

The European PHD Network on the Third Sector and Civil Society



6th Annual Meeting, 25th-28th May 2006
Vienna University of Economics and Business Administration



Information Package

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DIE ERSTE österreichische Spar-Casse
Privatstiftung

1. Programme

Thursday, 25th

at Hotel Albatros (Map Nr.5):

14.00 – 16.00 **Pre-Session**
„Challenges to Civil Society Development in Central and South-Eastern Europe“ (detailed information on page 4)

at „Dschungel Wien“ (Map Nr.9):

18.00 – 18.10 **Welcome**

18.10 – 19.00 **Introduction of the Participants**

19.00 – 19.30 **Key Note:**
„3rd Sector in Austria“, Prof. Michael Meyer

19.30 – 19.40 **Programme Overview**

afterwards **Reception**

Friday, 26th

at Vienna University of Economic and Business Administration (Map Nr.6):

08.50 – 09.00 **Welcome** by Vice-Rector Prof. Barbara Sporn

09.00 – 10.30 **Plenary Session:**
“European Welfare State Models: Developments in Central and Eastern European Countries and the Role of Civil Society“, Prof. August Österle

11.00 – 13.00 **Group Session I**

13.00 – 14.30 **Lunch**

14.30 – 16.30 **Group Session II**

17.00 – 18.30 **Plenary Session:**
Panel Discussion: “Future Perspectives of Civil Society in CEE“, Dekker/Coudenhove/Pospisil/Österle/Zimmer

at Restaurant „Zum Rebhuhn“:

19.30 **Dinner**

Saturday, 27th

at Vienna University of Economic and Business Administration (Map Nr.6):

10.00 – 11.00	Group Session III
11.30 – 13.00	Plenary Session: „Pimp My Theory – Good Advices for Other Theories“, Meyer/Donoughue/Wijkstroem/Dekker/Evers
13.00	Lunch
Afternoon	Free Time

at Restaurant „Glacisbeisl“ (Map Nr.10):

19.00	Dinner
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Sunday, 28th

at Vienna University of Economic and Business Administration (Map Nr.6):

10.00 – 12.00	Group Session IV
12.30 – 13.30	Plenary Session: Wrap Up and Feed Back

2. Pre-Session

In addition to the official programme we are happy to announce this pre-session for all participants with a phd topic dealing with CEE¹. The pre-session is organized by our main sponsor DIE ERSTE Foundation:

Pre-Session
“Challenges to Civil Society Development in Central and South-Eastern Europe”
Thursday, 25th, 2.00 pm, Hotel Albatros (Map Nr.5)

The DIE ERSTE Foundation, a recently established foundation with a keen interest in civil society development in Central Europe, invites you to an afternoon of exchange, confrontation and discussion with **Mr. Ivan Vejvoda** (Executive Director of the Balkan Trust for Democracy and former Director of the Soros Foundation in Belgrade), one of the leading experts on civil society development in Central and South-Eastern Europe (CSEE).

After having had lunch at the hotel for those already present, we will start at 2:00 p.m. and should finish in time to get to the opening reception of the official PHD-Network Seminar at 6:00 p.m.

During an introductory round, we would like you to present yourself with name, country of origin and the title of your thesis as well as one critical aspect you perceive in civil society development in CSEE. This could be one you are struggling with in your thesis or a more general aspect you believe is or will be critical for the development / function / position of a strong, effective civil society in the greater European context.

Mr. Vejvoda will then give a presentation of his view and experience of civil society in CSEE and will relate this to the challenges and critical elements you have posed during the introductory round.

Following this, we will be able to discuss the issues in more depth with also Prof. Michael Meyer of the Vienna University of Economic and Business Administration and representatives of the DIE ERSTE Foundation.

On the following page you find a CV of Mr. Vejvoda. For a brief description of the general outline of the DIE ERSTE Foundation please visit our web-site at <http://www.erstestiftung.org/home/en/>

¹ Anahid Aghamanoukjan, Ihar Zahumionau, Pavel Micka, Odile Bour, Kerstin Hämel, Peter Nizak, Dainius Genys, Mariusz Wojtowicz, Nidhi Trehan, Kristina Charrad, Egle Vaidelyte, Lyubov Palyvoda, Birgit Sittermann, Natalia Leshchenko, Tome Sandevski, Pelle Åberg, Monika Molnar, Anna Domaradzka, Margiz Kinyik, Katarina Svitkova

Ivan Vejvoda

Ivan Vejvoda is the Executive Director of the Balkan Trust for Democracy (a project of the German Marshall Fund of the United States) since June 2003.

He was Senior Foreign Policy Adviser to the Prime Minister of Serbia in 2002-2003.

From 1998-2002 he was Director of the Soros Foundation in Belgrade.

A political scientist, he worked at the Institute for European Studies in Belgrade (1984-1993) and has taught European studies, comparative politics and political theory at the University of Sussex (1993-96), Macalester College, Minnesota (1996-7) and Smith College, Massachusetts (1997-8).

He was an editorial board member in the 1980s of the Belgrade journals *Theoria* and *Knjizevnost*, and is on the editorial boards of the US social science journals *Constellations* and *Philosophy and Social Criticism*.

He is the co-editor of a books series on political philosophy "Libertas" with the Belgrade publishing house Filip Visnjic since 1984.

He has co-edited *Democratization in Central and Eastern Europe* (Pinter 2000, Continuum 2002) and *Yugoslavia and After* (Longman 1997). He has also written on the French revolution, La Boetie, Hannah Arendt, Claude Lefort. He has translated books and articles from English, French and Italian by authors such as Jean Jacques Rousseau, Jacques Derrida, Lucio Colletti, Agnes Heller, Cornelius Castoriadis, .

He was a co-founder of the Democratic Forum in Belgrade (1989) and of the Belgrade Circle of independent intellectuals (1992).

Born in Belgrade 1949. Graduated in political science in Paris, Institut d'etudes politiques. Post graduate studies at the Faculty of Philosophy, Belgrade University.

3. Travel Directions

Arrival at the Vienna International Airport:

Take the train number "S7" or "CAT" express train to "Landstraße (Wien Mitte)".
At "Landstraße (Wien Mitte)" take the subway line U4 (direction: „Heiligenstadt“) to "Spittelau" (Map Nr.1).

Arrival at Bratislava Airport:

Take the shuttle-bus to Vienna. The bus stops in Vienna at the subway station „Erdberg“. Take there the subway line U3 (direction „Ottakring“) and change to subway line U4 at „Landstraße (Wien Mitte)“. Take subway line U4 (direction: Heiligenstadt) to "Spittelau" (Map Nr.1).

Arrival by Train:

at "Wien Westbahnhof":

take subway line U6 (direction: Floridsdorf) to "Spittelau" (Map Nr.1).

at "Wien Südbahnhof":

take tramway line D to "Augasse" (Map Nr.2).

Hotels

Hotel Alexander (Map Nr.4)

Augasse 15

Hotel Arkadenhof (Map Nr.3)

Viriogasse 5

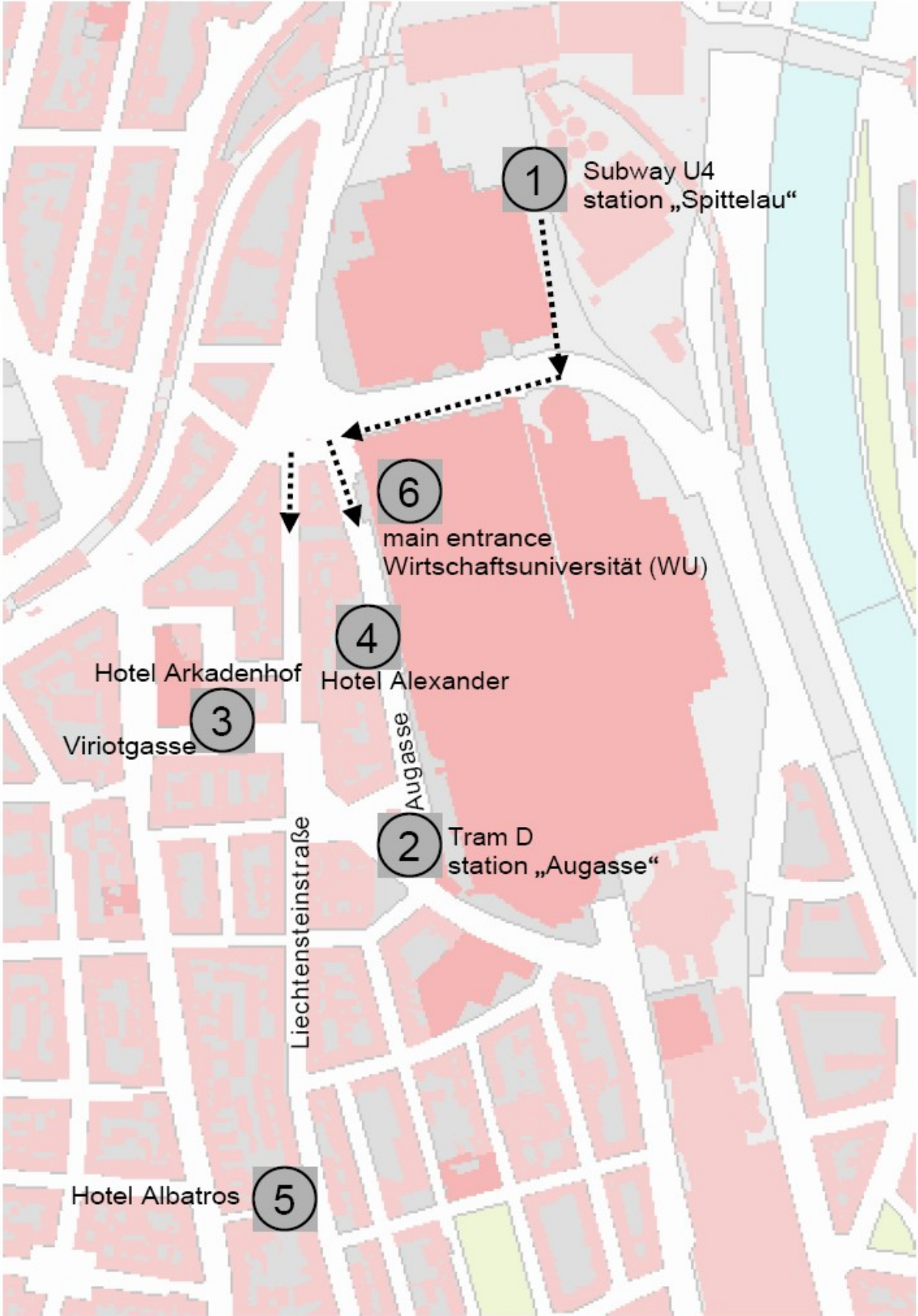
Hotel Albatros (Map Nr.5)

Liechtensteinstraße 89

Important: to check in which hotel you stay consult the participants list on page 9!

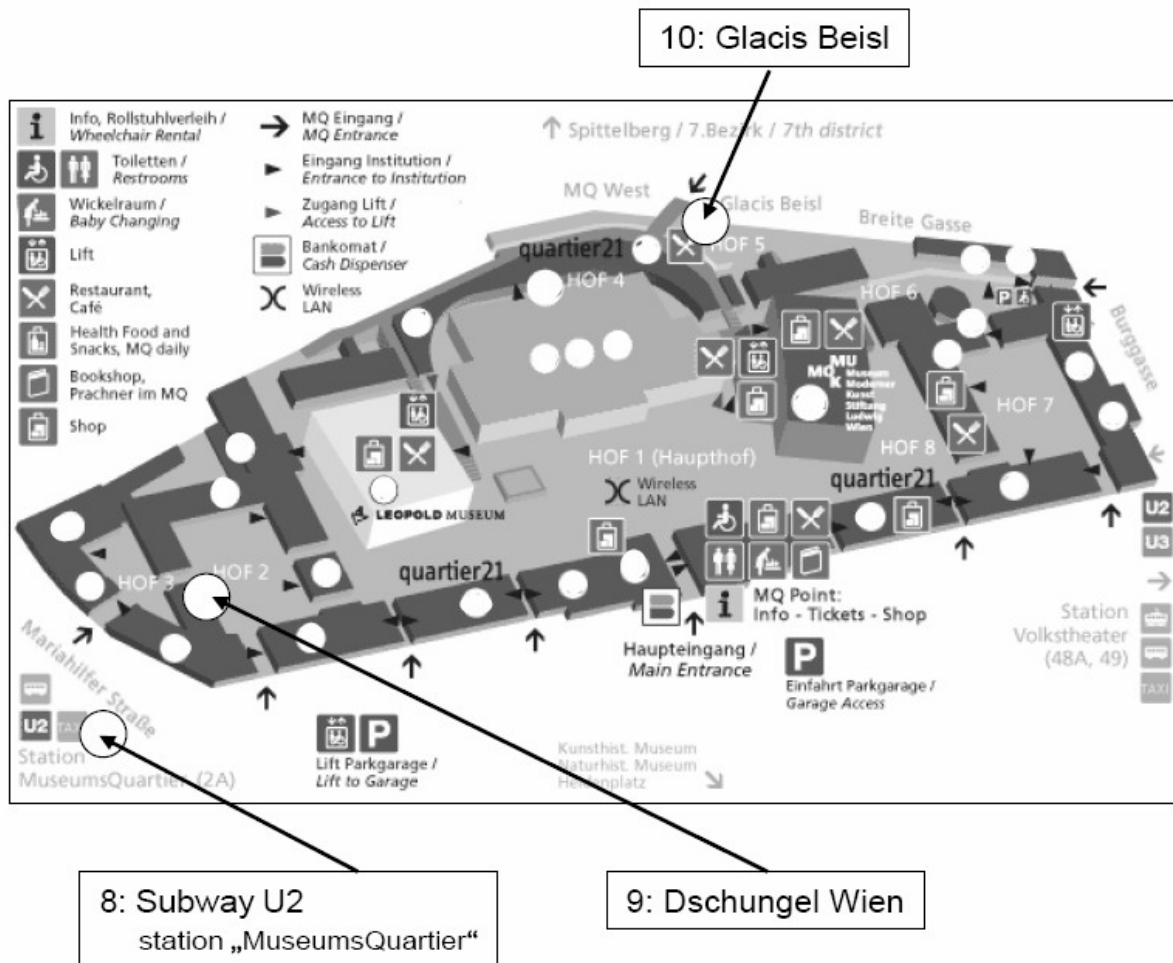
4. Maps

Hotels and Campus



MuseumsQuartier

(Welcome Session Thursday and Dinner Saturday)



how to get there from your hotel:

take the **Subway U4** to „**Schottenring**“ (direction „Hütteldorf“) and change there to the **Subway U2** to „**Museumsquartier**“ (direction „Karlsplatz“).

Whenever you get lost, please call:

Florian Pomper 0043-664-8266908

or

Michael Meyer 0043-676-82135366

5. List of Participants / Hotels

I. Students

Name	Hotel
Pelle Åberg	Arkadenhof
Anahid Aghamanoukjan	-
Odile Bour	Albatros
Kristina Charrad	Albatros
Tim Choy	Arkadenhof
Rein De Cooman	Albatros
Sara De Gieter	Albatros
Nandita Dogra	Albatros
Anna Domaradzka	Albatros
Stefan Einarsson	Albatros
Dainius Genys	Albatros
Astrid Haider	-
Kerstin Hämel	Albatros
Johan Hvenmark	Albatros
Margit Kinyik	Albatros
Johannes Leitner	-
Natalia Leshchenko	Arkadenhof
Aoife McDermott	Albatros
Pavel Micka	Albatros
Monika Molnar	Albatros
Peter Nizak	Albatros
Tero Oinonen	Albatros
Lyubov Palyvoda	Albatros
Florian Pomper	-
Geraldine Prizeman	Albatros
Zuzana Prouzová	Alexander
Tome Sandevski	Alexander
Andreas Schulz	-
Birgit Sittermann	Arkadenhof
Katarina Svitkova	Albatros
Nidhi Trehan	Albatros
Egle Vaidelyte	Alexander
Mariusz Wojtowicz	Albatros
Tuomas Ylä-Anttila	Alexander
Ihar Zahumionau	Alexander

II. Facilitators

Name	Hotel
Taco Brandsen	Arkadenhof
Paul Dekker	Arkadenhof
Freda Donoughue	Alexander
Adalbert Evers	-
Matthias Freise	Arkadenhof
Lesley Hustinx	Arkadenhof
Michael Meyer	-
Miroslav Pospisil	Arkadenhof
Filip Wijkstroem	Arkadenhof
Annette Zimmer	Arkadenhof

6. Abstracts

Pelle Aberg (pelle.aberg@sh.se)

Södertörn University College
Baltic and East European Graduate School

Spreading the Word - Transnational Cooperation and the (Re-)Building of Adult Education in Estonia

In my thesis project an analysis will be made of how civil society, and more specifically adult education activities and the ideas and organizational forms incorporated there are transferred between organizations in different countries. In the empirical sections the focus is on the Estonian context, the Estonian organization AHL (Avatud Hariduse Liit or Open Education Association) and the foreign contacts this organization has had, primarily focusing on Swedish partners through an investigation into a number of projects between AHL and the Swedish organization ABF (Arbetarnas bildningsförbund or Workers' Education Association) but also taking into account the contributions of other actors like the NFA (Nordens folkliga akademi or Nordic Folk Academy). This approach aims at shedding light on the diffusion, socialization or learning processes and the transnational cooperation between civil society organizations. Through interviews and written material I seek to find out what has been going on in the numerous projects taking place between the organizations but also what other actors that may have influenced the development of AHL since its initiation in 1991. I attempt to study this through looking at both sides in the process (i.e. both investigating the Swedish and the Estonian side and what opinions the respective actors hold on this cooperation) to also be able to say something about any possible reciprocity in the projects.

Civil society is frequently portrayed as one of the “good” arenas of society where individual citizens can get organized and push for their interests. This has often been advanced in discussions concerning factors, institutions and processes that can assist a process of democratization or enhance the quality of existing democracies and democratic citizenship. I agree with many researchers in that civil society can have positive effects for democracy, even though this needs to be problematized, but how it influences as well as how the ideas and skills developed in one country and its civil society may influence and be spread to organizations in other countries is not all that clear-cut. In our evermore globalized world this kind of transnational links could also become increasingly important. Following this reasoning it would appear to be interesting to look closer at this cooperation and the transnational aspects of contemporary civil societies.

To be able to say anything about how this transnationalization might influence civil societies, diffusion – here referring to the process of spreading ideas, organizational forms, etc.– should be seen as a useful tool for the analysis. This since diffusion, through providing examples and/or more direct interaction between actors from different contexts, can shed light on some of the aspects mentioned above. However, whether or not “diffusion” is the appropriate concept to use for this study can be questioned since the main process involved can be described as a socialization or learning process which, to some extent, involves a more dynamic perspective than is sometimes implied in discussions concerning diffusion.

One of the positive ways in which civil society has been claimed to be able to contribute to democracy is through their function as “schools of democracy”. In this line of reasoning lie the ideas that activity in civil society can help foster democratic values, civic virtues, a civic spirit and educate citizens in and for democracy through participation. This type of role for civil society exists on an indirect but also on a more direct level and here adult education might play an essential part in the processes. This is also partly the reason for why the choice of what civil society organizations to study closer has fallen on adult education organizations. A main ambition of adult education, at least in Sweden, has been and still is, to promote democratic development in the countries with which the organizations work. Since these organizations should be considered parts of civil society and education in different forms, in

much previous research, has been regarded as essential for a democracy to function well, following arguments such as those discussing the importance of civic competence, this should be seen as a relevant approach. Through this approach it is possible to look both at the contents of the adult education (what, more or less explicit, connections that might be found with democratic values, etc.) as well as the form of the education.

Anahid Aghamanoukjan (anahid.ghamanoukjan@wu-wien.ac.at)

Vienna University of Economics and Business Administration
Academic Unit for Nonprofit Management

Innovation in the Nonprofit Sector

Over the past years, "innovation" has often been seen as the answer to increasing demands towards NPOs and therefore as a must for the survival of an organisation. Hence, the topic of "innovation in NPOs" has become a buzzword for researchers and practitioners, often promoted as a normative good in the sector.

The present publications have been focusing on the aspects of creation, encouragement, and management of innovations in nonprofit organisations, while most of the approaches presented in these publications were initially developed for forprofit organisations (FPOs). Unfortunately, they fail to capture a number of crucial aspects for understanding the processes and outcomes of innovation in the nonprofit sector.

Irrespective of the kind of organisation - forprofit, nonprofit or public - most scholars ignore the subjective aspect of innovations. Although it is stressed in reference to the "newness" of an innovation (for whom is it new? the world, the country or the organisation?), most of the approaches overlook the full subjective aspect of innovation: Innovation is a result of a collective social evaluation process of different actors (managers, clients, funders, investors or other institutions) in the sector.

This thesis is a first exploratory study of the conceptualization of innovation in the nonprofit sector focusing on the following questions:

- Which criteria are perceived as crucial for innovations in the nonprofit sector? And
- to which factors do actors attribute the success or failure of innovations in the sector?

The aim of the thesis is to understand and explain innovation in the nonprofit-sector. The focus thereby is not the emergence of innovations but rather the recognition, acceptance and diffusion of innovations in the sector.

Firstly, I will describe major theories of innovation, developed for forprofit organisations and analyze their underlying premises and concepts to link innovation theory and nonprofit theory more tightly. In the second part empirical insights are presented. I will use in-depth-interview data with actors in the nonprofit-sector and content-analyze their accounts of innovation. This qualitative approach allows exploring the subjective aspects of innovations; how actors perceive innovation and evaluate the processes and outcomes.

Thus I will demonstrate the possibilities and limits of applying concepts developed for FPOs to NPOs and provide an outline of how innovation in NPOs should be dealt with both by researchers and practitioners. The thesis should contribute to a more detailed understanding of how innovations diffuse and are evaluated in the nonprofit sector.

Odile Bour (odile.bour@web.de)

University Münster
Department of Social Science

**Private-funded foundations as actors in the German foreign cultural policy in
Central and Eastern Europe
(Poland, Czech Republic and Russia)**

After the Fall of the Berlin Wall and the German Reunification, private-funded foundations put on tremendously on visibility and activism in Central and Eastern Europe. Focussing especially on the field of German-Czech, German-Russian and German-Polish relations three of them, the Robert Bosch Foundation, the Körber and the Zeit Foundation deployed and are still deploying an intense activity which ranges from bilateral seminars on history or politics, further education for civil servants, youth exchange to reconstruction of historical buildings. Its target groups are students, policy-makers, journalists, multipliers and opinion makers in general: in short, actual and future decision-makers.

The ambition of this PhD study is to analyse and to understand the role of the three private-funded philanthropic foundations cited above in the organisation and execution of German cultural foreign policy in Central and Eastern Europe. The focus of this study is set on the relationship between the foundations on one side and the German Federal Government with focus on its Foreign Office on the other side. Which role and place do the foundations take in the structural organisation of German foreign cultural policy? Which are the relations between the German state and them: cooperation, control, concurrence? Can one consider them as an intermediate organisation even if private-funded? What is the motivation of such a foundation to intermingle in a state foreign cultural policy?

Theoretically, this PhD study is located at the intersection of two domains of political science: foreign policy and third-sector research. The German equivalent of the notion “foreign cultural policy” *auswärtige Kulturpolitik* backs to 1917. First private institutions of cultural foreign policy were created in the 1920’s and 1930’s with the aim of promoting German culture abroad. The thought behind this was to pave the way for German businesses abroad with the mean of culture. The Alexander von Humboldt Foundation for instance was created during this period. From private-run organisations a few of them became involved in the nazi propagande policy or were forbidden. After 1945, the nazi-involved *Mittlerorganisationen* were abolished, a few old ones re-founded and new ones were founded. The new West-German state took over the decentralised organisation of the cultural foreign policy from the 1920’s in funding them but letting them free and autonomous to decide and execute cultural foreign policy. This autonomy represented the solution Western Germany found to bypass the suspicion of state propaganda after the Nazi period and was a way of creating a new image of Germany in a world traumatised by Nazi-Germany.

The theoretical starting point of this study is the theory of *Vergesellschaftung* of foreign policy proposed by Ernst-Otto Czempiel. By *Vergesellschaftung* – often translated by socialisation - is meant the phenomenon of appropriation by civil society actors of the foreign policy, this *domaine réservé* of the state. Societies have built autonomous networks of sustainable relations (*Handlungszusammenhänge*) among themselves. Since the 1950’s the “hard shell of the national state” (John H. Herz) has been thus blown up and the world interaction has been privatised. This phenomenon characterizes societies of OECD states, wherein social actors have been strengthening on this way their position towards national government and thus broke states action monopoly in the field of foreign policy. To put it briefly, the world of states has been changed into a world of societies wherein social actors break through state monopoly in foreign policy to obtain more influence on political decisions and to claim consideration for society interests in foreign policy (Czempiel 1994). I argue in this study that civil society organisations as philanthropic foundations for instance have appropriated themselves a field of foreign policy, the foreign cultural policy which has been thus socialised (*vergesellschaftet*). This increased participation of social actors has led to a stronger legitimacy and to an increased effectiveness of foreign policy (Schmid/Take 1997).

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Westfälische Wilhelms-Universität
Young Researcher Group “European Civil Society”

**Integrating civil society actors from CEE countries on European level:
problems and perspectives**

Every enlargement before the biggest one in 2004 was followed by a rise in the amount of interest organisations on the European level (Kohler-Koch et al. 2004). The enlargement of the EU on 1st May 2004, with 10 new countries joining the EU, was the biggest enlargement in history and has, as such, transformed the European political arena. Now, is the amount of interest organisations significantly rising? Are the civil society actors from the new member states able to integrate themselves at European level to represent their interests? How are they integrated after one year of membership in the EU in the interest groups' scene on European level – are they able to participate in decision-making process?

My thesis focuses on the involvement of civil society actors from Visegrád countries (Poland, Hungary, Czech Republic and Slovakia) in the decision-making process on European level, and develops hypotheses on the strategies and difficulties of civil society actors from the new post-socialist member states and their role in European governance.

The hypothesis is that actors from the Central European new member states do not have the same starting positions in order to participate in in decision-making process. Civil society organisations in these countries are comparatively weak and interest representatives there have less resources and knowledge to establish offices in Brussels or join the transnational networks

Specifically, my thesis sets to answer these main questions: What forms of interest representation at the European level do civil society organisations from Visegrád countries choose? How integrated are the actors from CEE in formal and informal Brussels networks and forums influencing EU policy-making? These questions will be approached by the method of network analysis, drawing conclusions from the analysis of two issue networks and interviews with representatives of civil society organisations from Visegrad countries.

Tim Choy (t.choy@uvt.nl)

Tilburg University, Faculty of Social Sciences
Department of Organization Studies

Governmental control on health insurance offices: Consequences for structure, behaviour and public goal attainment

The goal of this study is to gain more knowledge of (dysfunctional) consequences of formal control that is implemented by the Dutch government and applied on health insurance offices (HIO's). The Dutch government has contracted HIO's to implement a law concerning public health insurance for special health care. As such, HIO's administrate insurers, purchase health care and govern waiting lists. A governmental agency is in charge of controlling, i.e. monitoring and redirecting, the contracted HIO's. This controlling process is formalized through a control program, wherein directives are stated how HIO's have to account for which (non-financial) performance indicators. All HIO's have adopted and implemented this control program. Subsequently, the question arises what the effects of this intervention are on the structure and behaviour of HIO's? Eventually it is also interesting to know how these (possible) structural and behavioural changes contribute to the attainment of public goals that are set by the government?

Control theory assumes that control results in goal attainment. Although organizational goals could be achieved, it is doubtful to what extent formal control contributes to the realization of qualitative governmental goals, in particular improvements in quality care and the stimulation of demand driven care. In this study it is hypothesized that the control program provokes bureaucratisation, goal displacement and strategic behaviour at HIO's. Due to formal control a HIO is expected to become more bureaucratic: centralization, formalization, standardization and specialisation are presumed to increase. In Merton's sense of goal displacement it is expected to find adherence to accounting directives in such a way that the instrumental value (accounting system) becomes the terminal value. Additionally, we expect to find strategic behaviour, in the sense that organizing actions to score more favourable on certain performance indicators goes at the expense of other actions that are beneficial for something or someone else (e.g. optimising the quality of health care). Finally it is hypothesized that the presumed structural and behavioural changes in HIO's inhibit qualitative governmental goal attainment.

This study uses an explanatory and multiple embedded case-study to answer the questions The theoretical propositions are applied on five HIO's and two private health insurance companies (PHIC's). The latter two serve as a control group, since they lack governmental control on non-financial performance indicators. It is expected to find literal replication on all HIO's and theoretical replication between PHIC's and HIO's. Additionally, non-equivalent dependent variables as well as rival explanations (e.g. null hypotheses, direct rivals, implementation rivals and contextual rivals) are taken into account to strengthen internal validity. Data is gathered by documents and semi-structured interviews. Five participants of each organization are questioned (manager, policy maker, financial controller, health care purchaser and administrator). Informants will be asked about their activities and situations before and after the implementation of the control program. The data is analyzed with the logic of pattern matching: comparing the theoretical pattern with the observed empirical pattern, and the logic of process tracing: checking the presence of the (causal) mechanism between the independent and dependent variables in this study. The concepts in the propositions are transformed into dimensions and indicators, which are matched with the gathered data. Thematic and content analyses guide the matching procedure. Multiple coders analyze the data to sustain inter-rater reliability. Due to the small number of cases, results can only be analytically generalized to the theory and not to other populations. Moreover, the qualitative nature of this study can eventually reveal more contextual information, which can also contribute to the further development of control theory.

Rein De Cooman (rein.de.cooman@vub.ac.be)

Vrije Universiteit Brussel
Department of Psychology

Work motives in non-profit organisations: an empirical study

The study, which started in January 2005, inquires into the motivation of non-profit employees. Moreover this study takes a close look at two specific (and large) groups of non-profit employees, namely teachers and nurses. Furthermore a comparison will be made with the motivation of employees from the profit sector.

After having updated our background through a literature study on employees' motivation in this specific context, a qualitative investigation of sector specific work motives (in-depth interviews with teachers and nurses) was conducted among the specific target groups (Paper presented at the 12th European congress of Work and Organizational Psychology, Istanbul, Turkey, May 2005). Content analyses of the obtained data provided us with input for conceiving a survey instrument about work motives. Additionally also job specific work values have been questioned based on existing questionnaires (third phase). The final survey was administered to a sample of graduated teachers and nurses in their first year of employment. This allowed us to compare those graduates starting in an education-related job (teacher, nurse) with those choosing another career. Results indicate that teachers are mainly motivated by altruistic and social as well as intrinsic job motives and work values, whereas the graduated teachers working in another job attach significantly more importance to the career and to financial rewards (Paper presented at the "5th Workshop on the Challenges of Managing the Third Sector", Belfast, September 2005). Our results for the nurses are in line with those of the teachers. Apparently the altruistic motive as well as two extrinsic business oriented motives succeed in differentiating between employees in a non-profit profession and those in a profit profession, in a sample with a similar educational background. Building on the recent theoretical framework on the public sector work motivation by Wright (2001), this finding may further be clarified as to its emergence and its relationship with demographic, behavioural and attitudinal variables (e.g. job satisfaction, organizational commitment). The final objective of this and subsequent studies is to develop a revised non-profit sector model of work motivation, with emphasis on job specific work motives for teachers and nurses and sector specific work values for the profit and non-profit sector, refuting the simplistic Herzberg (1957) dichotomy.

Sara De Gieter (Sara.De.Gieter@vub.ac.be)

Vrije Universiteit Brussel
Department of Psychology

Rewards in the non-profit sector

The current Ph.D.-project (2004-2007) concentrates on the rewards of non-profit employees. More in particular, the focus lies on the two largest non-profit subsectors in Belgium: private non-profit schools and private non-profit hospitals.

The first year of the Ph.D.-project was spent on reviewing the relevant literature, starting from both the economic and psychological point of view on rewards. At the same time, a quantitative study (N= 661), using the American Pay Satisfaction Questionnaire, was undertaken to examine the pay satisfaction dimensionality for non-profit employees, given their recent public expressions of dissatisfaction (for this study only, a third sample of non-profit cultural centres was included). As expected, the results of this study indeed indicated rather low satisfaction levels with financial payments (De Gieter, Schepers, Pepermans, Caers, Du Bois & Jegers, 2004).

However, non-profit managers are limited in their financial reward possibilities given the non-distribution constraint and the non-profit reward systems are often highly regulated. Therefore, the second, qualitative, study of the Ph.D.-project examined the non-profit teachers' and nurses' perceptions of possible non-monetary rewards (De Gieter, De Cooman, Pepermans, Caers, Du Bois & Jegers, 2005). The data gathered using 35 in-depth interviews revealed that non-profit employees actually perceive three different reward categories: financial rewards (e.g., pay, vacation allowance, New Years' bonus), non-financial rewards (e.g., possibility to attend training, staff journey) and psychological rewards (e.g., recognition, social useful job, compliments). Based on these three reward categories, a new instrument to measure non-profit reward satisfaction is currently being developed and will be presented to a panel of judges in order to test the qualitatively based categories.

In the final, large scale quantitative study of the Ph.D.-project (planned for 2006), the relationship between this extended reward satisfaction and the task performance, organizational citizenship and turnover intentions of non-profit employees will be examined, extending the basic, well-established reward model of Porter and Lawler (1968). 'Do particular types of rewards stimulate or counteract non-profit employees' motivation and performance, and in what way?' will therefore be the main research question of this final study.

De Gieter, S., Schepers, C., Pepermans, R., Caers, R., Du Bois, C. & Jegers, M. (2004). *Satisfaction with pay in the educational, cultural and health care sector: different from the profit sector?* Paper presented at the '10th NCVO Researching the Voluntary Sector Conference' in Sheffield, England.

De Gieter, S., Schepers, C., Pepermans, R., Caers, R., Du Bois, C. & Jegers, M. (2005). *What about rewards? A study in schools and hospitals.* Paper presented at the '5th Workshop on The Challenges of Managing the Third Sector' in Belfast, Ireland.

Nandita Dogra (N.Dogra@lse.ac.uk)

London School of Economics, University of London
Department of Social Policy

Visual Images, NGOs and Social Policy-Fundraising and Advocacy strategies of UK international development NGOs

This research explores the hitherto under-researched field of visual images of international NGOs (INGOs) despite their immense importance for diverse purposes of fundraising & advocacy and their significant contribution towards constructing specific discourses of Third World thereby influencing global cross-cultural connections. The limited relevant literature suggests conflicting views. While some studies suggest that the norm of negative imagery characterised by passive and helpless depictions of Southern clients to raise funds prevalent amongst INGOs till the 1980s has since been replaced by a trend of 'positive' imagery, other studies claim that visual representations by INGOs still remain simplistic, stereotyped and 'negative' carrying the legacy of colonialism. These contradictions make it crucial to further assess the status of images of NGOs, their causes and their policy implications.

My research examines the recent visual images of UK based international development NGOs for fundraising and advocacy purposes. It is based on a large corpus of image-based data collected of printed materials such as press advertisements, inserts, direct mail, posters etc. used during 2005 by nine INGOs ranging from large NGOs such as Oxfam to small NGOs like War on Want. The study analyses the images looking for contradictions, if any, in the visual imagery used for fundraising and advocacy purposes and the overall values and work of British development NGOs. It then attempts to formulate a conceptual framework based on discourses of colonialism, orientalism and development to explain such ambivalences, if any, and explore the implications of the same for the management and policies of NGOs and broader socio-developmental policies and practices.

For the purpose of visual analyses the study uses Semiotics as well as content and discourse analyses. The visual analysis of images is followed by semi-structured interviews with concerned staff and photographers of INGOs as well as viewers i.e. current individual donors and general public to get their views on NGO images. These two sets of interviews aim to incorporate the viewpoints of both producers of images i.e. INGOs and receivers of messages i.e. the audience. Thus, the research attempts to attain a comprehensive and holistic understanding of all stages of visual images namely production, representation and reception.

This research on the communication strategies of INGOs with special focus on visual images aims to make important analytical and empirical contributions to the policies and practices of INGOs which also have wider relevance across other civil society actors and international organisations.

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Women's nongovernmental organizations in Poland and European Union

The main objective of the project is to monitor the changes within Polish women's non-governmental organizations after Poland's accession to European Union. First, it includes analyses of the adaptation process of the Polish women's third sector to requirements and standards of operation of such organizations in EU member states in economic, political and ideological aspect. Second, it will focus on the differences in policies concerning third sector in Poland and other EU countries and its effects. Last but not least, the activity and importance of the women's organizations on the local level will be analyzed.

Since 1980s, the importance of women's non-governmental organizations in Poland is steadily growing along with a development of new forms of civil society. From the one hand Poland has long tradition of civil activism, connected with several insurrections and phenomenon of Solidarity, on the other hand the level of social engagement (voting turnout, organization membership) is constantly declining. In this context women movement is an interesting case and a good laboratory of the changes connected with transformation period. It's one of the most visible and active movements in Poland nowadays, despite the constantly unfavorable sociopolitical conditions of its existence. It's also a highly diverse environment that includes feminist as well as catholic organizations, self-support groups as well as elite clubs for professional women, lobbying groups along with grassroots organizations acting only on the local level.

The growing importance and visibility of women's non-governmental sector do not go along with the state support. To the contrary, as well as the issues connected with the situation of women and gender equality, it is rather marginalized by politicians as well as state administration, despite the public debate concerning the redefinition of the role of women in Polish society, which has been lasting and intensifying for some time.

The goal of the project is to observe the universum of women's non-governmental organizations as a whole, with its rules, inward relations, every day's problems and ways to settle them. This in-depth analysis of, I dare say, one of the most interesting sections of Polish civil sector will help to create the image of the Polish civil society nowadays and maybe to predict its nearest future. I will try to present a description of women's non-governmental organizations in Poland and in Europe, their mutual relations and links, similarities and differences, and first of all, changes in the third sector as a result of Poland's accession to EU. On the other hand, I want to analyze the role of the women's organizations on the local level, where their impact is most visible and to describe the relation between local government and the third sector.

Qualitative part of the research includes the series of individual interviews with leaders of women's organizations (conducted in 2005), focus group interviews with representatives of local government (2006, during realization) as well as observations of their activities and analysis of available materials concerning third sector in Poland and EU. Qualitative data will be supplemented with quantitative part based on statistical data gathered during international and national research, including statistic analyses of data from World Value Survey, Polish General Social Survey, Population Policy Attitudes Survey and recent research projects conducted as a part of the National Equal Treatment Monitoring System. It will allow to observe issues concerning functioning of the women's non-governmental organizations from wider perspective and to supplement the deepened qualitative analyses with representative and comparative quantitative data.

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In my research, I would like to explore why certain organizational forms in the nonprofit or voluntary sector seem to be more widely used to accomplish certain goals than other organizational forms. Probable factors that influence the choice of organizational forms are legal attributes and characteristics inherent in the specific organizational form, but social and cultural values of the society in which the sector is embedded, as well as inertia, may also be possible reasons.

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Civil society and its non-civil aspects in Lithuania

This study deals with the question of how we can conceptualize what is civil society in post-soviet Lithuania and what kind of process we can identify as civil, and where does citizenship end and simulation of citizenship begins? It aims to analyze how it could be possible to strengthen civil society and what process prevents to do it. Lithuania has suffered from Soviet Union pressure for a long time and just 15 years ago restored its independence, therefore it is natural why citizenship issues attract so much attention and discussions. What surprising is that people's opinion is notably changing, but unfortunately that change has negative aspect: in 1990 there was euphoric spirit in public sphere in Lithuania, but now many people more often express disappointment about political system and even more loudly talk about nostalgia and sympathy to the past regime (according to the latest sociological surveys). That's why it's important to discuss about impact of history to nowadays situation. Besides, it discusses how it is possible to manipulate public moods with the help of mass media, and why society is accessible in doing this. I will try to answer those questions by analyzing particular processes: populist political parties "play with electorate", activities of nongovernmental organizations. In such analysis the focus would be given on informal and clientelistic networks and the use of social capital (with its negative side in this case) by seeking after personal benefit. Amongst many other things the study mainly deals with the following theoretical and empirical questions: Has Lithuanian civil society strengthened from the independence declaration? What implements are used in order to strengthen and develop Lithuanian civil society? Why there are still many non-civil aspects in Lithuania and what can be done in order to eradicate them?

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Various Aspects of Intra-organisational Wage Dispersion in Nonprofit Organisations

Although about a third of all work places in the service sector in Austria are in the nonprofit sector, little is known about wages in that sector (Heitzmann, 2001). Wages can be analysed in various ways. One can, for example, compare the wage differentials within occupational groups or between occupational groups. The goal of my dissertation is to analyse various aspects of the intra-organisational wage distribution of nonprofit organisations (NPOs). This distribution reflects the differences in income between different occupational groups within one organisation. For the United States *Leete* found, based on data of the year 1990, that the wage dispersion within NPOs is more compressed than within forprofit organisations (Leete, 2000). She argues that wage dispersion is less apparent in NPOs because of a higher intrinsic motivation of nonprofit employees. NPOs rely heavily on their employees' intrinsic motivation and identification with the organisation in order to achieve their organisational goals. Therefore, NPOs try to strengthen intrinsic motivation, adherence to group norms and organisational pride partly through wage equity (Leete 2000, 428). For the US, it is also argued that there is less evidence of wage discrimination of various employee groups such as women or people of a different ethnicity in NPOs compared to forprofit organisations (Shackett and Trapani, 1987).

My research is concerned with a better understanding of determinants of the wage structure within an NPO on the one hand and with consequences of more or less dispersed wage structures in NPOs on the other hand. The research questions therefore are as follows:

- Do NPOs which pay according to a collective agreement have a less dispersed intra-organisational wage distribution than NPOs which are not in a collective agreement?
- Do larger NPO have a more dispersed intra-organisational wage distribution than smaller ones?
- Does a more equal intra-organisational wage distribution in NPOs lead to a higher productivity?

In order to answer the research questions I will examine data of Austrian NPOs with at least one paid employee which will be collected in the year 2006.

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The potential and role of civic engagement in the field of institutional care for the elderly

In the German long-term care insurance law, the idea of using a “welfare mix” has been integrated into their normative model of “common responsibility” of all social sectors, in order to secure care for older people. In addition, citizen social contribution, as well as joint solidarity, is explicitly reference made along with family and public contribution. My dissertation focuses on the significance of civic engagement and possibilities of citizen support especially in the field of institutional assistance and care for the aged.

The goal is, to integrate two factors: On one hand, concepts of „opening up“ homes in the sense of greater humanisation of homes through the mobilisation of enlarged resources and integration of homes into social environment; On the other hand, to operate with a broad concept of civic engagement, that focuses not solely on volunteer work and donations but also on networks and partnership at the local level.

The following aspects will be discussed here: Which forms of institutional assistance and care of the aged today include civic engagement? Which impulses for the development of such institutions have been initiated through citizen involvement? Which chances and barriers of citizen involvement in nursing homes can be found today?

The research will include an analysis of the significance of citizen involvement in the institutional assistance and care for the elderly from its beginnings up to the present. The historical influence on organizations and structures today will be outlined, as well as trends of perseverance and change. Current approaches to the re-activation and integration of the citizen involvement in nursing homes, and the concepts of civic engagement that these have been based upon, will be discussed in light of the social and institution-historical processes of change.

The central hypothesis of this dissertation states that an opening up of homes to civic involvement can not succeed, if civic involvement just viewed as one additional niche service. Profitable concepts for the integration of civic involvement create possibilities for participatory decision-making within the institution. In such a concept, the integration of civic engagement would be regarded as an integral part of an organizational development process encompassing the entire institution, including tasks such as defining common goals and developing a new identity in the local region.

Using an extensive and sophisticated approach to the integration of nursing homes into local communities, I will then investigate possibilities and barriers of true arrangements at the local level. This analysis will be supported by my own empirical research on the emergence and development of citizen initiatives as well as hybrid organizations within the field of the stationary assistance and care of the elderly. Semi-structured interviews and group discussions with relevant participants from care homes, as well as their social environment will carried out and evaluated with the help of qualitative reconstructive procedures. The information gathered on barriers and chances of a qualitative improvement of the care mechanism through the integration of citizen involvement can then be used as a basis upon which suitable political conditions that would support positive development possibilities can be proposed.

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Meaning of individual membership in democratically governed federations

The temporary title of my thesis is: 'Members Only' – On Individual Membership in Democratically Governed Federations. It is part of a larger research project where the main focus is the individual membership as concept and social phenomenon. In this project there are two separated but interconnected studies, of which my thesis is one. While I, in my study, depart from how the individual membership is perceived by top-executive leaders in nine Swedish civil society organisations, the parallel study departs from the perspective of the actual members in the same nine organisations. The following text is solely about my thesis.

Most would probably agree upon the conspicuous and unique position the individual membership have occupied for more than a century within organised Scandinavian civil society in general and the Swedish ditto in particular (see e.g. Lorentzen et al. 2001; Lundström and Wijkström 1997). This can also be expressed through the following matters of course – organisational activities that primarily departs from individual members' interest, needs, engagement, participation and/or formal influence are to certain degree very dependent on how these individuals are formally affiliated to the organisation. Or, put in another way – there can be no member-based associations/federations without individual members, and individual members cannot exist without individual memberships. Despite this, I believe I dare say that the individual membership as concept and social phenomenon is surprisingly under-researched. Because, even if we, for example, can say with more or less accuracy how many members and memberships there are in certain national, organisational or other contexts (Lundström and Wijkström 1997; Olsson et al. 2005; Petersson, 2005); what social or demographical aspects distinguish one group of members from another (SCB 2003); what might motivate some and not others to become formal members; that the individual membership can be assumed to make society more democratic or that it enhances social capital in society (see e.g. de Toqueville YYYY; SCB 2003), our knowledge seems still rather scarce regarding what this specific relation between an individual and the organisation she/he belongs to actually means. Both for the individual and for the organisation in question (see Asplund 1970 for a similar argument regarding the study of social phenomenon in general).

The empirical core in this study constitutes of 24 interviews conducted between 2002 and 2004 with the chair-man of the board, the secretary-general and a leader category I call 'chief ideologist' in nine larger member-based federations with a formal democratic governance structure. They are: the Swedish Red Cross, the Co-operative Union and Wholesale Society, the Visually Impaired Association, the Swedish Football Association, the Social Democratic Workers' Party, the Teachers' Union, the Missionary Covenant Church in Sweden, the Union of Tenants, and the International Good Templar Organisation in Sweden (IOGT-NTO). Even if some may argue that these organisations do not constitute a homogenous group or any kind of total, I do assert that they in many ways represent important parts and aspects of contemporary organised Swedish civil society. I do here e.g. think of their respective activities as either representing or giving 'voice' for weaker or exposed groups in so-ciety and/or being focused upon providing welfare services (Wijkström and Stryjan 1999); a common origin and contemporary practices that often are linked to the concept popular mass movement in Sweden (Hvenmark and Wijkström 2004); their associational and federative structures, which are permeated by democratic values and procedures (Berg and Jonsson 1991; Lundström and Wijkström 1997; Wijkström and Lundström 2003; Lorentze et al. 2001). That these nine organisations, in addition, also represent more than five of the 25-30 million individual memberships that supposedly exists in Sweden (Vogel et al. 2003; Lundström and Wijkström 1997) is, of course, also an important aspect.

I have chosen to divide both my purpose and the thesis in two separated, but still tightly interconnected parts. Although my intention is to approach how the individual membership is perceived and bestowed with meaning more exploratively in a specific kind of context, the first part of my purpose and thesis is delimited to the perceptions of a particular and well-defined group of top-executive leaders. This part is also dominated by questions like how are the individual membership

given meaning and functions more generally by the interviewees and how do they construe its former, contemporary and future role and meaning in relation to the particular organisations they represent. Considering this explorative approach, the primary purpose in this part is simply to generate empirical descriptions.

The intention with the second part, which of course is heavily dependent on the first, is to concentrate much more on the relation between the individual membership and specific norms, values, perceptions, formal rules and procedures as well as larger social structures. This seems to lead in the direction of an analysis and discussion where democracy, internal influence and power are crucial. The intention can also be described as to capitalise on certain passages in the first part through a problematisation and conceptualisation of the individual membership from a power-perspective. Without being able to say how concretely at this stage, I do, in relation to this, believe it to be both interesting, fruitful and rather novel to introduce and discuss the individual membership in terms of power and power related issues by departing from the concept of governance.

Via a meta-theoretical position in Critical Realism (Ackroyd and Fleetwood 2000; Archer 1998; Bhaskar 1997, 1989; Fleetwood 2005; Fleetwood and Ackroyd 2004; Sayer, 2000) and the actual organisational context I study, I have found great inspiration in a body of literature dating back to late 19th century where, among other things, more global conclusions concerning democratic governance are drawn on a meso level from a primary, but not exclusive, empirical focus on political parties and trade unions. Here are some of the references that I have found interesting: Baccaro 2001; Duverger 1951/1963; Lipset et al. 1956; Lipset 1968, 1982; March, and Olsen 1995; Michels 1911/1959; Quagliariello 1996; Selznick 1949; Webb and Webb 1897/1920; Wright, 1971. In relation to this it may also be relevant to use parts of social movement theory. Especially such texts that are centred on leadership and power (McCarthy 1977; Davis 2005; Staggenborg 2002; Morris 2004; Clemens 2004).

Finally, I hope that one of the more important contributions of this study can be the above-mentioned problematisation and also the intended thorough conceptualisation of power aspects within the organisational contexts that I study. Something that might, in its turn, lead to new inquiries and continued discussions concerning issues of governance within civil society and its organisations on a more global level.

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Contracting out process in Hungary NGOS as service providers on local social service markets

Background to the project

After the transition Hungarian public administration system went through a decentralization process. As a result of it, local governments became responsible for the provision of numerous local services. Parallel, the third sector has also developed: a large and colourful non-profit sector has been building in Hungary since 1987.

The relationships between local authorities and local NGOs have been continuously changing from the early '90s, and a lot of forms of co-operation became a usual practice by now. Among these co-operation forms contracting out process appears more often, however we cannot say that this is already a widely used method. Hungarian statistics show a slow increase of the number of contracts. Education and social services are the main fields of contracting.

In 2004, I carried out an empirical research project (supported by the Ministry of Social Affairs) on qualitative characteristics of contractual relations. This project explored the motivations, expectations and experiences on both the contractors' and the contractees' sides. More than 250 questionnaires were asked from local governments and NGOs from in 5 counties and in the capital city (Budapest), and 40 interviews were done with governmental and civil representatives.

Contractual relations enjoy the support of both the civil and governmental experts, however experiences are varied. Many aspects would need further examination: e.g. legislation, latent motivations, financial questions, civil service providers' position in local service markets, experiences of consumers etc.

Major aims of the PhD Research Project

I am especially interested in social service provider NGOs' position in the local service markets. The question is interesting for different reasons. First, social sector is one of the most attractive fields to contract out. Although local governments are still the dominant service providers in social field, private organizations (for-profit, church and non-profit organizations) can also take part in service provision as a result of the liberal legislation. Social sector is now on its way of becoming multisectoral. Second, different actors are in different positions because of their financial situation, human resources, infrastructural conditions etc. Meanwhile, demand of social services are continuously changing and improving in the Hungarian society. Considering supply and demand conditions, the following questions can be arisen:

- Are there differences between the effectiveness of actors belonging to different economic sectors?
- What are the advantages and disadvantages of services provided by for-profit, church and non-profit organizations?
- Are there real market situations where more types of service providers exist?
- Do they co-operate with each other and with the local government?
- How consumers think about the quality of services and do they have any information about service provider's features?

Research methods

Since contracting out is mainly an urban phenomenon in Hungary, county centres and the capital can be the subjects of the research. Those geographical units will be chosen which have a diverse social system with more types of service providers. Research needs qualitative methods as case studies based on interviews and document analysis.

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Measuring the Influence of Organizational Slack on Innovation in Nonprofit Organisations – Is Necessity the Mother of Innovation?

Despite the fact that Nonprofit Organizations (NPOs) are known to show a considerable degree of innovativeness in responding to societal concern (Salamon, Sokolewski et al. 2004), little is known about potential determinants fostering innovation in NPOs. A meta-analysis conducted by (Damanpour 1991) resulted in a statistically significant positive relation between the independent variable –among others- organizational slack and the dependent variable organizational innovation with the research findings being true for different types of organizations i.e. for-profit, public and nonprofit organizations. Nevertheless, this analysis falls short of elaborating on the respective organizational peculiarities and their consequences for the variables of interest. Therefore, my dissertation aims at exploring the relation between organizational slack and its impact on innovation in NPOs. The reason for focussing on organizational slack as the influencing variable is embedded in a societal context. According to various researchers (Damanpour 1991; Nohira and Gulati 1997; Geiger and Cashen 2002) organizational slack has a positive impact on innovation and the accumulation of organizational slack is positively related to subsidies (Duizenstraal and Nentjes 1994). On the other hand public financing is increasingly shifted from subsidizing to service-level agreements (Zauner, Heimerl et al. 2006) which in turn reduces organizational slack and consequently innovation. The results might therefore also provide answers for an optimal public financing strategy in order to seize potential advantages of NPOs in catering for social cohesion within democracies (Putnam 1993).

Even though first indications of a relation between organizational slack and innovation in organizations are evident, the precise mechanisms determining this influence are not yet entirely clear. Two studies by (Nohira and Gulati 1997) and (Nohria and Gulati 1996) propose a U-shaped relationship between organizational slack and innovation which is confirmed in a more elaborated survey by (Geiger and Cashen 2002). While the first research measures organizational slack as one homogenous concept, (Geiger and Cashen 2002) follow the recommendation of (Damanpour 1991) and distinguish among available, recoverable and potential slack which leads to a more differentiated picture. Drawing on this background, my dissertation seeks (i) to provide a more sophisticated model that explains better the relationship between organizational slack and innovation in NPOs, (ii) to quantify the optimum level of organizational slack with regard to its impact on innovation and (iii) to overcome methodological shortcomings of previous studies by answering the following research questions:

- Is the assumed U-shaped relationship between slack and innovation valid for NPOs as well?
- What specific slacks (available, recoverable and potential) are predominant in NPOs?
- How do the different forms of slack influence innovation in NPOs?

The research will be based on a 2006 database consisting of Austrian NPOs with at least one paid employee. The data will be generated through questionnaires and subsequently examined quantitatively.

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Postcommunist Transitions

This thesis addresses the divergence of postcommunist transitions in terms of political regime types. The literature on democratisation proposes three principal factors as determining the unveiling of developmental paths in transition states: elite power configurations, economic policies, and international relations. While these factors indeed explain the success of some postcommunist democratisations, they cannot account for the array of political trajectories across the region. The thesis proposes nationalism as the principal factor behind such divergence. It suggests that the forms of nationalism available to and adopted by political elites were behind the variation in postcommunist regime development. The thesis reveals a specific postcommunist type of nationalism, egalitarian nationalism, which is ethnically inclusive but anti-liberal. It proposes that the prevalence of civic liberal or collectivist egalitarian nationalism determined the evolution of postcommunist transition types towards democracy or authoritarianism respectively.

The argument is developed through the analysis of the historically longest and the most stable case of postcommunist transition reverted from a democratic to an authoritarian path: the post-soviet development of Belarus. The country's elites' effectiveness in formulating policies in national ideological terms proved consistent with their political success or failure, and thus determined the direction of Belarusian development. During the democratisation period, civic nationalism was pursued in a way that had little resonance with inherited identities and was inconsistent with the European developmental model that its protagonists purported to profess. As such, it discredited and undermined the democratic development of Belarus. The more egalitarian national ideology, on the contrary, was upheld in a socially resonant way, and was consistent with the policies advanced in other spheres of social development. As such, egalitarian nationalism underpinned the construction and consolidation of an authoritarian regime.

The main contention of the thesis is that political ideologies, and national ideologies in particular, remain a key determinant of social development in the present day world.

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**Effective approaches to change?
An exploration of service improvement changes roles in Irish voluntary,
public and private hospitals**

This thesis is concerned with identifying the role definitions, role enactment, activities, configurations and relationships which underpin effective service improvement change across Irish hospitals. In addressing these issues, the contextual-processual research frame adopted is critical of the a-historical, a-contextual and a-processual nature of much work on organisational change (Dawson, 1996; 2003; Fitzgerald, 2002a; Pettigrew, 1997). From a historical perspective this particularly emphasises the differences between voluntary, public and, more latterly, private hospitals in Ireland at both conceptual and management practice levels. Within these organisational types the research themes will be explored at service delivery, management and board level. The latter is included as differences between the voluntary and other hospitals, in terms of the configuration of roles, relationships and other success factors, appear most likely to be exhibited at board or strategic management level. From a pragmatic perspective, exploring who adopts responsibility for service improvement change, how change roles are defined and acted upon and what works effectively will enable the future introduction of specific changes in roles and change processes to improve the delivery of health care. This will be achieved via exploration of the following research questions;

1. Who holds change related roles, how are they defined, interpreted and enacted, and what works effectively?
2. What additional factors account for individual or organisational differences in the nature or effectiveness of change implementation?
3. Are there systematic differences between voluntary, state and private hospitals in role definition, interpretation, enactment or relationships, which affect the initiation or implementation of service improvement change?
4. Do public-voluntary hospitals maintain 'autonomy' in service improvement change as evidenced in managerial, hybrid and clinical roles at board, management and service provision level?

Although, given different development trajectories, variations in role definitions and configurations would seem likely across hospital types, O'Sullivan (O'Sullivan, 1999-2000: 56) asserts that Ireland has been characterised by 'an increased blurring between state and non-state provision of welfare services', to the point whereby education and health have 'much in common with statist mechanisms for welfare delivery, and are probably best described as a 'shadow state' (O'Sullivan, 1999-2000: 61). This assertion is based on the perspective that the histories and identities of hospitals are shaped by changes in their financing (Ferris, 1989; Marmor, 1987). Thus a key question is the extent to which Irish non-profit hospitals now differ from their state and private sector counterparts, given their now almost complete reliance on state funds. Ideologically any difference is most likely to manifest itself at board level – given that the board is charged with upholding the mission of the organisation. Although difference may be expected to transfer from board to management level, the extent of ideological difference expected at professional level is questionable, given external socialisation from professions. Thus the third research question asks whether management practices and roles are similar or have aligned with regards to the implementation of change, across the hospital types. To date, consideration of convergence has focused on public and voluntary hospitals via consideration of output and descriptive characteristics (Ferris, 1989; Hollingsworth, 1986). In contrast, this study introduces the issue of private hospital management, and also focuses on management processes. This is justified given Doyle et al's (2000) survey-based finding that the experiences of change, including implementation and relationships, varied between the public and private sectors, and also between management levels.

In addition to its pragmatic contribution to the healthcare management and change management fields, the research will relate to conceptual and theoretical debates in the field of non-profit management. The conceptual contribution is premised on the fact that many Irish healthcare organisations began as charitable institutions and can still be classified as non-profit organisations under Salamon & Anheier's (1999) structural-operation definition. However recent research (O'Ferrall, 1998) has questioned the extent to which being 'voluntary' entails independence and autonomy in governance and management. Thus the research will facilitate a conceptual contribution to the understanding of the organisations encompassed in the 'non-profit' sector in Ireland, by indicating the degree to which voluntary hospitals, and other bureaucratic state funded organisations maintain what Salamon & Anheier (1999) term the requisite 'autonomy' to be classified as non-profit organisations. It may also further debate as to the extent to which highly bureaucratic, state-funded voluntary organisations, which Donnelly-Cox and O'Regan (1999) class as 'Type 3' organisations, can be differentiated from the state and private sector, in terms of their degree of autonomy in change, and their change management processes. Thus, in addition to facilitating comment across the entire Irish hospital sector, incorporating findings across hospital types will add an Irish dimension to the broader international debate concerning the 'fading distinctions among the non-profit, government and forprofit sectors' (Ferris, 1989), in healthcare (Sloan, 1998) and more broadly (Davies, 2005; Palmer, 1996). These debates are particularly prevalent in the US, which is faced with structural change in the hospital sector (Ferris, 1999), and Canada (Birdsell, 2001) .

Thus there are two issues to be explored in this context. The first consideration is whether role configuration and change management structures have developed differently across public, public-voluntary and private hospitals, and what is most effective. The second consideration is whether voluntary hospitals maintain autonomy in service improvement change as evidenced in managerial, hybrid and clinical roles at board, management and service provision level.

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Citizen in democratic society – opportunities, support and limits to citizen participation in policy – making processes in the Czech Republic

I deal with the topics of citizen participation and new ways of involving citizens in decision-making processes in the Czech Republic. I analyze the development of citizen participation in the Czech Republic with respect to the situation in other EU countries (the EU-15 countries as well as new members). The aim of my work is to design the prerequisites for further enhancement of the interactive policy-making process (with stress on the local and regional levels) in the Czech Republic. The gap between officials (politicians and bureaucrats) on one side and citizens (organized groups of citizens as well as ordinary citizens) seems to be widening in modern society (especially in post-Communist societies in transition). Nobody is able to get over a persisting cliché. Politicians are afraid they may lose control over the discussion and they do not want to be confronted with the adverse opinions of the public. Ordinary citizens are not interested in public issues, they always complain and criticise. Interactive decision-making processes need to be analyzed as a possible remedy. They are more democratic and provide all participants with a much stronger sense of satisfaction than traditional decision-making practices taking place behind closed doors. Concepts and approaches applicable to citizen participation (e.g. the theories of participatory democracy, deliberative democracy, social capital, the concept of political culture and others) are used as theoretical background to my work.

Note: I am using my professional experience in my thesis. I have been working for Agora Central Europe for 5 years. Agora CE is an NGO with the mission to support the development of citizen participation in the Czech Republic. I manage projects engaging citizens in policy-making at the local level. Such projects deal with long-term goals and policies (such as strategic planning and development of the municipalities) as well as short-term goals (tackling everyday problems such as tidiness, traffic, free time of the youth, etc.). I also participate in international projects (I am involved in projects in Lithuania, Poland, Croatia, Serbia...). Apart from the project of citizen participation I conduct seminars and trainings on engaging citizens in decision-making processes and partnership building.

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Accountability of Nonprofit Organizations: Hungarian Third Sector “Realities”

The market environment for civil society organizations has changed significantly over the last decade. Nonprofit organizations are finding themselves competing for societal resources and doing so are becoming serious business-like competitors. Third sector organizations no longer live in a protected environment in which little is expected in exchange for financial support. The funding community, both government and philanthropy demand these nonprofit organizations to demonstrate their impacts on society and their cost-effectiveness, and to justify their support and special benefits in public policy (Light, 2000). Donors claim more say over the allocation of the funds they contributed, and want nonprofits to be accountable and measure their performance and results. Good intentions are no longer sufficient, indeed, numerous scandals of some major nonprofits have spoiled public attitudes towards civil society as a whole (OECD, 2003).

My PhD research is concerning the various disciplinary aspects, contradictory nature and relationships of nonprofit accountability in general. I am examining the external, internal, upward, and downward mechanisms of nonprofit accountability, as well as its complex organisational relationships. I also look at how accountability is applied to key development nonprofit actors (mainly NGOs and transnational nonprofit organisations), focusing on where to assign and locate responsibility for decisions, how to devise effective mechanisms for answerability and enforcement, and how to prioritise multiple accountabilities.

Rising concerns are calling for reforms that transform civil society organizations to measure up to the standards of business, and to move the third sector further in the direction of the market. Translating these major changes and challenges into practice resulted in a wave of accountability initiatives. Numerous “codes” and “ethics” have been developed to provide general accounting principles for nonprofit organizations within the context of governance. In my PhD research, I am critically examining these accountability guidelines and standards that are designed to promote the level of security within civil society.

The political changes back in the early 1990s, brought about the “rebirth” of the Hungarian nonprofit sector. Since then the sector has faced various challenges in the forms of changing governmental regulations, transformation of the local and global market environment, and changing expectations concerning their operations, management and governance practices. The so-called “nonprofit accountability movement” is a recent phenomenon inside the Hungarian nonprofit world, leaving the actors and organizations of the sector puzzled and not yet prepared to meet these new challenges. In my PhD research, I am aiming to provide empirical insights into the “readiness” of the Hungarian nonprofit sector to meet the sectoral accountability standards, and explore those areas that need to be further reinforced or even rethought. I am planning to conduct interviews (based on detailed questionnaires) with representatives of specific nonprofit organizations. The questionnaires and interview questions of the research are already designed, and the selection of the sample along with the arrangement of the pilot testing is under way. As a result, I am planning to compose case studies that can serve as examples to illustrate the “realities” of the Hungarian third sector. Further plans may include comparisons of these case studies with international examples of the like.

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Democracy Development Strategies and the Hungarian Civic Sector

Content of the dissertation

After the political changes western democracies implemented several „democracy assistance” programs in Hungary. These programs used different approaches and methods aiming to develop and strengthen democracy in Hungary. In Western Europe and in the US, democracy assistance programs have long traditions and developed methods. In the late eighties and early nineties Central and Eastern Europe was one of the main target areas of these efforts. After the Berlin Wall fell down, a new Act was approved in the US to support East Central European democracies. (SEED). In the same time United Nations and Western European countries started similar programs.

Common goal of the democracy assistance programs were to develop and strengthen the civil sector as one of the basis of the democracy. The programs contributed significantly to the process, their impacts were especially important in those areas (democracy development, human rights, minorities, information networks, local participation, etc.) which are crucial for democracy but also it is very difficult to finance them from local sources. Typical feature of the democracy assistance programs is that they have not specific goals, so it is very difficult to measure their impacts because they are willing to disseminate democratic ideas and concepts. The programs focus on key areas of democracy through financial, infrastructural and training programs, they try to start irreversible processes and to form the behavior and actions of the individuals and different groups of the society.

The dissertation analyzes the strategies of the US and Western European democracy assistance programs that focused on Hungary between 1990 and 2003. It examines their role in the process of „rebirth” and development of the Hungarian civil sector and analyzes how they contribute to the establishment of the democracy in Hungary

Methodology, sources

The dissertation uses second analysis method to look through the democracy theories, mainly using the Anglo-Saxon documents. It also looks through the strategies, programs of the institutions that distribute, analyze and teach democracy theories, ideas, and concepts. Using the available documents, the dissertation analyzes the strategies, programs of the countries, international institutions, private foundations, the intermediary organizations and the forms of assistance. In order to analyze the Hungarian NGO sector, we use the data and analysis of the Central Statistical Office and second analyze the studies that are about this period. It also reviews how the international organizations like Freedom House or EU institutions evaluated Hungarian NGO sector in the period of 1990-2003. As a special element, the author of the dissertation made interviews with the representatives of the international and intermediary organizations. (He was the director of DemNet Program between 1996-2002.)

The main points of the dissertation:

- The democracy assistance programs contributed a lot to the development of democracy in Hungary but the dominance of US programs that transmitted the US type democracy and civil society ideas has significantly weakened their effectiveness
- The process in Hungary was similar to the situation in other post-communist countries but there were some significant differences:
 - a.) The Hungarian civil sector has not become dependent from the foreign donors.

- b.) The foreign support was distributed mostly by intermediary organizations that modify the original goals of the donors according to the local needs.
 - c.) The Hungarian State has significantly contributed to the development of the civil sector.
 - d.) The Hungarian NGOs has successfully joined to international networks.
- The programs has not achieved their original goals, the Hungarian civil sector has not fulfill its basic role and functions in the meaning of the Western European and US concept (advocacy, participation in local decision making processes, civil control).

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**Social Capital in the Era of New Public Management –
Effects of Neo-liberal Governance Reforms in Denmark and Finland**

The purpose of the research is to find out how neo-liberal governance reforms and especially New Public Management reforms affect to dynamics of social capital. Research is comparative comparing Danish and Finnish experiences. It is argued that there exist conflicting perspectives to social capital in different policy paradigms and that New Public Management promotes neo-liberal policy paradigm that set social capital in neo-classical economics frame as a resource for egoistic and rational actors. There are studies that argue that neo-liberal governance reforms can even destroy social capital in long-run. Despite this, neo-liberal view on social capital is dominating and here it is criticized.

Conference paper title: Struggle of meaning for social capital in governance

In my conference paper it is suggested that there is a struggle of meaning for social capital in governance and that communitarian and social democratic policy paradigms have rather different interpretation of social capital than neo-liberal policy paradigm. Neo-liberal view emphasizes market, communitarian view community and social democratic view state as a main source of social capital. Communitarian and neo-liberal approaches have been combined in a political movement that is called 'Third Way' which is associated with the election of the 'New Labour' government in UK, the election of Schröder-led Social Democratic government in Germany and the 'new Democratic' project of Clinton in the USA. However, social democratic view on social capital have been neglected. Social democratic view connects social capital within broader context of power relations, including questions of class, status, and conflict. It also aims to take into account economic polarisation and social inequality which can explain the differences in social capital.

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The roles of the Ukrainian charity organizations and foundations in public service delivery

Over the past thirteen years, Ukraine has experienced a process of transformation involving a changing system of public service delivery inherited from the former Soviet Union. Public services are important because they involve shared social values, the quality of life, economic development, human rights and overall democratic governance. Citizens, as users of public services, not simply want to be served, but also they want their voices to be heard and their interests and needs to be represented. Yet, despite its importance, the system of public services has met numerous challenges in Ukraine. One challenge involves growth and the dynamic sector of nongovernmental organizations, along with that sector's increasing role in political, social and economic transformational processes. This presents a new opportunity for the public sector and for the system of public service delivery. The growing and dynamic sector of Ukrainian nongovernmental organizations (NGOs) has potential to be involved not only in service provision, but also in strengthening the already existing public service delivery systems through aggregation and representation of interests, and the generation of pressure for better services from government while holding government more accountable through policy advocacy and monitoring. Unfortunately, the role and potential of Ukrainian NGOs has not been well understood and realized by government, or even by the NGOs themselves. Moreover, up until now, there is no empirical evidence about the third sector's role and impact. Most evidence is anecdotal and speculative. The major goal of this research is to study the current and future roles of Ukrainian charity organizations and foundations in delivering public services. The research i) identifies what specific services Ukrainian foundations deliver today and what is the role of those organizations in delivering public services; ii) examines the degree to which different factors influence the role of Ukrainian charity organizations and foundations in delivering public services; iii) evaluates the economic contribution charity foundations make to the economy as a whole.

The research collected and analyzed information from individuals and charity foundations at two levels. In order to see the roles of charity foundations in delivering public services at a local level, two different oblasts of Ukraine were selected. At the national level, only charity foundations that are registered either nationally or internationally participated in the study. Views of the representatives of the Ukrainian charity organizations are 'crosstabulated' with views of the representatives of national and local governments as well as international community. The research used a combination of quantitative and qualitative methods by involving individuals as well as representatives of charity organizations and foundations. The data are composed of structured personal interviews with 250 representatives of charitable organizations, representatives of international organizations and state authorities in Lviv, Donetsk and Kyiv. They were interviewed during March – December 2005.

As a result of quantitative and qualitative analysis, it is possible to conclude that all respondents see role of the charity sector, first of all, as a promoter of social changes that can not only deliver public services efficiently but also propose innovative and creative approaches and practices. Although, besides no difference in the views on the role of charity foundations by different groups (representatives of charitable organizations v. representatives of international organizations and state authorities) there are some differences in defining and understanding such role. Further analysis of the perceptions on what public services are delivered today and could be delivered in future has shown the differences in views of the representatives of the charities and other groups. As for the current and future sectors, the respondents from the charity sector have not viewed any differences, the differences are seen only in reducing in future their own activity in information sharing, charity work and service delivery. According to the responses from the representatives of the state authorities and international community, they see less role of the charity sector in sectors concerning Chernobyl, children & youth, religious and HIV/AIDS issues. As for the future activity, state and international representatives would like to see less training and more advocacy and policy work. The later says that

each group has its own perceptions about the current charity work activity that influence their views about activity of the charity organizations in future. It tells that, currently, state representatives have a very low knowledge and interests on the charity sector and too much assumption on its activity. In addition to the latter, the analysis of economic contribution of the charity organizations has shown their potential and little understanding of state what sector needs and does.

This research provides for and equips Ukrainian charity organizations and foundations with important evidence of both their current ability and their future roles. Also, it pictures the differences and similarities between the two parts of Ukraine as well as at national and local levels. At the same time, this research contributes to and assists policy makers in understanding charity organizations and foundations better and helps them to see what role they can play, not only in delivering public services, but also in increasing the quality of people's lives, contributing to economic and social development, formulating citizens' rights and providing opportunity for dialogue with public authorities within the context of good governance.

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Volume and Motives of Corporate Citizenship in Austria.

Unlike the USA and the UK, Austria has no longstanding tradition of social engagement of companies in the form of Corporate Citizenship (CC). But within the last few years discussions about CC have been steadily increasing. One key aspect of these discussions addresses the motives behind the CC-activities of firms. Do firms engage in social activities because of “real” social interest, or is CC nothing else but a new PR-strategy to win the public’s and the consumers’ sympathy?

In my thesis I will discuss this question based on a theoretical background and the findings of two empirical surveys. It deals with **three research-questions**:

- What is the overall volume of corporate citizenship activities in Austria?
- What are the determinants that influence the individual form and intensity of Corporate Citizenship activities?
- What are the main motives behind Corporate Citizenship Activities?

The findings of the thesis are based on **qualitative Interviews** with CEOs of Austrian Corporations and two **surveys** (questionnaires) among **Corporations and Providers of Social Services** in Austria.

The **presentation** at the Ph.D-Network meeting will focus on the question about the **motives behind Corporate Citizenship**.

Based on the existing literature, four different theoretical approaches will be presented. The first approach argues that CC is a tool to maximise the profits of a corporation. The second approach sees CC as an instrument to maximise the corporation’s power and influence. The third approach describes CC as the result of a new type of manager („corporate statesmanship“). And the fourth approach sees CC as a strategy of the CEOs to maximise their own individual benefit

In a second step these different approaches will be tested by the data of the survey among corporations in Austria.

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Mapping Nonprofit Organisations in Ireland: Who are they and what form do they take?

Research on what is called the nonprofit sector is relatively recent and spans about 20-25 years in the United States, the United Kingdom and Ireland (Donnelly-Cox et al., 2001; Hodgkinson and Painter, 2003). However, there is a dearth of basic organisational data on this sector in Ireland and this lack of data is a clear gap in our knowledge of the sector as we cannot say how many and what types of organisations make up the 'nonprofit' sector in Ireland. In order to map nonprofit organisations in Ireland it is necessary to begin with a discussion on the meaning of the term 'nonprofit'. Most researchers working in the field of voluntary activity in Ireland have made reference to the problem of defining this sector (Ruddle and Donoghue, 1995; Hayes, 1996; Donoghue et al., 1999; Connolly, 2003 for example). There are many terms used to describe the organisations that work outside the public or private sector, for example, charitable, nongovernmental, and nonprofit. The most commonly used term by both practitioners and the government in Ireland is voluntary and community (Hayes, 1996; Donoghue, 1998; Donnelly-Cox and Jaffro, 1999; Department of Social, Community and Family Affairs, 2000). Yet this term does not fully cover the range of nonprofit organisations in Ireland. The use of the nonprofit sector in an Irish context is relatively new with the first references to a '...sector' of nonprofit, voluntary organisations' being made in the early 1980s (Donnelly-Cox et al., 2001). The debate about using the concept of a 'sector' to describe these organisations continues and questions have been raised about the existence of a 'sectoral identity' among some managers of voluntary organisations (Connolly, 2003). Internationally, there have been several approaches to mapping the sector, with the Johns Hopkins Comparative Nonprofit Sector Project (CNP) being the most important of these. In the CNP Salamon and Anheier (1997) set out to identify common features shared by organisations that are not situated in the public or private sector and in so doing to justify identifying them as a 'sector'. The result was the development of the structural-operational definition, which focuses on the basic structure, and operation of organisations rather than their purpose or sources of income (Salamon and Anheier, 1997). This definition identifies five main criteria that are believed to be fundamental for defining nonprofit organisations. Organisations have to be: organised, private, nonprofit distributing, self-governing and voluntary. However some organisations, for example credit unions, could not initially be included under this definition as they distribute profit in the form of dividends to all members. Morris (2000) identifies the non-distribution criteria as being problematic because mutual aid societies, such as credit unions, can be considered as making a contribution to civil society. While adopting the structural-operational definition of the nonprofit sector provided a valuable tool in helping to define the nonprofit sector in Ireland in the past, it does not allow for organisations that are somewhat 'fuzzy' and do not neatly fit neatly into each of the five criteria outlined above. For the purpose of this study the structural-operational definition was adopted as the initial defining criterion for inclusion while also allowing for 'fuzzy' organisations by including other organisations that float on the boundaries of the nonprofit, public and private sector.

To date there is no representative database of nonprofit organisations in Ireland and no data are collected on these organisations at National level. So there is a dearth of basic organisational data to use in order to map this sector. To address this dearth of data I was part of the team at the Centre for Nonprofit Management (CNM) at Trinity College who undertook a national survey of nonprofit organisations. The 'Mapping' project began with the collation of databases and lists from various sources using a snowball technique. After the compilation and cleaning process was completed a sampling frame listing over 24,000 nonprofit organisations was created. The mail survey was conducted from March to August 2004 and yielded a response rate of just over 20 per cent. At the moment a National Directory of the Irish Nonprofit Sector is being developed by the CNM. The dataset from the national survey, which is based on the responses of over 4,000 nonprofit organisations, will form the basis for the next phase of the study, identifying the various types of nonprofit organisations and exploring the form they take.

I believe that this study will make a number of contributions to knowledge in various ways. (a) Conceptual contribution: this study hopes to look at the concept of 'sectoral identity' among organisations in the nonprofit sector. An exploration of this concept will make a contribution to understanding how nonprofit organisations operate in their environment. (b) Theoretical contribution: this research will contribute to the theory of the nonprofit sector and nonprofit organisational theory by filling a gap in knowledge, as no single database of the nonprofit sector exists at the present time in Ireland. The study will also be addressing the classification and definition issues of the Irish nonprofit sector. (c) Methodological contribution: to date, in Ireland, no one has attempted this methodology in researching the nonprofit sector. This study will contribute to methodological knowledge by indicating if this is the most appropriate way to create a database of the Irish nonprofit sector and explore its form (d) Empirical contribution: the provision of a dataset outlining the form of nonprofit organisations in Ireland will make an empirical contribution in the area of nonprofit study.

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Government Funding for NPOs

One of the tasks of public administration is to secure an optimum scope and structure of public services for the society. There is a plurality of methods and attitudes as to how public administration can perform this function. For example the direct provision of these services through direct control and financing of public organisations established for the purpose; or an indirect way through the separation of the process of securing the services from their actual provision, either by co-funding their providers, such as private nonprofit organisations, or by purchasing the services from private nonprofit or for-profit organisations.

The securing of public services through the support of private nonprofit organisations from public sources or their purchase from private nonprofit organisations has recently become an important political issue. The main reason for the support of (private) nonprofit organisations from public sources appears to be the fact that these organisations have been ascribed qualities and characteristics that make them more effective and efficient providers than government organisations.

The issue is highly topical in the Czech Republic, unfortunately the public debate about it has suffered from a lot of dogmatism on all sides. Legislative initiatives, such as the new law on nonprofit research institutions or the current bill on nonprofit health care organisations, are not substantiated by serious research and tend to be unsystemic or even counterproductive as a result.

The object and contents of research:

The object of my work will be several specific public services (health care, social services, culture, education, research and development, environment...) provided by both private and public nonprofit organisations. The concrete public services remain to be selected. My selection will depend on the specific characteristics of the industry, its actors and its size and structure. The contents of my work will be the institutional form of the public service provision (by public or private nonprofit organisations) and its funding (from government budgets). (The optimum scope and structure of public services in individual industries will not be investigated, their current dimensions will be taken as a given.) Public nonprofit institutions have been included in the research because the transformational processes in the Czech Republic do not only assume the form of privatisation but also those of quasi-privatisation and various private-public hybrids so that the dividing line between the public and the private nonprofit providers in the Czech Republic is blurred.

The aim of research:

The principal aim of my work is to analyse and to model the financing of public services from public sources and their institutional provision in selected industries.

The objectives are

- to analyse the literature on the subject
- to analyse the economy of public and private nonprofit providers in a given industry and their effectiveness in providing the public services in relation to the allocation of finances from public budgets
- to create models of the financing of public services in a given industry

Methodology:

Because of my aim and objectives, I plan to use the approach of positive methodology (however tempting it might be to use the normative approach at times). I will analyse the relevant literature and current and forthcoming legislation. In order to map all the types of organisation that provide public services in a given industry, I will use empirical research plus analysis of the legislation that regulates the legal forms under review. In order to investigate the effectiveness of public service provision and funding, I will analyse and compare, and subsequently synthesise, statistical data on private nonprofit

institutions (in the NPO satellite account) and government organisations. Finally, modelling will be used to describe various ways of financing public services in a given industry.

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Impact of advocacy NGOs on human rights standards in Macedonia and Kosovo

From confrontation to cooperation: explaining the influence of human rights NGOs on state institutions in Macedonia and Kosovo

Under which circumstances can the concept of human rights advocacy work in cases of weak states? In the cases of Macedonia and Kosovo NGOs operate in settings, which are characterised by weak policy executing and law enforcing structures. This poses a structural problem for human rights NGOs, because by solely focusing on typical watchdog activities such as reporting human rights abuses and criticising state institutions NGOs cannot ensure that new policies are actually implemented. Until the late 1990s human rights NGOs in Macedonia and Kosovo focused on confronting state institutions. NGOs also informed citizens about their rights and offered legal aid. However, since the late 1990s human rights do not only criticise state institutions, but also assist state institutions in different ways. For example, NGOs offer trainings, technical assistance and financial support for the police, judiciary and other state institutions. They also elaborate policies in various areas and advise governments on the drafting and implementation of new laws.

By comparing the record of human rights NGOs in Macedonia and Kosovo since the late 1990s I argue that the change in the relationship between human rights NGOs and state institutions is due to the influence of international organisations. Macedonia intends to join the European Union. Thus, it has to meet the Copenhagen Criteria, which include the respect of human rights and the restructuring of Macedonian state institutions. Kosovo presents a special case for human rights NGOs, because it is run by international organisations, which promote human rights. Sovereignty and responsibility on human rights issues is gradually being transferred to Kosovar institutions. The international community imposed a set of standards including the respect of human rights and the establishment of the rule of law, which Kosovo has to meet before possible negotiations on its future status.

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Labour Market Policy by Welfare Organisations

Nonprofit-Organizations have many social and civic activities for long-term unemployed people. Labour market policy for those includes employment projects funded by public bodies, integration in the internal labour market of social services as well as advocacy and networking. Currently no valid information about the impact of labour market activities of Nonprofit-Organizations, especially of the big German welfare organisations, for long-term unemployed people is available. Beside the questions about efficiency and effectiveness of these activities of welfare organizations there arises also a question about the legitimacy of this quasi-public labour market policy. Does Nonprofits matter in labour market policy? While the activation policy for those people is concentrated on placement and shortly training measures by state agencies, the further going engagement of the civil society is questionable.

The Ph.d-Study questioning a) which impact on social and labour market integration does German Caritas welfare organisation with the labour market activities such as public subsidised employment, placement into the own social services and advocacy have? b) How can the impact and effects be interpreted within the contemporary Nonprofit-theory? The study is based on an empirical framework with qualitative case studies in different local Caritas association, a comparison with secondary quantitative data about the employment structure in social services and a field observation. The data materials were collected between 1998 and 2005.

Labour market policy for long-term unemployed people needs a lot of preconditions: The activities can not only include profiling, case management, assessment and short term training measures. The integration of these people is – based on previous empirical studies and theoretical literature – only successful with a mix of passive, active and activation policies. Caritas should therefore be able to build a network of different policies and practises. Nearby the organizations should realise a hybrid structure to improve the employability of the people, reorganize its personal structure in its own social services and to build on campaign and networks for the interests of the clientele. These include also the activation of the civic potentials such as voluntary work, social capital and other civil resources as well as the strengthening of the ability to organize a hybrid structure and function of the social and labour market integration activities.

The hypothesis is that Caritas have only limited potentials to realise these demands. The impact on the social and labour market integration of long-term unemployed people is low because of the bounded effects of the institutions of the association itself. The cause of later are strains between the labour market institutions, which promote the policy oriented, voluntary or market activities in the association. The Ph.d-study aims on identification and description of these strains and an explanation, why this has an impact on the labour market effects of Caritas. A result seemed to be, that Nonprofit-Organisations have to deal not only with its hybridisation beside policy, voluntary and market spheres were integrated, but have also to fight with strains, which makes tricky organisational politics necessary. Therefore, social and labour market oriented working Nonprofits have its importance for societal integration but an activation policy with a managerial approach like the New Public Management while the state delegates its role to the civil society and individuals must fail.

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**The Europeanisation of the Third Sector –
The Effects of EU Influence on German and Hungarian Organisation in the Field
of Youth Policy**

The influence of the European Union on third sector organisations in both old and new EU member states is the focus of this PhD project. The EU gains influence in more and more policy fields and thus changes the working environment of third sector organisations which are active in these fields. Furthermore, the EU is a potential provider of funding for their work e.g. through the structural funds. The question is how third sector organisations choose to deal with "Europe" and whether the European dimension has importance for them at all. To acknowledge the different challenges for organisations from "old" EU-member states and organisations from the EU-Members from Central- and Eastern Europe, the research for this PhD project is conducted in Germany and Hungary. Germany was chosen as a representative of the old EU-member states with a well-established, highly organised third sector; Hungary represents the new EU-member states with a much shorter history of third sector activity. It is one aim of this PhD project to clarify whether these different starting points make a difference in the ways third sector organisations deal with EU policy.

Furthermore, like other research undertaken under the heading of Europeanisation, my research tries to contribute to answering the broader question of how the EU influences the national level and might cause changes. Starting from the European level this research will trace the significance of the European issues to the national level by doing interview-based case studies on organisations in the field of social affairs, especially those third sector organisations concerned with children and youth. The field of EU youth policy is one of those policy fields where the Open Method of Co-ordination is applied including its typical feature of civil society involvement on the national level. Furthermore, in the year 2005, EU youth policy gained prominence in the process of relaunching the Lisbon Strategy – especially by the adoption of the European Youth Pact. At the time of the PhD meeting I will be in Budapest to conduct the Hungarian part of my empirical research.

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**Essays on Philanthropy
(Corporate Charity in the Czech Republic and Slovakia; Certification as a Viable
Quality Assurance Mechanism)**

The Ph.D. thesis explores two areas, first, corporate charity in two transition economies, the Czech Republic and Slovakia, and second, quality assurance of nonprofit organizations.

The study of corporate charity in the Czech Republic and Slovakia is an empirical analysis of data on giving and sponsoring of corporations. Ms. Svitkova explores the giving patterns of firms, their responsiveness to tax-incentives, and differences in the behavior of different types of firms (with regard to ownership, size, location, etc.). She identifies significant differences between firms in the two countries in giving but not in sponsoring. This is an important result which, to the best of my knowledge, provides the tantalizing empirical support for the theoretical prediction that corporations have different motives for the different philanthropic tools they use (e.g., sponsoring and giving). Ms. Svitkova also shows that giving does not significantly react to changes in tax policies, a positive message particularly for nonprofits in Slovakia where the government in 2004 abolished the possibility to deduct donations from taxes. The data that she uses, some of them collected by the local Donors' Forum, some by a Slovak survey firm, have some problems, allowing Ms. Svitkova to show off her considerable econometrics skills to good effect.

The work on quality assurance is joint work in which we solve a key asymmetric-information problem in the fundraising industry. The problem arises from donors' lack of information about the quality of charities that solicit donations. We focus on one particular solution of this problem, certification, where an independent agency provides a costly signal, a certificate, to charities which can use it to signal their 'high' quality. Our model is a signaling game involving three types of players: donors, charities and a certifier. We compare the decisions and impact of two types of certifier: one profit maximizing and one a not-for-profit. The assumptions of our model are derived from stylized facts that we distilled from certifications systems currently existing in the fundraising industries of some European countries. We show that a certifier is, indeed, able to improve the welfare of society. The results, though, depend on the legal form of the certifier: a for-profit certifier typically enters the market and grabs all the surplus without solving the asymmetric-information problem; in contrast, a non-profit certifier mitigates the problem and increases the welfare of the society. Our analysis is an important contribution to the theoretical literature and seems in line with what can be observed in the fundraising industries in Europe. Ms. Svitkova has done much of the modeling and deservedly is the first author.

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Human rights entrepreneurship during the post-socialist era

Human rights entrepreneurship in post-socialist Hungary: from the 'Gypsy Problem' to 'Romani rights'

My doctoral research investigates the post-1989 shift in the discourse on Roma in Hungary, from 'Gypsy Question' (or 'Problem') to 'Romani Rights'. While it begins with an examination of the construction of the Romani minority in Hungary as constituting a social problem, its main focus is to investigate the emerging 'Romani Rights' debate, its substance and its genuine limitations. In particular, it will look at the attempts at social change by non-governmental organizations and (neo-) liberal human rights activists in postcommunist Europe, their influence on state policy, and their relationship to Romani communities. Links to transnational discourses will be investigated simultaneously, with particular references to Hungary's recent accession to the European Union. The years spanning 1989-1998 witnessed a rise in the number of domestic and foreign NGOs and activists who vigorously began to contest violence and hostility towards Roma in Central and Eastern Europe. Civil society (i.e., non-governmental organisations, independent media, private foundations, etc.) blossomed in postcommunist states, and indeed, today Hungary boasts one of the largest number of NGOs per capita in the world. Romani activists, along with former dissidents and liberals in the newly emerging 'Romani Rights' movement, began to contest the vilification of Roma as belonging to a 'criminal subculture' and to challenge the 'Gypsy Problem' discourse by exposing discrimination and racism on the part of the state and private actors. While the 'Gypsy Problem' discourse constructs the problems that Roma experience (unemployment, poverty, and other manifestations of social exclusion) as the by-products of their own culture (e.g. 'socially unadaptable'), the newly emerging 'Romani Rights' discourse focuses on racism and discrimination as the roots of the problems that Roma face. Furthermore, it seeks to ameliorate these negative phenomenon through (primarily, though not exclusively) legal means.

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**Philanthropy phenomenon in postcommunist settings:
the Lithuanian case study**

Lithuania having an old philanthropy tradition starting with the Middle Ages, in nowadays is still rather weak in its civic meaning. This tendency occurs as a result of the soviet occupation that demolished the tradition and perverted the perception of philanthropic action. In nowadays philanthropic ideas are returning back to Lithuanian society, however at the same time to some extent these concepts are new in social life of Lithuania.

The research is based on the two-fold approach: (1) General approach to philanthropy as an element of modernization processes, its historical development in three paradigms: religion, political and economical. The modern life in Lithuania has introduced the criteria of efficiency, rational choice, strategic development of any social action and made altruism more organized, by “doing with” instead of “doing for”. The paradox lies in the fact that philanthropy having its modern qualities in action, in value level still refers to the Christianity paradigm. Therefore, there are still a lot of discussions what are the right meanings of modern pure philanthropy: modern conception of social reciprocity or altruistic solidarity? (2) More particularistic approach to philanthropy as an action influenced by State legal base, perception and interpretations in post-communist society. The analysis of philanthropy phenomenon in post-communist settings is reveals some rather interesting and challenging peculiarities of philanthropy related to the non-existence of philanthropic tradition during the communist period, underdeveloped philanthropic culture and welfare tradition, problematic role of the State, and etc.

Theoretical approach mentioned above construct the main hypothesis:

H. Philanthropy perception in post-communist Lithuanian society is based on the principles of christian morality, however the certain philanthropic action is determined by rational strategic factors. The study is based on two-fold research methodology that combines qualitative and quantitative research methods. The interviews with the experts and representative quantitative survey give challenging insights and interpretations on philanthropy phenomenon in Lithuanian society.

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**The reality of social services offered to the adult homeless people in conditions of extreme poverty in the cities of Warsaw and Tourin:
A comparative research on the Third Sector in Poland and Italy**

The research project is based on the topic of social services intervention provided to the homeless people in big cities of the European Union, in many of which such social emergency is becoming a chronic situation.

The implementation of social politics aimed at fighting the phenomenon bases on local subjects consisting in Public authorities and the third sector organizations.

In particular, the hypothesis points out the fact that the present situation in the area of providing the above-mentioned services in the city of Warsaw, characterized by low level of integration between the organizations, both public and private, creates a barrier in the actual providing of these. The relations among the non-government organizations of the third sector seem to be characterized by rivalry and competition rather than by cooperation. The result is that these tend to refer to themselves and on the system level it is difficult to observe the presence of the social capital, considered to be the fundamental resource in providing the services aimed at taking care and accompanying the persons finding themselves in conditions of extreme poverty.

The lack of mutual confidence among the different organizations which constitute private social sector does not render the multilateral exchange of information easy, at the expense of efficient actions of monitoring and prevention. Therefore, the services available in the city of Warsaw generally seem to provide temporary assistance in case of emergency rather than systematic actions leading to recover the persons in question from their situation. The present position of different third sector organizations can be defined as professional wise. The above-mentioned sector lives a debate oriented at the search of good practices and strategies useful in fighting the situations of serious marginalization. However, the cultural change which, on the level of legislation, led Italy to the Law No. 328 in the year 2000, in which the reference to the "local network system of social services" is explicit according to the principle of subsidiarity in the relations between public social and private social, has not been observed.

The author shall compare the data available on the national levels of both Poland and Italy as far as the homeless are concerned, as well as the legal instruments used to fight the phenomenon.

The empirical phase shall follow, its topic being a number of chosen shelters offering temporary housing in both analyzed cities. It should be emphasized that the services provided to the homeless people are divided into the levels of: 1) the so-called "low threshold" services (composed of shelters, doctor's offices, mobile help-providing units, canteens) satisfying the basic needs and "reducing the harm"; 2) the 1st level services (longer-term accomodations, care centers and other institutions aimed at accompanying the people in need); the 2nd level services (permanent housing, halfway houses with a limited number of inhabitants). Such conventional division is used in both Italy and Poland. In the network logic, different organizations, irrespective of the entity they belong to and their specialization degree should be in contact with each of them in order to promote the recovery of the persons in question by dividing their resources. The author shall try to verify whether in the conditions of a shelter a homeless person is subject to any type of incentives initiating the recovery process. According to this logic, satisfying the need of nightly lodging should in fact lead to the final objective of reinsertion of the person to the society through an inter-agency work. From this perspective, it is clear that the cooperation of shelters with other specialized help-providing units, to which such persons should be directed, is needed.

The candidate shall choose 4 or 5 shelters in both cities subject to the research, the shelters being similar in the number of the offered sleeping places.

Through the qualitative research which shall verify the presence or absence of networking on the system level, as well as analyze the human, material and organizational resources, the candidate shall try to identify how much and in what dimensions the relational context influences the level of particular units and, in consequence, the subjective level, through the attempts to decode the beliefs and attitudes of all the professionals working with the homeless in the analyzed units. The author shall draw special attention to the relations which the shelters in question maintain with the outside world. The research shall not constitute a comparison of an exemplary reality with the reality to which some limits are put, but it shall rather analyze scientifically the relapses on the operational level, whether or not it refers to the theoretical one which is the integrated network system in the contexts of both Turin and Warsaw. The theoretical thesis shall consist in considering the network to be a common asset in the perspective of responsibility shared in programming the local welfare systems in the field of services directed to people.

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**Globalizing Democracy:
Associations, Social Movements and Global Public Spheres**

My research bears on the possibilities of globalizing democracy, from the point of view of civic associations, social movements and public debate. A situation in which economic and cultural exchange increasingly takes place across the boundaries of nation-states requires forms of democratic governance at the global level. The establishment of encompassing global democratic institutions such as a world parliament is, due to numerous practical difficulties, not a realistic option in the very near future. This makes it of pressing importance to study those aspects of democracy that are, already, globalizing.

Associations of civil society, social movements and processes of public debate have played an important role in the birth of national democratic institutions, and continue to foster democracy in the national level. My research explores the developing global forms of associational networks, social movements and of public deliberation in order to assess their implications to the possibilities of democratization at the global level. My dissertation consists of four case studies bearing on the so called global justice movement and, in particular, the World Social Forum (WSF), understood as a site where the actors of this movement assemble as publics to take part in debates concerning global issues.

The first case study investigates historically the role of social movements and associations as the basis for national democratic public spheres, and relates these to the global movements of the WSF and their possible implications for the globalization of democratic debate. The second one concentrates on the ways in which Finnish participants at the WSF represent the claims of global civil society actors through policy networks in their home country. The third case study follows the changes in the framings of globalization in the Finnish media discourse around the key events related to the global justice movement (The demonstrations at Seattle 1999, Gothenburg and Genoa in 2001 and the first three meetings of the WSF, 2001-2003). The fourth part of the study expands the analysis of the precedent one to compare the impact of the global justice movement on the public debate on globalization in four countries: Finland, France, India and Brazil.

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Civil Society Development in Educational Sectors in Belarus and USA

There is a growing concern by the European community regarding slow descent into authoritarianism in the CIS region and particularly in Russia and Belarus that are the EU new neighbor countries. It is disappointing taking into account huge investments made by the European community in promoting democracy and civil society development in the CIS region.

Prevention of terrorism, inter-ethnic conflicts, ensuring economic and political stability are the major “excuses” by the governments in this region in their efforts to increase state control of the economic and the political processes.

Belarus has probably advanced most of all in this respect and serves as an example for the rest of the region. It has established the kind of order that is envied in other post-Soviet nations coping with the chaos of democratic capitalism. Belarus' GDP is increasing by about 5 per cent a year (about 9 per cent in 2005) and there are few of the social problems caused by the disparities in wealth and poverty that riddle its neighbours' economies. There are no inter-ethnic conflicts in Belarus. Its bureaucracy is the least corrupted in the region. Belarus is ranked high in the UNDP Human Development Index. This list of achievements could be continued.

Still there is an understanding by at least part of the political elites in the CIS countries that top-down control has its limits and in a long run there is a need in joining the European mainstream regarding democracy and civil society development. But what politicians in the CIS region lack is the vision and strategies for possible effective ways forward in this direction.

The advocates of the approach exercised in Belarus justify the need in use of authoritarian methods by the lack of civil society culture in the CIS countries, by reluctance of population to provide bottom up inputs in their communities and countries' developments and to control bureaucracy and corporate sector from the bottom up.

This assumption has been verified through our comparative study of actual and desired levels of participation in decision-making by educational stakeholder in Belarus (highly centralized setting) and USA (decentralized setting) communities. We discovered that while actual level of civic participation as perceived by Belarus and US educational stakeholder is about the same, US stakeholders (being in reality already ahead of their Belarus counterparts in civic participation) are willing to further increase their participation while Belarus stakeholders prefer to stay where they are. No wonder that continuous attempts by international donors to impose democracy and civil society from the top-down have little effect in Belarus communities and new strategies are needed to promote civic participation in Belarus and other CIS countries. My Ph.D. study is focused exactly on the development of these strategies.

7. Refunding Procedure for Travel Costs

WHAT WILL BE REFUNDED?

The costs of accommodation during the meeting will be paid directly by us. The same applies to meals, with the exception of drinks.

Travel costs will be refunded afterwards. Since our budget is limited, we can only refund the costs of the cheapest available flights and public transport. If however your travel costs exceed the total amount of € 300,- please contact us before booking (phd-meeting06@wu-wien.ac.at). Otherwise we can only guarantee a refund of € 300,-.

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We provide refunds only by international transfer. Please submit the following information to us:

- The number of your bank account
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- Your bank's address
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Please note that all refunding requests have to be submitted before the **15th of June 2006**.

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Please send your request to:

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