

Role of the social partnership in the cities' development

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Abstract—Authors of the article suggest and prove that it is possible to realize the stable and fast development of cities on the base of the social partnership of the government, business and citizens. The most effective form of organization the social partnership in the city is making socially significant projects. Also the projects positively influence on the social and economical index of the city, psychological climate, social feelings of people and business.

Keywords—social partnership; development of cities; projects; management.

I. RELEVANCE AND TARGET OF THE STUDY

On the modern level of the social development it is interesting to study changing of relations between the government, business and society. The interest is based on understanding the value of the people's money, importance of regulating social stability, difficulty of the social relationships, different contradictions, increasing amount of information, changing of the governmental role.

Modern social processes make it necessary to search and build the best social and economic relations [1]. The important part of these concepts can be understanding of importance of systematic partnership between the government and society for the social and economic support.

With increasing of the democratic procedures' role in the city management (public hearings, territorial social self-management, public receptions, web receptions, non-commercial organizations, professional unions, youth parliaments, etc.) The government gets extra possibilities to get stable citizens' feedback, so they can develop high quality cities' strategies. The highly developed cities have the politics of compromises that mean struggle for resources by different groups. It governs the raise of effectiveness of the municipal management. In our opinion, nowadays it is important to develop partnership mechanisms, using which all the parts get their targets and synergetic effects.

It is necessary to involve members and leaders of different social groups, scientists and businessmen which has great intelligence and organizational talents to develop the management decisions.

The study's target is to prove the necessity of the social partnership concept to provide stable social and economic cities and other municipalities' development. Also to explain that comfortable psychological climate influences positively on the positive dynamic of the cities' indexes.

II. THEORETICAL APPROACHES TO THE STUDY OF THE SOCIAL PARTNERSHIP

In some countries social partnership is called «Corporatism». It is known as a special economic system and as a kind of the state system, and the social interests regulating system. The first approach was studied by D. Winkler, G.Lembruh, K. Krouch, N.Harris, S. Finer [3,4,5,6]. They say that corporatism is an economic system, which is opposite to the market liberalism, pointing on the necessity of the governmental intrusion and planning. Its distinctive features are: Governmental activity changes the private capital activity, considerable independence of the government from the private sector and the ability to make terms to the producers.

Representatives of the second approach (E.Talos, B. Jessop, B. Tevvor) are the founders of the Austrian school. [3,7]. They suppose that corporatism works in parallel with the parliament system to outclass it then. There is a combination of processes of the governmental intervention into economics: corporations show the interests of their members and act like mediators in the implementation of the governmental policy. Leaders of the functionally organized interests have negotiations with the government to reach an agreement about the made decisions. The economic effect of the corporatism by E.Talos [3,7] is in the stability of the employment level and the distribution of the income, positive influence on the economic increase. Finally corporatism influences on the social stability, by limiting the conflicts' increase.

Representatives of the third approach to the study of the corporatism (F. Shmitter, G.Lembruh) consider that it is the way of organization of the interests and interaction with the government [3,8,9].

Corporatism in this case means the system of the common social interests where a small amount of separate structures which are accepted or created by the government have different monopolies instead of the control of the leaders' election, expression of the requirements and support. So corporatism is an opposite for pluralism.

The definite contribution into development of the theoretical aspects of the corporatism was made by the representatives of the Scandinavian school (G.Hekshner, N. Elvander, E. Damgor, Y. Buksty) [3,10]. This group of scientists sees the situation where the organizations that represent interests of different social groups are added to the governmental control of the process of the decisions making.

Specially created institutions are made for it (Advisory councils, common work groups etc.)

On the modern level of the science development there is a social partnership approach. On the base of it there is an idea of the system of the three-side interaction (government, employees and employers) in the process of regulating social and labor relations. In our opinion it is narrow notion of the social partnership.

The wide definition is “ building of constructive cooperation between three forces, acting on the public stage of the country, region , city or another territory, which are governmental structures, commercials and non-commercial organizations. It is called cross-sectoral [11].

The authors support the V.N Yakimets’s [11] point of view. Also we should say that the point of using theoretical approaches of the cross-sectoral partnership with the municipal management is not studied enough on the cities’ and other municipalities’ level. However it is a perspective direction, because municipalities have the dialogue with business and citizens.

So we can make a list of findings about theoretical approaches to the essence of the social partnership.

1. Social partnership takes an important place between the model of totalitarian state with full state regulation of economic and social life of society, state capitalism, the ideal model of free market and direct democracy.

2. Traditional social partnership is the organizational form where key economic, political and social decisions are made by the formalized corporate groups or jointly by these groups and the government. Individuals can influence on the decisions made at the state level through the membership in corporate and public associations.

3. Social partnership can delete the key contradictions in the urban community, reduce tension and negativity, increase the level of mutual trust as it is based on the principle of the taking into account the interests of the partners (government, business, citizens) and the search of the breakthrough solutions that ensure the benefit of all parties, as opposed to the policy of mutual concessions and compromises.

III. RESULTS

Theoretical approaches to the essence of the social partnership in the practice of the municipal management in Russia let to state that in conditions of the limited resources organizing of the systematic mutually profitable interaction between the government, business and society on the base of development and reaching common targets is one of the most effective ways of solving the cities’ problems. Concentration of resources (financial, intellectual, organizational, working, informational) which are located in the city and out of it , and forces to reach particular targets give results for all the city, and each participant can reach his target.

Otherwise lots of scientists don’t possess the technology of building the partnership. In the Vologda Administration a considerable experience of practical using of social partnership in the municipal strategy management was accumulated from 2009 till 2016. With the help of the article’s authors technologies of interaction between government, business and citizens were successfully

developed and tried. They solved different problems of the social and economic development with minimal budget expenses.

Of course, everything begins with the development of the city’s growth strategy. After it, the ideas which can be upgraded to the project level and the list of implementers are made. Combination of different projects can be united in the system. Like the system of the strategy planning in Vologda. Also the system called “Vologda is the city of kind things” was created to develop and promote socially significant projects. It was managed by the Vologda Administrational office of information and public relations. The main idea of the system was the raising of people’s activity.

It is important to mark that the organized dialogue of participants is the main way of building of the social partnership. During the dialogue all the city’s problems can be defined, all the ways of solving can be discussed.

Work with the particular projects lets to reach different targets at once:

- To Coordinate interests of different social groups;
- To Bring people’s involving to solve the city’s problems;
- To teach the projects participants to work in one group;
- To evoke a sense of belonging and pride for the work done;
- To raise the people’s trust into each other and the government;
- To attract and concentrate resources (inside and out of the city);
- To provide novelty effect (after finishing of one project the group switches onto another, by saving powers and having a renewal ability).

Combination of the functional and project approaches in Administration activity lets to solve 2 types of problems: ensuring current life of the city; stable and quality development and changing of the city environment.

Using of the project approach gives an opportunity to avoid duplicating of the functions and events, when the same problem is solved by different authorities.

To involve maximum quantity of citizens into the city projects each participant should be included into several levels, starting with speaking about the essence, involving into participating and finishing by getting results and making new projects.

Projects can be also observed like the way of creating stable horizontal social relations. It’s great when citizens, business, non-commercial organizations and Administration can work together. But it is necessary to have some place and a reason (common idea) to learn how to communicate effectively. Maximum amount of subjects have to be involved into everything that happens in the city. Only when people get used to understand that cooperating to reach common goals is the usual practice, the level of trust starts growing, after that all other indexes increase. The city starts developing well.

To realize the idea of the project it is necessary to use special managing technologies and to have a competent team. S.Murunov suggests that there must be ideologists, communicators and organizers. First ones develop a concept of the project and connect it to the strategy of the city development. Second ones support the projects in mass media and the Internet. Organizers can provide an effective making of the projects.

While developing the projects it is necessary to follow some principles:

- Integrated approach (the project is to solve several problems simultaneously, it is interesting for all the participants)
- Extensibility (amount of participants can be increased, positive dynamics of the indexes of the project realization)
- Replicability (ability to transfer successful experience onto other territories)
- Involving of the maximum amount of participants
- Connectedness (allows to unite the project with other socially significant projects to get synergetic effects)
- Effectiveness (provides to get maximal effect with minimal expenses)

Potentially successful project has to not only follow these requirements, but the main parameters have to be clearly defined. As a rule they are written in a special document (Project's passport) (Table 1).

Organized on the principles of the project management system of the social partnership proved its effectiveness. Over 50 projects were developed in Vologda, over 100 thousands participants and 1000 businesses took part in them [13]. Unity of the governmental resources, business and people around the idea of the comfortable city, correct dialogue of the Administration let not only develop life in Vologda, but to change the psychological climate of the city, to get social and budget effects.

IV. DISCUSSION

Looking through the using of social partnership on the municipal level, we would like to point attention on the list of moments:

1. Social partnership on the city level allows to remove contradictions between authorities, business and citizens. And it can become the main instrument for reaching strategy targets of the social and economic city's development. Where the synergetic effect is reached with the budget limits from the "summation" of different resources.

TABLE I. THE MAIN POINTS OF PASSPORT OF THE SOCIALLY SIGNIFICANT PROJECT ON THE CITY LEVEL

№	Project's parameter	Parameter's definition
1	Target audience	To be successful each project has to be pointed on the solving of the problems of particular group of citizens. Social and demographic characteristics such as age, gender, profession, his way of life, interests and needs are clarified to detect a target audience.
2	Problem	The target audience's problem is the base for the project's development. The more acute problem is the more amount of willing participants will have to develop and make the project.
3	Targets	Targets of the project are formed on the base of the analytically founded problems. They describe the desired state that should be reached. Targets of the project must be connected with the reaching of the strategy targets of the city, written with the SMART technology, follow the specific of particular project and territory.
4	Resources	Inventory and searching of resources is the main point in the Passport of the project from the point of using of social partnership principles. Attention should be paid on the experience, knowledge, skills, relations, abilities, energy, enthusiasm, attention, status of the organizers and participants. Also it is very important to count time expenses. Developers have to use an untapped resource and raise its effectiveness. For example an urban wasteland, where a park was created by the common forces.
5	Essence of the project	Shy describes the planned changings, allows to formulate the idea and the plan of the project. As a rule the name of the project and the slogan are created on this level.
6	Media-plan	The main factor of the project's success is the media support, which has time limits and main events. It includes traditional mass-media, also bloggers' involvement and "word of mouth".
7	Instruments of realization	For example: competitions, special events and holidays, places, public discussions, formal agreements etc.
8	Plan of realization	Contains the main levels of the project and events that must be done to reach the targets of the project. Plan depends on the structure and resources of participants, its magnitude and can be changed.
9	Results	There is an outcome of the project's realization. Budget and social effects, level of the problems' solving.
10	Development perspectives	Abilities of extensibility and replicability of the project, with increasing of interest of business and citizens, with its union with other projects and territories.
11	Organizers	There are different technologies of starting the projects. 2 of them are common: 1) "up - down", citizens catch the authorities' idea; 2) "down - up" when citizens or business become initiators and authorities support it.

2. In our opinion the essence of social partnership is in creating of the stable relations in the society, with the help of which authorities, business and citizens can unite their forces to solve their problems and make the projects.

3. The experience of Vologda in development and starting of the system of the social projects “Vologda is the city of kind things” with 50 different projects in it, shows that: a) the project approach is an effective way of organizing of the social partnership; b) the systematic approach lets to connect the projects with each other, widen their content, increase the amount of participants and get the synergetic effects; c) the system of the work is provided by the presence of the approved city development strategy.

4. It is necessary to create special structure departments in authorities working on the project principles and responsible for making dialogues and social partnership. Besides projects’ development, coordinating participants’ actions and providing media support they must find and teach leaders, make teams, demonstrate success stories and increase common activity.

5. Project, in our opinion, is the most effective form of the social partnership in the city. The main idea should be making people’s responsibility for their city, confidence that they can do a lot by themselves, that they are needed and future of the particular territory depends on them.

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