

Partnership as second order contracts

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Niels Åkerstrøm Andersen, 2008: *Partnerships: machines of possibility* , The Policy Press, Bristol.

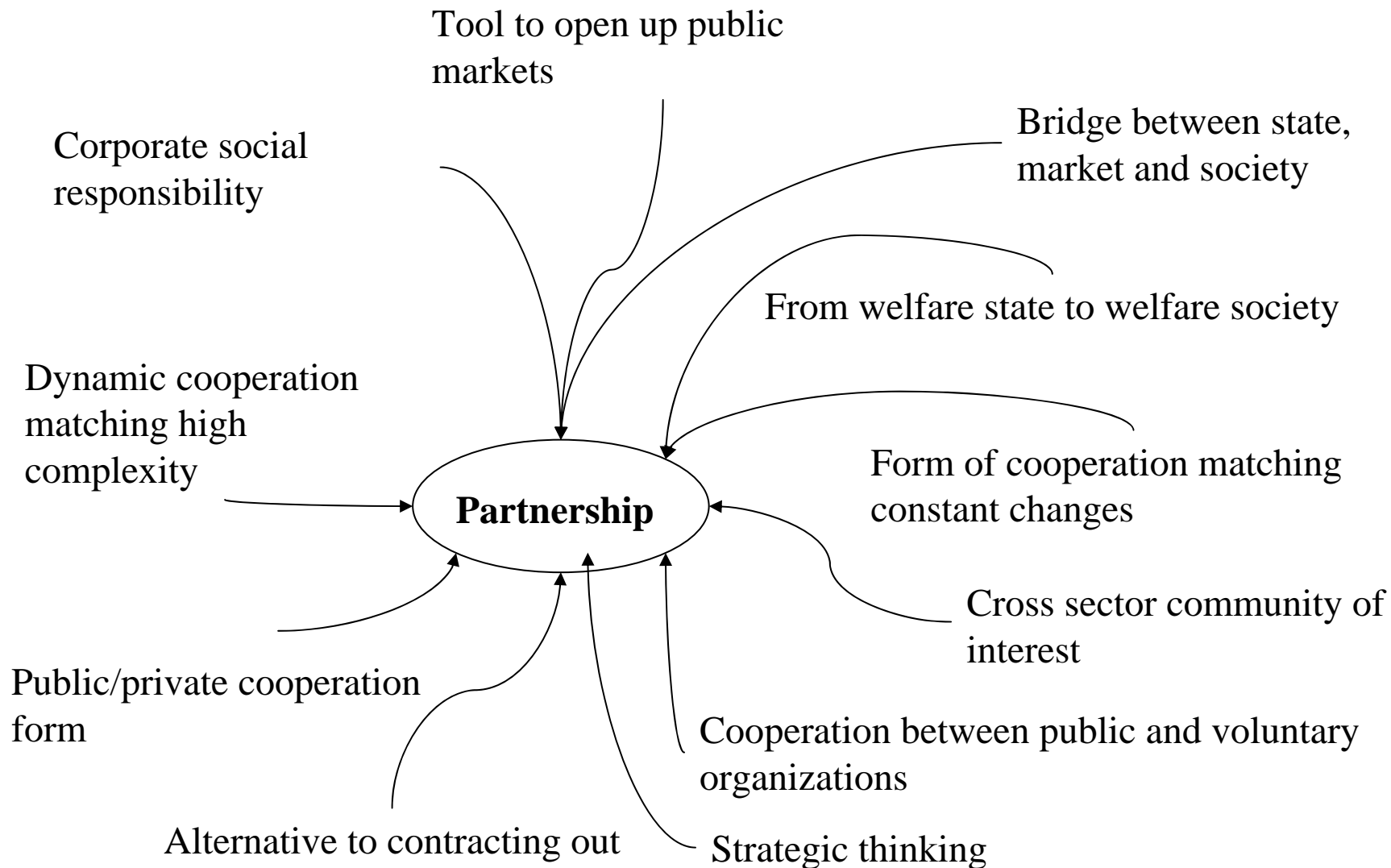
Purpose

- Knowledge interest: Sociological diagnosis of present
- Approach: Luhmanns theory of communicative systems
- Partnerships as a symptom of the condition of agreement in a hyper complex society
- The purpose is to discuss the conditions of agreement and contracting in the hyper complex and negotiable society

Partnerships – new or old?

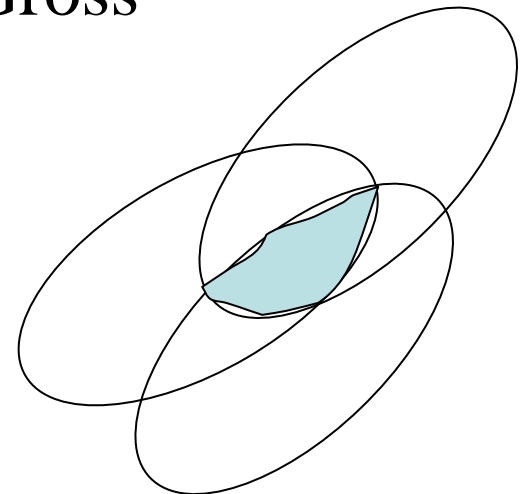
1900 to 1945	Friendship or family based business cooperation between single individuals
1960's & 1970's	Longterm goodwill relations, especially within the Japanese Business life
1980's	Innovation driven network across industries and with the government as 'sponsor'
Today	Cross-system cooperation founded on joint images of the future

Partnership: a new buzz word



AS/3 on partnership

- "If one chose the partnership model, the starting point of the situation is different. With partnerships their typically follows a long term period. The relation between public and other offers is based upon trust and dialogue. And a steering group with representatives from the involved parties control the project." (Gross-Nielsen, AS/3 2003: 3)



Partnership between Hørsholm hospital and ISS

- "Often a picture tells more than words and even though the comparison has limits, the difference between putting out to tender and establishing a partnership relates to the difference between buying sex and having a true romance. Buying sex is a commodity where the purchaser and the supplier has very different targets with the deal, and where the supplier without further difficulties can be replaced. Whereas love creates a relationship, where you enrich each others through a joint development. And just like love, a partnership demands openness and trust in order to succeed."
(Hørsholm Sygehus 2002).

The volunteer's and partnership

Home

Out

5. Welfare society

1. Welfare state

3. Welfare state crisis

4. Volunteer
originations

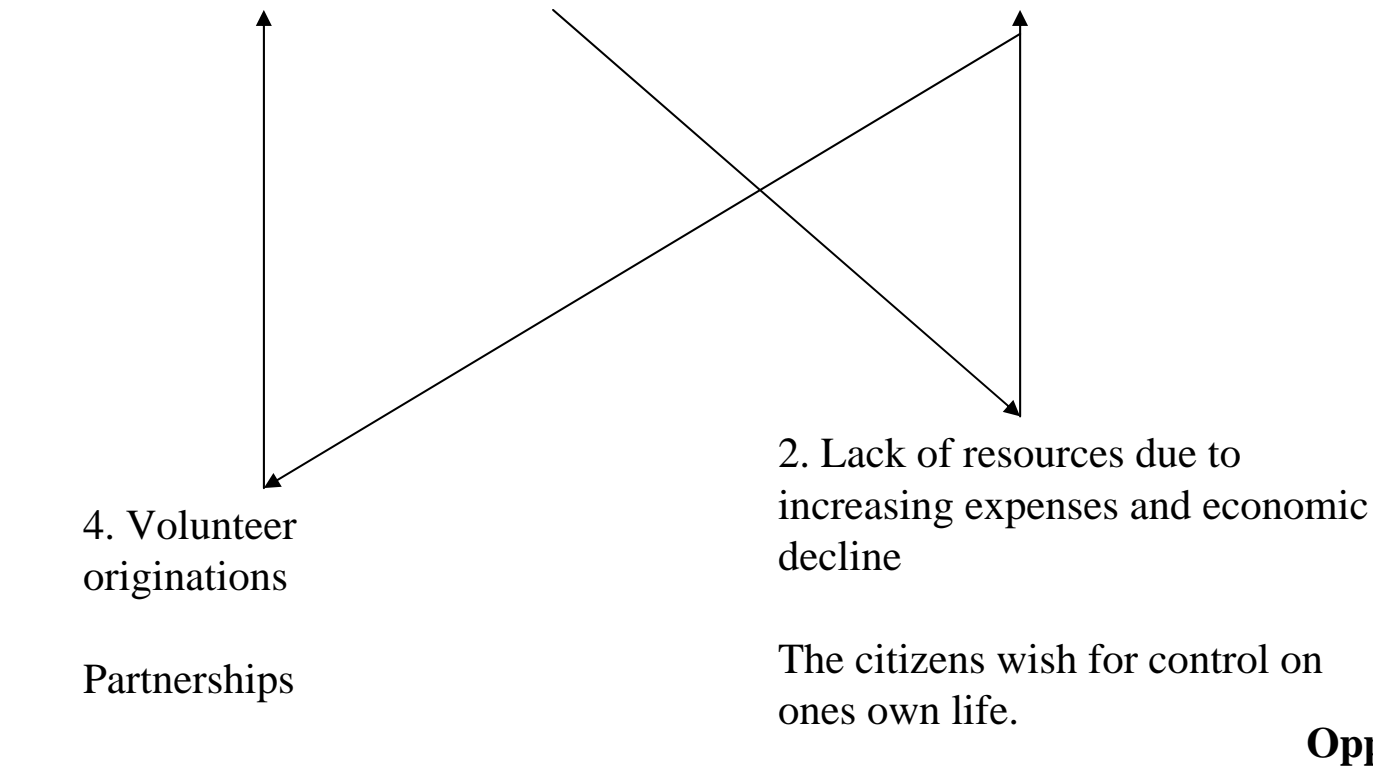
2. Lack of resources due to
increasing expenses and economic
decline

Partnerships

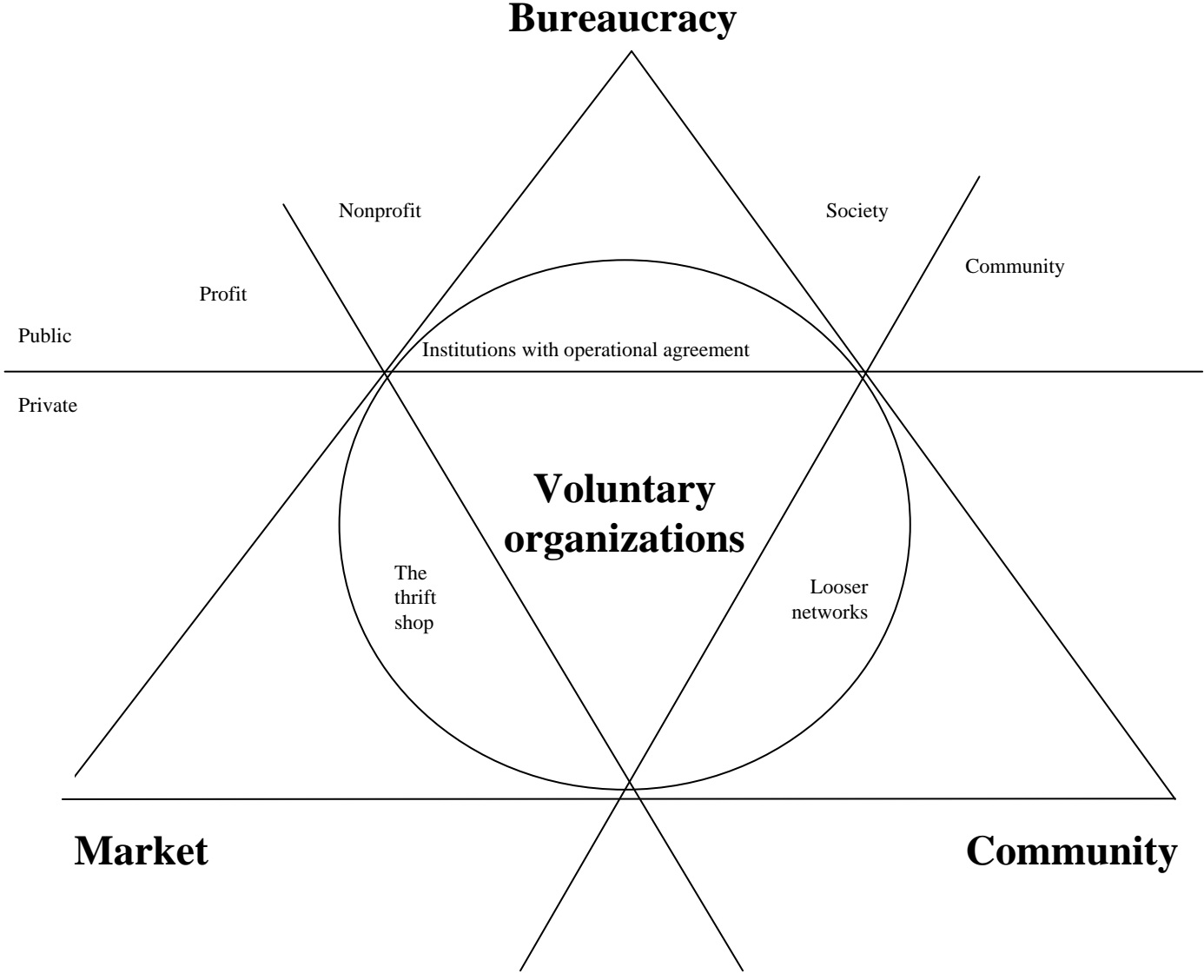
The citizens wish for control on
ones own life.

Helper

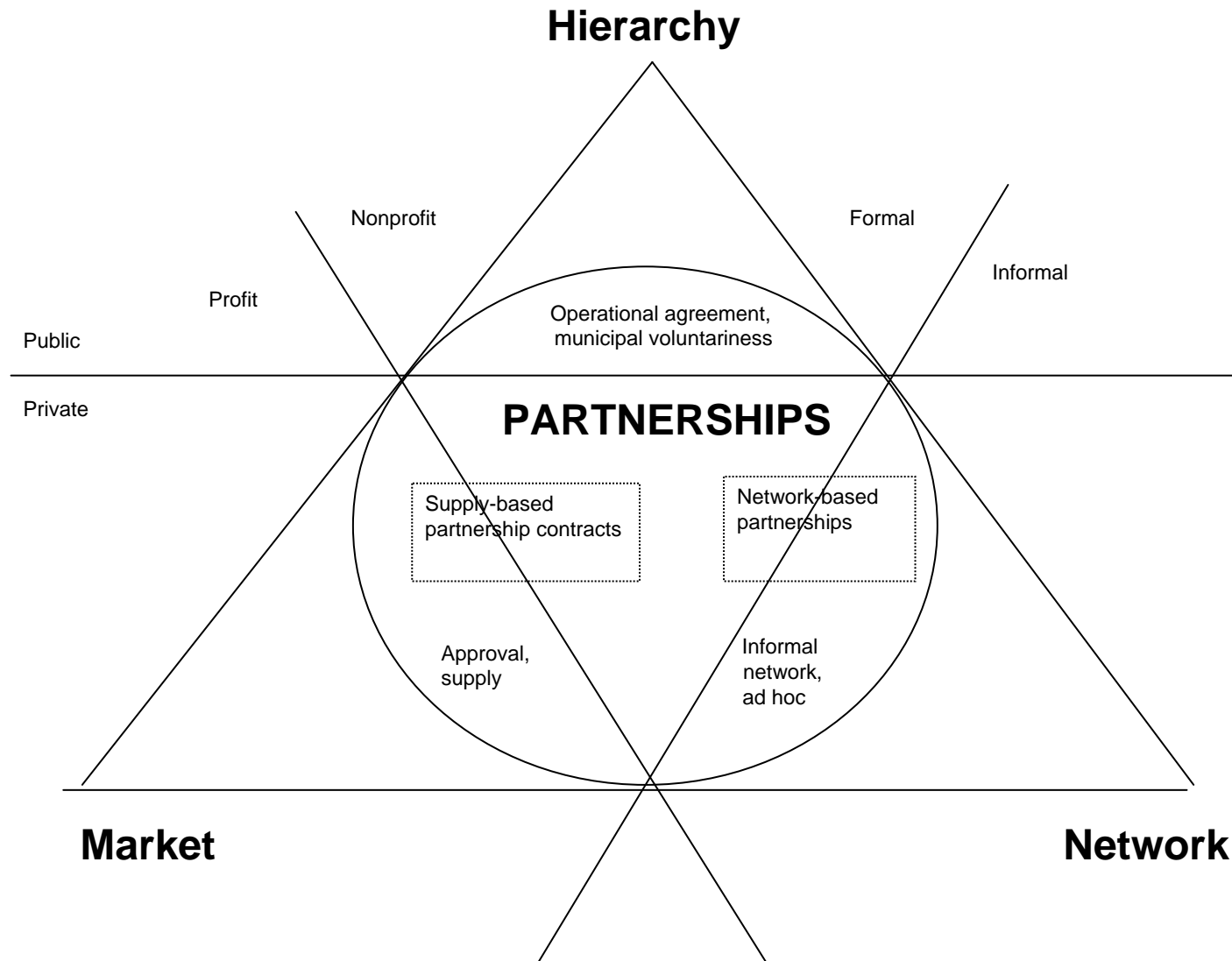
Opponent



The volunteer's self description

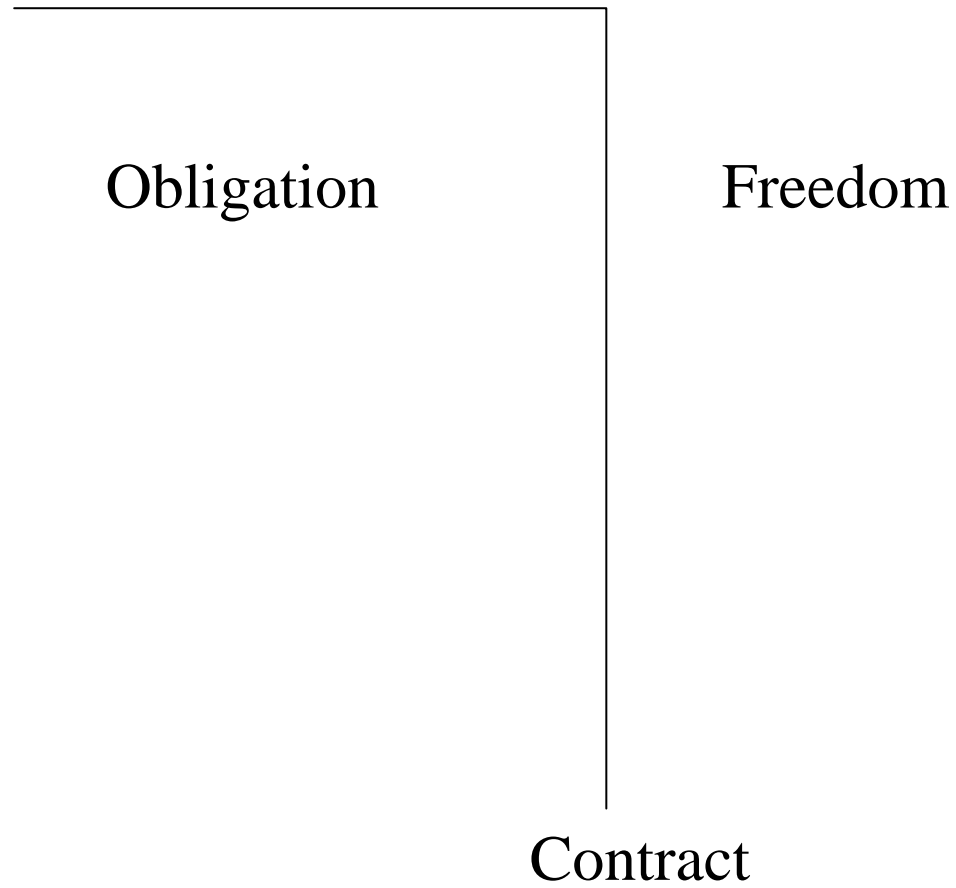


Partnerships in the volunteers description



Contract in a communication theoretical perspective

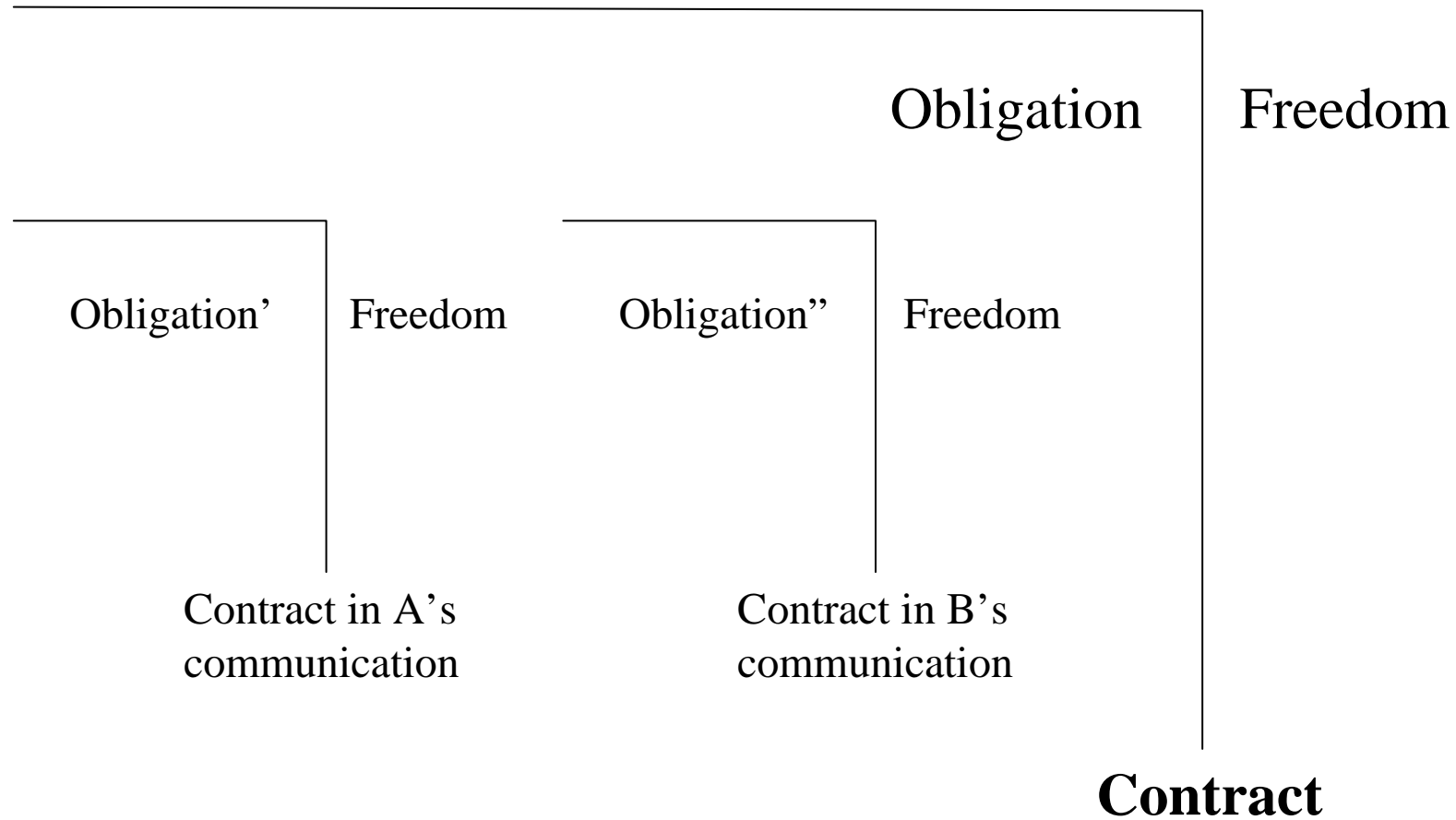
Contract as a form of communication



Every contract is a translational contract

- “You can only enter into a contract (...) if you do so in your own tongue. You’re only responsible, in other words for what you say in your own mother tongue. If however, you say it in your own tongue, then you are still not committed, because you must also say it in the other’s language. An agreement or obligation of whatever sort – a promise, a marriage, a sacred alliance – can only take place, I would say, in translation, that is, only if it is simultaneously uttered in both my tongue and the other’s.” (Derrida)

The multiplicity of the contract



The contract as a coupling machine

The contracts traditional function	The contracts partnership function
Exchange	Joint projects
Fixing social expectations now and here	Obligates on a certain image / horizon of future
Obligates individuals	Unites different communication systems dynamics

Contract of second order

Contracts of second order: **Partnerships:**

A promise about future promises

Contracts of first order

A promise

Contract of second order: Temporal dimension

Contracts of second order: **Partnerships:**
Presentation of future presentations of future

Contracts of first order
Presentation of future

AS/3 on partnerships and time

- ”Conflicts may arise because the task is complex. The material is indeed living in an ever changing world. So something will definitely change when you are the tasks are being carried out.
- ”If one chooses the partnership model instead, the situation is fundamentally different. Partnerships are often long lasting contract periods. The relation between public and other offers is based upon mutual trust and continuous dialogue. And a steering group with representatives from the involved parties control the project.

Contract of second order: Object dimension

Contracts of second order: **Partnerships:**
Specification of the cognitive perspectives regarding
the object of development

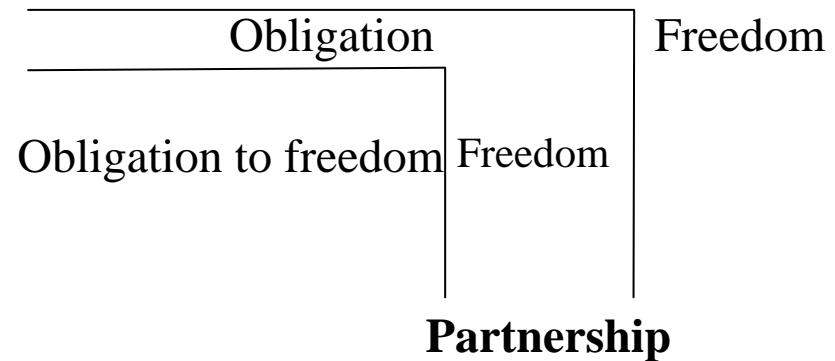
Contracts of first order
Specification of the object of exchange

Case on case example

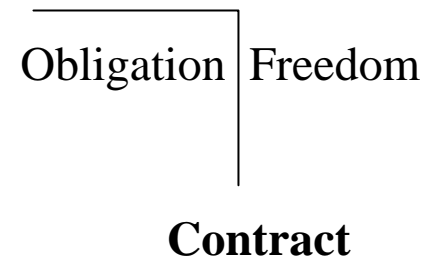
- ”Their must be a fair chance for choosing the menu and choosing among food types (fiber diet, Super diet, vegetarian diet and diets without pork) and types medical founded diets. (...) The partners must in co-operation with the hospital ensure that ongoing adjustments of the selection of food types in relation to new patient groups, section of population, and similar gradual changes of the demands for the food (...). The food must live up to the at all times existing recommendations for Danish institution food and Frederiksborg Amts food policy. There must be used a certain amount of ecological articles in the production.” (Hørsholm Sygehus 2001b: del 3, s. 9)

Contract of second order: Social dimension

Contracts of second order: **Partnerships:**
Participant are to develop themselves as partners in
partnership



Contracts of first order
Participants are presumed as legal subjects



SUPOTH (Scheme for Underprivileged People to Organise Themselves)

- The partnership is named SUPOTH-project and has also Danmission and Dansk Missionsråds Udviklingsafdeling as partners.
- The purpose with the partnership is to increase the populations income and employment possibilities combined with an effort for alphabetization and raising the consciousness on suppression, especially of women as well as components regarding environment, nutrition and health.
- The purpose is tracked via the creation of self-helping groups all the way down to village level.
- In 2002 this involved 331 groups with a total of 6000 members
- Each group chooses representatives to so-called unions, each consisting of 8 to 10 groups. The unions chooses representatives to regional Thana-groupings which there in 2002 exist approximately 40 of.
- The SUPOTH-project guides, educate and support each Thana-group. The target with the guiding and support is to get each Thana to make it self free and independent in relation to the project.

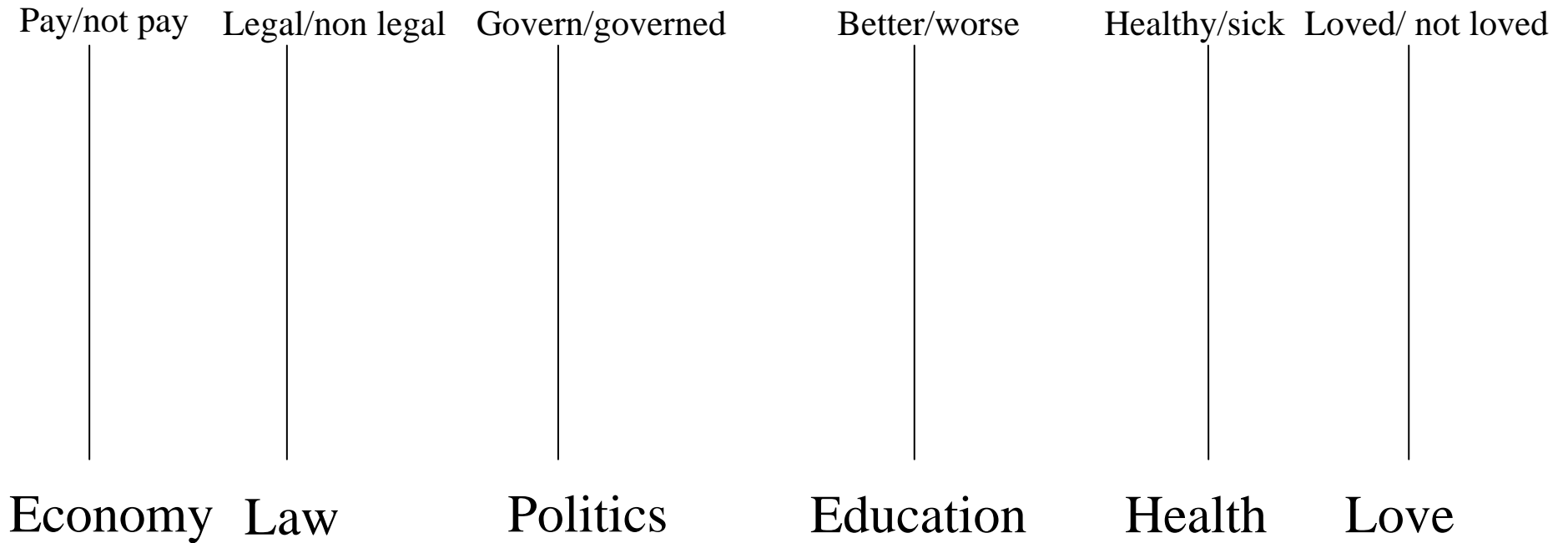
Partnership: A contract equivalent in the society of hyper complexity and negotiation

- Complexity of the object: The object of exchange is no longer given
- Temporal complexity: The promise is in constant change
- Social complexity: The subjects of promises are creating themselves as partners during the partnership

The first order contracts coupling to law and economy

Communication system	Code	Contract interpretation
The legal system	Legal/non legal	Promise
The economic system	Pay / not pay	Exchange

Functional differentiation



Systems contract reading of first order in relation to e.g. contracting out

System	Reading
The legal system	Promise
The economic system	Exchange
The political system	Implementation of politics
”The production” system	Programme for performance

Contract construction in relation to partnerships

Communication system	Code	Contract of first order	Contract of second order
The legal system	Legal / non legal	Promise of action	Promise of promising
The economic system	Pay / don't pay	Exchange	Exchange of exchanging possibilities
The political system	Govern/ governed	Implementation instrument	Constitution: Decision of decision
An effort related system	+/- Performance	Program of performance	Program for programming

Reflexive contracts

	First order contract		Second order contract
Form	Formal contract	Substantial contract	Reflexive partnership
Program	Conditional orientation	Purpose orientation	Procedural orientation (read from first order) /reflexive orientation (read from second order)
Objective of regulation	Regulates behavior directly while the result of the behavior is out of scope for regulation	Regulates directly the result of social processes but only indirect behavior and procedures	Regulates procedures that on second order in-directly regulates and facilitates self creation and self governing. In return the result is out of scope for regulation or open.
Conflict conditions	Conflicting behavior	Conflicting targets and results	Conflicting discourses and considerations

Partnership: a scanning- and possibility machine

- In partnerships the opportunity for different functional systems deployment of partnership project is constantly scanned and examined
- In these examinations the projects is not dead as a “once written document”. The projects takes colors and shapes of the functional systems media that is printed in the projects.
- This way, constant openings for deploying new functional systems is created in relation to the project.

Scanning machine

- Partnership is a fragile machine producing options through a continuous scanning of possible initiations of diverse function system regarding partnership projects.

Preliminary conclusion

- Partnership is not just a new tool
- Partnerships express new game of communication
- Partnership change the relationship organization/society and make up new forms of linkages between functional communication systems

Partnerships is fragile possibility
machines made for long term future
perspectives but very depending on
present consent and intensity