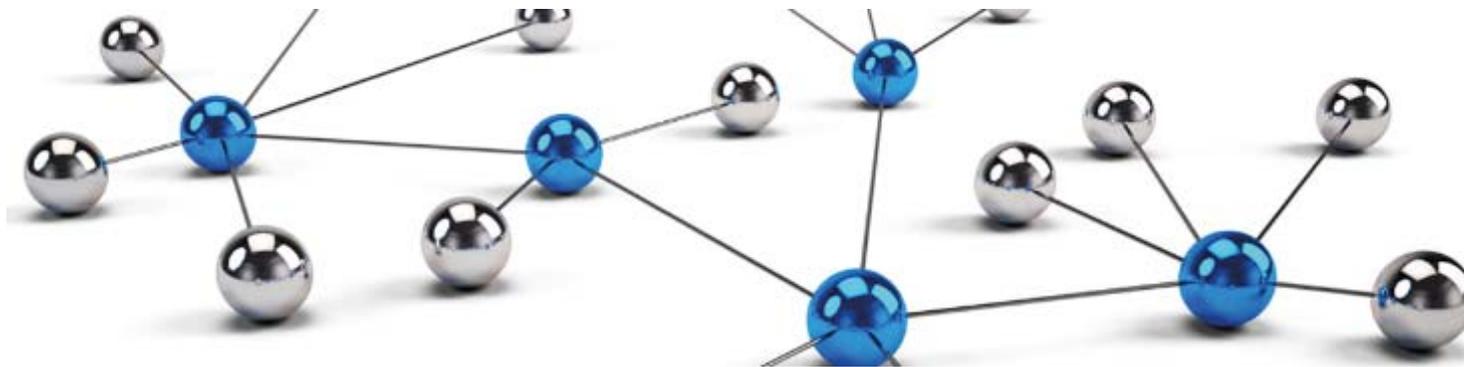


Cooperation Models



29.10.2019

Prof. Dr. Dirk Funck

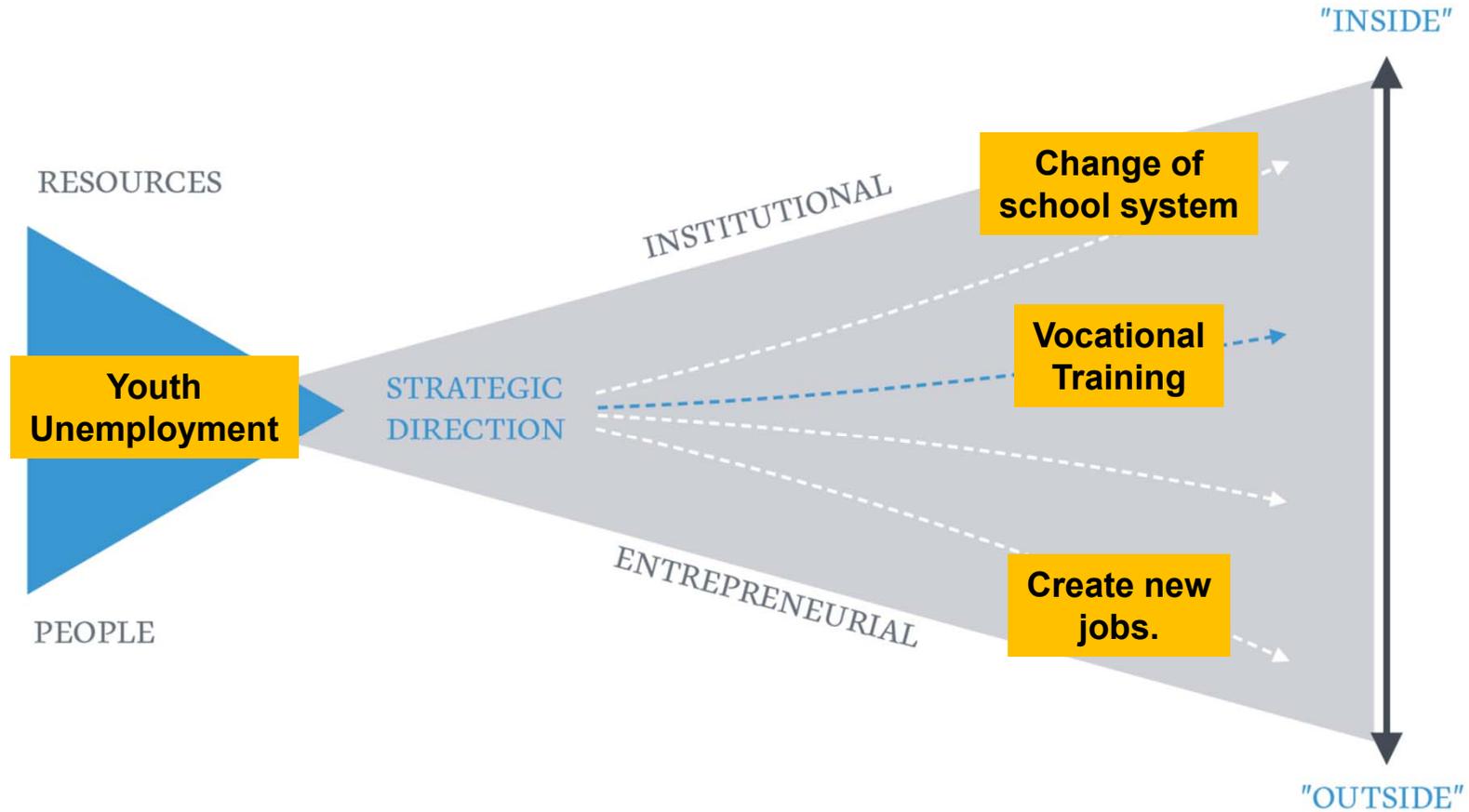
Agenda

- Cooperation: an essential instrument für Social Change
- Define the right Network
- Key Success Factors of Cooperation

Agenda

- **Cooperation: an essential instrument für Social Change**
- Define the right Network
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Social Challenges and possible Solutions



Hassan, 2015, p.17.

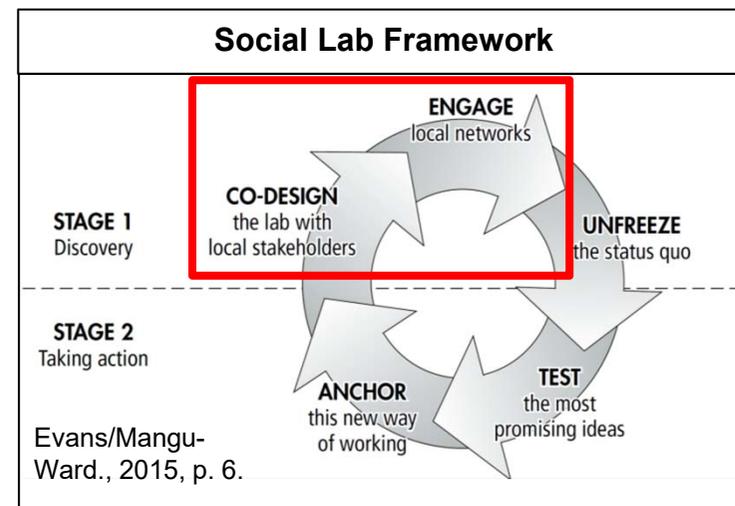
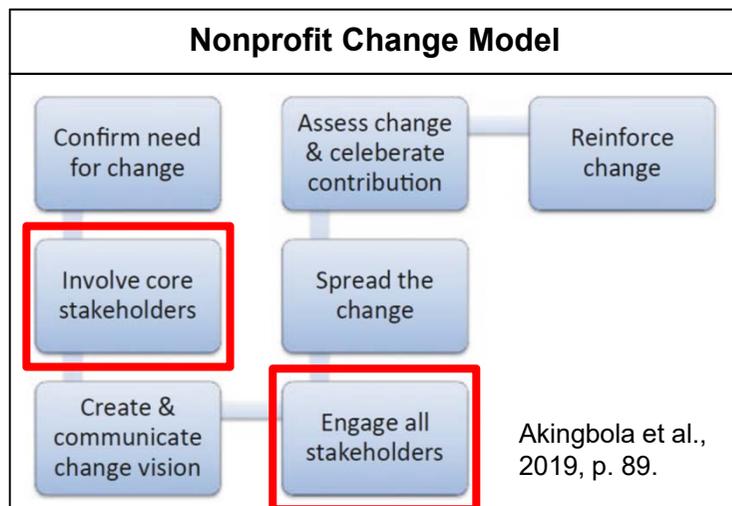
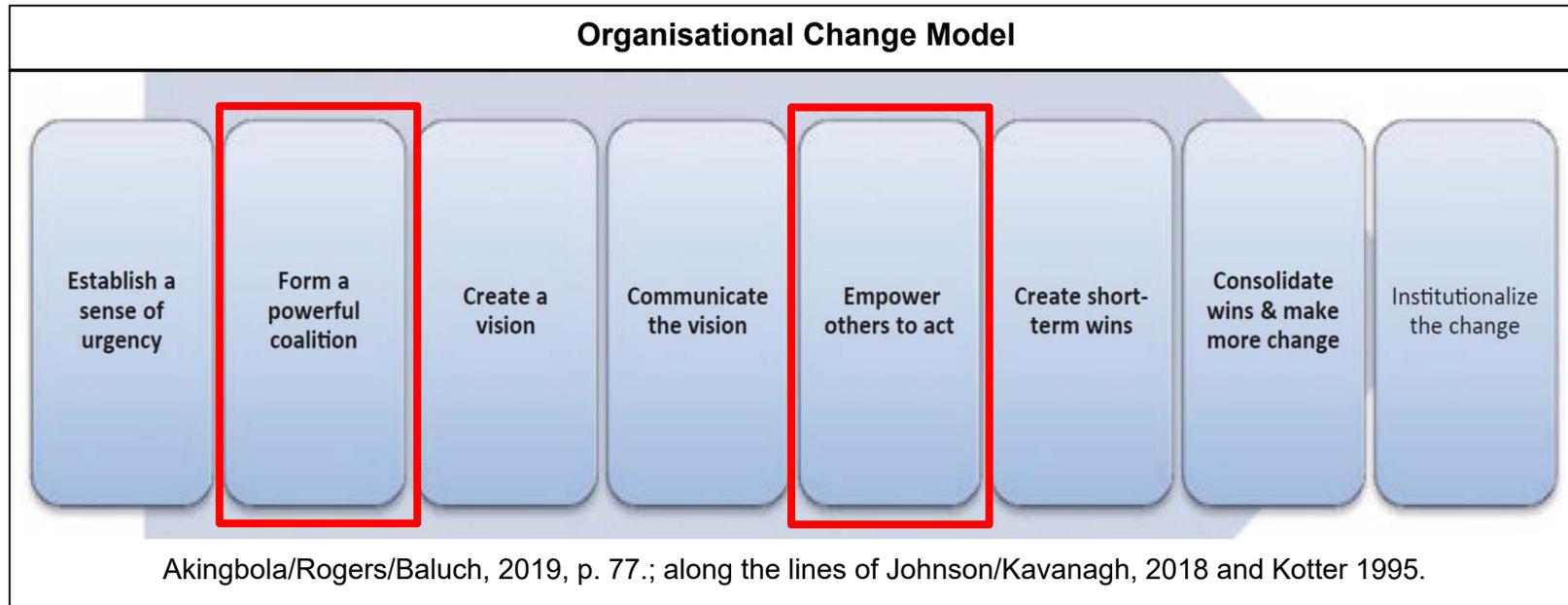
How to meet locally based social challenges?

Social entrepreneurship can be defined as entrepreneurship that aims to provide innovative solutions to unsolved social problems. Therefore it often goes hand in hand with social innovation processes, aimed at improving people's lives by promoting social changes. (Source: OECD, 2010, p. 188)

Social Innovation Labs: A space for multi-disciplinary collaboration to shape the physical and social character of a neighborhood, town, city, or region. (following Markusen/Gadwa, 2010 and Hassan 2015).

How might we change or shape complex environments?

How to create Change?



Cooperation as a main instrument of Social Change

Social Change either in an community based approach or in an social enterprise requires involvement of and cooperation among multiple players drawn from both the private and public sectors. Facilitating organizations, including NGOs, government agencies, and cooperatives may be essential partners in the process. (Along the lines of Nielsen/Samia, JoCM, 2008, p. 441.)



- ... means to work together to the same end.
- ... inevitably results in giving up independency.
- ... always leads to transaction costs.

Agenda

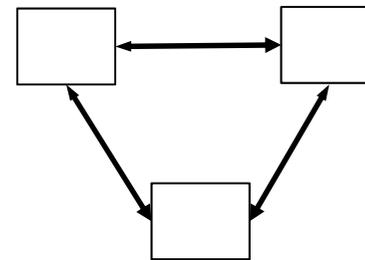
- Cooperation: an essential instrument für Social Change
- **Define the right Network**
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Complexity of cooperations

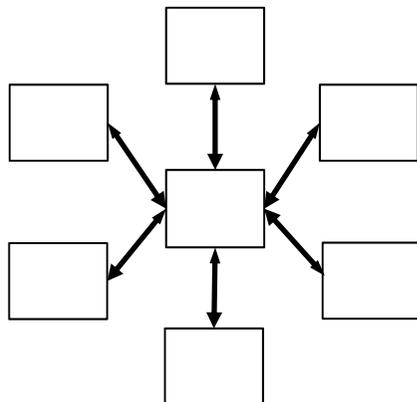
bilateral cooperation



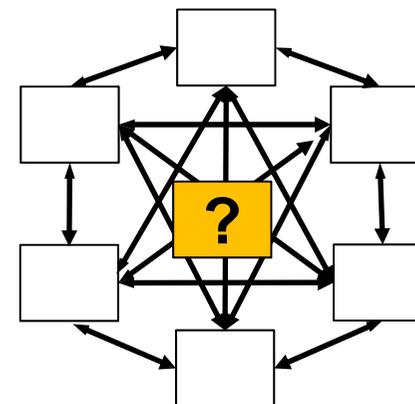
trilateral cooperation



simple networks

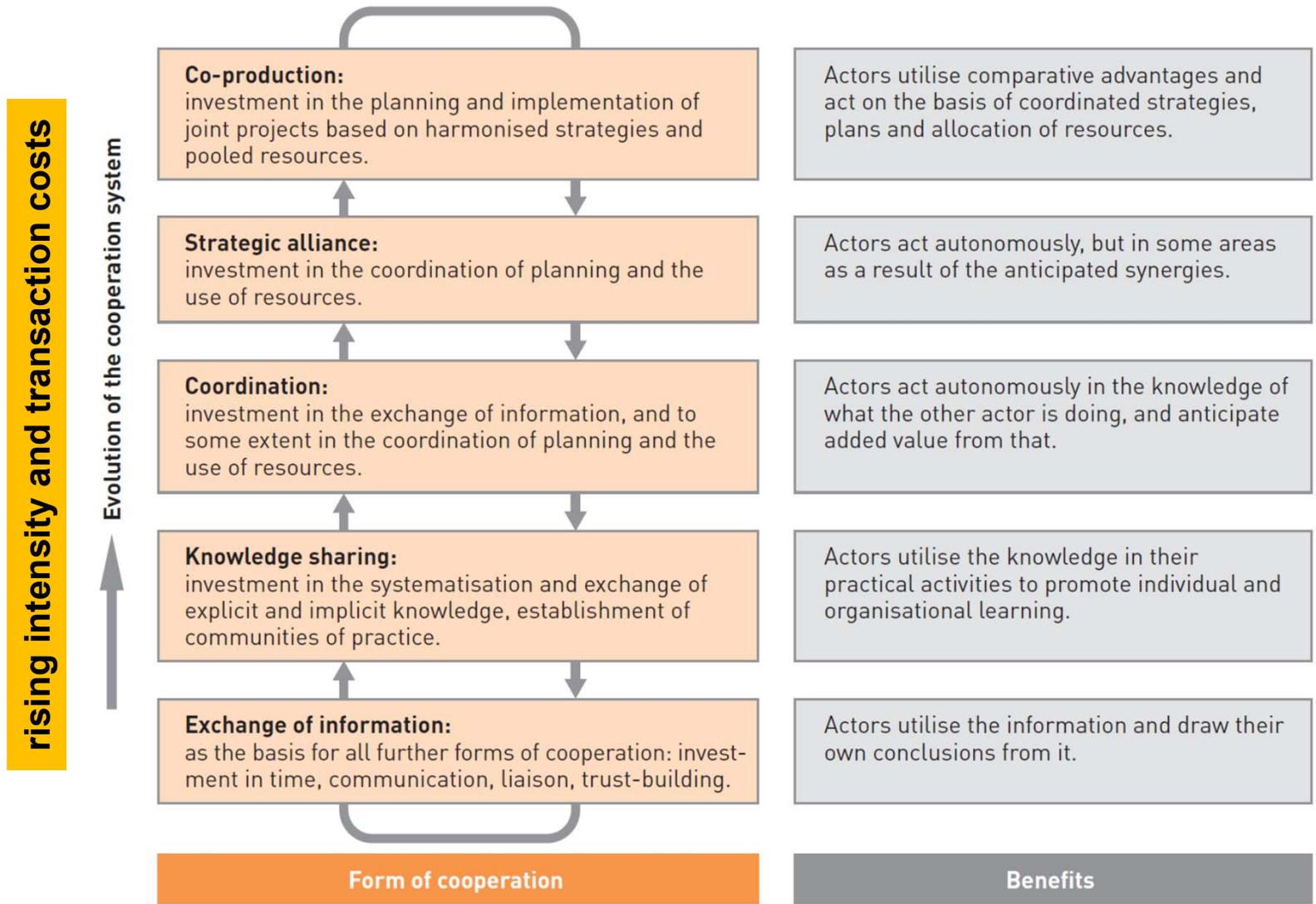


complex networks



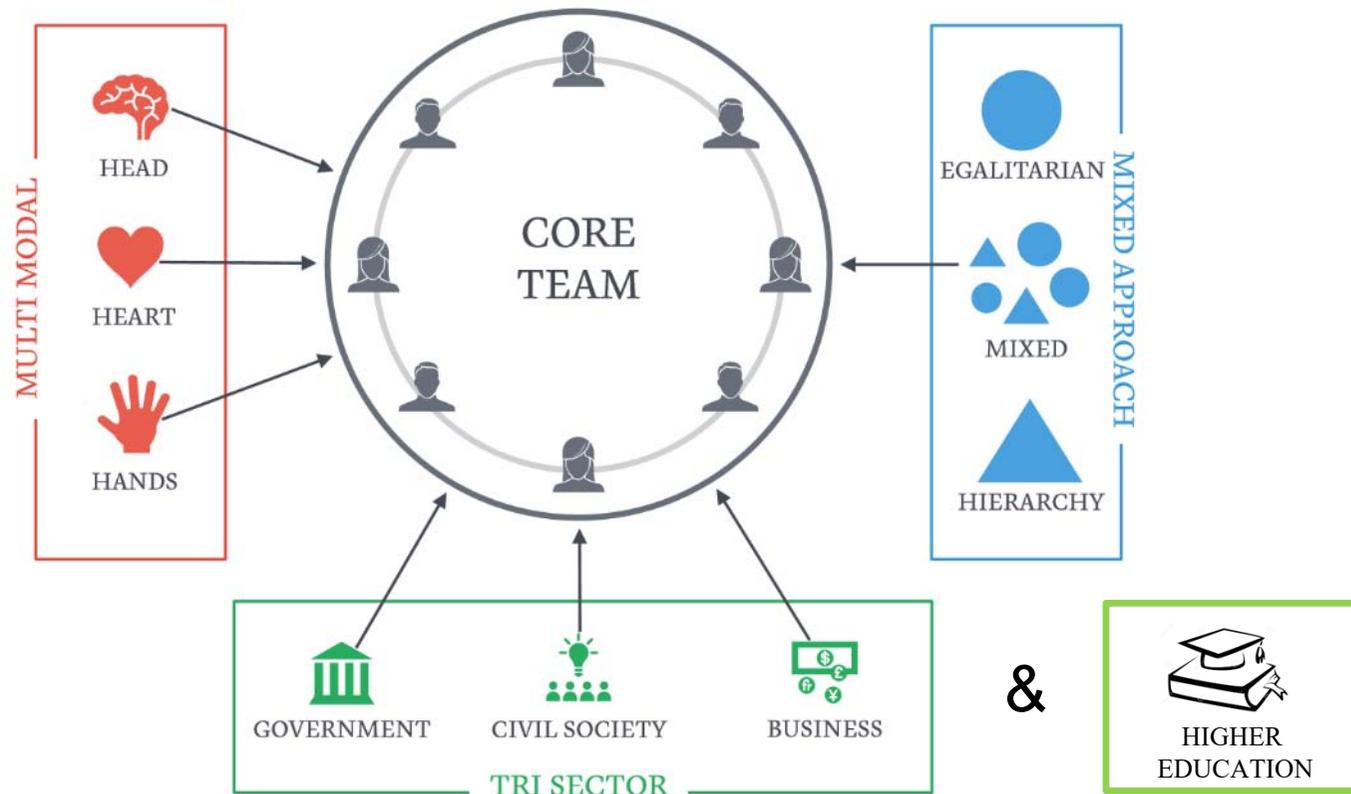
Cooperation leads to „transaction costs“: collecting information, communication, controlling, settling disputes, ... The complexer the cooperation the higher the (expected) transaction costs.

Types and possible stages of cooperations



giz (ed.), 2015, p. 142.

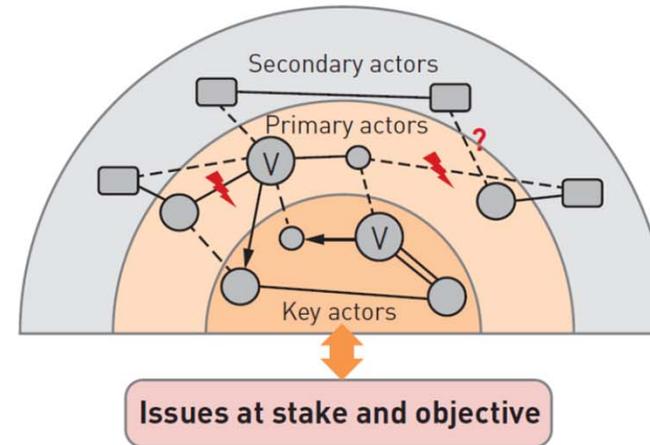
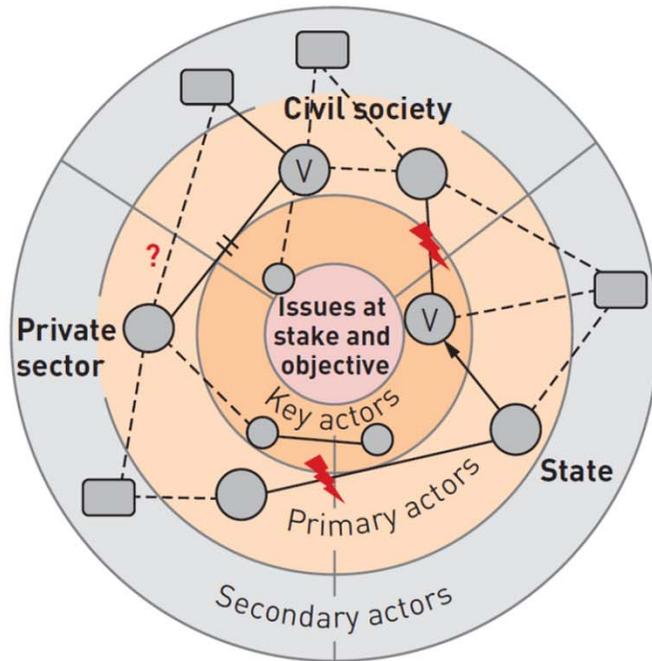
Building a Team / Network for locally based Social Change



Hassan, 2015, p.22.

Map of actors

Think about the social challenge, you want to address: which are the relevant actors in your network?

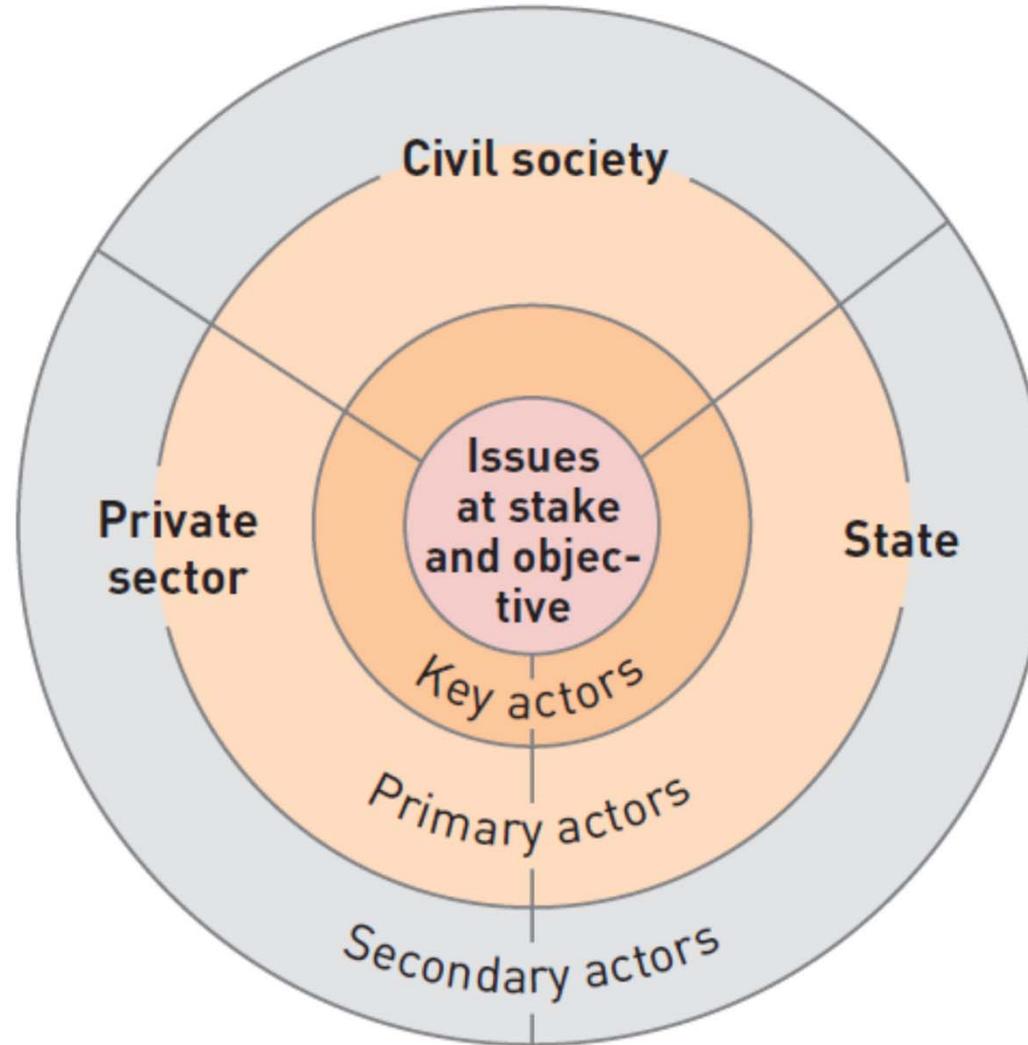


| | |
|--|--|
| | Key or primary actor with little influence |
| | Key or primary actor with little influence |
| | Veto player |
| | Veto player |

| | |
|--|--|
| | Solid lines symbolise close relationships in terms of information exchange, frequency of contact, overlap of interests, coordination, mutual trust, etc. |
| | Dotted lines symbolise weak or informal relationships. The question mark is added where the nature of the relationship is not yet clear. |
| | Double lines symbolise alliances and cooperation partnerships that are formalised contractually or institutionally. |
| | Arrows symbolise the dominance of one actor over another. |
| | Lines crossed by a bolt of lightning symbolise relationships marked by tension, conflicting interests or other forms of conflict. |
| | Cross lines symbolise relationships that have been interrupted or damaged. |

giz (ed.), 2015, p. 134-135.

Template: Map of actors



giz (ed.), 2015, p. 131.

Agenda

- Cooperation: an essential instrument für Social Change
- Define the right Network
- **Key Success Factors of Cooperations**

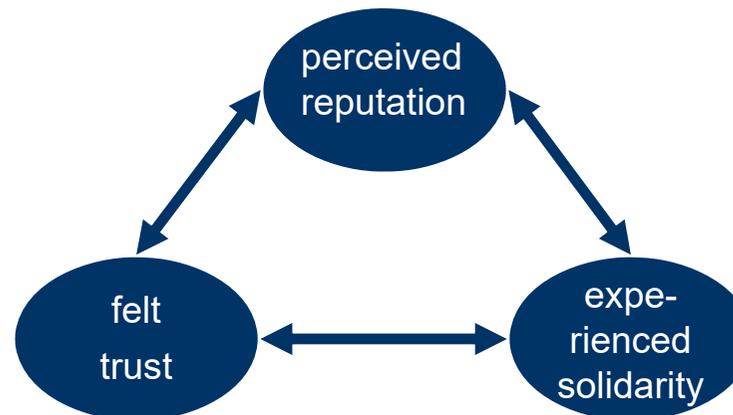
How to build a successful cooperation

homo cooperativus vs. homo oeconomicus: a majority is willing to cooperate under certain preconditions

1. Motivation to cooperate

common mission or goals and their strategic relevance

2. Willingness to cooperate



3. Stability of cooperation

- fairness (you get what you give)
- participation (high involvement only with high participation)
- agreed ways of solving conflicts
- potential sanctions

Checklist: indicators for successful cooperations

| Features of successful partnerships | Assessment | | |
|--|------------|-----------|------------|
| | absolutely | partially | not at all |
| Individuality All cooperation partners contribute something that is of value to the others, but remain autonomous. | | | |
| Significance of cooperation The cooperation relationship is important to the participating actors (the individuals involved and their organisations). | | | |
| Interdependence The cooperation partners complement and need each other; none can achieve alone what all can achieve together. | | | |
| Investment The participating partners mobilise the resources available to them, and in so doing demonstrate their interest in partnership. | | | |
| Communication The cooperating partners keep each other informed and make use of opportunities for exchange. Tensions and conflicts are addressed early on. | | | |
| Integration The cooperating partners offset imbalances of information and participation. | | | |
| Learning Periodic evaluation of experiences and joint success stories are made visible. | | | |
| Institutionalisation The cooperation relationship is cemented through a minimum of agreed, useful rules. | | | |
| Integrity The cooperating partners behave with integrity, openly keep each other informed, and in so doing deepen mutual trust. | | | |

giz (ed.), 2015, p. 163.

How to build trust

- **Personal experience:** Previous positive and negative interaction experiences are used to make assumptions concerning the future behaviour of the other actor.
- **Reputation:** The observations and experiences of other parties are used to make assumptions concerning the future behaviour of the other actor. Reputation accelerates the process of building trust. Rather than having to rely on your own experiences, the parties involved can learn from the experiences of others.
- **Sense of identification:** Familiarity with rules and core values make it easier for an actor to make swift assumptions concerning the future behaviour of another actor. Personal traits (such as the age, sex, cultural orientation, charisma, or social class) influence the degree to which trust is invested in an actor. Forging an identity with a group, organisation or culture usually requires a certain level of trust. Identifying common ground (such as joint objectives and other shared traits that may not be public knowledge) helps strengthen the development of trust, as does agreeing codes of conduct and establishing a joint understanding of commitment and fairness.
- **Recognised rules/institutions:** Non-partisan third parties can play a key role in building trust by laying down a cooperation framework or acting as arbitrators. In such cases rather than being invested directly in the cooperation partner, trust is placed in tried-and-tested mandatory procedures that constitute this framework and guard against risks.

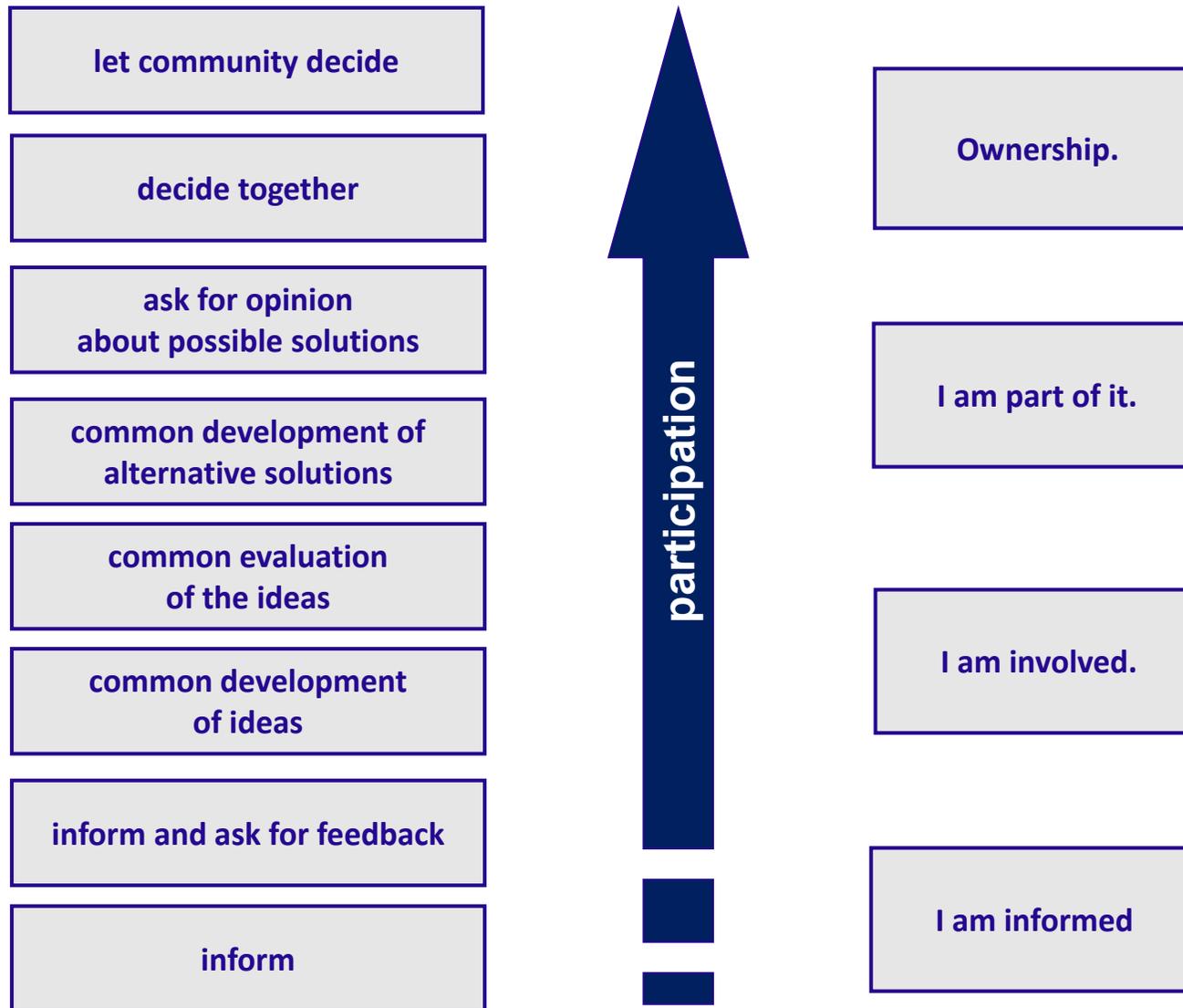
giz (ed.), 2015, p. 159.

Indicators for a trustful cooperation (how to measure trust)

| | | | | | |
|--|---|---|---|---|---|
| Positive experiences with cooperation in the past | | | | | |
| Only negative cooperation experiences or none at all | 1 | 2 | 3 | 4 | Significant, positive and beneficial cooperation experiences |
| Transparency and predictability of intentions and goals | | | | | |
| Intentions and goals are unclear and concealed | 1 | 2 | 3 | 4 | Intentions and goals are communicated and clear |
| Communication among the actors | | | | | |
| There are few opportunities for meeting and communication | 1 | 2 | 3 | 4 | Regular meetings and intensive communication |
| Observance of agreements and contracts | | | | | |
| Agreements are ignored and are rarely observed | 1 | 2 | 3 | 4 | Agreements are negotiated openly and are observed |
| Fair distribution of advantages and gains | | | | | |
| Advantages and gains are acquired unequally | 1 | 2 | 3 | 4 | Distribution is openly negotiated and a fair solution is found |
| Trust in the representatives of the other actor | | | | | |
| The behaviour of representatives is arbitrary and changeable | 1 | 2 | 3 | 4 | Representatives know each other and work to maintain good relations |
| Conflict management | | | | | |
| Tensions and conflicts are not talked about or addressed | 1 | 2 | 3 | 4 | Conflicts are addressed openly and constructively early on |
| Public image of the relationship | | | | | |
| The image is one-sided and disadvantageous for us | 1 | 2 | 3 | 4 | The agreed image strengthens our relationship and is positive |

giz (ed.), 2015, p. 161-162.

levels of participation



**Non-cooperation with the bad is
just as much a part of our duties as
cooperation with the good.**

Mahatma Gandhi

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