

Tri-partite Partnership among Government, Business and the Third Sector: The Need for a Paradigm Shift

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The Growing Need for Tripartite Partnership in HK

- The need to build Hong Kong as an international metropolis with a vibrant economy and a dynamic civil society
- The increasing interdependence among the Government, business and the Third Sector in our economic, political, social and cultural domains

The Business Sector:

- The global trend on corporate social responsibility and corporate citizenship
- The need to increase public accountability and to corporate image
- Some may need to alleviate public pressure on sensitive social issues through participation in social agendas, e.g. environmental and redevelopment issues

The Third Sector:

- Decreasing Government funding and the need to diversify funding sources
- Growing need for public accountability and the need to draw from the management expertise of the business sector to increase its efficiency and effectiveness

The Government:

- Constantly emerging social needs and the increasing complexity of social problems, creating gaps in service provisions
- Decreasing public resources and the need to explore alternative resources to develop needed services for the public

- Growing emphasis by the Government to invest resources to build individual and community capacities for mutual help other than basic welfare provisions
- Increasing public demand for transparency, accountability and participation in policy and service decision-making processes

The Need for a Paradigm Shift

The Traditional Paradigm: Exchange Model

Stereotypical perceptions of the 3 sectors:

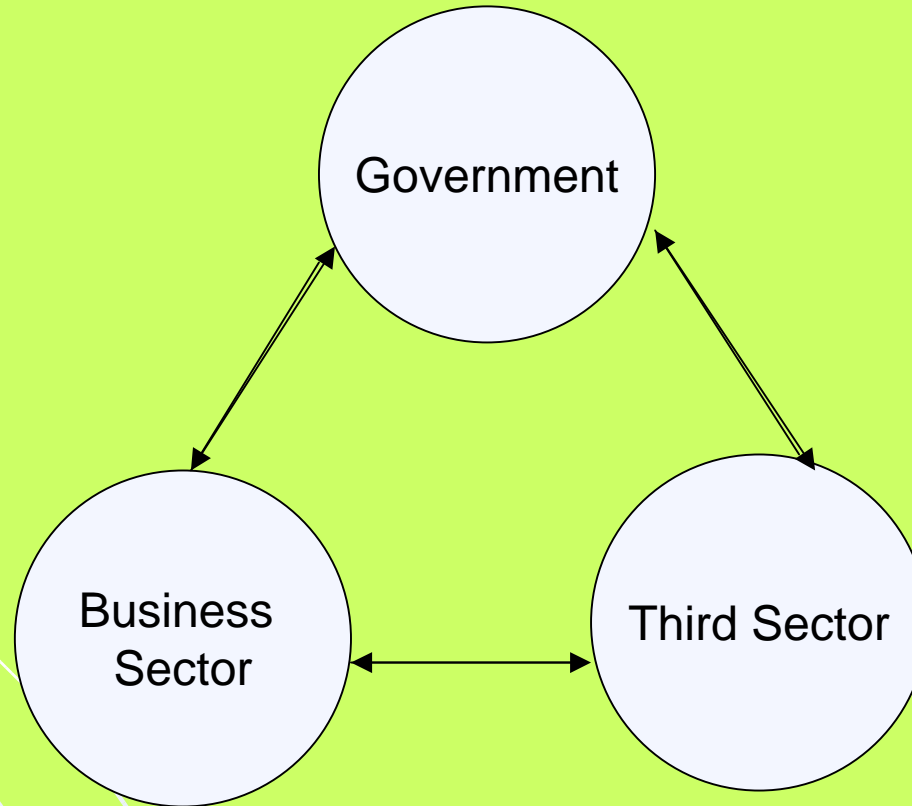
- Business sector – profit-making, unreliable, dominated by economic self-interest
- Third Sector – idealist and “do-gooders” undisciplined by the reality of the market place, always asking for “free lunch”

- Government – bureaucratic, authoritative, absence of transparency and accountability in decision-making processes

Consequence:

- Mistrust/ Cautious collaboration
- Utilitarian/ exchange /paternalistic relationship

Traditional Paradigm: The Exchange Model



The New Paradigm: Synergy Model

Characterized by:

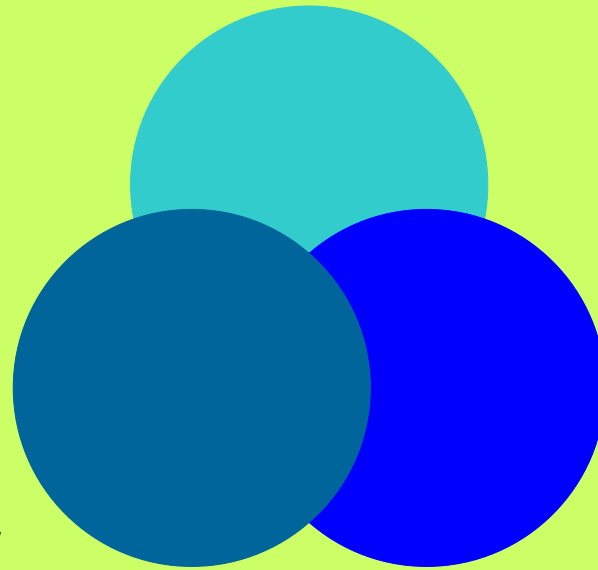
- Mutual trust
- Interdependence & interconnectedness
- Synergy

Goal of tripartite partnership today:

- To work for a common cause for the benefit of the entire society

The New Paradigm: The Synergy Model

Government



Business Sector

Third Sector

The Contributions of Different Sectors

The Business Sector:

Characteristics:

- Efficiency & productivity
- Competitiveness
- Profitability
- Responsiveness & entrepreneurship
- Flexibility & creativity
- Resourcefulness

Contributions:

- Management expertise and perspective
- Research & development expertise
- Marketing and fund-raising support
- Corporate volunteering and community involvement partnership
- Access to and connections with the business community

The Third Sector:

Characteristics:

- Freedom participation
- Trust, goodwill
- Spontaneity
- Shared values & mission-driven
- Team spirit
- Altruism

Contributions:

- Expertise in social problem resolution
- Sensitivity to social needs and issues
- Access to and strong connections with community residents and groups
- Independence, creativity, versatility and “innovativeness”
- Social conscience and moral voice

The Government:

Characteristics:

- Impartiality
- Formality
- Stability
- Representation & public accountability
- Command of public resources

Contributions:

- Policy support to facilitate the development of a conducive environment to encourage tripartite partnerships
- Funding support for necessary services, facilities and provisions to nurture tripartite partnerships

Vision

To promote tripartite partnerships among Government, business and Third Sector so that all could work together in an synergetic manner to foster the development of a vibrant economy, a responsive Government, and a caring society in Hong Kong.

Thank You