

**MAECENATA INSTITUT**  
FÜR PHILANTHROPIE UND ZIVILGESELLSCHAFT  
AN DER HUMBOLDT-UNIVERSITÄT ZU BERLIN

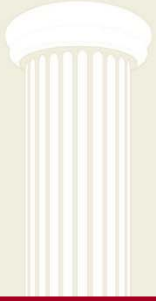
## **Towards the Big Environmental Society**

Cardiff, 14th – 15th April, 2011

# **Expectations in Cooperation**

**Dr. Rupert Graf Strachwitz**

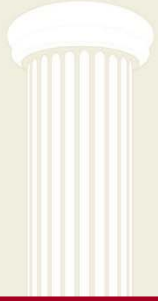
Dienstag, 14. Juni 2011



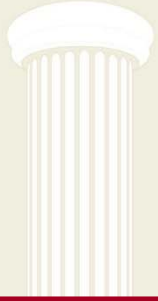
# Expectations in Cooperation

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- Introduction
- Civil Society – State – Market
- Who provides what?
- Caveats and considerations
- Expectations
- Conclusions



- German perspective
  - **No** Third Way – Big Society ...
  - Hegelian tradition
  - German government not inclined towards civil society
  
- general assertions on the trias of state, market, and civil society
  
- Focus on relationship between the three
  
- Focus on issues

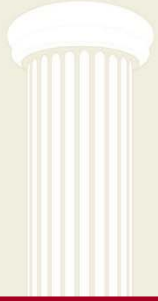


## My argument:

Societal actors are systematically precluded from bringing the best of their

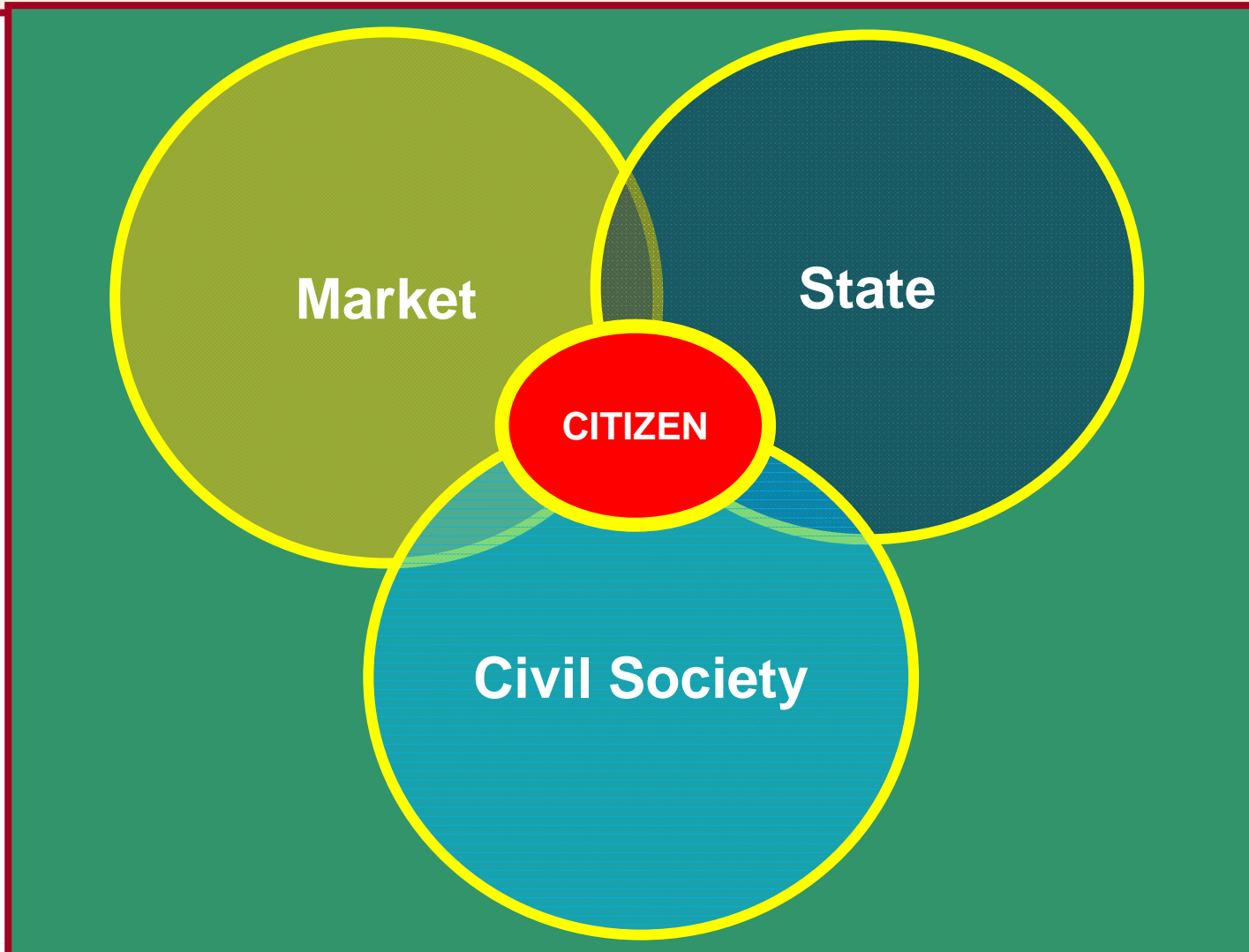
- abilities
- resources
- potentials

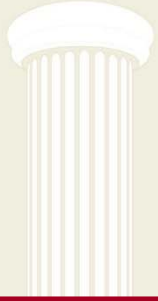
to the table.



# Civil Society – State – Market


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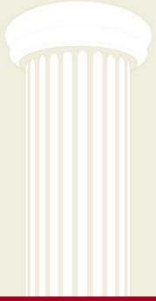




## Civil Society – State - Market

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- three arenas of societal action  **Modell!**
- fabric of modern society rests **upon** the existence and development of all three arenas
- no surprise to Anglo-Saxon academia
- exotic notion to German academia
- an atmosphere of mistrust between the actors in the various arenas
- in some respects an alliance between the state and the market at the expense of civil society

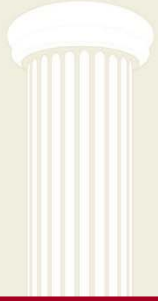


# Civil Society – State – Market

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- voluntary
- not-for profit
- non-governmental
- public interest

- purpose-driven
- not necessarily democratic
- giving
- self-organized



# Civil Society

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- provision of services
- advocacy
- self-help
- Intermediary
- watchdog
- social cohesion

- organized civil society
- social movements
- citizen action groups
- other

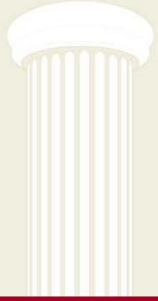




# Civil Society – State – Market

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- **Funded by**
  - fees for purpose related service provision (including government contracts)
  - non-related market income
  - voluntary contributions (monetary and non-monetary)
  - government subsidies

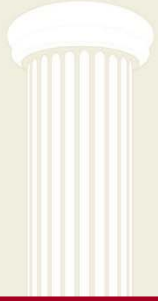


## Civil Society – State – Market

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- „the private sector“
- bottom-line driven
- profit-driven
- private interests
- private ownership
- non-governmental

- not democratic
- trading
- provision of goods and services
- provision of work places



## Civil Society – State – **Market**

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- **Funded by**
  - market income  
(payment for goods and services)
  - occasional government subsidies

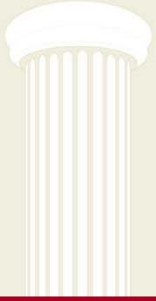


## Civil Society – **State** – Market

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- governmental
- democratic
- public interest
- Justice
- equality
- enforcement-driven

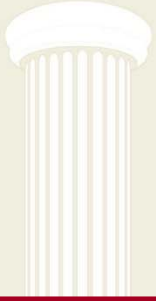
- provision of services and goods
- provision of security
- law makers and enforcers



## Civil Society – **State** – Market

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- **Funded by**
  - imposed taxation
  - imposed fees
  - market income
  - occasional voluntary contributions

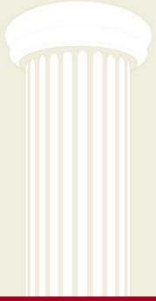


## When cooperating... who provides what ?

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### The state may provide

- legitimacy in decision making,
- legal framework,
- enforcement,
- governance,
- lines of command,
- funding (through compulsory taxation of the citizens).



## Who provides what ?

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### **The state habitually does not provide**

- Entrepreneurial spirit
- Flexibility
- Responsiveness
- Business attitude
- Efficient use of resources



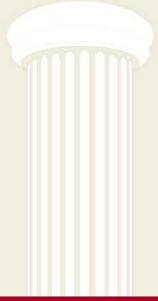
## Who provides what ?

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### The market may provide

- Efficiency
- Management
- Governance
- Competitiveness
- Entrepreneurial Spirit
- Funding



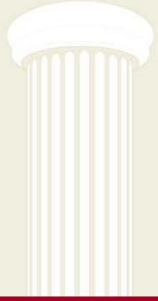


## Who provides what ?

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### **The market habitually does not provide**

- Responsibility beyond self-interest
- Volunteerism
- Legitimacy
- Long term sustainability

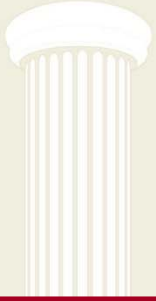


## Who provides what ?

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### **Civil society may provide**

- compassion.
- creativity,
- voluntary contributions,
- community building,
- social capital
- public consensus building.

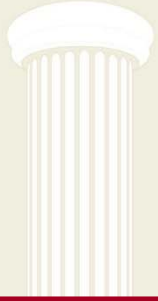


## Who provides what ?

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### **Civil society habitually does not provide**

- funding,
- formalized structures,
- stability of performance,
- business orientation.



## Caveats and Considerations


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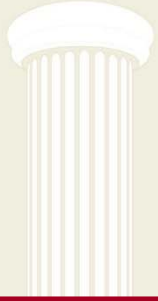
- Exceptions to the rule
- Hybrids and borderline cases
- Pluralism entails diversity and inequality of approaches.
- No arena is consistent in itself
  - foundations vs. citizen action groups,
  - national vs. local government,
  - global corporations vs. small private businesses.



## Caveats and Considerations

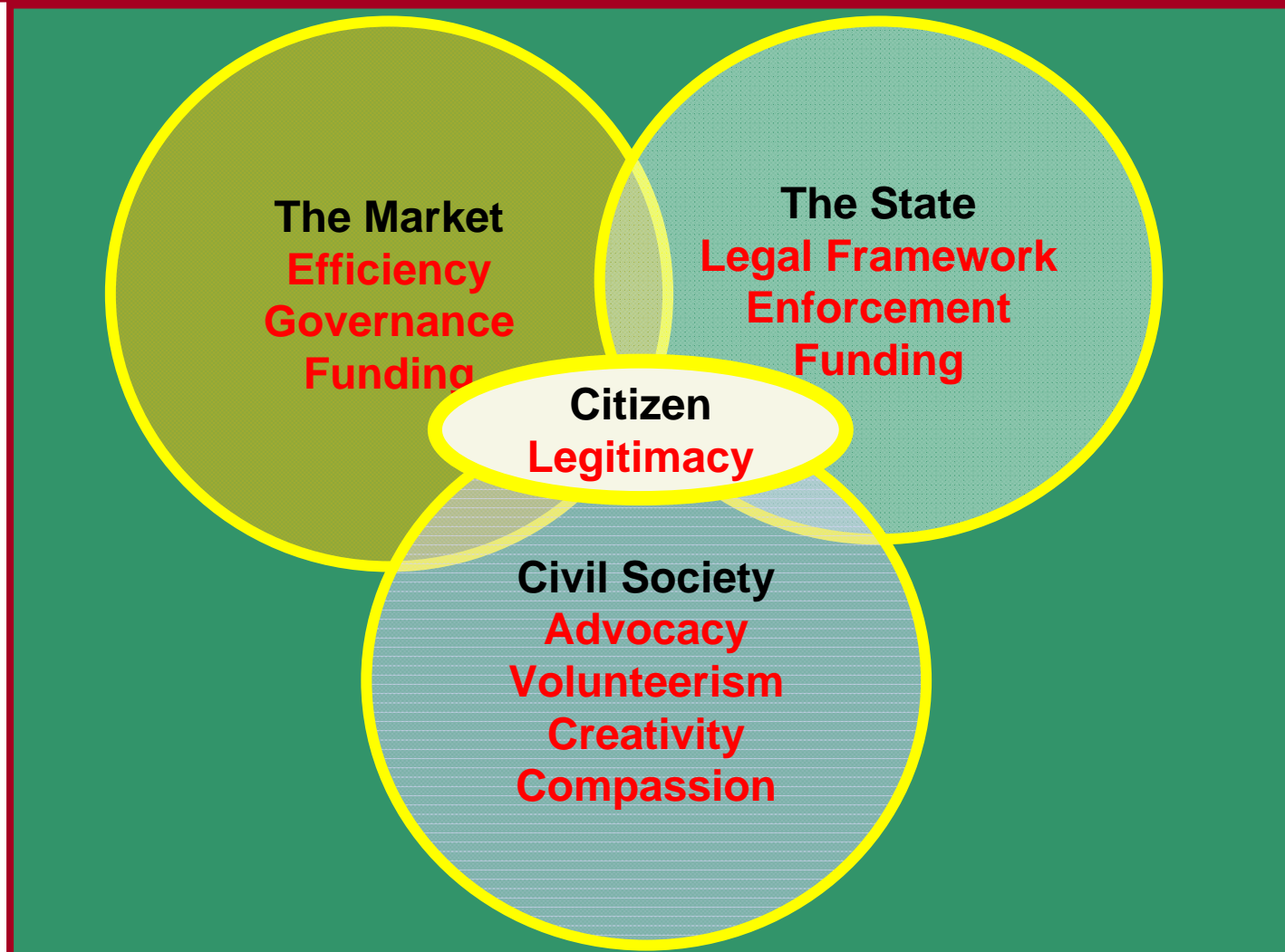
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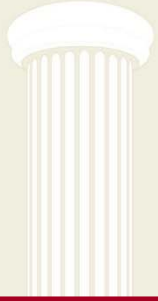
- Every actor has his own agenda.
- Every actor resents being downgraded or instrumentalized by another.  
resentment  exit or voice
- Every actor has a motive, and more often than not a hidden agenda.
- Virtually no one acts entirely altruistically.
- Everyone has a cultural mindset he/she falls back on.



## Expectations ... in an ideal world

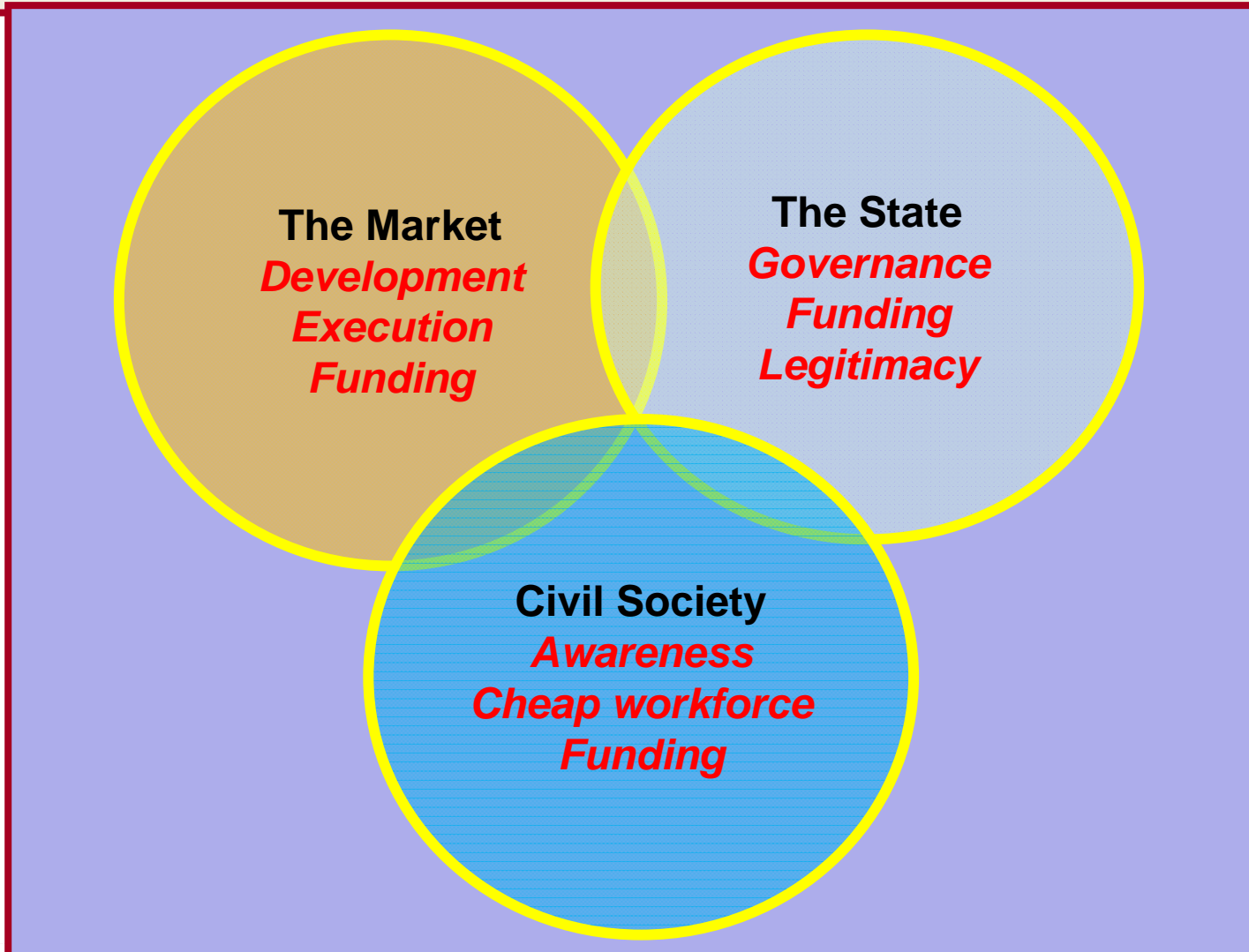
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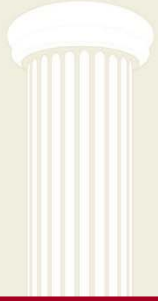




# Expectations ... in the real world

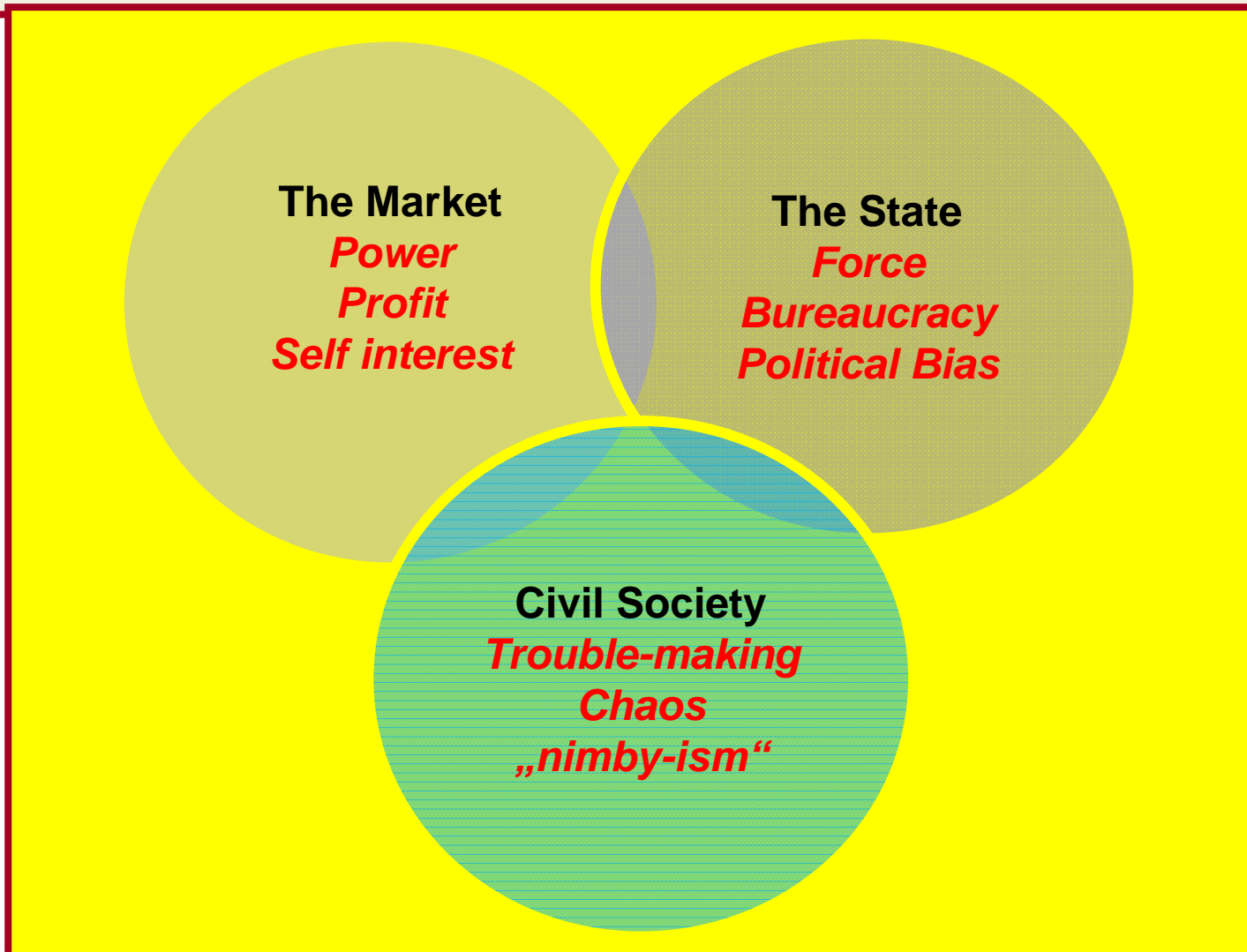
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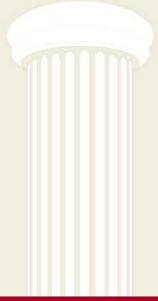


# Expectations ... in many people's preconceived notions

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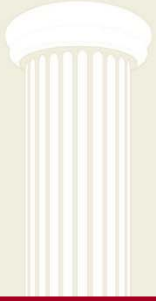


## Conclusions

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### The state, in the eyes of other actors,

- uses what powers it has to remain in the driver's seat,
- tends to be subservient to the market,
- calls upon civil society as
  - co-producer of services,
  - funder,
- but not usually as provider of ideas and solutions.

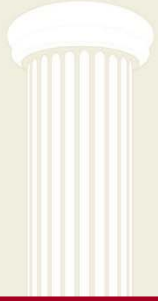


## Conclusions

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### The market, in the eyes of other actors,

- is set on earning money,
- looks upon government to externalize costs,
- adopts corporate social responsibility to
  - gain or uphold reputation,
  - hedge risks,
- Views civil society as a competitor in service provision and a potential troublemaker.

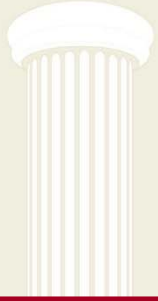


## Conclusions

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### Civil society, in the eyes of other actors,

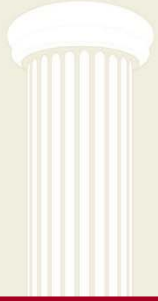
- aspires to moral superiority and an inherent legitimacy,
- looks upon government to enact favourable legislation,
- looks upon government and business to fund ist activities,
- is suspicious of the market as a destroyer of values.



# Conclusions

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- Failure of systems needs to be addressed.
- Attitudes need to change
  - ❖ respect for and recognition of other actors' strengths and weaknesses
  - ❖ actors to be called upon to do what they can do best
  - ❖ actors not to overstretch their self-esteem
- Expectations need to be matched to
  - ❖ abilities,
  - ❖ potential.

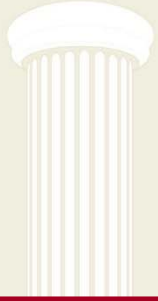


# Conclusions

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## The state should expect

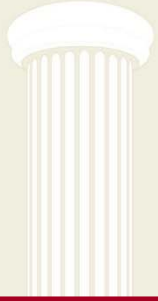
- **civil society to provide**
  - ideas and solutions,
  - public discussion,
  - civic engagement,
  - social capital,
  - volunteer action,
  - not-for-profit management.
- **the market to provide**
  - business solutions,
  - management of issues,
  - recognition of general interest.



# Conclusions

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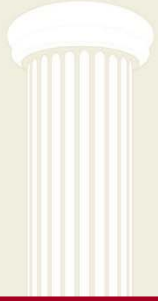
- **The market should expect**
  - **the state to provide**
    - a stable legal framework,
    - a functioning infrastructure.
  - **civil society to provide**
    - a public voice,
    - ideas and solutions,
    - Civicness,
    - social capital.



# Conclusions

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- **Civil society should expect**
  - **the market to provide**
    - business solutions,
    - management support.
  - **the state to provide**
    - a stable legal framework,
    - funding for public interest programmes,
    - recognition of civil society advocacy.



The End

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Thank-you !