



## PUBLIC-PRIVATE PARTNERSHIPS FOR LOCAL P/CVE POSITION PAPER

### Key points

Public-Private Partnerships (PPPs) can:

- Deliver impact at scale, ranging from local community initiatives to city-wide programming
- Increase the efficiency, credibility and sustainability of an initiative
- Generate a whole-of-community response to tackling vulnerability to radicalisation

Urban security has been **underserved by city-business partnerships**, particularly relating to issues of hate, extremism and terrorism. 25 founding members of the Strong Cities Network (SCN) immediately identified the PPPs space as a core priority. However, a **systemised global response** has yet to be mounted. The SCN advocates for a culture of **Corporate Social Responsibility** that encompasses both the protection of cities and the prevention of conditions that give rise to or exacerbate a risk of radicalisation and recruitment.

### Starting points for cities

- **Locate** PPPs currently operating within your city or other cities in the SCN.
- **Evaluate** the impact these partnerships have generated.
- **Ask** how this impact can be enabled and developed with the help of local government.
- **Form** a PPP working group with local business leaders to develop targeted initiatives.

### Partners

**Public partners:** represent the public interest in an initiative and include local authorities, national governments, police forces, educational institutions, and health services.

**Private partners:** represent a diverse pool of institutions, ranging from trusted local businesses to national sports teams. They include multi-national corporations, nationwide companies, local small/medium enterprises and foundations, as well as trade unions and guilds.

**Community partners:** represent the demographic targeted by a PPP and include grassroots initiatives, volunteer groups, youth groups, community centres, charities, and non-governmental organisations (NGOs).

### What can PPPs offer

PPPs offer the opportunity to:

- Maximise the impact of community work through providing a wide range of skillsets, networks and resources.
- Use private sector experience to harness public aspiration to inspire social change.
- Boost the credibility, outreach and sustainability of local initiatives and their actors.
- Holistically benefit the whole municipality through increasing access to education and training, facilitating economic growth, improving quality of life and promoting civic engagement.



## Planning a PPP

There is currently no set approach which community initiatives can adopt. A diverse range of private partners can be engaged, but the nature of these partnerships and the programming itself depends on the scale and objectives of a project.

Community initiatives can either be explicit or implicit in tackling an issue. Explicit programming (e.g. [Think 4 Peace](#)) directly challenges an issue, whilst implicit programming (e.g. [Ruta N](#)) addresses the root causes of a social concern, which may in some cases be a push factor in radicalisation.

## Potential areas of interventions

*Any PPP initiative should be predicated on the knowledge that a Strong City is a safe and inclusive city, indeed that safety and inclusivity are mutually reinforcing. A range of interventions, benefiting from multi-stakeholder collaboration, include:*

### Safe cities

1. Security and community policing
2. Incident preparation and response
3. Events and venue management
4. Urban planning
5. Information sharing
6. Anti-money laundering



### Inclusive cities

1. Counter-messaging
2. Place based identity campaigns
3. Anti-bias training and campaigning
4. Education curriculum and engagement programmes
5. Workforce inclusion
6. Youth employment

## Engaging the private sector

Regardless of the negative impact of violent extremism on the private sector, it remains difficult to engage private sector actors in issues relating to hate, extremism and terrorism.<sup>1</sup> The Council on Foreign Relations identified five ways to engage the private sector in preventing and countering violent extremism (P/CVE) initiatives:<sup>2</sup>

1. Make the business case
2. Focus on outcomes
3. Start local
4. Seek core competences, not capital
5. Widen the focus

Notable examples of private sector actors ready to engage in the area are:



### Social polarisation

[Nestle](#) and [Aston Villa Foundation](#) develop education, youth engagement and community outreach programmes in order to promote social integration and cohesion.

### Countering Hate & Extremism

[Hyatt](#), [Paypal](#) and [Airbnb](#) have taken a stand against hate groups by not allowing them to use their platforms.

### Counter terrorism

UK retailer Marks & Spencer have developed an innovative training scheme that could help prevent terror attacks, in partnership with [Counter Terrorism Policing](#).

## Delivering and evaluating a campaign

The best way to plan a PPP to tackle social cohesion and the challenge of violent extremism is to examine and learn lessons from pre-existing public-private initiatives which seek to address issues such as drug use, anti-social behaviour, gang violence, unemployment, integration, and public health. Please see the Case Book (at the end of this paper) for examples of current or past successful PPPs.

Analysis of current initiatives shows there are five key themes of work, which provide a model for how PPPs can generate impact:

-  **Trust building:** many programmes incorporate a trust building element into their operations. Trust building exercises can range from long term interactions with a community, to high profile endorsement for a particular cause (such as the [Converse Community Impact Programme](#), case study 2 in the case book).
-  **Engagement:** engaging community members provides them with the tools to discuss the impact this issue has on their lives through the use of forums or community-led programmes (for example the [Peace Squares SulAmerica Project](#), case study 7 in the case book).
-  **Capacity building:** capacity building can take a number of forms and strengthens communities through, for example, job creation, training community members to tackle social issues, and fostering grassroots action (for example [THINK 4 Peace](#), case study 8 in the case book).
-  **Education:** providing pathways to education can deliver huge change by implicitly or explicitly tackling societal issues. An example is the 'Family Project' in Düsseldorf (see case study 10 in the case book).
-  **Messaging:** delivering counter-messaging to communities helps build resilience against particular issues. In these instances, a private partner can act as the medium for a public partner's message (such as Give Knife Crime The Red Card, case study 3 in the case book) or can financially support a public messaging campaign.

The running order of the above themes provides a model for how a PPP could **lay the foundations of trust** with a community, then build on this relationship **to generate maximum impact**.

## Financial: Social Impact Bonds

Although PPPs are often financed by private partners this process can also work in reverse through social financing. A Social Impact Bond is a contract between a government authority and the private sector, in which private investors pay for a set of interventions to improve a social outcome that is of interest to a public partner.

Through providing investment to address social problems, Social Impact Bonds represent an opportunity to provide support to reduce strain on public services.

Repayment to investors is contingent on a particular social outcome improving, and if these outcomes are not achieved the investors stand to lose their input, thus Social Impact Bonds have an additional incentive to success. Social Financing represents an attractive opportunity to local authorities, as they represent a low-risk opportunity which ensures the efficient use of resources. The [One Service](#) initiative launched by [Social Finance UK](#) in partnership with the Ministry of Justice is an excellent example of a social impact bond, and highlights how government funding can unlock corporate competitiveness.

## Benefits & Risks

### Public Benefit

- **Credibility:** government-led initiatives may lack credibility with communities. Private partners can boost credibility through brand recognition in communities.
- **Outreach:** private partners can extend the reach of an initiative through their channels of dissemination.
- **Sustainability:** private partners may have resources at their disposal which can increase the long term sustainability of an initiative - either through scaling it up, or through prolonging its operation time.
- **Expertise:** combining entrepreneurial spirit and market know-how with civic knowledge can unlock creative responses to major issues.

### Private Benefit

- **Public image:** engaging in work for the public good can improve a private partner's public image. Many companies have a corporate social responsibility obligation which serves to meet this need.
- **Market knowledge:** working within communities allows private partners to stay in tune with changing social and consumer demands.
- **Relationship building:** PPPs mean private partners can foster new community relations and strengthen pre-existing ones.
- **Financial incentive:** PPPs can unlock public resources for smaller private partners which may already be operating within communities.

### Community Benefit

- **Holistic benefit for the city:** initiatives can involve the transfer of skills, or a job creation component, ensuring communities benefit from economic prosperity whilst tackling social problems.
- **Financial incentive:** PPPs can unlock resources for pre-existing community initiatives, which often operate on tight budgets.

### Risks and Obstacles

- **Credibility:** poor credibility within communities risks worsening relations and exacerbating social issues.
- **Corruption:** any instance of corruption will damage the success of an initiative and the reputation of partners.
- **Ownership:** if the ownership of the project is not clear from the outset, there is significant risk of it stagnating and the partnership itself failing.
- **Balancing interests:** to mitigate the above risks the communities' interests must always be central to the decision making process.



## PUBLIC-PRIVATE PARTNERSHIPS CASE BOOK

The following is a brief library of examples which illustrate what a PPP for local P/CVE can look like in practice. They demonstrate the diversity of initiatives in scope, scale and reach, and provide a starting point for municipalities wishing to pursue such work, as well as lessons which can be learned.

### CASE STUDY 1: Building Community Resilience Initiative (Minneapolis, United States)

- CONTEXT** Minnesota has the largest Somali diaspora in the United States. Al-Shabaab has been recruiting Somali Minnesotans since 2007, leading to more than 20 terrorism-related charges. Since 2013, a large number of Somali Minnesotans have travelled, attempted to travel, or taken steps in preparation to travel and fight with Daesh.<sup>3</sup>
- WHO** Mall of America, Cargill, Big Brothers Big Sisters of America, U.S. Attorney's Office District of Minnesota
- WHAT** Education, capacity building
- HOW** A mentorship program for Somali youth operated by Big Brothers Big Sisters of the Greater Twin Cities, with initial funding from the Carlson Family Foundation. The Opportunity Hub, which is a public, private and community partnership provides a one-stop shop for education and workforce resources located in the cedar riverside neighbourhood. Youthprise administers nearly \$500,000 of private and government grant funding.

### BENEFITS



#### Private sector

- Community improvement through better business opportunities
- More professional employees
- Better customer-service



#### City

- Enhanced opportunities for young people, resulting in lower likelihood of engaging in violent extremism.

**Key lesson:** private businesses are in a unique position to leverage their resources, skills and funding to provide much needed access to education and work programmes for vulnerable groups.

Learn more about this initiative [here](#).



## CASE STUDY 2: Converse Community Impact Program (Boston, United States)

**CONTEXT** Under its corporate social responsibility efforts, Converse decided to “make a positive impact for the communities in which we live and work”.<sup>4</sup> This initiative is based in Boston, where Converse has its headquarters.

**WHO** Converse

**WHAT** Trust building, engagement

**HOW** Working in partnership with community partners including the Boys & Girls Club of Boston and The Institute of Contemporary Art and Artists for Humanity, the programme aims to deliver social impact through patronage of cultural engagement in music, art and skateboarding, with a focus on inspiring positive identity in young people.

### **BENEFITS**



#### **Private sector**

- Employee engagement
- Serving customers
- Better customer-service



#### **City**

- Enhanced opportunities for young people, resulting in lower likelihood of engaging in violent extremism.

**Key lesson:** culturally relevant public partners can build on a popular brand’s pre-existing relationships with key demographics to increase engagement with social initiatives.

Learn more about this initiative [here](#).

**CASE STUDY 3: Give the Red Card to Knife Crime (London, United Kingdom)**

- CONTEXT** Knife crimes have been an important issue in England and Wales for years and continue to be on the rise. The number of fatal stabbings in London in 2017 made it the worst year for nearly a decade.<sup>5</sup>
- WHO** Palace for Life Foundation (Crystal Palace FC Foundation), Crystal Palace FC, Bromley Council, the Metropolitan Police
- WHAT** Messaging, engagement
- HOW** This is a joint partnership based in the South London borough of Bromley. Launched in 2009, the programme aims to highlight the issues of knife crime and the consequences of being drawn into criminal activity to young people. As it has developed, the project has addressed wider related issues including gang affiliation and gun crime. The programme bears similarity to a number of other initiatives in London including the Tottenham Hotspur-run Godwin Lawson Memorial Tournament.

**BENEFITS**



**Private sector**

- Young people associated brand with positive social outcomes
- Young people more likely to interact with the football club



**City**

- Enhanced opportunities for vulnerable youth
- Higher social cohesion

**Key lesson:** credible private partners with established community relations, such as sports teams, can increase the reach of anti-violence messaging and engage demographics who might otherwise not trust the programme if it was solely run by local government or police.

Learn about the Palace for Life Foundation’s current knife crime project “Breaking the Cycle” [here](#).



## CASE STUDY 4: Make Columbus Kind (Columbus, United States)

- WHO** Columbus Foundation, U.S. Department of Homeland Security (Columbus)
- WHAT** Trust building, education
- HOW** Driven by donor desire, the Columbus Foundation launched a strategic campaign to increase kindness throughout the city of Columbus to promote social cohesion. The Columbus Foundation agreed to provide funding for two key social cohesion promotion programmes using unrestricted funds focused on promoting kindness. The first project was a kindness pledge project for Columbus City School students focused on students committing acts of kindness for others in communities different from their own. The second project was an entrepreneurship programme designed to connect and empower youth to be innovative problem solvers in the city and to train them in entrepreneurship, design and critical thinking skills. The camp culminated in a group design competition focused on creating team projects that would make Columbus more kind.

### BENEFITS



#### Private sector

- Further donor's goal of promoting kindness across communities



#### City

- Connect communities across racial, religious and ethnic divides
- More entrepreneurial youth

**Key lesson:** foundations are excellent partners to develop original initiatives, especially if they meet their core objectives and benefit a wider community. A partnership between foundation, local organisation and city is a very unique model.

Learn about the Columbus Foundation [here](#).



## CASE STUDY 5: Ruta N (Medellin, Colombia)

**CONTEXT** In 1991, Medellin had the highest homicide rate of any city in the world (380 per 100,000 people), a rate which has since dropped more than 90% (2015). Medellin has transformed its reputation from that of the most violent city in the world, beset by poverty, sprawling slums, gang violence and corruption, to achieve international notoriety as a success story of urban transformation, social investment and innovation through a series of municipal initiatives involving partnerships with the private sector and civil society.

**WHO** Mayor's office, universities, private sector representatives

**WHAT** Trust building, engagement, capacity building

**HOW** Ruta N is the city of Medellin's innovation and enterprise agency. Funded through a PPP model, it focuses on driving the city's knowledge economy, clustered around specific industry sectors (Health, Energy and ICT). Involving more than 100 private partners Ruta N seeks to increase the competitiveness of the city, revitalise its economy, and enable better jobs for citizens.

### **BENEFITS**



#### **Private sector**

- Stronger communities, resulting in more educated and qualified citizens and a more favourable business environment



#### **City**

- Decrease in violence and corruption
- Higher social cohesion

**Key lesson:** large scale public-private partnerships can generate significant impact for municipalities in the long term which goes beyond solving a specific societal issue.

Learn more about Ruta N [here](#) and about the city of Medellin by reading the SCN city profile [here](#).



## CASE STUDY 6: Somali Week (Minneapolis, United States)

- CONTEXT** Minnesota has the largest Somali diaspora in the United States.
- WHO** Progressive Insurance, Ka Joog
- WHAT** Messaging, engagement
- HOW** Ka Joog is a nationally-recognised Somali American non-profit organisation tailored towards enriching the lives of Somali American youth by utilising the positive elements of education, mentoring, employment, and the arts. Established in 2007 by a group of Somali young adults, Ka Joog focuses its efforts on encouraging Somali youth to “ka joog” or “stay away” from negative influences such as drugs, violence, radicalisation, and other behaviours that can be detrimental to their development and future. Ka Joog has organised a weeklong celebration of Somali Culture in Minneapolis since 2015. The event seeks to promote diversity through unity and inclusion. In 2017, Ka Joog approached a local Progressive Insurance Office to request event sponsorship. They highlighted the sizeable Somali-Americans population in the Twin Cities as an attractive reason to engage.

### BENEFITS



#### Private sector

- Access to new markets and brand recognition



#### City

- Higher social cohesion
- Increased understanding of different cultures

**Key lesson:** Private companies are likely to engage with specific events or programmes, especially if their brand will receive recognition from a new community group.

Learn more about the project [here](#).

## CASE STUDY 7: The Peace Squares SulAmerica Project (PSSP) (São Paulo, Brazil)

- CONTEXT** The project targeted outskirts of São Paulo that have very high levels of violence.
- WHO** Sou da Paz, SulAmerica Insurance Company
- WHAT** Engagement
- HOW** PSSP is a public-private partnership between Sou da Paz Institute, an NGO working on the prevention of violence, and the SulAmerica Insurance Company. SulAmerica supported the initiative financially and through in-kind management support. Its objective was to promote peaceful occupation of public spaces in the outskirts of São Paulo by local communities, and target areas with high concentrations of violence, and histories of gang control and drug trafficking. It seeks to engage community members, in particular youth, by encouraging participation in upgrading public spaces and promoting cultural and sporting activities. The project has been successful in reducing levels of fear and insecurity within communities, mobilising local action and promoting citizenship.<sup>6</sup>
- After the end of the project, the methodology was transferred to the Municipal Housing Department (SEHAB-SP), as a means to create new public policy and reduce violence.<sup>7</sup>

### BENEFITS



#### Private sector

- Stronger communities, resulting in more educated and qualified citizens and a more favourable business environment



#### City

- Promoting social cohesion and positive youth development

**Key lesson:** mobilising community stakeholders in the work of an initiative can sustain social engagement beyond the expected life-cycle of a project.

Learn more about Sou da Paz [here](#).



## CASE STUDY 8: Think4Peace (Leicester, United Kingdom)

- CONTEXT** This partnership aimed at reducing vulnerability to radicalisation in Leicester, UK.
- WHO** Leicester Schools, Breakthrough Media, Tim Parry Jonathan Ball Foundation for Peace
- WHAT** Capacity building, messaging, education
- HOW** Originally targeted at schools in Leicester, Think4Peace was a partnership between Breakthrough Media and the Tim Parry Jonathan Ball Foundation for Peace. 'Think' was a project aimed at empowering young people at risk of radicalisation to learn how to think critically for themselves. The Tim Parry Jonathan Ball Foundation commissioned Breakthrough Media to create a platform to inform schools and colleges about the benefits of the 'Think' initiative. In addition to promoting testimonials from individuals and organisations that have successfully taken part in 'Think', the website also houses blogs from those who are personally involved in its operations.
- In 2016/17 Think4Peace piloted 'THINK Again', a project supporting young people in Manchester to develop effective messages to challenge prejudice constructively, counter extreme ideas and rhetoric, and promote alternative narratives, through the creation and production of short videos.

### BENEFITS



#### Private sector

- Supports company mission of creating positive impact in the world through storytelling



#### City

- Promoting social cohesion and positive youth development

**Key lesson:** private businesses are in a unique position to leverage their skills, resources and funding to provide much needed access to education and work programmes to young people at risk of radicalisation.

Learn more about Think4Peace [here](#).



### CASE STUDY 9: This Way Ahead (United States, United Kingdom, Canada)

- CONTEXT** Research shows that getting a first job as a teenager has a profound impact on an individual's long term earning potential. Being unemployed young can reduce earnings by as much as 20 percent for up to two decades.
- WHO** Gap and a not-for-profit partner in each city (e.g. Goodwill, Youth Jobs Centre, Prince's Trust, etc.)
- WHAT** Capacity building
- HOW** Gap Inc.'s This Way Ahead program was launched in 2007 to help young people gain the skills and experience needed to land their first job. By 2020, the company expects 10,000 teens and young adults will have participated in This Way Ahead, receiving job coaching and critical first job experience. Gap created This Way Ahead in response to the ongoing challenges facing unemployed youth.

### **BENEFITS**



#### **Private sector**

- Recruitment pipeline
- Better trained workforce
- Improved employee engagement and retention



#### **City**

- Youth job creation
- Improved economic opportunity

**Key lesson:** well-established brands can use their popularity to develop city-wide programmes to engage young people and develop their skills for the future workforce.

Learn more about the project [here](#).

### CASE STUDY 10: family (Düsseldorf, Germany)

- CONTEXT** Current reports on education show that despite having the same education ambitions, children with migration backgrounds struggle more in school than their native counterparts.<sup>8</sup>
- WHO** Vodafone foundation, Education Y
- WHAT** Education
- HOW** One of the key education initiatives of the Vodafone Foundation is “family”, an education-advisory program for parents whose children are at the beginning of their school career. “family” was initiated in 2010 by Education Y and the Vodafone Foundation, which also provides most of the funding. After a pilot-phase of three years in Düsseldorf, Berlin and the county of Lippe, the project was evaluated and expanded across Germany. Through individual counselling sessions it aims to sensitise parents for their role and responsibility in their children’s learning processes. While it is in principle open to all families, it is specifically aimed at parents who may not be well-prepared to assist their children due to their socio-economic background, origins and/or family structures.

### BENEFITS



#### Private sector

- Stronger communities, resulting in more educated and qualified citizens and a more favourable business environment



#### City

- Promoting social cohesion and positive youth development

**Key lesson:** the private sector is sometimes better placed to work with politically sensitive topics and enable vulnerable communities to access opportunities they wouldn’t normally if it was run by the city.

Learn more about this project and the Vodafone Foundation [here](#).



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- <sup>1</sup> Eric Rosand and Alistair Millar, 2017, 'How the private sector can be harnessed to stop violent extremism', <https://www.brookings.edu/blog/order-from-chaos/2017/01/31/how-the-private-sector-can-be-harnessed-to-stop-violent-extremism/> (last accessed 5 December 2018)
- <sup>2</sup> Council on Foreign Relations, 2015, 'Five Ways to Engage the Private Sector in Countering Violent Extremism', <https://www.cfr.org/blog/five-ways-engage-private-sector-countering-violent-extremism> (last accessed 5 December 2018)
- <sup>3</sup> United States Attorney's Office, 2015, 'Building Community Resilience Minneapolis - St. Paul Pilot Program A Community-led Framework', <https://www.justice.gov/usao-mn/file/642121/download> (last accessed 6 December 2018)
- <sup>4</sup> Converse, 'Community impact', <https://jobs.converse.com/community-impact> (last accessed 7 December 2018)
- <sup>5</sup> Caroline Bannock, 'Living with knife crime: "Both my sons have been stabbed"', Guardian, 6 January 2018, <https://www.theguardian.com/uk-news/2018/jan/06/living-with-knife-both-my-sons-have-been-stabbed> (last accessed 6 December 2018)
- <sup>6</sup> UNODC, 2011, Practical Approaches to Urban Crime Prevention, [https://www.unodc.org/pdf/criminal\\_justice/Practical\\_Approaches\\_to\\_Urban\\_Crime\\_Prevention.pdf](https://www.unodc.org/pdf/criminal_justice/Practical_Approaches_to_Urban_Crime_Prevention.pdf) (last accessed 6 December 2018)
- <sup>7</sup> SulAmérica, 'What we do', [http://ir.sulamerica.com.br/fck\\_temp/5\\_3/file/2\\_Socialenvironmental%20Initiatives\\_SulAm%C3%A9rica.pdf](http://ir.sulamerica.com.br/fck_temp/5_3/file/2_Socialenvironmental%20Initiatives_SulAm%C3%A9rica.pdf) (last accessed 6 December 2018)
- <sup>8</sup> Education Y, 'Handlungsfelder', <https://education-y.de/handlungsfelder/familie/> (last accessed 6 December 2018)