

**Tri-partite Partnership:
Benchmarking Study
from an International Perspective**

Summary of Final Report

24 November 2005

Countries Selected for Benchmarking Study

選定進行基準調查的國家

- **Denmark:** among the earliest Europe gov'ts in advocating social partnership among different stakeholders of society.
- **U.K.:** Had most extensive experience in tri-partite partnerships.
- **Australia:** among the earliest gov'ts in Asia-Pacific in promoting community business partnership.
- **丹麥:**丹麥政府是最早推動社會不同持分者合作的歐洲政府之一。
- **英國:** 具最廣泛的三方合作經驗。
- **澳洲:**澳洲政府是最早推動社區企業合作的亞太區政府之一。

- **Singapore: Asian culture & society; its gov't has taken various initiatives in promoting tripartite partnership.**
- **Japan: Asian culture & society; long history of business community partnership.**

- 新加坡: 亞洲文化及社會；新加坡政府透過一系列措施推動三方合作。
- 日本: 亞洲文化及社會；企業社區合作歷史悠久。

Research Methodology

研究方法

- **Library & Internet research.**
- **Findings were verified and enhanced by field study trips in London, Copenhagen and Singapore in October-November 2004.**
- **圖書館及互聯網資料搜集。**
- **進一步在2004年10-11月到倫敦、哥本哈根和新加坡訪問，加以驗證和補充。**

Denmark:
Tripartite Partnership for Social Inclusion

丹麥：三方合作促進共融社會

Unemployment policies under challenge in 1980s & early 1990s:

- **Generous benefits strained gov't budget;**
- **Recipients turned into passive clients;**
- **The unemployed not socially integrated.**

在80年代及90年代初，政府的失業援助政策備受評擊：

- 豐厚的福利令政府財政受壓；
- 受助人成為福利系統的被動受助者；
- 被勞動市場邊緣化的人士未能融入社會。

Unemployment reached 12.1% in 1993; labour market reform was introduced in 1994 to promote enterprises' participation in social inclusion:

- **Prevention of workplace exclusion & job retention; and**
- **Integration or re-integration of the unemployed to the labour market.**

1993年失業率達12.3%，政府在1994年推出勞動市場改革，旨在推動企業參建立與共融社會：

- 即預防工作崗位排斥、保留工作崗位；及
- 讓失業人士融入或重新融入勞動市場。

**In 1994, the Danish gov't
launched a campaign:**

**“Our Common Concern –
the Social Responsibility
of Companies”**

**1994年丹麥政府推出
一項計劃：**

**「我們的共同關注-企
業的社會責任」**

CSR in Denmark: enterprises to share the responsibility of reducing unemployment by

- **Retaining employees who did not live up to the performance requirements 100%; and**
- **Creating employment for those outside the ordinary labour market, e.g. those lacking experience or with reduced work ability due to health, disability or age.**

企業社會責任在丹麥的定義是企業分擔減少失業的責任

- 主動地將未能百分之百合乎工作要求的員工保留在工作崗位上；及
- 為被排斥在勞動市場外的人士（例如：無工作經驗人士、或因健康、殘障或年齡而工作能力降低的人士）製造就業機會。

Danish Gov't Measures to Facilitate Social Partnership

丹麥政府推動社會伙伴合作的措施

- **Persuasion**: appealed to the moral consciousness of enterprises via information campaigns.
- **Economic motivation**: provided various wage subsidy schemes to participating enterprises.
- **Resource support**: established and funded the Copenhagen Centre for evaluation, research and dissemination of good practices.
- 遊說：透過資訊發放，喚起企業的道德自覺。
- 提供經濟誘因：實施多項工資補貼計劃。
- 資源上的支持：成立「哥本哈根中心」，評鑑、研究和宣傳值得推介的企業行為。

- **Recognition**: sponsored the granting of the Danish Network of Business Leaders Awards annually.
- **Gov't as practitioner**: all public institutions were required to hire a certain proportion of employees on subsidized wage schemes.
- **表揚**：贊助丹麥商界領袖聯會獎，表揚實行企業社會責任的企業行為。
- **政府以身作則**：所有公共機構都需要按「資助就業計劃」僱用一定比例的員工，以顯示政府是企業社會責任的「實行者」。

Impact of “Our Common Concern” campaign

「我們的共同關注」計劃的成效

Trade unions' flexibility:
agreed to include Social Chapters in the collective agreements allowing enterprises to employ persons on terms different from the ordinary terms regarding wages and working hours.

工會靈活處理共同協議：
工會同意在共同協議加入社會約章，容許企業以有別於協定的薪酬和工時條件聘用特殊情況僱員。

Enterprises' attitude change:

1996 & 1998 surveys showed attitude change in the business sector; more than 70% considered that enterprises should take on social responsibility traditionally borne solely by the state.

企業態度轉變： 1996和1998年的調查顯示，企業的態度轉變了，超過七成受訪企業認為它們應該分擔一些傳統上由政府包攬的社會責任。

**Drop in unemployment rate: below 5% by 2000;
combined result of**

- **Economic recovery**
- **Flexibility of trade unions**
- **Participation by enterprises.**

**失業率下降：在2000年，
失業率已經下降至5%以下，這是三個因素結合的成果：**

- **經濟復甦**
- **工會靈活處理共同協議**
- **企業參與**

The United Kingdom:

Tripartite Partnership for Neighbourhood Regeneration

英國：三方合作復興社區

The UK gov't has since the 1990s adopted a strategy to involve all stakeholders in the communities for regenerating the most deprived districts.

英國政府自**1990**年代採取策略推動社區所有持分者參與國內最貧困社區的復興工作。

In 1998, New Deal for Communities was launched; in 1999 the gov't identified 39 NDC communities – the 39 most deprived communities of the country.

1998年推出「社區新互利協議」，1999年宣佈成立39個「社區新互利協議」社區 – 即國內39個最貧困的社區。

In 2001, New Commitment to Neighbourhood Renewal was launched, aiming:

- **to reduce crime & unemployment; and**
- **to improve health, education, housing & environment**

in the 88 most deprived districts.

2001年進一步實施「社區復興的新承諾」：旨在國內88個最貧困地區：

- **減少罪案和失業；及**
- **改善衛生、教育、房屋和環境。**

Local authorities are required to bring together all the key public agencies in the district, together with local communities and community stakeholders in the form of **Local Strategic Partnerships for better coordination of the services.**

地區行政機構必須邀請地區所有主要政府機構、地區組織和社區內的持分者，共同組成「地區策略伙伴合作」協調各項社區服務。

**UK Gov't Measures to Promote
Tripartite Partnership for Neighbourhood Regeneration**

英國推動三方合作復興社區的措施

Policy initiative:

- In 1998, New Deal for Communities; and
- In 2001, National Strategy Action Plan – New Commitment to Neighbourhood Renewal.

政策承諾：

- 在1998年實施「社區新互利協議」；及
- 在2001年實施「國家策略行動計劃 – 社區復興的新承諾」。

Legislative framework:
Local Government Act of 2000 requires all local authorities to prepare community planning strategies in consultation with and with the participation of all stakeholders.

法律框架： 「**2000**
年地方政府條例」
要求地區行政機構
必須諮詢社區內的
各持分者共同制定
社區規劃策略。

Financial resources: to fund neighbourhood regeneration programmes

- **New Deal for Communities Fund**
- **Neighbourhood Renewal Fund**
- **Single Regeneration Budget**

落實資源：為社區復興項目落實財政資源

- 「社區新互利協議基金」
- 「社區復興基金」
- 「社區復興統一財政預算」

Capacity building for local community: to help residents to develop capacity

- **Community Empowerment Fund**
- **Neighbourhood Management pilot schemes**

提升社區能力：協助提升社區人士的參與能力

- 「社區提升能力基金」
- 「社區管理試驗計劃」

Creation of necessary structures within gov't:

Neighbourhood Renewal Unit

- **Overseeing the implementation of the National Strategy Action Plan on Neighbourhood Renewal**
- **Reporting to the Minister for Local Government and the Regions**
- **Accountable to a cross-departmental group of ministers, chaired by the Deputy Prime Minister.**

在政府內建立所需的架構：

成立「社區復興小組」

- 統籌「國家策略行動計劃 – 社區復興」
- 直屬地方政府及地區部部長
- 並向一個由副首相主持、成員包括數名部長的跨部門委員會負責。

Promoting CSR:

- Advocating: The Prince of Wales acting as sponsor of the Business in The Community (BiTC).
- Recognition for best practices: DTI sponsoring BiTC's annual Awards for Excellence.
- Gov't as practitioner: incorporating socially responsible investment (SRI) requirements in the accreditation of suppliers of goods and services.
- Tax incentive: for charitable giving.

推動企業社會責任：

- 宣揚：威爾斯親王是「營商為社區」的名譽贊助人。
- 表揚良好的企業經驗：貿易及工業部贊助每年由「營商為社區」頒發的「卓越獎」。
- 政府是企業社會責任的「實行者」：政府部門在選擇商品及服務供應商時加入社會責任投資的條件。
- 慈善捐獻稅務減免措施。

Impact of Local Strategic Partnership on 8 Core Cities

「地方策略伙伴合作」計劃在八個主要城市的成效

LSP Boards :

- **To identify key social & economic issues in the community.**
- **To formulate community regeneration strategy.**
- **To formulate action plans.**
- **To apply for Neighbourhood Renewal Fund & Single Regeneration Budget.**

「地區策略伙伴合作」聯席會議：

- 確定區內主要社會和經濟問題。
- 制定社區復興策略。
- 制定行動計劃。
- 申請「社區復興基金」及「社區復興統一財政預算」。

Survey on 8 core cities in 2003:

- Economy: reborn from the decline of the traditional manufacturing industries; new types of businesses and industries (technology led, cultural & creative industries) driving economic growth.
- Job creation: faster than the national average.
- Population flow: attracting population inflow.
- Education: GCSE results improving.

2003年調查八個主要城市果顯示：

- 經濟：從衰退中的傳統製造業重生；新型的工商業，如高新科技業、文化工業和創意工業經帶動經濟增長。
- 創造就業：速度比國家平均快。
- 人口：吸引人口流入。
- 教育：中學會考成績在進步中。

- **Poverty reduction**: no. of households in receipt of Income Support or Income Based Job Seekers Allowance fell.
- **Crime rates**: falling.
- **Attracting prestigious global events**: Manchester hosted the Commonwealth Games in 2002; Newcastle to host the EU Justice & Home Affairs Council meeting in 2005; Liverpool to be the European Capital of Culture in 2008.
- **減貧**：領取「援助金」或「求職者援助金」的家庭個案下降。
- **罪案率**：下降。
- **吸引到世界知名的國際盛會**：曼徹斯特在2002年主辦「英聯邦運動會」；紐卡素將在2005年主辦「歐盟司法及民政事務議會」會議；利物浦被訂為2008年的「歐洲文化首都」。

Combined results of:

- **Economic stability during the period.**
- **Gov't policy, commitment & measures.**
- **Business participation.**

三個因素結合的成果：

- 期內經濟穩定發展。
- 政府政策、承諾及措施配合。
- 企業參與。

Australia:
Gov't Promoting Community-Business Partnership

澳洲：政府推動社區企業合作

Corporate Philanthropy Roundtable convened by Prime Minister John Howard in 1998 to promote cross-sectoral partnerships.

澳洲總理在1998年召開了「企業慈善圓桌會議」，促進跨界別合作。

Renamed as the Prime Minister's Community Business Partnership (PMCBP) in 1999:

- Prime Minister is the Chair
- Minister for Family and Community Services is the Deputy Chair
- Supported by a secretariat in the Department of Family and Community Services.

1999年改名「總理的社區企業合作計劃」：

- 澳洲總理是主席
- 家庭及社區服務部長是副主席
- 由家庭及社區服務處擔任秘書處。

Goals of the PMCBP:

- **Identifying & addressing incentives & impediments to philanthropy & the creation of community business partnerships; and**
- **Supporting community and business organizations to develop partnerships.**

「**總理的社區企業合作計劃**」的目的：

- **查找和處理進行慈善活動和創造社區企業合作的誘因和障礙，及**
- **支援社區及商界組織發展伙伴合作。**

PMCBP: To advise gov't on

- **Increasing funding available to communities through individual and corporate donations.**
- **Encouraging businesses and communities to work together to address local issues through partnership activity.**
- **Encouraging CSR.**
- **Other social coalition issues.**

具體工作是向政府提供意見：

- 增加個人和企業對社區的捐獻。
- 鼓勵商界和社區以伙伴合作活動處理地區事務。
- 鼓勵企業社會責任。
- 其他推動和諧社會的事務。

**Australian Gov't Measures
to Promote Community-Business Partnership**

澳洲政府推動社區企業合作的措施

- **Advocating**: promoting the case for community business partnership by explaining how to do it, why to do it and the mutual benefits.
- **Facilitating**: dissemination of information via publications, research reports, website, workshops, seminars, conferences, networking with local & int'l organizations; and creation of a National Community Business Partnership Brokerage Service.
- **宣揚**：推廣社區企業合作的個案，解釋實行的方法及原因，及共同利益。
- **推動**：出版刊物及研究報告、製作網頁、舉辦工作坊、研討會及會議、與本地及國際組織建立聯網，以散佈資訊；成立「全國社區企業合作中介服務」。

- **Recognition**: granting the Prime Minister's Awards for Excellence in Community Business Partnerships annually to promote cases of community business partnerships and good corporate practices.
- **Tax incentives**: to promote corporate philanthropy.
- **表揚**：每年頒發「總理的社區企業合作卓越獎」，表揚社區企業合作和優良企業經驗的模範個案。
- **稅務減免**：鼓勵企業慈善捐獻。

Impact of PMCBP

社區企業合作計劃的成效

PMCBP did not focus on specific social issues; its impact was therefore limited to the increased recognition of the need for community business partnerships.

「總理的社區企業合作」計劃沒有針對具體社會問題，影響祇局限於增加了對社區商界合作的認同。

Singapore: TPP for Harmonious Industrial Relationship

新加坡：三方合作建立和諧工業關係

Root of Tripartism in Industrial Relationship

三方合作建立和諧工業關係

A Charter for Industrial Progress and a Productivity Code of Practice were signed in 1965 among

- **National Trades Union Congress;**
- **National Employers Federation;**
- **and**
- **Gov't.**

Tripartism: fundamental principle in the Singapore labour market.

1965年的「工業發展約章」及「生產力行為守則」由三方簽署：

- **全國工會聯會；**
- **全國僱主聯會；及**
- **政府**

三方合作自此成為新加坡勞動市場的一個基本原則。

Singapore:

TPP for Social Cohesion

新加坡：三方合作促進社會和諧

Community Development Councils

社區發展議會

- **Set up in 1997, CDCs aim at strengthening bonding and enhancing social cohesion within the local communities.**
- **CDCs mobilizes for-profit enterprises & non-profit grassroots resources to provide social assistance to the local communities.**
- **在1997年成立的社區發展議會的目標是加強社區凝聚力和促進社會和諧。**
- **社區發展議會動員牟利企業和非牟利社會資源，為社區提供社會援助。**

CDC Corporate Partnership Programme

社區發展議會企業伙伴合作計劃

Matching grant programme:

A NPO partnering with the local CDC and a corporate sponsor to organize an event can apply for CDC grant up to S\$3 for every S\$1 sponsored by the corporate partner.

按額資助計劃：

一個非牟利組織必須伙拍當地的「社區發展議會」、和一個企業伙伴或贊助者組織活動。企業伙伴每資助 1 元，「社區發展議會」便作出 3 元的按額資助。

Social Enterprise Fund

社會企業基金

- To support the start-up or scale-up costs of social enterprises.
- The applicant must have lined up a NPO and a corporate sponsor for provision of franchise, mgt skills, and/or training.

A social enterprise is a sustainable business with a social mission.

- 目的是資助社會企業的成立或擴充。
- 申請者必須已經得到一個非牟利團體和一個企業贊助者的承諾，向它提供特許經營權、管理技巧及/或培訓。

社會企業是一家具服務社會任務並可持續的企業。

Singapore: TPP for Corporate Competitiveness

新加坡：三方合作加強企業競爭力

Wage Restructuring

薪酬結構重組

- **Tripartite Task Force on Wage Restructuring was set up in 2003.**
- **Representatives from National Employers Federation, National Trades Union Congress, and the Singapore gov't.**
- **Entrusted to formulate appropriate measures to help enterprises put in place a flexible and competitive wage system.**
- 在2003年成立了「薪酬重組三方工作組」。
- 成員包括全國僱主聯會、全國工會聯會和新加坡政府的代表。
- 負責制定合適的措施，協助企業實行一個富彈性而具競爭力的薪酬制度。

Good Employment Code of Conduct

良好僱用行為守則

- **National Tripartite Advisory Panel with representatives from the 3 social partners - platform to facilitate of good employment code of conduct.**
- **In 2004, Guidelines on Family Friendly Workplace Practices released to promote responsible work practices by both employers and employees in order to enhance business performance.**
- 三方顧問委員會，由僱主、工會和政府代表組成。是推動良好僱用行為守則的平台。
- 在**2004**年發行了有利家庭的工作指引，旨在向僱主和僱員推廣有責任的工作間習慣，以提升企業業務表現。

Corporate Social Responsibility

企業社會責任

- **Singapore National Tripartite Initiative on CSR was launched in May 2004 - a concerted effort among the 3 social partners to promote the importance of CSR.**
- **Response to the global trend of socially responsible investment, in order that Singapore enterprises would not be barred from int'l markets because of not practising CSR.**
- **新加坡國家企業社會責任三方新措施在2004年5月推出 - 集合三方的共同力量推廣企業社會責任的重要性。**
- **國際上對「社會責任投資」愈來愈重視，假如新加坡企業不遵守這些守則，可能會被拒於國際市場之外。**

Impact of TPP on Singapore Society

三方合作在新加坡加的成效

Industrial Harmony

和諧的工業關係

- **No. of workers' strikes had decreased to less than 10 p.a. in the 1990s.**
- **In 2003, only 0.05% of industrial disputes was settled through arbitration at the industrial arbitration courts. The rest was settled by negotiation.**
- **罷工的次數下降至90年代每年少於十次。**
- **在2003年，祇有0.05%勞資糾紛需要由工業仲裁法院以仲裁解決，其餘的糾紛透過談判解決。**

Social Cohesion

和諧社會

- Singapore is always nervous of racial or religious conflicts in the region because of its being an island of majority ethnic Chinese & minority Malays and Indians, and situated between 2 Muslim countries - Malaysia & Indonesia,
- In spite of the racial riots in the region in the late 1990s, racial conflicts have not flared up in Singapore.
- 人口以華裔為主、馬來西亞裔和印裔為少數、地處馬來西亞和印尼這兩個回教國家之間的一個島嶼，新加坡經常對區內的種族或宗教衝突非常敏感。
- 但是，90年代後期區內發生種族暴亂也沒有挑起新加坡的種族矛盾。

Corporate Competitiveness

企業競爭力

- **Harder to assess the impact of tripartite efforts on the competitiveness of Singapore enterprises.**
- **Perhaps these efforts should be seen as something that must be done in order that Singapore enterprises would not be barred from the int'l markets.**
- 很難評鑑三方合作對增強新加坡企業的競爭力的成效。
- 或許，這是新加坡企業為避免被拒於國際市場之外而必須作出的措施。

Japan:
Business Community Partnership

日本：企業社區合作

CSR Contributing to Business Community Partnership

社會企業責任促進企業社區合作

- **1960s: CSR developed in response to swelling anti-business sentiment in society**
- **By 2000, CSR is practised in response to the expectation of the int'l investment community. Socially responsible investment (SRI) surveys on Japanese companies influence corporate valuations in the international capital markets.**
- **在60年代：日本企業開始實行企業社會責任，以應付當社會上的反商情緒。**
- **在本世紀初，日本企業實行企業社會責任的是為符合對國際投資社會的期望，因為「社會責任投資指數」調查的結果會影響企業在國際資本市場的估值。**

CSR has evolved from corporate philanthropy into business community partnerships:

- **Funding support to NPOs: corporate foundations or direct donations.**
- **Giving in kinds (e.g. computer equipment and software).**
- **Provision of know-how, skilled employees & training for NPOs.**
- **Provision of venues for NPOs & volunteer activities.**
- **Encourage employee volunteering.**

日本企業社會責任已由企業慈善捐獻演化為企業社區合作活動：

- 企業透過基金或直接捐獻為非牟利團體提供資助。
- 捐獻實物（如電腦、器材和軟件）。
- 為牟利團體提供技術支援、人員和培訓。
- 為牟利團體和義務活動提供場地。
- 鼓勵員工從事義務活動。

Driving Force: Business Federations

推動力量－商會

- **Growing public pressure on requiring gov't legislation to regulate CSR: Keidanren proposed in 2004 to incorporate CSR guidelines in its Charter for Good Corporate Behaviour & implementation manual.**
- **Business sector understands clearly that it has to self-regulate if it wants to ward off gov't legislation.**
- 由於公眾要求政府立法規管企業社會責任的壓力愈來愈大，「日本經濟組織聯會」在**2004**年建議在「日本經濟組織聯會優良企業行為約章」和實行手冊加入企業社會責任的指引。
- 商界清楚明白，它們必須自我監管，否則政府會立法規管。

Role of Japanese Government

日本政府的角色

- The Japanese gov't has left the business sector to self-regulate through its business federations.
- The role of Japanese gov't in fostering business community partnership is more visible in its policies & measures to facilitate the growth of NPOs by the NPO Law in 1998 and reforms in tax law in 2001 to facilitate tax-deductible donations.
- 日本政府任由商會實行自我監管。
- 日本政府在促進非牟利團體在企業社區合作的角色比較明顯，它在1998年實施《推廣特定非牟利活動法規》和在2001年進行稅務改革，鼓勵慈善捐獻。

Key Observations

主要觀察

Global trend: general recognition since 1990s that the 3 sectors of society, gov't, business sector and Third Sector, should combine their resources and competences to respond to today's socio-economic problems where traditional single sector approaches are proving inadequate.

全球趨勢：

自90年代起，世界各地認識到傳統單界別的方法已不足以應付現今的社會經濟問題，必須結合政府、商界和「第三部門」的資源和長處。

Focus on the most imminent issues:

- **Denmark: social inclusion.**
- **U.K.: regeneration of the deprived neighbourhoods.**
- **Singapore: harmonious industrial relationship, social cohesion & corporate competitiveness.**
- **Australia: lack of focus on specific economic-socio issues has created only limited impact on society.**

集中於最迫切的問題：

- 丹麥：社會共融。
- 英國：復興貧困社區。
- 新加坡：和諧工業關係、社會和諧和提升企業競爭力。
- 澳洲：由於缺乏特定的社會經濟議題作為焦點，影響有限。

Role of gov't:

- **Government as practitioner**
- **Government as facilitator**

政府角色：

- 政府作為「實行者」
- 政府作為「推動者」

Relationship between CSR and tripartite partnership :

- Inseparable agendas.
- Business sector has to be made aware that they should be engaged in social issues previously perceived as the responsibility of the gov't.

企業社會責任與三方合作的關係：

- 是不可分割的議題。
- 需要商界接受，它們應參與一向被視為政府責任的社會事務。

Conclusion:
Impact of Tripartite Partnership on Society

結論：三方合作的成效

**Building a more
cohesive and
inclusive society**

建立一個
和諧、共融的社會

Thank You

多謝