



## **Strengthening Social Partnership Concept in Social Welfare Provision of Public Benefit Organizations**

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### **Abstract**

Social partnership concept is an important concept to promote all sectors to participate efficiently in social welfare provision. This research aimed to study and analyze the social partnership concept in the social welfare provision of public benefit organizations by using critical theory, providing guidelines to strengthening social welfare in public benefit organizations according to the social partnership concept. Qualitative research was done, with data gathered by in-depth interviews. Samples were managers and committee members of public benefit organizations including host organizations, managers of social welfare-associated government agencies, and academic experts.

Results were that analysis of the social partnership concept in the social welfare provision of public benefit organizations by using critical theory presented the role of the social partnership concept in the social welfare provision of public benefit organizations according to different issues. Guidelines for strengthening the social partnership concept in social welfare provision of public benefit organizations included creating cooperation, reciprocity, control, and inspection between government agencies and public benefit organizations. There were different ways to create cooperation. Reciprocity emphasized sharing of ideas, expenses, and mutual benefits. Moreover, the mutual control had focused on having the laws or the regulations. For the mutual inspection, it focused on good governance at work.

The recommendations of this study were that government agencies should promote the social partnership concepts to apply in social welfare provision, and the formulation of policies to encourage all sectors to participate in social partnership in providing social welfare clearly.

**Keywords:** Social Partnership Concepts, Social Welfare Provision, Public Benefit Organizations

### **Introduction**

Considering the national development, it was found that Thailand was successful on economic, but effected on social, environmental and culture developments. Therefore, country development was focused on economic development together with social development, by emphasizing social policy registration and social welfare provision for the sake of better life quality of people. Thailand tended to offer social welfare provision to release suffering based on neoliberalized philosophy rather than welfare for all based on social-democracy philosophy. Thus, social welfare provision based on the concepts of New Right and neoliberalized philosophy with the concepts of social democracy and social-democracy philosophy might not be the solution that could be adapted to develop a country effectively. Therefore, another choice that several countries were interested in was the adaptation of The Third Way or New Left by Anthony Giddens, which was to legislate the national social policy and welfare to be more progressive by considerably emphasizing the social partnership.

The ways to legislate social policy and and to manage the country's social welfare provision became finally better, which emphasized cooperations among government and other sectors with several techniques and skills to work together. One of the important ways was the adaptation of social partnership concepts to legislate social



policy and welfare provision. This concept allowed every section to collaborate as integrated collaboration, sharing benefits, and verifying and controlling each other according to social good governance and partnership equality. For these reasons, the concepts of social partnership were important to be adapted into social policy legislation and develop social welfare provision effectively, with the encouragement of all-sector collaboration as a social partnership. Public benefit organizations were a private social welfare organization, which took a key role as a social partnership in working together with all sectors for efficiently managing social welfare provision.

The encouragement of public benefit organizations into social partnership to collaborate in social welfare provision together with the government and other sectors was in need to be strengthened according to the concepts of social partnership to manage social welfare by public benefit organizations, by emphasizing collaboration, compensation, control, and verification each other. So, the government sector should encourage collaboration between government organizations and public benefit organizations in social welfare provision management, by focusing on collaboration for the sake of mutual benefits or compensation to each other.

As a result, the researcher realized the importance of social partnership concepts for social welfare management provision in order to improve the society, by explicitly allowing all sectors to collaborate as a social partnership for social welfare provision. Especially, the strengthening based on the concepts of social partnership for social welfare provision by public benefit organizations could change the society effectively and encourage the public benefit organizations' worth as a social partnership for obviously working on social welfare provision to the target group of people.

### **Objectives**

1. To study and analyze the concepts of social partnership for social welfare provision by the public benefit organizations via critical theory
2. To study and analyze the way to strengthen the concepts of social partnership for social welfare provision by the public benefit organizations

### **Methodology**

This research study was a qualitative study in which the researcher applied critical theory as the basis of the concepts of social partnership analysis. Data were collected from both documents and field study through semi-structured interview for the in-depth interview with 11 administrators or members of public benefit organizations members, the Continuing Professional Development, six administrators from government organizations that work on social welfare provision, and five academicians/professionals, 22 in total. After that, the researcher verified collected data via triangulation, previous studies, and interpretation from reliable data resources. Data verification from previous studies that have been interpreted by the research participants' verification.

The researcher analyzed qualitative data from documents and in-depth interviews distinctly. After the interview, the recorded was thoroughly transcribed and summarized so that the data were analyzed and become the result of the study, then the data were taken to adjust the concepts and verify the data accuracy. Data analysis employed data organization, data coding, data presentation, summarization, and interpretation. In addition, the researcher would introduce the result of the study via descriptive presentation focusing on the interview and documents research. The researcher would introduce the result of in-depth interview via objective descriptions.

## Results

According to the study of strengthening social partnership concept in social welfare provision of public benefit organizations, which was qualitative study with in-depth interview and identified objectives, the results of the study revealed that:

**1. The Role of the Concepts of Social Partnership for Social Welfare Provision by Public Benefit Organization: Critical Theory Analysis.** It was the concept of social partnership for social welfare provision by public benefit organizations. There were four adaptations of critical analysis: The Third Way or New Left by Anthony Giddens, which focused on community and civil society strengthening (Hay, n.d.); Theory of communication by Jürgen Habermas (Habermas, 1984 as cited in Bolton, 2005); 3) Lifeworld by Jürgen Habermas, which was the context of basic resource and social actions in which actors could cooperate based on understanding each other (Bohman & Rehg, 2014); and 4) The concept of discourse by Michel Foucault, which has described discourse as knowledge management of social relationship through mutual understanding and acceptance of discourse as reality in society (Adams, 2017).

**1.1 The Role of Knowledge Production for the Alternative Social Welfare Provision.** The concept of social partnership had a key role to encourage public benefit organizations to create knowledge for the alternative social welfare provision for the target effectively. According to the concept of discourse by Michel Foucault, knowledge production of social partnership for social welfare provision by public benefit organizations clearly was a discourse that reflected the adaptation of the concepts of social partnership into development of social welfare provision by public benefit organizations collaborating with governmental and other organizations. It could be analyzed that the concepts of social partnership was always important like participation, participation or network encouragement, collaborations among several organizations and work distribution, sharing objectives and goals, and being an alternative for the people's better quality of life. In addition, the role of the concepts of social partnership in actions was like the stepping over the old concept of partnership. Using the potential of social partnership to encourage each other's worth, creating an area for sharing ideas and working together, creating the standard of social welfare provision, creating sharing environment, sharing responsibilities, sharing tasks and benefits, and developing the concepts of social partnership based on area were all the result of this discourse analysis.

**1.2 The Role of Reflection of Influential Relationship of the Concepts of Social Partnership for Social Welfare Provision by Public Benefit Organization** was the creation of influential relationship of the concepts of social partnership among public benefit organization, governmental organizations, and other sectors, according to the concept of discourse by Michel Foucault. Influential relationship of the concepts of social partnership could be analyzed in several aspects: the government sector would be more influential in being a social partnership for social welfare provision, as stated by the second Academician/Professional (interviewed, December 27, 2018) that "For Thailand, the Thai government would surely be more influential"; whereas other sectors could ask for an equal influence in taking part of social partnership for social welfare provision as stated by the first Academician/Professional (interviewed, March 1, 2019) that "a partnership should be equal and working together".

**1.3 Encouragement of the Role of Public Benefit Organizations: Being a Social Partnership for Social Welfare Provision,** the organizations took a role of solving problems, connecting and strengthening organizations, working on behalf of the government, participating in people's reflection forum, developing work performances,



and introducing policies, requests, ideas, or any suggestions. As the second Academician/Professional (interviewed, December 27, 2018) addressed, “the roles of an organization to be a partner were problem solving, connecting and strengthening, participating, working on behalf of the government, and developing work performances”. As a result, public benefit organizations could work on behalf of the government according to the concept of The Third Way of New Left by Anthony Giddens. In addition, the government and public benefit organizations should connect and strengthen their collaboration according to the concept of Lifeworld by Jürgen Habermas.

**1.4 Encouragement and Distribution of Influence: Development of Social Partnership of Public Benefit Organization** focused on encouragement of sharing responsibilities in social welfare provision and distributing influences to public benefit organizations to participate more in social welfare provision with governmental and other organizations according to the concept of The Third Way or New Left by Anthony Giddens. This discourse emphasized empowering public benefit organizations in being a social partnership for social welfare provision, under the basic of true opportunities, responsibilities, and communities. The forth Academician/Professional (interviewed, September 11, 2019) stated that *we should realize that those organizations were able to empower both welfare and an individual if we would like to strengthen the concepts of social participation in social welfare provision of public benefit organization*. Moreover, it should distribute the influence to public benefit organizations to be a part of social partnership for social welfare provision with every level of governmental organizations; as stated by the first Academician/Professional that “being a social partnership should contain every level” (interviewed, March 1, 2019).

**1.5 A Social Partnership and the Design of Social Welfare Provision:** universal welfare and targeted welfare, encouraged every sector to collaborate in designing the pattern of a universal welfare or a target welfare. The fifth Academician/Professional (interviewed, February 27, 2019) suggested “the concept of social partnership was also important and we already agreed on which type of welfare should be carried”.

**1.6 Social Partnership and Corporate Social Responsibility (CSR)** was the encouragement of corporate social responsibility for being a social partnership of every organization according to the concept of The Third Way or New Left by Anthony Giddens, which emphasized corporate social responsibility of business organizations. The fifth administrator or member of public benefit organizations, type network, (interviewed, January 16, 2019) has stated “we have collaboration with CP All. We let them do whatever they can do and they corporate in the form of CSR”.

**1.7 Social Partnership: The Ways to Develop Productive Welfare** was the encouragement of being a social partnership of public benefit organizations for social productive welfare provision, which emphasized the development of public benefit organizations for the better productive capacity. As stated by the second Academician/Professional (interviewed, December 27, 2018), it was said “if we encouraged a partnership, those organizations would do more productive welfare and there would be more productions of the organizations”.

**1.8 Encouragement of Social Welfare to become Welfare Society and Welfare State** should focus on encouraging every section to share responsibility as being a social partnership for effective social welfare provision. The government section should do social investment on the basis of corporation and social partnership in social welfare provision in order to create qualified and sustainable welfare society and become welfare state in the future. According to the interview of the second Academician/Professional (interviewed, December 27, 2018), it was said that there has been a promotion of welfare society based on the concept of the government



that everybody should corporate in welfare society. However, being a welfare state was not the result from only being social partnership by every section, Thailand should be ready in several aspects including politics and government, economic, society, as well as organizations and people, who should know and clearly understand being a welfare state.

**1.9 The Way of Social Partnership Development to Archieve Sustainable Development** was the development of concepts of being social partnership to archieve the sustainable development. Sustainable development was the goal of encouraging every section from social partnership to participate social welfare provision development for the target people's better quality of lives and sustainable happiness. According to the interview of the first Academician/Professional (interviewed, March 1, 2019), it was stated that a partnership led to sustainable development.

**2. Ways to Strengthen the Concepts of Social Partnership of Public Benefits Organizations** were operated to strengthen based on the concepts of social partnership for social welfare provision by public benefit organizations, which were listed as follows.

**2.1 Collaboration Encouragement** was aimed to create collaboration of social welfare provision among governmental organizations and public benefit organizations. This encouragement consisted of having memorandum of agreement, being powered by the protocol of committee, meeting, assembly, training, sharing forum and founding corporation association, legislation of related laws to social partnership, creating chains of value, budget support for operation, participation, creating association and working network, organizations empowerment for policy movement, using strategies in creating collaboration, creating strategies and plans for corporation, and foundation of social partnership organizations. According to the interview of the second Academician/Professional (interviewed, December 27, 2018), it was said that having memorandum of agreement to support each other's tasks and encouragement of social welfare legialation were also the law of partnership. Solving a problem needed unity. And the fifth administrator or member of public benefit organization, type network, said "we were a committee and subcommittee to drive policies" (interviewed, January 16, 2019).

In addition, there were supports of academic and knowledge encouragement, having mutual vision and clear tasks distribution, creating corporation patterns, assembling in the levels of tripartite, four parties, and five parties, allowing academic institutions or public organizations to integrate performances, creating a system to strengthen organizations, consulting, sharing policies of social welfare provision, encouragement of targeted people's participation into social welfare provision. As stated by the sixth administrator from a social welfare governmental organization (interviewed, March 28, 2019), it was said that there were regular consults concerning related rules, laws or any principles in order to avoid risks.

**2.2 Compensation to Each Other** was the integration of social welfare provision among government organizations and public benefit organizations for sharing benefits or compensation. The concepts were sharing ideas, expanses, and benefits in founding social partnership funds and raising money for work. As addressed by the third Academician/Professional, it was said that a partnership could be interpreted in several ways including sharing expanses, benefits, and ideas (interviewed, March 4, 2019).

**2.3 Controlling Each Other** was the control of social welfare provision performance by government organizations and public benefit organizations. The methods of this concept included having laws or regulations together, reporting work performance together, applying the principles of administration, working transparantly,





and having a subcommittee to follow up the performances of public benefit organizations, not to control them. The sixth administrator of the governmental organization for social welfare provision has stated “we might not be able to control and verify because we followed the framework of the laws” (interviewed, March 28, 2019).

**2.4 Checking Each Other** was about social welfare provision performances check between governmental organizations and public benefit organizations. This concept consisted of a regulation allowing verification, good governance, verifying and following up system, identification of transparency policy in working, work transparency for sustainable collaboration, providing staff for budget spending and work performance checks, foundation of a committee for evaluate and check, creating performance checking mechanism, identification of checking pattern, report check, and encouragement of responsibilities as being a citizen for reflecting problems. The second administrator of the governmental organization for social welfare provision has stated “we had our own pattern in which an organization should have a good governance, system, verification, and following up” (interviewed, March 19, 2019).

### Discussion

The researcher has deeply analyzed the result of the study and it could be discussed as follows.

**1. The Role of Social Partnership in Social Welfare Provision of Public Benefit Organizations: Critical Theory Analysis** was the analysis of the concepts of social partnership in social welfare provision by public benefit organizations. The analysis employed critical theory. This theory produces new knowledge about social partnership for social welfare provision by public benefit organizations according to the concept of discourse by Michel Foucault. The concept of social partnership concerned with collaborations among several sections that distributed tasks among them, the role of producing the environment of sharing and sharing responsibilities, burdens, and benefits. The concept of social partnership needed to have mutual purposes and goal with each other. It was consistent with The Copenhagen Centre (as cited in Nelson & Zadek (2000); Office of Chief Researcher, Scottish Executive (2002); Nicolaescu & Teosa (2012)), which has been stated that being a social partnership contained important principles including social purposes, innovation, the variety of parties, willingness, shared benefits, and investment with better outcomes.

The role of influential relationship of the concept of social partnership in social welfare provision by public benefit organizations was, therefore, the production of influential relationship of the concept of social partnership among public benefit organizations, governmental organizations and other sections according to the concept of discourse by Michel Foucault. This concept consisted of the government’s higher influence than other sections, the equality of influence request, the acceptance of each other’s identity for being a social partnership, and the influential relationship of social partnership under trustworthiness. It was consistent with the studies by Seddon, Billett, Clemans, Ovens, Ferguson, & Fennessy (2008); Billett, Ovens, Clemans, & Seddon (2007) and Clemans, Billett, & Seddon (2005), which have suggested that the principles of effective social partnership were having mutual objectives and goals, the relationship of partnership, the ability of being a partnership, partnership’s good governance and leadership, trustworthiness, and reliability.

The encouragement of the roles of public benefit organizations in being a social partnership for social welfare provision by focusing on problem solving, connecting and strengthening, working in a replacement of the government, participation to public reflections, performance development, and presentation of policies, requests, ideas or other suggestions were all in consistent with the concept of The Third Way or New Left by



Anthony Giddens and Lifeworld by Jürgen Habermas. As a result, this empowerment and distribution to develop the state of social partnership of public benefit organizations should be emphasized with sharing responsibilities and influence distribution to public benefit organizations in order to participate in social welfare provision with the governmental organizations and other sections more than the past, which was in consistent with the concept of The Third Way or The New Left by Anthony Giddens.

In addition, the concept of social partnership also connected with the design of social welfare in the form of universal or targeted welfares, the encouragement of social responsibilities, and the ways to develop productive welfare. The encouragement of social partnership would lead to become a welfare society and welfare state. The development ways of the concepts of social partnership would finally achieve sustainable development.

**2. The Ways of Strengthening Based on the Concepts of Social Partnership for Social Welfare Provision by Public Benefit Organizations** were the ways to strengthen performances according to the concepts of social partnership for social welfare provision by public benefit organizations which were described as follows.

**2.1 Collaboration** was about corporation of social welfare provision among governmental organizations and public benefit organizations. The major ways included making an agreement concerning policies and performances about social welfare provision and supervision about related laws and regulations to social welfare provision. These ways were in consistent with the studies of European Commission (2016) and Mayr (2017) that have emphasized with the roles of social partnership in Europe to consult and make an agreement in order to identify policies and performances.

**2.2 Compensation to Each Other** was the performance integration on social welfare provision between governmental organizations and public benefit organizations. The major way consisted of sharing ideas, expenses, and benefits for identifying policies and social welfare provision. This way was in consistent with the studies of Boyd (2002) and Steiner (2015) which have explained that the system of multi-dimension collaboration among the government, parties, and the groups of shared benefits of economic growth for founding social partnership fund has encouraged every sector to participate in social partnership in order to request for a budget from social partnership fund. It was also in consistent with the study of Boyd (2002) which explained that the current initiation about social partnership in England consisted of DTI's Partnership Fund, the support of partnership development within establishments to improve the relationship between employment and competitive ability. Furthermore, the governmental organizations have funded from international organizations to public benefit organizations for social welfare provision. Sometimes, public benefit organizations also funded among themselves or requested from international organizations. These findings were in consistent with the study of Sustainable Design International (2004) which emphasized with the principles of funding.

**2.3 Controlling Each Other** was about the control of social welfare provision performance among governmental organizations and public benefit organizations. The important ways included having laws or regulations and making performance report together. The governmental organizations allow public benefit organizations make a report based on the identified form. This was in consistent with the study of Boyd (2002) which explained that the current initiation of social welfare provision in England consisted of the initiation of CBI-TUC production concerning with projects. They made a report together under the challenge of productivity of England.

**2.4 Verifying Each Other** was the verification of performances of social welfare provision among governmental and public benefit organizations with these following major ways: good governance, system of



performance verification and follow up, which were consistent with the studies of Seddon et al. (2008); Billett et al. (2007) and Clemans et al. (2005). Those studies have explained the principle of an effective partnership that it required partnership's good governance, leadership, trust, and reliability.

### Conclusion

Strengthening according to the concepts of social partnership of public benefit organizations could be clearly analyzed the roles of the concepts by critical theory in order to reflect the concepts of social partnership for knowledge production, influential relationship, empowering, and influence distribution of public benefit organizations for social welfare provision. Furthermore, the encouragement ways to strengthen the concepts of social partnership for social welfare provision by public benefit organizations were about collaboration, compensation, control and verification among governmental organizations and public benefit organizations for the effective performances. Those performances emphasized collaborations in the forms of agreements and committees, each-other compensation by sharing ideas, expenses, and benefits, controlling with law or regulations, and verification of good governance.

### Suggestions

According to the results of the study, the researcher would give some suggestions as follows.

**1. Policy Suggestions:** Ministry of Social Development and Human Security should encourage the concepts of social partnership into social welfare provision by identifying strategies, measures, and machineries for all sectors to participate into social partnership for social welfare provision. Creating of persuading strategies for public benefit organizations to participate in social welfare provision both policy and practice levels, and the development of performances and budget spending follow-up and verification system should also be encouraged.

**2. Practical Suggestions:** Ministry of Social Development and Human Security and governmental organizations working for social welfare provision should strengthen and develop the potential of public benefit organizations for clearly being a social partnership for social welfare provision with the governmental organizations and other sectors.

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