

# DEVELOPMENT OF GOVERNANCE SYSTEMS FOR SUSTAINABLE DEVELOPMENT AND CONFLICT MANAGEMENT

The Interface among Government, Private industry, and Civil Society

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# Introduction

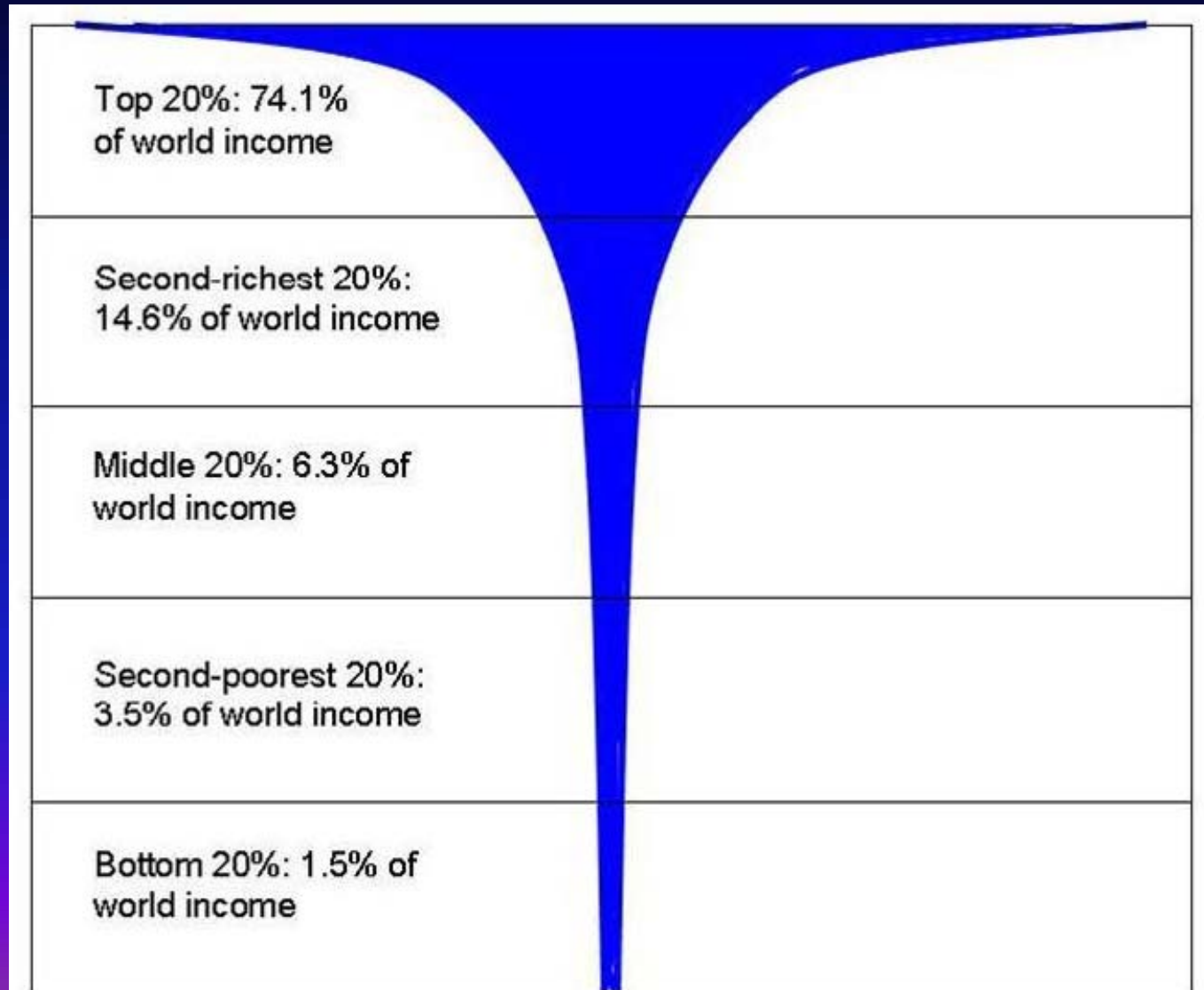
- Sustainable Development as the “Global Agenda”
  - Hard to see an alternative
- Model of Governments-TNCs-NGOs is an oversimplification
  - Leaves out the majority of the world’s people, who don’t fall into any category
  - There are important interests not organized to engage at the global level
- The limits of the categories:
  - there are many groups that do not like being called civil society (ex: indigenous peoples; unions), many companies that cannot be called TNCs, etc.

# ABILITY TO ENGAGE

“The ability to engage externally requires greater organization internally”

- Overwhelming participation from “the top” – access to media, internet, education, ability to travel
- Overwhelming problems at the bottom
- The people who know the most are often those who participate the least

# The Unequal Distribution of the World's Income 2000



# PREMISES

- Effective governance requires at a minimum
  1. Some set of rules or requirements
  2. Some way of determining compliance
  3. Consequences for compliance/noncompliance
  
- Such a system is much more effective if it is a collaborative approach among civil society, the private sector, and government
  
- It is less effective as an “industry code” or guidelines developed by NGOs

# Government

- Strengths
  - Potential to be very accountable
  - Potential to maintain order, create and enforce rules, and organize nonviolent dispute resolution mechanisms
  - Ability to tax; to use legal sanctions; ‘monopoly on violence’
- Weaknesses
  - Reluctance to work with NGOs and smaller groups as equals
  - Can be major perpetrators of violence
  - Lack of ‘joined-up government
  - Lack of capacity

# TNCs

- Strengths
  - Home-country identification
  - Amount of resources at their disposal
  - Successful business model
- Weaknesses
  - Home-country identification
  - Potential to collude to benefit the “club” at the expense of others
  - Lack of accountability, democracy, and transparency
  - Fear of competition from “non TNCs”
  - Lack of capacity

# THE VIEW FROM MOST OF THE WORLD?

“If this is all about some people in London sitting around drawing lines on maps, and writing rules for the rest, how different is it from the past?”

# Civil Society

- Strengths

- Credibility, ability to influence 'social license to operate'
- Agility
- Ability to focus public attention and capitalize on events
- Ability to set the global agenda

- Weaknesses

- Lack of internal mechanisms for distinguishing the good from the bad and the ugly
- Lack of coordination and organization
- Lack of capacity: NGOs are often under-resourced and lack funds and administrative capability

# Oil and Water?

- To summarize: Governments, NGOs, and TNCs each have qualities and abilities the others lack
- Systems that involve all of them are stronger than those promulgated by single actors
- Getting them to work together is another matter
- Obstacles to Cooperation and Coordination
  - Deep prior grievances among sectors
  - Lack of information about each other → lack of trust
  - Lack of capacity on all sides
  - Absence of suitable convenors

# Key Points to Remember

- Avoiding the “Tower of Babel” – e.g. ecotourism
- Principle of Subsidiarity
- Need for neutral conveners
- Importance of framing *before* dialogue begins
- Importance of timing
- Capacity imbalances
- The need for ‘clean’ funds