"Partnership Between Government & Civil Society"
Towards a New System: Government – Non Governmental Organizations- Private Sector.

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What's the use of the State's ship, if society is not on board?

A hint from " The State" for his author Tegan M. Salah 1996

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Preface

Lately, the Western research and political circles and the Global International Organizations have presented a new concept aiming to formulate a new social contract between the state and society. This concept is known as Governance, some define it as " The good Government", others expressed it to be " The Extended Ruling Regime", a third group described it as " The New Ruling Method", even more, some adopted the expression " The United Ruling" and " Comprehensive Ruling". As a result of the new survey made by the Organization for Economic Cooperation and Development, the word " Governance" points to ruling in a wide meaning.

The new rule method is defined as a new contract between government, private sector and civil society in a frame of a triple partnership aiming to have the best mobilization for society's skills, more rational management for the rule affairs. This concept includes the rededicating of work scopes, activity for every one of the government, private sector and civil society. In the economic life leadership will be in the hands of the private sector in the context of a competitive economy based on the principle of economic liberty. The role of the government will be the guarantee of the economic and political liberty through legal frames, raising the efficiency of the administrative team, developing the human resources through more concern to education and health, finally to keep equality between people in front of law. As for the civil society, who is the third party in this partnership, its role is to mobilize the efforts of people in strong organization to be actively participating in the social, economic and political activities, playing a role in influencing the overall policies.

The time has passed out where development, with all its principles and results, was mainly based on the participation of the leaders and responsible people in the government and political leaders. The only hope for achieving the comprehensive social development is presently concentrated in the opportunity of participation for all society with efficiency.

Achieving development, especially in its social dimension and confirming it, could not be decided only by the state's plan for development, there should be a comprehensive social coping and participation.

From this point, the idea of " partnership or The New system" is introduced, participation between government, private sector and non-governmental organizations aiming to achieve the comprehensive social development.

In this paper we present the subject in the light of the following classification:

First: The main concepts: Civil society – Extended ruling- Partnership.

Second: Non Governmental Organizations: Linkage organizations and development role.

Third: Three sectors: Public – private- National: competition or partnership?

Fourth: Three sectors: Relative privileges.

Fifth: The New system in Egypt : Arabian case.

First: Some Main Concepts:

* Civil Society

The study prepared by the researchers in Ibn Khaldoun Center for development studies about " The Civil Society in Egypt [1]" has pointed to the fact that the partial revision of the literature of sociology in English

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showed that there is more than 70 definitions for civil society concept. Following is a display for some of these definitions and the most important cases and observations that it raises.

1-The civil society is a concept pointing to the wide groups of non-official, non- commercial groups organized in an official form by one way or another. These groups aim to augment the existing rules, concepts and social structures or to change it. It includes a wide variation, civil links with extended varied scopes in relation to : Purposes – sizes – membership – resources levels –organization forms organizational cultures – campaigns management ways... etc. [2]

2-Larry Diamond defines the civil society as the organized social life which its important characteristic are the voluntary work – self dependence- independence from state, albeit it is tied to a legal system or a set of rules[3]. Diamond adds that the civil society is different from society- in general –. It includes citizens working in teamwork surrounded by an overall environment to express their interests, ideas and actions. They also exchange information, achieve joined targets, raise their claims to the state and questioning the responsible people in these claims[4].

3-The civil society is defined also as the voluntary social organizations, non-inherited and non-governmental that takes care of the individual, magnifying his capabilities for active participation in the general life. This means that, the civil society is an intermediate, alternative organization form, completing between the inherited foundations and the state foundations from the other side. The inherited foundations are which the individual belongs to by birth for previous concepts, without any choice for such belonging. The first of these foundations is the family, tribe groups. As long as this type is preceding to any other social foundation or organization in receiving the individual, dealing with him, adopting and raising him, thus it includes a strong and great link to the individual, he feels belonging and too attached.

As for the state foundations, they are an official legal contracting governmental organizations, it is founded to mange the society, control the individual's attitude on general basis that should objective and non-subjective. These foundations have governing rights upon all those who

live on its known region, They also have the legal right in using force, ceasing, giving and prohibiting as tools for controlling society.

There, between the inherited foundations and the governmental foundations, lie the civil society organizations in a medium place. Contrary to the inherited foundations, it is organizations where the individual goes to voluntarily, this is upon some conditions like (age, education, occupation, or by the approval of other members). It is similar to the inherited foundations, where it gives concern to its members, taking care of their capabilities, making them participate in the public affairs. It is also similar to the inherited foundations in another dimension, sharing its level of care and love, but with narrower scope and less size than the state's foundations. It is similar to the state's foundations where the existence of rules, general contracting controls, but it is different as it do not own any legal rights, could not use force, aggression towards its members, perhaps the absence of these elements makes the individual feels less fear and feels security and love[5].

4-Dr. Saad El Dine Ibrahim defines the civil society as the group of organizations and practices that are founded by "Free Will" for the society members in a relative independence from the inherited foundations and the state's foundation with its governmental foundations. The organizations of the civil society are intermediate entities between the family and state, these organizations include national societies, labor syndicates, occupational federations, political parties, press and independent communication means[6].

5-Dr. Amany Kandil determines the civil society as a group of free voluntarily organizations that fills the general scope between family and state to achieve the interests of its individuals, obliged with respect, amiable values and standards, beside the sound management for difference and variance[7].

Finally the civil society can be defined as " The Political, Economic, Social and Cultural organizations" that works in its different fields in a relative independence from the state's power to achieve various purposes; political purposes like the participation in decision making on the national level. Syndicate purposes like defending the economic

purposes of its members, refining the occupation level. Another example is the cultural purposes; writers federations aiming to spread awareness. Other example is the social purposes, participating in the social work to achieve development. Thus, we can say that the prominent elements of the civil society are: political parties, labor syndicates, professional federations, and the social and cultural societies[8].

The critical analysis of the procedural definition of civil society includes four main elements. The first element is the idea of "voluntariness" or by other words the voluntary participation which distinguishes the civil society from the other imposed or inherited formations. The second element points to the idea of "institution" which includes the political, economic, social and cultural life. The third element is related with " The Purpose or The Role" which these organizations performs, the great importance of its independence from power and hegemony of state. It is social organizations working in social consolidation or social conflict and competitiveness. The last of these elements lies in the urgency of viewing the civil society concept as part of a wide meaning including concepts like: individuality, citizenship, human right, political participation, constitutional legitimacy....

With the difficulty in formulating a comprehensive definition to civil society, and the multiple offered definitions with its variant, we can say that the concept of civil society includes three interwoven but different usage. The first usage is the direct political usage, which is referred to "John Lock" who did not differentiate between the civil society and the political society. In latter writings, the civil society became a slogan to the political parties, various ideological and thought movements. The second usage points to the social meaning of the civil society concept, as an analytic concept used by social scientists to explain and describe social bodies or even as a theater for incidents that links between the analytic socialism on the micro and macro sociology. The third usage reveals the previous two usages. From the philosophical point of view it is a measuring concept, it is used as an ethical means or a directing vision trying to present the relation between the interests of the individual and the interests of society, as an expression for goodness as an ethical meaning. The civil society as a measuring concept confirms the joined interest versus the individualism. The writings of Lock and

Hegal and the Marcus criticism against Hegal revolves around this problem, beside the shape of relation between the state and society[9].

It is important not to mix the expression of civil society with non-governmental organizations, the civil society includes development non-governmental organizations, other environmental, human rights organizations, it also includes syndicates, businessmen associations, religious establishments, academic foundations, pressure groups, and political parties, cultural groups.... We would like to stress that these organizations should be flexible, up to date, having organized participation, and adapting the overall view concept in solving the local, regional and international problems. These organizations should over pass the ideological, political and cultural problems. It should be aware and having vision to form a clear depiction to the society map, source of political, social and economic forces or weaknesses. It should adapt the idea of social change, faith in tolerance values, seeking the welfare of the whole society.

* Governance

During the present decade the world is witnessing several political and economic changes, the most important of which:

☐ Transfer from centralized system to the decentralized system.

☐ Transfer from the closed national economy to the global economy.

☐ Transfer from the industrial society to the post industrial society (information society)

☐ Transfer from representative democracy system to the participation democracy system.

☐ Transfer from the simple limited technology to high technology.

☐ Change from the short range concerns to the long term concerns, thus the importance of strategic planning.

☐ Transfer from the hierarchial organizations based on central power and gaps between levels to network organizations based on integration and interaction between the organizations elements.

These directions have prevailed in the Western World, with clear impacts on most of its countries.

The most important of these impacts is which related to the state's role. There are several roles occurred to be performed by the various social

organizations, especially after the handicap of the state's foundations to encounter the complicated and interwoven problems. Thus the need for new ruling and management methods occurred, a method to combine the official and non-official foundations. The government concept became insufficient to express the ruling method, where the vision of extending the government scope was introduced to move from the official level to the non-official level through the introduction of other social parties (Private Sector, Parties, National Societies, Local Syndicates) to be involved in decision making.

Thus the governance concept was introduced as a part of a global culture, working to confirm the participation of the various social parties with the government in making and implementing the general policies. It is to express the participation and interaction between state, civil society and private sector. This concept tries to link between the state's management and running the society's affairs. It also express the change from a monosided model (From the ruler to the ruled – From the supervisor to the supervised- from the service provider to the service recipient) to multiple sided model (State- Society, Public- Private).

As the word governance is a social concept, it raises several meanings, indications, we will refer to the most popular of which:

** The word " Governance" is defined as an extended method of ruling, as a new social contract between government, private sector and the civil society in a triple partnership aiming to present a better mobilization for the society's potentials, more rational management for the rule's affairs[10].

** Douglas Hurd sees that governance is the incarnation of multiplicity, equality, public accountability, respect of law, human rights and market principles. Linda Chalter sees that this concept includes discussion, questioning, and respect to the individual. Ann Clayd sees it as linked by human rights, public participation and multiplicity inside the civil society[11].

** The United Nations Development Program defines the extended ruling method or governance as the practice to politics, economy and administrative power for the state's affairs through the complicated mechanism, relations, operations, and foundations, through which it collects the citizens- Groups-organizations to practice their rights and solve their problems. Its aim concentrates on equality, justice, efficiency of using

natural, financial and human resources, beside the efficiency in service providing[12].

There are many definitions and meanings given to the word governance, some refer to its as " Rule or art of ruling" "Running the state and society's affairs", the researcher prefers the expression" the extended ruling method" he sees it as more indicative to what is meant.

Albeit the usage of the term is different, there are joined elements and close indications between these different usages:

1-The "Extended Rule" includes more than the government activity, specially the decision of joined objectives, coordination, the exchanged dependence between the governmental organizations, private sector organizations, non-governmental and public organizations.

2-The boundaries of activities between the various organizations are not fixed or clear, it could be changed or transferred as a result to the continuos interaction between these different organizations which belongs to one net. The members of this net exchange the resources and roles in the light of the joined objectives, these objectives are to be decided during the discussions between the members of this net.

3-The rules of dealing and interaction between the net members depend on negotiations between the members and the mutual trust.

4-The net members enjoys a great deal of self -independence from the state, the members are not responsible before of the state in extended meaning.

5-The extended rule concept is based on three levels, the first is the institutional, working to create a neutral state. The second is the social aiming to create a liberal atmosphere or a strong civil society. The third is the individual aiming to create the liberal entity and the new examples of behavior.

6-This expression finds its legitimate reference in understanding the society as a whole.

7-There are four kinds of "Rule" having its impact of the civil society and the private sector. The first is the "Economic" which includes decision making and its direct or indirect impact of the economic activities of the state, beside its relation with other economies. The second is the "Political" meaning the judicial, executive and legislative state power. The third is the " Administrative" as an effective system colored by independence and under questioning. The fourth is " Order" including the operations that guides politics, economic and social

relations to protect cultures, religions, values and creating a healthy environment with liberty, security to move to a better living.

8-Finally, this concept includes the redefinition of work and activity scopes for every party of this new social contract, as previously mentioned in the preface.

This triple relation could not reveal its impact unless the existence of a society founded on the basis of democracy, questioning and human rights.

These last observations around the concepts, conceptions and indications of those who work in governance moves us to an advanced level of analysis, related to the good governance. It is not enough to have the competition of governance organizations; state, private sector and civil society for continuos development, but we are talking about the terms, characteristics required to have a good extended governance.

The United Nations Development Program researchers have briefed these characteristics[13]:

1-Respect law and its supremacy, achieving equality and justice.

2-Transparency.

3- Responsibility towards all parties.

4-Consensus for the public welfare.

5-Equality between men and women.

6-Efficiency and effectiveness, best usage for resources and capabilities.

7-Accountability for all parties: government, private sector, civil society.

8-Ability to deal with transient cases.

9-Direction towards efficiency in services providing.

10-Legitimacy and acceptance from people.

11-Facilitating and making possible.

12-Tolerance and accepting the opposing views.

13-Enforcing the mechanism of grass roots.

14-Partnership.

15-The ability to mobilize resources for the purposes of society.

*** In this frame, the civil society organizations, especially the non-governmental organizations, help the achievement of more wise governance through its intermediate position between the individual and the state as it is a social structure. It can have a better mobilization for the person's efforts, influencing the general policies,

deepening the accountability, transparency, educating the citizens to trust democracy, helping government, either by direct work, finance or experience to have better perform in the public services, achieve the public consent. From this perspective, the non-governmental organizations are the agent for achieving a more rational governance.

* Partnership

If Not We …Then Who? If Not Now… Then When?

An ancient Chines Wise Saying.

In the last few years, the concept of "Partnership or Participation" was raised to reflect the development partners in the current stage: government- non-governmental organizations- private sector- academic foundations and finance foundations.

Albeit the concept is simple and logical, it is characterized by ambiguity and in particularity. There should be some requirements to guarantee its success, distribution of roles and responsibilities on the participating parties.

In the 1990's, the concept was raised in the global speech of the United Nations, then it was raised again in all the late international conferences: Environment Impact on Brazil in 1992. Austria International conference for human rights in 1993. Cairo conference for Population & Development in 1994. Denmark social Summit in 1994. Bejin International Women conference in 1995. The United Nations Conference for human settlements 1996. The recommendations of these conferences stated the importance of participation and the political, economic and social role for the civil society's organizations.

With the repetition of this concept, and being a lead to show the roles, relations and responsibilities of the participating parties. It is important to pose to think in this meaning " Partnership", with its poles, requirements. It is also important to draw the attention to the abundance of wittings, indications around the concepts of civil society and extended rule, while there is scares display for its inclinations and meanings.

From this point, the researcher depends on the Wold Bank's efforts to present a framework for this concept trying to apply it on the partnership inside the civil society between the government, civil society organizations and private sector[14].

The World Bank framework raises the following ideas and observations around partnership:

1-The expression assures the integration between the government, private sector, non-governmental organizations and the financing foundations. It reflects the value of integration in achieving the continuos development. It also reflects the global awareness of the civil society's role, especially the non- governmental organizations.

2-The concept of "Partnership" is based on several main elements, the most important of which is enhancing and encouraging the national skills, beside building the social agreement through tying economy by enterprise sector, and consultancy mechanism under the supervision of the government. All this beside the participation of the civil society and private sector, with foreign participants, organizing the partnership frame in the development process which was based on distribution of roles to augment the national strategic development for the state.

3-Partnership will be always a main aspect of development. The foundation of the World Bank since 50 years represents a confession that there is a value in achieving development from a collective perspective. During the last fifty years there were extended links between the development organizations as a part of a continuos operation, witnessing every year more extensions in the existing partnerships and creating new links.

4-Conflict, variety and non-coping can be a good force, we should move from the enmity status to the cooperation one, then participation on the bases of mutual interest.

5- Partnership can be regarded as a double way street, and according to the rights and exchanged responsibilities.

6-In the developing countries, those with interests may view the concept of partnership in doubt " Fox in the cloths of a sheep", they exaggerate to the extent that they consider partnership as the origin of evil specially when referring to the civil society, where partnership enters the court of politics.

7-Partnership conditions are quality- give and take- questioning and accountability- flow of information.

8-The unjustified forces in the economic, social and political circles are regarded as handicaps for achieving productive partnership. Some are afraid that " Force Partners" whether insiders or outsiders will impose development initiatives on the targeted local nations.

9-Concentration on terms of represent of the civil society in these partnerships, specially the poor, women, minority groups, insuring the freedom of expression, renovation of law rules are required to insure the participation of the civil society.

10-The augmentation of decentralization is required to renovate partnerships, including the national governments, specially allowing the local counsels.

11-Partnership should respect the design, implementation of development policies and its programs, beside the values of local participants their practices and method of thinking.

12-The development challenge – to decrease unequality between countries and persons – can be treated through partnership on the following bases:

- The government and people in the under-developing country in the steering chair.
- Partnership should be inclusive of all main parties for development: government, private sector, civil society, helping agents.
- The advanced societies should think beyond the projects that are financed by the donors, They should think in the national projects, regional strategies.

13-The idea of partnership in the development aids is not new. There are extended discussions around the meaning of the expression. Three ages ago, lester Pearson suggested in his book " Partners in Development" that partnerships are founded on the understanding between the givers and the recipients to express mutual rights and obligations. There should be clear final objectives beneficial for both parties.

14-The issue of how to choose representatives form the private sector and the civil society takes an important place, to participate in the various consulting operations and decision making processes. Some times choosing the participants is an effective mechanism. If this process is backed by the government (as what happened in Dominican) partnership will be more effective. Any way we can not find a single method that suits all cases, the important is that this process should be sincere and clear.

15-The balance between the advanced development impact and realizing the benefit from the businessmen side is the thing that presents the base for businessmen partnership for the sake of development. There is an increasing proof for the will of the private sector to invest in the social scopes as a part of a successful building in their original works. For the first time businessmen augment the traditional human initiatives.

16-The development authorities have founded some principles for the good partnership, the most important of which :

- The urgency that the objectives of the partnership relation should be clear.
- Full agreement for the objectives and operations that the partnership revolves around.
- Partners should admit that they are convinced through a material act that can add value in reality.

☐ Partners should work on gradual extension as a group whenever it is necessary to achieve objectives and add new partners when needed.

☐ Guaranteeing that the weaker members are capable of participation by full means, meanwhile making sure that there is mutual trust and respect and dealing with the partners on equal terms.

Partners should evaluate the efficiency and quality of the partnership relation on regular basis in transparency to achieve the joined objectives performing the suitable amendments and needed designs.

17-The regular evaluation for the partnership relation is based on four main criteria :

Suitability: Where the evaluation of purposes in its relation with priority of partners objectives. Evaluation should be in a collective way to fulfill the needs of all partners.

Efficiency: Is the existing skeleton and the institutional preparations capable on achieving the purposes of partnership?
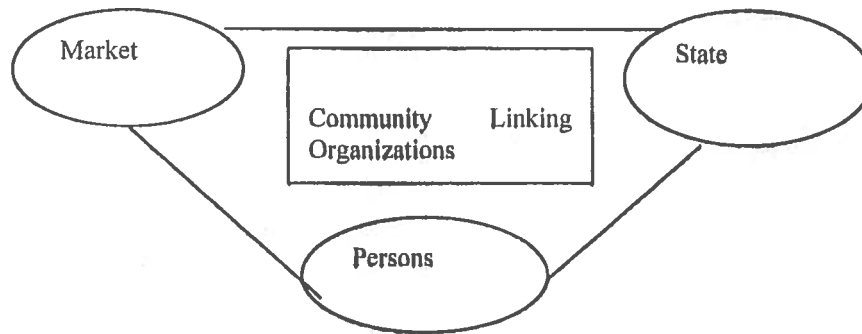
Effectiveness: Is the partnership results in profits more than costs? In this point we should distinguish between cost and the money or non- money revenue. The effective partnership uses the resources in an economic rational way and achieving real profits with limited costs.

Continuity: The lasting of the partnership benefits, are the partners learning continuously and taking actions to guarantee the continuity of partnership revenues?

Second: The Non- Governmental Organizations : Tying and linking organizations with development role.

There is no doubt that the world is living on the mixed economic type through which both the public and private sectors present services and goods. The new in understanding the nature of economy is the realization that the " private sector' do not mean Business sector and the " public sector" do not mean government. The previous meaning was introduced by the advent of the third sector combining between the two sectors. The third sector represented by the non-governmental organizations presents services and goods to the market whether to give surplus and achieve profit or to augment. These organizations present service with public nature whether by the support of the government or without.

In new societies, the non-governmental organizations represent a part from the social sector. These organizations lie between private and public sectors. These organizations- community linking organizations- are regarded as linking and tying organizations between the various sides of society as per shown in the following diagram[15]:

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   ┌────────────┐                           ┌───────────┐
   │   Market   │──────────────────────     │   State   │
   └────────────┘    ┌──────────────────┐   └───────────┘
            \        │ Community  Linking │        /
             \       │ Organizations      │       /
              \      └──────────────────┘      /
               \     ┌────────────┐          /
                \────│  Persons   │─────────/
                     └────────────┘
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Albeit the non- governmental organizations are different in size, importance and concerns among the various states and cultures, these organizations have similar jobs, it backs the poor[s], weak[s], seeks social change, and presenting the social services. In some states it represents the main meeonismar tool in the distribution of social luxury.

Talking about the relationship between the non-governmental organizations and development raises several questions around accountability, method of ruling, management, finance, beside the relation ship with government, relations with the donor foundations and the private sector. Following are some important observations in this issue[16]:

☐ Albeit the prominent role for the non-governmental organizations in the development process on the previously mentioned sequence, this is not a new aspect, specially if we look to these organizations as a type more advanced than the human organizations. The non-governmental organizations in its new shape express more organized entities working in the shade of more rational governments.

☐ The foreign agencies whether governmental or non-governmental takes into account the role of the non-governmental organizations in participating in development processes and environment protection in

the under-developing countries. According to the previous observations, these agencies manage its finance towards chosen projects to achieve certain objectives. Finance aims to push the governments of the developing countries to set the non-governmental organizations as an effective part in decision making process, especially in relation of development.

☐ There are three assumptions occur to mind when mentioning the work of non-governmental organizations. First, it represents pressure force for democratic transfer and the multiple civil society. The second is that these organizations are the gambling hours to liberate the world from poverty, achieving the continuos development. The third is that it supports the quality of public service to citizens.

☐ The non-governmental organizations are one of the important tools in supporting the transfer to private sector, forming small and medium enterprise sector, this is beside the several human participatios that it presents in the developing countries to improve the human rights positions, family planning and youth programs.

☐ The non-governmental organizations supports the concept of organization between the community members, this is the concept that will have its positive impact latter on the community. These organizations provide people with skills and experience in deciding the community needs and encouraging participation. It also shows the cost concept in service providing through cost recovery methods plus beneficiaries satisfaction.

In general we can point to some jobs performed by the non-governmental organizations from the development perspective:

☐ Presenting aids for people in case of crises like earthquakes, starvation and wars.

☐ Community organizing, presenting technical and educational support for local groups, solving the local problems, founding local companies, influencing organizations to improve their services.

☐ Finance of popular organizations.

☐ Presenting technical and educational support for other non-governmental organizations working in development scopes.

☐ Presenting experiences, program coordination, formulating joined work plans for the organizations working in same sector.

☐ Developing education to increase public and leaders awareness in relation to the main development issues

☐ Policy support and institutional reform programs.

- These organizations played a great role in the debate around development with prominent roles in serious national and international issues. This was the reason behind its growth whether in size, force or structure. In some cases the non-governmental organizations acquired legitimacy, truth under the pressures that governmental balances suffers from. A lot of the developing countries give way to these organizations to play a more effective role and to participate in the development process especially the social one. This was due to its voluntary and self-achievement characteristics that distinguish these organizations from others. The second characteristic is that it is not an alternative to the government, the individuals has the right to meet and form organizations that can through pressure extend the government's responsibility and creating a public agenda, in some few cases change of governments, but can not govern. The third characteristic is that it is managed by the private companies method, operation wise, but those who run it could not have the right to have shares of the profits "Non-distribution Constraint". The fourth characteristic is the discrepancy between these organizations, where as purpose and financial support.

Third: The Three Sectors: Public –Private- National- Competition or partnership?

It was believed for long period that both private and public sectors have their own independent world, and government has no right to interfere in running the private works, this was the matter that placed the government in its traditional bureaucratic model[17]. Lately, under the pressures on governments to solve problems, decrease expenses in an effective way, both sectors came out of their isolation and found in the non-governmental organizations pathway to their communication.

The public sector, through its mechanism could not deal in an effective way with the needs of the simple people and those with limited incomes, albeit its concern. Where as the private sector did not place them in his concern, as they are not their targeted audience. Thus the non-governmental organizations occurred in a trial to fill in the gape .

Internal and External changes and developments paved the way for such organizations to play the alternative role for both private and public sectors. Pressures are continuos from the nation to have improved services. This is beside the external pressures whether from the World Bank or the donors or from the non- governmental organizations to accelerate development,

gives more concern to the individual, pushing governments to put boundaries to its loose shape away from ideologies[18].

*** The last five years witnessed a wide spread for the word partnership between the three sectors, public private and non-governmental, whether in the political speeches of the governments or through circulars or the writings of the donating agencies.

The idea of partnership occurred from the point where the whole world became like a small village. This idea created a new sprit for cooperation and partnership to solve the existing problems that could not be solved by individual solutions. If we applied this on the national level, there is no alternative for participation between public sector foundations and private sector companies and the non-governmental organizations.

Those who back this tendency see that it is easy to have partnership between the three sectors and it could be continuos. The non-governmental organizations aim to achieve social-economic development without the wish to have political power or economic profits. These organizations seek partnership with the two sectors to make use of their finance and institutional support beside the organizational renovation.

If we ask about the form of relation between the three sectors, we can start answering by distinguish between the three sectors where as goods and services presentation, then we will decide the special privileges for every sector.

The appearance of the third sector with its great activity represents a new push to preserve multiplicity, voluntary, innovation, and charity. Albeit these privileges for the businessmen are hard to understand, some non-governmental organizations proved to the private sector its success in its official language, which is money talk.

In an article by "Peter Draker" in 1989 titled " What can the private sector learn from non-profit organizations?" Draker assured that these groups were successful in abundance of achievements with very simple costs. Its good in employing its volunteers, having high capability in befitting from the dollar then the private sector. Draker added that these organizations are more aware of money than the private sector companies,

most of the time it talks about money and gives it great concern as it realized how it is hard to get it. This is beside it always feel that what it has is less than what it needs.

According to Draker's observations, he sees that the non-governmental organizations are different from the private sector, as its achievement is more linked to social works and it is permanently needing more finance, beside the small budget of advertising, weak salaries. Albeit all this, these organizations are more advanced than the private sector in relation to management, development skills, planning and results evaluation.

Contrary to the government, the non-governmental organizations are more easily in choosing their clients, where as the governmental system is based on sharp equality whether in choosing their clients or those who work for it.

The difference is so sharp between the non-governmental organizations and private sector in relation to choosing customers, the non-governmental seems to willing to extend its range of service, even if this comes on its objective one way or another.

In fact, we should distinguish between bearing responsibility and performing it when talking about the three sectors. The government when contracting with non-governmental organizations or private sector it is transferring the process of service providing not the responsibility of performing this service. The government will still be the decision-maker, source of main financing. It is true that the road that the contract founds will not be a private one. There is a continuos need to distinguish between the government's responsibility and the mechanism of presenting the public services.

Fourth: The Three Sectors: Relative Privileges:
There is no single solution to deal with the complicated human needs, there is no way for accounting and classifying it. When speaking about the three sectors, each sector can perform certain service to fill part of this need. It is possible to talk about a defined formulation including the following:

- Availability of services.
- Possibility to reach service.
- Ability to provide service.

▫ Coordination.

▫ Consumer impact on the design of services presented to him [19].

Some of hard people do not believe in the possibility of partnership among the three sectors. If the non-governmental organizations have done some voluntary services in the past, it should continue. If we want to make things in its correct way, the private sector is the way, he is the owner of the sound financial system.

The more convenient opinion is that each sector has its strong and weak points, we should deal with every situation in the light of the relative privileges of each sector in case of providing the service.

The public sector (governmental) tends to be better in the following areas:

☐　　Policy management.
☐　　Preparation of systems and rules.
☐　　Preserving equality and justice.
☐　　Ceasing manipulation of power.
☐　　Preserving social ties.
☐　　Ensuring the continuity and stability of services.

On the contrary, the public services providers are with fewer skills in:

☐　　Performing complicated duties.
☐　　Learning from the success of other organizations.
☐　　Providing services that require change in specifications or method of performance.
☐　　Providing services for variant societies with different customs and traditions.
☐　　Providing services requiring huge fastness.

In general, the governmental bureaucracy suffers from disturbance in presenting services and tasks that needs flexibility, fast change and quick response to customer's requirements[20].

As for the private sector, it is on the contrary, its performance is so modest in relation to the first list and distinguishes for the second list. If the duties are with economic nature, or needs investment direction, the private sector is more close in using its experience in achieving profits that attracts investors.

The private sector is characterized the ability of innovation compared to the public sector and non-governmental organizations, innovation is the way for continuity, and it is the same reason behind the ability of the private sector to acclimatize quickly with changes. It can come out of old and failing activities, it is more professional in training issues.

The third sector is characterized by great success in achieving tasks and performing works that generate limited profit, or do not have any profit, it requires the following:

- ☐   Comprehensive and deep closeness.
- ☐   Charity works and direction towards humans as a value.
- ☐   Huge trust in clients and consumers.
- ☐   Voluntary efforts.
- ☐   Human tendency[21].

Osborn & Giblr briefed to the strong and weak points for every sector in the following schedule[22]:

The Three Sectors: The Relative Privileges

The Sectors and the Potentials	Public	Private	Third
Public Sector			
Stability & Continuity	o	*	◊
Ability to go out of the main organization objective	o	*	◊
Avoid taking sides	o	◊	*
Private Sector			
Ability to adapt with quick changes	*	o	◊
Ability for innovation	◊	o	◊
Direction towards repeating the successful experiences	*	o	◊
Direction towards avoiding failure	*	o	◊
Willing to take adventure	*	o	◊
Ability to generate capital	◊	o	*
Professionalism, high skill in performance	◊	o	◊
Benefitting from the scopes economy	◊	o	*
Third Sector			
Ability to present services for different groups	*	◊	o
Charity works, direction to humans as a value	◊	*	o
Comprehensive dealing with problems	*	*	o
Ability to create trust	◊	*	o

o High	◊ Medium	* Low

From what is rendered, we believe that the relation ship among sectors is a partnership relation ship, it is important to be so. For scarce of resources, and due to the interwoven system that leaves this relation without coordination and suitable management, competition between partners is existing. As the scope of human needs, services is extended, in addition to the existence of relative privileges for each sector, this the three sectors are directed towards partnership to preserve their interests.

Fifth: The New system in Egypt: Arabian Case;

While preparing this study, we were lucky, that we got a clear reference to the subject we are launching, which partnership between government and civil society in Egypt. In Hossny Moubarek's, President of the Arab Republic of Egypt-, speech in front of the youth of the

Egyptian Universities in 25 August 1999 he said " We are planning and working to achieve a continuos upraise in all Egyptian life aspects. This upraise will not depend on the governmental effort only, but on the state's organizations and civil society organizations too; parties, syndicates, federations and national societies".

Achieving this vision requires various potentials, and variant entries so that we can reach partnership between government and the civil society, we will discuss this point in the following:

1- Civil society in Egypt.
2- Level of trust between the civil society's organizations and with the government and private sector.
3- Requirements to apply the idea of partnership.
4- Some of the most important revenues and outlets for this idea.
Following are some details.

1-Civil Society In Egypt:

Egypt is considered the first Arabian, Islamic and African country that witnessed the experience of new civil society's organizations, this refers back to 1821.

A quick look to the main characteristics and positions of the civil society in Egypt:

1-The development of the Egyptian Civil Society (Briefed Background)[23]

The Egyptian civil society Organizations have passed through phases and intervals during its foundation and development that can be decided as follows:

1-Starting and growth phase 1821-1881.
2-Colonial phase 1882-1922.
3-Liberal phase 1922-1952.
4-Socialist planning phase 1952-1973.
5-Research upraise for the civil society phase 197401998

2-The Size of the Egyptian Civil Society Organizations and its kinds:

Schedule (1) shows us the published available data about the organizations of the civil society in Egypt, its sizes, kinds, number of members up to year 1998. The schedule brief to us the following directions:

☐ The number of organizations of the civil society in Egypt by 1998, is estimated by 27000 organization. As per the schedule, more than one and a half of this number classified as national societies (registered as per societies law # 32/1964, replaced by law #153/1999).

☐ The number of organization members in Egypt is around 25 million, this figure represent more than one third of Egypt's population by the end of nineties. The number of active members does not represent more than one third of the total number of members shown above, which is equal to around 7.5 million.

Schedule (1)

Egyptian Civil societies Organizations at The End of Nineties

Kind	# of Organizations	# of Members
1-Private Voluntary Societies (National)	14.700	4.250.000
1-1 Luxury Societies	6.682	2.800.000
1-2Cultural & Scientific Societies	4.306	350.000
1-3Community Development Societies	3.521	1.100.000
1-4Financial Aids Societies	191	10.000
1- Clubs	6.020	3.000.000
2-1Social	931	500.000
2-2Sport	1.079	500.000
2-3Youth Centers	4.010	2.000.000
2- Cooperatives	5.600	1.250.000
3-1 Consumers	1.300	650.000
3-2 Services	1.800	500.000
3-3 production	2.900	100.000
3- Syndicates	89	7.030.000
4-1 Labor federation	23	4.000.000
4-2 Occupational syndicates	23	3.000.000
4-3 Businessmen Associations	8	25.000
4-4 National companies	35	5.000
4- Organizations (Movements)	138	200.000
5-1 Human Rights	31	50.000
5-2 Women and its related cases	15	60.000
5-3 Environment	34	10.000
5-4 Other	58	50.000
5- Independent Communication (press)	33	Can be read
6-1oposing parties newspapers	14	400.000
6-2 Independent	19	400.000
6- Political parties	14	3.000.000
Total	26.594	24.600.000

2-Level of Trust Between Civil Society Organizations and between Private Sector and Government[24].

This level can be measured by the range of cooperation, interaction and coordination inside the civil society organizations, its ability for net working, solidation to effluence the public policies, in this frame the following was shown:

- Still the cooperation and interaction of the civil society organizations are in its primary stages, we have many examples, but we are going to point to the case of national societies, where the symptoms of cooperation and interaction became prominent lately, thus building work networks outside the law imposed federations.
- Businessmen associations witness a high degree of cooperation and coping.
- Some of the civil sectors like women organizations could not have alliance or cooperation, instead, they got conflict and competition.
- The foundation of networks under civil society organizations were linked by finance processes, then creating special interests, which might be contradictory to the organization's interests.
- It is very scarce to have cooperation between the civil society organizations to found a joined project with national objectives.

Thus the need to raise the level of trust between civil society organizations urgent and persisting. As for the level of trust between these organizations and private sector it is too limited. The private sector could not understand and realize the reality of civil society organizations objectives for non profit works. Still the private sector's sense of responsibility towards social responsibility is weak, it could not realize the revenues it might get from cooperation or partnership with civil society organizations, specially national societies.

Finally, the Egyptian reality points to the fact of lack of trust between government and social society. Still the views of doubt, fear governing their relation together. There is a slight beam, where the need of each of them to the other is increasing day after day, the thing that spread hope and optimism.

3-Requirements for Applying the Idea of Partnership Between Government, National Sector and Private Sector

There are main principles in building effective relations among these three sectors in Egypt towards Partnership, the most important of which:

- Equality and Justice.
- Mutual interest.
- Self appliance for principles.
- Common understanding in dialogue.
- All sectors should accept the idea of partnership, integration instead of conflict.
- The existence of solid ground for the works and activities of these sectors[25].

- Liberty of thought & expression.
- Work transparency.

These principles raise many questions, needing effort to adhere to it:

☐ Partnership should be between strong partners or similarly strong, so that every party could integrate with the other. Is this represent the reality of force balance between the three sectors in Egypt in the present time?

☐ Partnership requires political, legal, social and technical bases, is it available in the needed sum in the Egyptian environment?

☐ What is the source of finance for activities if agreements were made around scopes under partnership, is it the government, or businessmen or non-governmental organizations? Or joined finance? What's the ratio?

☐ Are the non- governmental organizations in Egypt ready now to enter in such relations?

☐ What are the required mechanisms to found and ensure this type of relations?

4-Some of the most important Revenues or outputs:

The achievement of effective partnership among the three sectors will help in the realization of some results, most important of which are:

- Preparation of healthy atmosphere for production and development processes that helps in the growth and stability of these processes.
- Human resources development, not only to acquire new skills and capabilities, but provide them with potentials, that help them to renovate and innovate.
- Participation in renovating suitable legal frames for civil society and private sector, to magnify its role.
- Developing new sound concepts related to wealth and money generation, these concepts should be linked with agreement, accountability and socialism, decreasing the great gap between community classes, participating in improving the community circumstances as a whole.
- Permanent observation for performance development in development and production sectors.
- Making the employees work with high spirits due to respect and appreciation by community classes.
- Working on the permanent link between the needs of the community and consumers with the goods and services providers.
- Benefiting from private sector's experiences in sound management.
- Assistance of private sector to the national sector for how to direct services in the scope of small projects.
- Government benefits from cooperation with national sector in encountering some cases like, health and education.
- Private sector benefits form the national sector in extending its realization for the needs of local community, its social and economic circumstances, knowing its sufferance.
- The national sector provides the private sector with highly trained labors as per its needs.
- The material participation from the private sector to the activity programs of the national sector.

Conclusion:

Assuring a main reality revealing that inability to reach an institutional construction for a participatory relation between the three sectors means that the non-governmental organizations will be the only entity suffering from the lack of this sound relation. Confirming the benefits that could be achieved through this required participation, the suitable advice is the gradation in offering and implementation in the Egyptian case till the new meaning is established: Government + Private sector + non-governmental organizations and having a favorable atmosphere to create trust.

We could say – with great deal of relieve- that the civil society in all the Arab countries is similar to a great extent with the civil society in Egypt , whether from the prevailing culture or its point of view or its requirements.

It seems that the extension role for the Arabian states reached its limits in the seventies, respectively the Arabian civil organizations increased till it reached by the end of eighties around 70,000 organization. This was due to some factors, the most important of which is the increasing need of the individuals and local communities for extensions in the field of education, the increase of the individual financial resources, growth of liberty margin. In the nineties the movement of the civil society increased, and consequently the requirements increased to include the values that govern and stimulate the civil society , these values are: transparency, tolerance voluntary initiatives in a suitable legal, political, economic and cultural frames.

In this perspective, there are several concepts to put the Arabian civil society in force, the most important of which:

A- It is supposed that joining the civil society organizations should be according to the scientific achievement concepts; education, occupation but not inherited; belonging to a family, tribe or sect.

B- There are criteria that could evaluate the level of development of the civil society organizations. These criteria are:

- ☐ The ability of the organization to adapt with the environmental developments and coping with the change of the arising generations, occupational adaptation, performing the required amendments to avoid stagnancy.
- ☐ Independence whether in encountering the government or the other organizations.
- ☐ The multiplicity of the horizontal and perpendicular levels of the organization, meaning the multiplicity of its bodies and its geographical spread.
- ☐ Realizing a reasonable degree of homogony between the members, branches and leaders to avoid conflict and divisions.

C- The financial independence for the civil society organizations could be achieved through:

□ The foundation of a national bank to finance the civil organizations.

□ Encouraging these organizations on the financing method of financing permanent production projects with regular permanent income.

□ Prompting the rich people to participate in augmenting these foundations.

D- One of the important sides to activate the civil society is the concentration on the cultural activation and cultural activities to disseminate the liberation principles, the criticism method, that leads to innovation.

E- It is not possible to talk about the activation of the civil society without talking about the activation of the state and its reform, as long as tackling the civil society problems starts with approaching the state's problems.

*** Adding to what was rendered, there are some roles that could be done whether on the short or medium term to augment the Arabian civil society, the most important of which:

1- Eliminating- or at least decreasing – the conflict aspects between the ruling regime and opposition in the Arabian countries, through practical solutions for some of these conflicts; giving the chance for the various forces to have an official political expression, pushing it to bear the political and economical reforms. On the other side the opposition should develop its programs and work mechanisms.

2- Augmenting the transfer process towards pluralism that has been applied in some Arabian countries. This can not be achieved without the augmentation of the intellectual and social forces that defending democracy. It is important to observe that democracy is not a magical solution for the problems of the Arabian communities, but it forms a suitable frame for encountering these problems.

3- The civil society foundations should rebuild its structures on new bases, trying to ease the negative points, like lack of internal democracy, several internal conflicts.

4- Reviewing the public policies in a serious way in the Arabian countries, to encounter the deep economic, social and cultural discrepancies in these countries. These issues are close to the formation process of the civil society. The public policies target the civil society, so it should be the main factor in shaping and developing it.

5- When the Arabian governments withdrew from some services and production scopes, the civil society's sectors and organizations should fill in the gap in a gradual organized way, under some conditions to guarantee that there wont be any unbalance in the community, specially when some forces and formations compete in an unorganized way.

6- The legal and institutional frames should be revised in the Arabian countries, putting an end to political and administrative corruption in these countries. These issues are closely related to the civil society, the legal frame organizes the relation between the state and the community. The political and institutional corruption harms the state and community foundations.

These procedures are regarded as an important step towards the achievement of targets and objectives which represents a base for the renaissance project in the Arab World which is democracy, social justice, cultural authenticity, economic development, the national independence in the light of governance and participation.

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