"The education forest will also serve as a place for research and education for people's empowerment," Holcim said in a press release. Under the Memorandum of Understanding (MoU) signed between Holcim and IPB's School of Forestry, the educational forest will be jointly managed by Holcim and the faculty. ■

### Underprivileged kids get workplace skills with DHL

JAKARTA: Global logistics company DHL recently partnered with SOS Children's Villages to provide a soft skills training workshop for marginalized Indonesian children from unstable socioeconomic family backgrounds.



Courtesy of DHL

Twenty-five of SOS's youths, ranging from 15 to 22 years of age, were invited to visit and learn more about the workings of the DHL Express locally and DHL Supply Chain warehouse in Graha Makus in East Jakarta.

The participating children at this Nov. 17 event were also given a short practical course on how to develop good resumes and prepare for job interviews.

SOS Children's Villages is an international NGO focused on helping children who have lost, or are at risk of losing, parental care.

DHL's partnership with this organization is part of a global company initiative that falls within DHL's Go4social corporate social responsibility program of providing educational programs and better access to future employment for these kids. ■

### PARTNERS FOR CHANGE

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