

## Briefing Paper 3

### Working Group 3: Public-Private Community Initiatives

A Public-Private Community Initiative (PPCI) is a partnership between [public](#) and [private](#) partners to provide a service that benefits a [community](#). An example is [Memphis Fast Forward](#), an initiative combining the expertise of the Mayor of Memphis and the Memphis Chamber of Commerce to reduce violent crime through promoting community cohesion and economic growth (for more information see the [Case-Book](#) on pg. 5).

#### Key points

- PPCI's can:
  - Deliver impact at scale, ranging from local community initiatives, to city-wide programming.
  - Increase the efficiency, credibility, and sustainability of an initiative.
  - Holistically strengthen cities.



*There are currently a limited number of PPCI's focused on building social cohesion and resilience to violent extremism. In the search for new approaches to counter extremism it is imperative that more initiatives combine public and private expertise. Lessons can be learned from pre-existing programmes, such as those which tackle gang crime and unemployment.*

#### Starting points for cities

- **Locate** public-private partnerships currently operating within your city or other cities in the Strong Cities Network.
- **Consider** the impact these partnerships have generated.
- **Ask** how this impact can be enabled with the help of local government.

#### 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.

**Community partners:** represent the demographic targeted by a PPCL and include: grassroots initiatives, volunteer groups, youth groups, community centres, charities, and NGOs.

## What can PPCI's offer

- Public-private partnerships offer the opportunity to:
  - Maximise the impact of community work through concentrating a wide range of skill-sets, networks and resources.
  - Use private sector experience in harnessing public aspiration to market social change.
  - Boost the credibility, outreach, and sustainability of initiatives.
  - 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 PPCI

There is 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 varies depending 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.

## Delivering and evaluating a campaign

The best way to plan a PPCI 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](#) for examples of current PPCIs.

Analysis of current initiatives shows there are five key themes of work, which provide a model for how PPCI's 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](#)).

- **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](#)).
- **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 grass-roots action (for example [Memphis Fast Forward](#)).
- **Education:** providing pathways to education can deliver huge change by implicitly or explicitly tackling societal issues. An example of an explicit CVE education programme is the [Extreme Dialogue](#) initiative.
- **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](#)) or can financially support a public messaging campaign.



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

## **Financing: Social Impact Bonds**

Although PPCI's 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.

## The benefits and risks of PPCI's

### 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 responsibility obligation which serves to meet this need.
- **Market knowledge:** working within communities allows private partners to stay in-tune with changing social situations, increasing their knowledge of the wants, needs, and ideologies of key demographics.
- **Relationship building:** PPCI's means private partners can foster new community relations and strengthen pre-existing ones.
- **Financial incentive:** PPCI's 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 increases quality of life for all.
- **Financial incentive:** PPCI's can unlock resources for pre-existing community initiatives, which often operate on tight budgets.

### Risks and Obstacles

- **Credibility:** lacking credibility within communities risks worsening relations and exacerbating social issues.
- **Corruption:** any instance of corruption will irrevocably 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.

## Briefing Paper 3

### Working Group 3: Case-book

The following is a brief library of examples which illustrate what a PPCI 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:

#### Boston: Converse Community Impact Program

The Converse Community Impact Program is an initiative based in Boston- the base of Converse shoes. Working in partnership with community partners including the Boys & Girls Club of Boston and The Institute of Contemporary Art and Artists for Humanity, the program 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.

**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.

#### Canada: Extreme Dialogue

Funded by Public Safety Canada, Extreme Dialogue is a partnership between the Institute for Strategic Dialogue, film-makers Duckrabbit, and the educational charity Tim Parry Johnathan Ball Foundation for Peace.

Extreme Dialogue is series of short documentary films which tell the personal stories of Canadians profoundly affected by violent extremism; a former member of the extreme far-right and a mother whose son was killed fighting for ISIS in Syria. The films are accompanied by a set of educational resources that can be used with young people in classrooms or community settings and are intended to build resilience to extremism through active discussion and enhanced critical thinking.

**Key lesson:** public funding can be used to unlock private expertise which can be leveraged to generate innovative and engaging responses to social issues.

#### London: Give the Red Card to Knife Crime

This is a joint partnership based in the South London borough of Bromley. Launched in 2009 by Crystal Palace FC Foundation, Crystal Palace FC, Bromley Council and the Metropolitan Police 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.

Such initiatives illustrate how popular private partners can increase the reach of anti-

violence messaging and engage demographics who might otherwise be untrusting of such work if it was solely run by local government or police.

**Key lesson:** credible private partners with established community relations such as sports teams can be used to deliver messaging effectively to at-risk groups.

## Leicester: Think 4 Peace

Targeted at schools in Leicester, Think 4 Peace was a partnership between Breakthrough media and the Tim Parry Jonathan Ball Foundation for Peace. 'Think' is 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.

Breakthrough media are a creative communications agency which seeks to create positive impact on the world through storytelling and creating compelling communications. Their clients include NGO's, governments, inter-governmental organisations and industry leaders.

**Key lesson:** private businesses are in a unique position to leverage their opportunities and funding to provide much needed access to education and work programmes often out of reach to refugees awaiting their formal asylum status.

## Medellin: Ruta N

Ruta N is the city of Medellin's innovation and enterprise agency. Funded through a private/public partnership 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.

Ruta N illustrates how public-private initiatives can be used to transform municipalities in the long term. In 1991 Medellin had the highest homicide rate of any city in the world. (380 per 100,000 people), and was severely impacted by gang and drug crime, and unemployment. The murder rate has dropped more than 90% since then, and crime has been reduced.

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

## Memphis: Memphis Fast Forward

Memphis Fast Forward (MFF) is a municipal public—private partnership based in Memphis USA. It was founded in 2006 in response to high rates of gang crime and youth violence in the city which was severely affecting Memphis citizen's quality of life, community cohesion, and the city's economic prosperity. It was hugely successful, and between 2006 and 2010 murder rates dropped by 40%, robbery by 39%, and violent crime by 23.6%. To achieve this, the current and former Mayors of Memphis coordinated with the Greater Memphis Chamber of Commerce to deliver a plan to stimulate economic growth, which was intended to improve quality of life, and provide a foundation for greater community resilience and cohesion. It achieved this through a holistic approach dedicated to job creation, crime reduction, and promoting government efficiency.

**Key lesson:** public-private partnerships can tackle a societal issue through a holistic approach which includes job creation.

## Peterborough: One Service

Social Finance UK launched the world's first Social Impact Bond in September 2010. The UK based organisation raised £5 million from 17 private investors to fund a comprehensive rehabilitation programme, the One service, for short-sentenced prisoners leaving Peterborough prison over a six-year period with the aim of tackling recidivism. Prisoners serving sentences of less than a year typically receive little support upon release. Consequently, over 60 per cent become repeat offenders within one year of release, costing the government a substantial amount of money.

The One service works by contracting community organisations and NGOs, like the St Giles Trust, Ormiston Children and Families Trust, the YMCA, and SOVA, to provide tailored services to 3,000 prisoners before and after their release to facilitate successful re-entry into the community. The more successful these programmes are at reducing the recidivism rate, the more money the Government is willing to pay to investors for saving on the social and economic costs of reoffending.

**Key lesson:** Investing early on in public awareness campaigns enabled a proactive campaign to tackle host community grievances.

## Sao Paulo: The Peace Squares SulAmerica Project (PSSP)

PSSP is a public-private partnership created in 2007 through collaboration between the Sou da Paz Institute- an NGO working on the prevention of violence, and the SulAmerica Insurance Company. SulAmerica supported the initiative financially and through offering in-kind management support.

Its objective was to promote peaceful occupation of public spaces in the outskirts of Sao Paulo by local communities, and targets 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. Through this it sought to strengthen and integrate the local community, develop positive leadership skills and promote youth responsibility and partnership as a means of resolving conflict. The project has been successful in reducing levels of fear and insecurity within communities, mobilising local action, and promoting citizenship. In 2012 the project trained 59 community leaders, organised 75 events, and provided assistance to more than 7,000 people. Its methodology is now applied to public spaces in Sao Paulo by the Ministry of Housing.

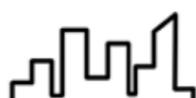
**Key lesson:** mobilising community stakeholders in the work of an initiative can sustain social engagement beyond the expected life-cycle of a project.

## Switzerland: The Global Community Engagement and Resilience Fund (GCERF)

GCERF is an independent, non-profit Swiss foundation established in September 2014. It aims to support local, community-level initiatives that address the drivers of violent extremism and strengthen resilience against extremist ideologies. It has Governing Board members from both public and private sectors, including a member from Goldman Sachs' Office of Corporate Engagement for Europe, the Middle East and Asia, government representatives, ambassadors and civil servants. Private sector contributions include the provision of expertise, facilities and services, and funds, although the organisation is largely publically funded by governments from around the world.

The initiative operates by providing small grants in support of local community-led initiatives worldwide focussing on education, women's empowerment, community engagement, skills training, social entrepreneurship and media. In 2015 it selected Bangladesh, Mali, and Nigeria as beneficiary states, offering grants ranging from \$10,000 to \$50,000.

**Key lesson:** private sector expertise can increase the efficiency of an initiative, and ensure that resources are effectively distributed.



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The Strong Cities Network is run by the **Institute for Strategic Dialogue**, a UK registered charity with charity number 1076660.

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