Abstracts

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NGO GOVERNANCE: THE PHILIPPINE CASE

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Governance has always been a key development issue. In more recent years, various researchers and policy experts had examined governance as "an exercise of political, economic and administrative authority to manage a nation's affairs"(UNDP 1997). Furthermore, governance transcends the state and includes both the private sector and civil society. However, most recent studies on governance focus on the public and business sector examining both sectors from the mirror of transparency, accountability, participation, efficiency, equity, sustainability, legitimacy and integrity – important characteristics of good governance.

In the case of the Philippines, current literature on public sector governance have focused on topics that include decentralization, corruption, fiscal management, and civil society participation (Abad 1999, Carino 1999, Aldaba 2000). There are also emerging studies on corporate governance highlighting pressing concerns like ownership and market concentration, autocratic decision-making processes, and transparency and accountability in private enterprises (Saldana, 2000, World Bank, 2000). However, literature on the governance of civil society organizations are relatively scant except for those touching on sustainability and strategic management (Quizon et al. 1989, Alegre 1996, Aldaba, 2000).

This particular study will examine governance in the NGO sector using a recent survey data of 762 non-government organizations in the Philippines[1]. While there have been numerous studies on the nature, scope of operations, and influence of this sector on Philippine society, there are very few analyses based on quantitative data gathered from the NGO community Tuano 2001). The data set includes responses on questions relating to legitimacy (i.e. Securities and Exchange registration), accountability (i.e. financial reporting), sustainability (e.g. sources of funds), staff size and benefits, etc. Given such data, the paper will analyze existing management strengths and weaknesses of this sample of Philippine NGOs. In particular the study will try to verify several hypotheses on NGO governance by reviewing the results of the survey. A sample of such hypotheses include:
- that most Philippine NGOs are legitimate and recognized by specific government agencies
- that most Philippine NGOs submit regular financial reports to donors and concerned government agencies
- that most Philippine NGOs are dependent on foreign funding; however bigger NGOs are relatively more sustainable
- that most Philippine NGOs operate on meager budgets

In addition the study will also discuss key governance issues in the NGO sector and how these are addressed by the sector itself and by the government.   These issues include transparency and accountability, financial sustainability, staff turnover and human resource development. The paper will also suggest ways and means to improve NGO governance.

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[1] This is the biggest and most comprehensive survey to date on Philippine NGOs. This data comes from the Philippine NGO Database Project Survey 2000 implemented by the Caucus of Development NGO Networks, the largest coalition of NGOs in the Philippines.

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His varied work experiences include stints in the NGO/civil society sectors, private sector and the academe. He was formerly the Secretary-General of a coalition of labor federations (1986-87) and a coalition of development NGO networks (1990-1993). He was also deeply involved with research and community extension work for the Ateneo de Manila University for more than 15 years as Director of the Center for Community Services (1988-90) and the Center for Social Policy and Public Affairs (1993 till the present). His business sector linkage includes seats in the Board of two private sector consulting firms – Stratexport Philippines and E-metrics.

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JAPAN'S NONPROFIT ORGANIZATIONS AS CHANGE AGENTS:
EXPECTATIONS AND ACHIEVEMENTS

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Japan since the 1990s has run into a period of important social change. While corporate governance and employment practices are changing rapidly in the business sector, efforts towards structural reform such as the restructuring of the ministries and decentralization are taking place in the public sector. Towering budgetary deficits of central and local governments, changing priorities of the people, urge for more accountable and transparent practices inevitably call for further and more fundamental governmental reforms, and what is more, a new style of governance(Yamamoto Tadashi, 1999).

In fields that are closely related to the activities of the nonprofit organizations, like medical care, education and social service, change is required too and in some instances can already be observed, in part as a result of efforts of some nonprofit organizations.

In general, one may say that the nonprofit organizations in Japan are expected to play an increasingly important role, not only as service providers but also as change agents (Yamaoka Yoshinori, 1999), (Chikushi Tetsuya and Fukuoka Masayuki, 2000). While the nonprofit sector remained largely invisible in the 1980s, its present grew rapidly throughout the 1990s and especially after 1995, when NPOs could demonstrate their unique role in disaster management.

The question then is: to what extent are the nonprofit organizations meting those expectations, and what more can be expected from them realistically. In many existing literature including those mentioned above, nonprofit organizations are highly praised, but no systematic assessment has been made on what has been achieved and what not.

Admittedly, it is very difficult if not impossible to estimate the performance of the nonprofit sector. What criteria should be used, and what measures be applied?

In this study, I will try to make an early estimation by looking at concrete cases of breakthrough and other important achievements at the central and local level. I will examine them in fields where NPOs are active, such as care for the elderly and the handicapped, rights of the minorities, women, environmental issues, regeneration of cities and remote areas, and education. In other words, I will not try to get some measurable evidences but will focus on qualitative changes worth noting in each field. After collecting a number of concrete examples, it may be possible to get at a more generalized picture of the nonprofit sector.

As information source, I will mainly rely on recent literature and in some cases, interview.

Literature:

Chikushi Tetsuya and Fukuoka Masayuki, *Kokokara Nihon wa Yomigaeru* (From here Japan will revive), Nihonkeizai-shinbunsha, 2000

Yamamoto Tadashi (ed.), *Deciding the Public Good: Governance and Civil Society in Japan*. Japan Center for International Exchange, 1999

Yamaoka Yoshinori, *Jidai ga Ugoku Toki. Shakai henkaku to NPO no Kanousei* (When there is a Breakthrough. Social change and the potential of NPOs). Gyousei, 1999

Toward Forest People: Lessons-learned from Civil-Society Movement Supporting Community-

Based Forest Management in Indonesia

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Abstract

Over the last decade forest agencies around the world have sought to restructure government-civil society relations by decentralizing government decision-making, in some cases devolving management authority to local-level civil groups toward more sustainable management of forest. In Indonesia, attempts to transfer the rights to manage forest to traditional civil society groups have been complicated with ambiguous attitudes of new-elected government. Under new forestry policy or UU no. 41, 1999 central and provincial governments started to give more space for the traditional civil society groups or *Masyarakat Adat* to involve in the management of forest. However, the trust upon the traditional civil society groups to manage the state forests in the areas of traditionally defined land or *Kawasan Hutan Adat* has not been developed. Instead, under the new decentralization policy, which was just launched in January 2001, heads of district or *Bupati-bupati* have allowed to subordinate the rights to access and control forest of the traditional civil society groups. Furthermore, the *Bupati-bupati* have re-classified state forest and provide new concession for commercial uses of forest prioritized to private firms. Those have been done due to the Bupati's ambitions to boost self-generated regional income or *Pendapatan Asli Daerah* (PAD).

This paper will focus on the struggles and challenges faced by civil society movement supporting community-based forest management in Indonesia. Two different settings: repressive and accommodative--representing the state situations during and post Soeharto regime--are set to explore these following questions:

a) What would be the characteristics of an adaptive civil society movement?

b) Which conditions is more accommodating for reviving and recreating appropriate institution toward community-based forest management?

c) What could be the lessons learned to scale up the impact of the movement given the dynamic changes of the movement for supporting community-based forest management?

Data will be drawn based on serial thematic interviews during my six months assignments with CIFOR from February to August 2001 to conduct site selection study in the four provinces: Bengkulu, Riau, Kalbar, Kalsel. Lastly, analyses and recommendations will be provided to develop further strategic actions to support civil-society movement supporting community-based management of forest in Indonesia.

THIRD SECTOR EDUCATION: BOY SCOUTS' PRIMARY HEALTH CARE PROJECTS IN BANGLADESH

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This paper proposes a way of education done by third sector organization. At present time, there are three ways of education: formal, informal, and non-formal. In many countries, the formal education such as school education has educational limitation like knowledge oriented education. Education done by third sector is categorized into the non-formal education. This non-formal education gets much attention because these third sector organizations can provide children with international, out-door, volunteer, and real-world's problem oriented experience which formal educator cannot. Therefore, from educational point of view, education by third sector organization has a strong point.

As an example of third sector education, this paper introduces Boy Scouts' activity. Boy Scouts is the educational organization spread all over the world. Boy Scouts of Nippon(Japan) and Bangladesh Scouts have joint primary health care project named Bangladesh - Japan Joint ORT(Oral Rehydration Therapy) Project(BJJORTP) for five years in rural area of Bangladesh. In this project, Japanese youth people and Bangladesh youth people get together and go around the village of Bangladesh to enlighten primary health care knowledge especially Oral Rehydration Therapy. BJJORTP is mainly designed, implemented, and evaluated by both Japanese and Bangladesh youth people. As a result, this Boy Scouts' project has two distinguished outputs. One is the result of primary health care enlightenment activity, and the other is the educational result on youth people who joined the project. Japanese and Bangladesh youth people who joined this project can acquire the experience of international volunteer activity, international friIn this paper the education by third sector organization is introduced. As an example of implementation, the project between Boy Scouts of Nippon(Japan) and Bangladesh Scouts are introduced. The result of this Boy Scouts' project is also shown in this paper.

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IMPACT ASSESSMENT OF NGO ACTIVITIES IN BANGLADESH: EXPERIENCE FROM THE FIELD

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In the present world, the NGOs are treated as promoters of alternative development strategies. The NGO sector is identified as one of the core partners in development management, especially in the developing countries. In Bangladesh, NGOs have assumed a unique role in completing the governmental activities in service delivery and have become partners in development management. NGOs in Bangladesh have achieved recognition as 'a positive force in national development' (Task Force, 1990). The Government of Bangladesh also views the NGO activities as useful contribution to the national development and welcomes the NGO activities to supplement and complement government's development programs (GOB, 1997). NGOs operate in more than 50 per cent of the villages in Bangladesh benefiting over 3.5 million families (ADAB, 1994). The prime objective of the activities of the NGOs is to mobilize the beneficiaries into organized structures of voluntary group action for self-reliance as well as self-development. Every year billions of foreign money are raised and channeled through the NGOs in Bangladesh. So time has come to have a look on the long run results or impacts of the activities of the NGOs. Sometimes the NGOs are being forced into making assessment of their activities because they need evidence to be refunded or attract new fund. It leads to superficial evaluation exercise (Brette, 1993). In the evaluation process the functionaries of the NGOs are mainly focused on the immediate results- the outputs of their activities. The long run results- the impacts of their activities on the lives of beneficiaries always remain neglected. But they have to give attention on the impacts of their activities. In Bangladesh, some assessment studies of some particular NGO projects have been conducted in the past by some donor agencies/countries. Not much academic research has been conducted on the impact of NGO activities by the target group people in Bangladesh. The present study is an attempt to make a contribution to this area of research and aims to assess NGO activities by their beneficiaries.

This paper presents the findings of an empirical survey on the impact assessment of NGO activities in Bangladesh**.** The assessment is made by the target group people. The analysis is made from the perspective of the beneficiaries rather than from the perspective of those who share neither their values nor their lives. In this paper impact is viewed as the long-run social, economical, political and other changes that have come to the lives of the beneficiaries as a result of the activities of the NGOs.

This survey was undertaken in three districts Rangpur, Comilla and Chittagong. Combinations of research methods were followed in this survey. Interviews with the beneficiaries, observation and focused group discussion were used to collect primary data and information. With a view to assessing the impacts, the working approaches of different NGOs are also focused by

making informal discussion with the field level functionaries of the concerned NGOs. Interestingly the study focused that most of the beneficiaries of the different NGOs have identified almost the same impacts and have made the almost same ranking of the impacts. According to their assessment the NGO activities have much positive social impacts rather than economic or political impacts on their lives. The study also focused on some interesting unintended impacts that have taken place as a result of the activities of the NGOs.

LOCAL ORGANIZATIONS IN THAILAND: TRADITIONAL AND MODERN

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This paper argues that social capital is context-dependent. Trust, extrafamilial network, and family and kinship support provide a good basis for strengthening community spirit and cooperation. I aim to consider various forms and aspects of social capital existent in different fields of social development activity focusing on capacity building of local organizations in Thailand. I will first analyze positive functions of social capital in both traditional and modern organizations and their impacts on each other and on capacity building. Examples of its role in family and kinship support, benefits mediated by extrafamilial networks, and social sanctions & control will be illustrated. Negative consequences of the same processes that lead to disparity, exclusions, and conflicts also deserve equal focus. I will then analyze and provide empirical data pertinent to its contrary consequences that are largely neglected in contemporary development discourses in Thailand. Data for writing this paper are mostly based on my anthropological field work in two villages in the Northeast of Thailand conducted between 1994 and 1995, my action research with the Khon Kaen Civic Assembly (KKCA) in Thailand from 1998 to 1999, and my on-going participatory action research with NGOs and local organizations on community development and empowerment. Also, I rely on some relevant documents.

THE CHALLENGES OF GROWING THE NPO AND VOLUNTARY SECTOR IN JAPAN

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RESEARCH ISSUE ADDRESSED: After the Kobe earthquake of 1995 stimulated great interest in NPO and voluntary organizations in Japan, and the 1998 NPO Law passed which allows much easier incorporation of NPOs, many NPO leaders, academicians and others became concerned with how to grow the sector. Establishment of NPO support centers became a primary means. But many have had other thoughts. The survey sought to ascertain the full range of other possible approaches to expanding the sector and to identify the challenges which must be addressed if change is to occur.

METHODOLOGY: The author surveyed 65 NPO leaders, knowledgeable academicians and journalists, and others concerned with NPOs about the challenges that must be overcome if the NPO sector is to grow substantially. Twenty-seven survey contacts were identified through the author's trips to Japan, ARNOVA and ISTR conferences, then expanded through the snowball method to 65 recommended contacts nearly all from Japan; 38 (58%) responded via e-mail.

FINDINGS: The study has been completed - the challenges facing Japan in growing its nonprofit sector are many and diverse. A major challenge identified is the authoritarian government which historically has taken care of communities' social welfare needs. Related to this challenge, is the sentiment that the government does too much and that the citizens have become too dependent on the government. Also related is the authoritarian culture of Japan, which several respondents say the government exploits. A rather strange finding of the survey is that fewer than one-third of the respondents mentioned the economic or business sector as having any relevance to the growth of the NPO and voluntary sector. And even when they do mention it, few express any imperative connection, either positive or negative.

Another equally interesting finding is that the concept of "democracy" is also connected to the NPO and voluntary sector by fewer than one-third of the respondents. Most respondents ignored the connection, making it appear that the development of the NPO sector is not perceived as a necessary ingredient of greater democracy in Japan, nor even that democracy itself is a form of government worth improving.

Some respondents see the legitimacy of the NPO sector as a big challenge, and that this makes building of trust between the sector and citizens difficult. Other respondents think in these same terms, but focus operationally on the challenges of NPOs making substantial connections with the public or of recruiting volunteers to expand the sector's base. Related somewhat to the concept of legitimacy is the challenge of vision for the NPO sector. Many express concern about the need to create and build a vision for the sector and how it should fit in with the rest of society, with government and the economic sector. Establishing or maintaining the independence of the NPO sector from government is a critical challenge in the minds of some. Government funds may be necessary for NPOs, but not if the cost is utter dependence.

Beyond the challenges of legitimacy, vision and independence -- challenges which primarily concern NPOs' external relations with government, the business sector and the public -- are the internal challenges which hamper the growth and development of the

NPO and voluntary sector. These include leadership, organizational capacity, human resources, planning, management, administrative competence and collaboration among NPOs. More than half the respondents identify these internal issues as important challenges in growing the sector. Another major internal challenge are NPO finances.

Finally, among the many challenges to growing the NPO and voluntary sector, providing adequate monetary incentives for organization and development of NPOs through creation and enactment of new tax legislation is cited by several respondents as necessary.

The findings are rich in deep detail from the survey respondents' own quotations.
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EMPLOYEE INVOLVEMENT IN THE PHILIPPINES[2]

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Western literature on business and society points to the growing awareness and recognition of corporate volunteerism as one of the strategic responses to the challenge of corporate social responsibility (CSR). Allowing employees to participate in community work has been found to contribute strategically to companies' social responsibility, human resource and other business goals.

Similarly in the Philippines, there was a growing interest among local companies to make employee involvement a significant part of their CSR efforts. The research study was undertaken to understand and map the local movement on employee community involvement. The study defined employee involvement as those activities recognized by the company where employees volunteer or give of their time, skills and resources to the service of internal and/or external communities.

Data gathered for the study was a result of a three-month survey research among member companies of the Philippine Business for Social Progress and the American Chamber Foundation Inc. A preliminary survey was conducted among 528 companies. Among those that reported having employee involvement activities, 62 companies represented by their chief executive officers or human resources head were interviewed using a standard interview guide.

The study revealed that employee involvement thrives among Philippine companies regardless of size and sector. These activities come in different forms and were mostly encouraged by employers. While respondents recognized the benefits that these activities bring, there were, however, a number of dilemmas and challenges that confront these companies in undertaking their employee community involvement activities.

Corporate volunteerism presents a unique opportunity for companies to express their social responsibility and meet strategic goals. On the other hand, it also presents a wealth of opportunities for charities and communities. These institutions and organizations can benefit from the resources employees and companies are most willing to share—time, talent and treasure.

The critical success factors for volunteer organizations to carry out Web-based Training — An empirical research on Taiwanese scout volunteer organizations

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Yu Chi Yang, North Star Scout Group

I. Introduction

Theoretical and empirical works generally suggest that if scout volunteer organizations wish to have better performance in Web-based Training ("WBT" for short) in this paper, they must understand what are the critical success factors ("CSF" for short) for them when they are trying to implement WBT in their organizations.

Based on above reasons, this paper attempts to analyze the cognition of scout volunteer organizations to how the four CSF, the organizational innovation environment ("OIE" for short), self-directed learning, ("SDL" for short) course design strategies, ("CDSs" for short), and the technology factors, ("TFs" for short) affect the performance of WBT.

Besides, the current situation and development on WBT for scout volunteer organizations in Taiwan and what kind of WBT being more feasible for them are also fully discussed.

ii. Research Objectives

Because of above research background, this research is trying to explore the following questions and then propose some practical suggestions to scout volunteer organizations and those people who are interested in this issue:

1. What is the current situation and development of WBT for the scout volunteer organizations in Taiwan?
2. What are the CSF for scout volunteer organizations when they are trying to adopt Web-based Training?
3. Based on above discovery, what kind of WBT are fit for scouting volunteer organizations to adopt?

III. METHODOLOGY

3.1 Sample

For reaching our research goals, research will employ a questionnaire investigation method to those 120 scout volunteer organizations, which have successfully implemented WBT and obtain preliminary training performance.

3.2 Research hypotheses

Research categorize the hypotheses into the following five portions:
H1: The OIE positively influence the performance of WBT.
H2: The SDL positively influence the performance of WBT.
H3: The CDSs positively influence the performance of WBT.
H4: The TFs positively influence the performance of WBT.
H5: The four variables, OIE, SDL, CDSs, and TFs positively influence the performance of WBT.

3.3 Research framework

According to above research hypotheses, the framework of this research are

depicted as figure 1.

3.4 Questionnaire design

Regarding to the questionnaire's design, research mainly consult the Chiou's (2000) Creative Organizational Climate Inventory Scale (COCIS), the Guglielmino's (1977) Self-Directed Learning Readiness Scale (SDLRS), the Chang's (2001) WBT Course Design Scale (WBTCDS), Technology Factors Scale (TFS) and Chang's (2001) Training Performance Evaluation Scale (TPES). Besides, questionnaires are using Likert's five-scale evaluation method to test the respondents' recognition to those questions in questionnaires.

Philippine Cooperatives: Their History, Current Status, Growth and Development

Rogelio D. Cosio[1] and Kensaku Kanda[2]

This paper contributes to the limited availability of reliable and up-to-date information on the present status, growth and development of cooperatives in the Philippines from where new plans, programs and policies can be designed and formulated to strengthen the cooperatives in the country. Experiences in many developing and developed nations have proven that one of the most effective strategies to attain economic growth and equitable distribution of income and wealth is through cooperatives (Rola, 1988). Thus, the strengthening of the cooperative movement should be a continuous goal of governments so that the cooperative sector can truly live up to its role as an effective partner in improving people's welfare and national development.

Necessary data from the Philippines' Cooperative Development Authority (CDA) were analyzed using descriptive statistics and were presented in tables and figures. The study made use of time-series data to evaluate the growth and development of the country's cooperatives. Growth and development indicators that were considered in the study included the levels of capital build-up, paid-up share capital, product volume sales, savings generated and contribution to the economy of the cooperative sector. The paper also presented the weaknesses or limitations of Philippine cooperatives.

Cooperativism has a long history of over a century in the Philippines but the general impression is that the cooperative movement has yet to take off from its development stage. Despite this, revitalizing the cooperatives continues to be a primary and urgent concern of the government in its efforts of breaking the cycle of poverty in the rural areas. The reduction of poverty is still a big problem in the Philippines and has been slow compared to the country's own aspirations. Cooperatives stand as an important institutional form at the grassroots level by virtue of their numbers and their proven capability to help raise the quality of life of the poor.

With the exception of the first country's cooperative organized by the national hero (Rizal) in the late 1800s, early cooperatives in the Philippines were the product of a series of government interventions through legislative measures. Since 1915, more than 20 laws, plus a number of executive and administrative orders, have given more than 15 government agencies the mandate of developing the cooperatives in the country. Since 1991, the number of Philippine cooperatives has more than quadrupled to 56,557 organizations (as of September 30, 2000) with more than seven million members, ₱54.7 billion (US$1.2 billion) worth of product volume sales, ₱5.8 billion (US$130.98 million) in savings, ₱5.9 billion (US$133.3 million) capital build-up and ₱3.3 billion (US$74 million) paid-up share capital.

Despite this growth level of the cooperative sector, its impact as a vehicle for economic empowerment was, however, not yet widely felt. The government shall sustain its supportive role of providing technical guidance, financial assistance, market linkage, and other direct development services (such as continued educational efforts to build trust, leadership, accountability, transparency, improve access to support services and revitalize member participation) to the cooperatives. The cooperative movement needs an astute leader who can articulate its plans and objectives. Further, it must have visual impact projects of monumental proportions that will jolt the people into recognizing its influence and presence. Moreover, the movement must develop its capability to meet the competitive challenges of increasing global market liberalization.

"Linguapolitical" situation in an era of internet civil society

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Abstract

the 2nd Asian network conference by ISTR

This paper develops a new concept of "Lingua-politics" in civil society.

The changes delivered by the information-technology (IT) revolution seem certain to transform civil society. Especially noteworthy is the fact that language is beginning to divide intellectuals from one another.

Only few years ago, the greatest force dividing peoples was the state. In other words, national borders were extremely powerful. Geographical factors were also pivotal and, the Swedish scholar Rudolf Kjellen calls this fact "geopolitics." The distinction between continent and ocean is important in geopolitics.

With today's information revolution, however, the meaning of national and geographical borders has changed greatly. The emphasis is likely to shift rapidly from national borders to the borders of language that are taking their place—what I call "linguistic borders". Peoples have easily come to communicate one another and discuss their own opinions beyond national boarders. Peoples, however, had been unintentionally divided into two parts: English-speaking and other languages-speaking intellectuals. When it comes to information conveyed via the Internet, naturally enough the number of targets, and even their identity, differs according to the language used.

Just as geopolitics once had great significance for nations, it is highly likely that linguapolitics will increase its significance for civil society. This paper discusses the influence of liguapolitics by English and other languages to civil society.

Key Words: linguapolitics, linguistic borders, key language, civil society, information – technology (IT), Oceanization, Continentalization

NGO's intervention in development
An Assessment of their Performance in Nepal

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Introduction

Failures of the governments and the emergence of market mechanism in the forefront of development led to the emergence of NGO in the period of 1970's and 80's. This is because these organizations aggregate public goods, conserve environment, empower the powerless and lesser the already existing lengthy work procedures of the bureaucracy. This is more evident from the point of view that the pluralist sense of social justice has become the overriding concern of both the Northern and southern NGO's. The emergence of NGOs is not the question of emergence of alternative actor to the government in development, but is the question of the formation of social capital to address the developmental issue of the people from their own participation and from the resource mobilization of the grass root levels The success of any organization in the fulfillment of its primary objectives, again, greatly lies in the question of performance driven organizational change and its implications in the process of development and the same applies to the NGO's too.

From the various international forums and meets including the last ISTR meet in Dublin, Ireland have identified those third sectors as NGO, Non-profits, CBO's, People's Organizations, Civil Societies, Cooperatives, Voluntary Developmental organizations etc. and Nepal is not an exception where the participation of NGOs is revalent in the similar form. In addition to the above forms the women's savings and credits groups, consumer societies, and participatory people's organizations in different areas are common in Nepal. The proliferation of NGOs in Nepal is found especially after the restoration of democracy. Now, their number is in between 18 to 20 thousand, but the active ones are far less. The demand of the government policies adopted during the last decade. Decentralization Act 1998 and Regulations, Municipality Act, Village Development Committee Act and District Development Committee Act have clearly specified the necessity of making active partnership of the NGO in development dispense. However, some of them have succeeded in the pursuit of their objectives where majority of the others have failed because of their nature of family run, Donor's dependency, non-transparent and lack of professionalism.

Despite the government's sincere efforts to make an active partnership of NGO in the overall process of national development in Nepal, many NGO's have succeeded in their objectives whereas others remained highly dependent on donors and governmental funding or some other such supports. Some other NGO are quite success in the empowerment of the society and especially to the weaker sections.

This presentation, therefore, has raised issues such as reasons of success and failure either due to leadership, or resources or organizational patterns or management style or the participation of the people or the governmental policies responsible to this state.The objectives of the this paper is to: identify the level of performance of NGO in Nepal in general and in the development of partnership in particular, to identify the reasons of their success and failure in the over all development of Nepal, and, to suggest appropriate measures to enhance the level and content of their participation.

This research work has reviewed existing literatures for the emergence, growth and the present status of NGO in Nepal and for the identification of their strength and weaknesses from the point of view of finance, management, government policies and organization styles. However, to verify the existing situation and focusing on weaker sections, two NGOs one from central hill and the other from terai have been selected randomly to examine their functioning. For this purpose PRA, observation, RRA methods are followed. The findings from the field have been the major point of support to this paper.

The findings showed that the of the rhetoric of the role of NGO's as a formidable partner in development, their capability and sustainability as voluntary organization has still remained in question in Nepal. The

case studies cited here, however, can be an addition to the theory of success or failure of NGO in development.

NGO-GOVERNMENT PARTNERSHIP FOR IMPROVING LIVELIHOOD IN NEPAL

Tek Nath Dhakal

ABSTRACT

Key words: *Government Organisation, NGOs, Foreign Aid, Management & Organisation, Project Sustainability, livelihood development, Nepal.*

Several reasons are attributed to the emergence of Non-Governmental Organisations (NGOs) since the 1970s. Among them 'market failure' and 'government failure' are considered leading reasons in European, Asian, African and Latin American countries. Comparative advantage of NGOs is well-documented in development aid literature. The development role of NGOs was not visible until the the 1960s. Researchers and policy-makers have started to re-examine decentralisation and privatisation as alternative vehicles and to consider the NGOs as possible remedy for the 'crisis of the welfare state'. The growth of NGOs, at least in part, is a reflection of dissatisfaction with both state and market. On the other hand, the use of NGOs has been consistent with both the New Right aid policies of governments in the USA and UK and the 'alternative' aid policies of the consciences of the donor community in the Nordic countries and the Netherlands. (Hulme 1994, 265). Other OECD countries have also from time to time used NGOs as channels for resource transfer in the form of foreign aid. The restructuring policies of the World Bank and other influential donor agencies led to a planned reduction of the role of the state and increased space for Non-Governmental Organisations.

Despite immense role of NGOs, especially for the grassroots upliftment, they are constrained by miniscale size, restricted impact, distance from policy decisions, professional and technical limitations, poor co-ordination, and problems of representativeness and accountability. Therefore, the search for appropriate working relationships between NGOs and the government has become one of the major policy issues facing both governments and NGOs in Nepal. An acceptable framework for the relationships, however, remains elusive although its importance is not debatable.

There are over 100,000 NGOs operating in the South Asian countries of which more than 20,000 national NGOs and around 90 INGOs are working in Nepal. The government of Nepal has taken the NGOs as development partner for a number of actyivities such as community and rural development, urban slums improvement, empowerment of women, improvement of environment, delivery of public health, irrigation, health education in the areas of AIDS and drug abuse, youth activities and development of moral values.

In this context, this study intends to assess the scope, modalities and constraints of partnership between NGOs and the government in the improvement of livelihood of the people in Nepal. The research is based on field survey and interviews with NGOs and government executives working at the field level as well as review of policies, and other documents which address the issue of livelihood development in rural Nepal. For this, case studies have been carried out on the activities of PLAN International (an INGO) including the governmental field offices working in Markhu Village Development Committee (VDC) of the central Nepal and BASE (a national NGO) in Hekuli VDC of Mid-western Nepal.

A part of the study briefly reviews the NGOs in Nepal in historical perspective. It also sums up the shortcomings of the rural development initiatives in Nepal and looks into

viable areas of partnership between the NGOs and the government. The problems facing this sector is also explored.

By
YASHAVANTHA DONGRE*

INDIVIDUAL GIVING AS RATIONAL CHOICE: A STUDY OF NEW RICH URBAN YOUTH IN INDIA

THE STUDY:

The present study centers round the monetary giving habits among the new rich urban youth in a major city in India. The primary objective of the study is to focus on the need to make giving a rational choice. The study also attempts to look at the policy imperatives related to individual giving. The study is based on the premise that 'giving by itself may not serve the purpose unless it is a well directed giving'.

BACKGROUND:

Individual giving or charity is a common feature, among most who can afford, in India. Traditionally this giving is governed by beliefs and faiths related to religion. The giving (monetary giving) has been generally in the form of alms to beggars and contributions to temples. Since 'DAANA' (giving) is seen as a way of acquiring PUNYA (right virtue), which facilitates a better rebirth, or MOKSHA (salvation), the majority Hindu population is involved in giving through many ways. While this has helped many, it is also true that such giving habits have indirectly encouraged large-scale beggary. Many times the giving habits have been grossly irrational, (like that of throwing coins to sacred rivers) and have not been of help to any body. Hence there is need to make giving a rational choice.

METHODOLOGY:

The study is empirical in nature. It is based on a survey through structured questionnaire, of 100 youth comprising of 50 male and 50 female, working in high paid positions in IT industries in the city of Bangalore. The sample is homogenous in terms of age, education and income levels. However, they are different in terms of their caste, religion, region and family background. Various issues related to giving such as motives, size, nature of giving and areas preferred are examined. However, the focus is to examine as to how far giving is a conscious choice and in cases where it is not, how to make it so. The study considers the literature on similar issues, especially the studies conducted in the USA, Europe, Pakistan and India.

EXPECTED RESULTS:

The study would throw light on the following questions:
1. How far the giving habits of educated, urban youth differ from that of the general giving habits?
2. What facilitates/prevents making giving a conscious/rational choice?
3. How far the existing state policy/legal setup enables/hinders individual giving?
4. What are the external factors (external to individual) facilitating/hindering individual giving?
5. How to make giving a rational choice/well directed act?

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"Efficiency Problems of concentrating Institutions"

Klaus Draskowitsch, Osaka University, Graduate School of Economics

This paper addresses possible advantages and disadvantages mediating organizations can have for NPOs as well as for business corporations and society. The main focus is the situation in Japan.

In recent years we could observe a substantial increase in non–profit organizations in Japan. Together with the rising number of NPO`s various associations and other forms of institutions emerged, whose objects are to combine or represent the interests of single NPO`s. For the purpose of this analysis I will call them *concentrating* institutions. They can represent NPO`s of specific sectors, natures or geographical regions. On the other hand, also the parties who normally interact with NPO`s (donating companies, authorities, etc.) can establish such concentrating institutions. In the latter case, an NPO has to deal with one or few rather than numerous parties during its activities.

Both the establishment and the operation of such a concentrating institution requires financial and human resources; moreover, it creates an additional organizational layer that may complicate transaction processes.

In this paper I will analyze from an economic perspective if and under which circumstances concentrating institutions can actually increase efficiency, deploying theories of transaction and bargaining costs as well as of the principal – agent problem.

The background for this paper is the field of cultural economics, and one of the examples I am using is the Japanese *Association for Corporate Support of the Arts*.

As the mindset of the paper is imbedded in concepts of Pareto efficiency, transaction costs and principal–agent theories, background literature can be found in the works of Arrow, Mas-Colell, Peacock, Stiglitz and others. The paper is of descriptive nature, discussing a model of economic relationship and their possible effects on the players or on the framework itself.

As the research work of Baumol/Bowen in the 1960s concludes, the performing Arts are in growing need for outside funding. To meet these financial requirements, cultural organizations can address the state for public funding, individuals for private funding or companies for corporate funding. In Japan, the latter is more strongly developed, and the French word *Mecenat* was incorporated in the language to give a name to cultural funding activities for other than pure advertising purposes.

About 10 years ago, the business side established *Kigyo Mecenat Kyogikai*, the *Association for Corporate Support of the Arts,* in order to direct mecenat activities more efficiently. For the cultural non–profit organizations, this means they have to deal with a new layer, located between culture and its supporters, but clearly representing the for profit companies. If time permits, the paper may include a discussion about whether the influential power of such an organization could lead to a too strong dependence of cultural organizations on one single institution.

FURTHER ABSTRACT

Paper for the Second ISTR Asia and Pacific Regional Conference in Osaka, 26-28 October 2001:

"*Efficiency Problems of concentrating Institutions*"

Abstract:

In recent years we could observe a substantial increase in non–profit organizations in Japan. Together with the rising number of NPO`s various associations and other forms of institutions emerged, whose objects are to combine or represent the interests of single NPO`s. For the purpose of this analysis I will call them *concentrating* institutions. They can represent NPO`s of specific sectors, natures or geographical regions. On the other hand, also the

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In this paper I will analyze from an economic perspective if and under which circumstances concentrating institutions can actually increase efficiency, deploying theories of transaction and bargaining costs as well as the principal – agent problem.

Nonprofit Organizations and Knowledge-Based Governance: Performance Measurement and Community

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The purpose of this paper is to discuss the NPOs' involvement in changing nature of governance, the development of evaluation and performance measurement in Japan, and to propose the concept of 'knowledge-based governance' in community. A comparative perspective is also sought.

First, the conceptual framework of governance and knowledge-based management in the public sector is presented, followed by an explanation of knowledge-based governance (KBG) and its relationship with performance measurement. Second, the background of evaluation and performance measurement is described. Third, current practices of KBG are described. Finally, a universal governance model based on these examples is presented. Knowledge sharing and collaboration are the main factors constituting new governance.

'Government Governance' answers the question of who owns government and of what kind of accountability should be expected from which government stakeholders. Japan's central and local governments are often described as traditionally paying more attention to interested citizens than other aspects of stakeholders. However, many people have begun participating in voluntary community activities, including environmental protection and aiding disaster victims. The power of such volunteers has expanded remarkably in recent years. They are also interested in monitoring government from the viewpoint of programs' mission, and sometimes propose adequate action for governments to take.

'Knowledge-based management' in the public sector is defined as "utilizing organizational knowledge created by citizens and government in policy development and service/operational improvement of government." The new term "knowledge-based governance (KBG)" combines the concept of 'knowledge-based management' in the public sector with 'government governance.' This new concept includes the process where both citizens and government learn from sharing national/regional/community goals and targets and identifying the level to be achieved.

In establishing knowledge-based governance, it is imperative to introduce a tool called "knowledge-ware," that derives knowledge from the people concerned, accumulates it, and is founded upon a system of hardware and software. Performance measurement is one of the optimum tools that meet the requirements.

A key distinguishing feature of "knowledge-based performance management" is attaching great importance to the concrete identification of goals, clearly worded objectives prior to establishing performance indicators. To identify concrete goals, citizens must thoroughly discuss the policy structure.

One of the remarkable changes in introducing 'Knowledge-based Performance Management' is that both the results and process of performance review, as well as the criteria for deciding priorities, are disclosed to citizens in a transparent manner. This management has the unique feature of incorporating processes of learning and knowledge sharing in setting the goals of policy, program, and project.

KBG supported by an effective performance measurement/management system, is now transforming the existing organizational structure of local government as well as the orientation and behavior of its staff. Performance measurement in Japan is a relatively new term. Recently,

however, performance measurement in the form of 'evaluation' has emerged as an effective tool for administrative reform. Embodied in the new national laws, it is now receiving much attention.

Knowledge is a key component as a competitive resource leading to continuous innovations. The cases in Japan demonstrate that a knowledge-based strategy is also effective in the public sector. The new mode of governance, KBG, will reshape the policy arena for the public sector in Japan. It entails knowledge sharing and collaboration. The local government is in a better position to adapt itself to KBG. Citizens' involvement at the local level enhances more effective performance measurement. NPOs' role is surely becoming significant in this regard.
(563 words)

Nonprofit Organizations and Knowledge-Based Governance: Performance Measurement and Community[3]

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Introduction

The purpose of this paper is to discuss the NPOs' involvement in changing nature of governance, the development of evaluation and performance measurement in Japan, and to propose the concept of 'knowledge-based governance' in community. A comparative perspective is also sought.

First, the conceptual framework of governance and knowledge-based management in the public sector is presented, followed by an explanation of knowledge-based governance (KBG) and its relationship with performance measurement. Second, the background of evaluation and performance measurement is described. Third, current practices of KBG are described. Finally, a universal governance model based on these examples is presented. Knowledge sharing and collaboration are the main factors constituting new governance.

1. Conceptual Framework
Governance in the Public Sector

'Corporate Governance' refers to a management system that realizes the optimum relationship among corporate stakeholders, including shareholders, customers, suppliers, and communities. Applying this concept to the public sector is undoubtedly possible. Analogously 'Government Governance' answers the question of who owns government and of what kind of accountability should be expected from which government stakeholders.

Governance refers to sustaining co-ordination and coherence among a wide variety of actors with different purposes and objectives such as political actors and institutions, corporate interests, civil society, and transnational organizations (Pierre 2000, 3-4) in most public and political debate.

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[3] Many of the concepts in this paper were developed jointly with Mr. Yoshiaki Hoshino whose enthusiasm for the topic is unwaning.

Stakeholders in the government are classified as follows: 1) Taxpayers, 2) Customers, 3) Principals of Local Self-Government (or Volunteers), 4) Interested Citizens (resembling rent-seekers).

Japan's central and local governments are often described as traditionally paying more attention to interested citizens than other aspects of stakeholders. The most remarkable example of this is the continuation of construction projects, notably dams or land reclamation in spite of decreasing demand for water and agricultural land. There is, indeed, a lack of ex-ante and interim evaluation to identify customers and their real needs in these public works projects.

However, many people have begun participating in voluntary community activities, including environmental protection and aiding disaster victims. The power of such volunteers has expanded remarkably in recent years. They are also interested in monitoring government from the viewpoint of programs' mission, and sometimes propose adequate action for governments to take. Emerging is another tendency for citizens to be more sensitive to wasting taxpayers' money as recent reports incessantly reveal deplorable scandals.

Knowledge-Based Management in the Public Sector

The concept of knowledge has been widely used in many disciplines. In management theory, 'knowledge creation' was once termed as a key to the distinctive ways that Japanese companies innovate (Nonaka and Takeuchi 1995). Many companies have successfully applied 'knowledge-based management' to organizational development, transferring wisdom of long-serving employees to new entrants, and sharing information and experiences among different organizational units in accordance with recent expansion of databases and the intranet.

'Knowledge-based management' in the public sector is defined as "utilizing organizational knowledge created by citizens and government in policy development and service/operational improvement of government."

The lack of interactive and precise communication has caused insufficient use of public opinion in policy-making, and conflicts between citizens and government in the case of public works projects mentioned above. While information sharing is all the more difficult in that compartmentalized inter-ministerial rivalries are salient in the central bureaucracy, local governments escape such institutional drawbacks by having a single chief elected by popular vote.

"Knowledge-Based Governance" and the New Public Management

The new term "knowledge-based governance (KBG)" combines the concept of 'knowledge-based management' in the public sector with 'government governance.' This new concept includes the process where both citizens and government learn from sharing national/regional/community goals and targets and identifying the level to be achieved. Thus, KBG is different from the currently popular concept called New Public Management (NPM), theorized and formulated based on the results of public sector reform experiences in the last two decades in the United Kingdom and New Zealand, to name a few.

Admittedly, there are some common principles between NPM and KBG. While NPM stresses the introduction of competition for improving efficiency, KBG broadly refers to a competition with other nations/regions/communities by involving collaboration with citizens.

In the past, national/regional/community goals were set at the budgetary process where stakeholders were most interested in how much of an appropriation was made for a specific program or project. This spending was equated with goals, established according to the major concerns of interested citizens. This orientation led to a keen interest in the budget rather than performance measurement. However, the shift from rent seekers' interests to balanced citizens has enabled setting outcome-oriented goals, explaining to what extent a nation/region/community has realized their vision for improved conditions. Their interest has been naturally expanded to the fiscal status of government, and the effective use of taxpayers' money.

Relationship with Performance Measurement

In establishing knowledge-based governance, it is imperative to introduce a tool called "knowledge-ware," that derives knowledge from the people concerned, accumulates it, and is founded upon a system of hardware and software. While database software is a tool that helps people to collect, store and process information, "knowledge-ware" will serve as a stronger tool helping people to produce and share new ideas and hypotheses. This "knowledge-ware" is related to citizen engagement practices in many communities around the world, including consultation, citizens' jury, and citizen's panel. They are indispensable to integrating social union (O'Hara 1998). These are typical examples of the strategic alignment of three components crucial to effective community governance: citizen engagement, performance measurement, policy and implementation (Epstein, et al. 2000).

Three requirements for "knowledge-ware" are: 1) All citizens can use it easily as a common language; 2) It can be used in the policy formulation process; and 3) It can support citizens and government in sharing information.

Performance measurement is one of the optimum tools that meet these requirements. It supports the system called "knowledge-based performance management" which includes not only evaluation of government goals but also long-term and strategic common goals for citizens and government.

A key distinguishing feature of "knowledge-based performance management" is attaching great importance to the concrete identification of goals, clearly worded objectives prior to establishing performance indicators. To identify concrete goals, citizens must thoroughly discuss the policy structure. Throughout this discussion process, both citizens and government staff can share visions and goals, assign a role to achieve these goals, and find the optimal priority for policies, programs, and projects.

Policy structure design starts by setting the policy goals based on external factors and fiscal constraints. This process is followed by designing programs aimed at meeting policy goals. And, then comes to establish a policy structure, which includes basic projects aimed at program goals.

The next step is to analyze existing projects in order to identify each objective, and is followed by examining what kinds of programs and basic projects relate to each project. And the final step is to evaluate how each project has contributed or will contribute to achieving the program goals. The most important knowledge creation through this process is an identification of objectives and goals. This is, indeed, the precondition for setting indicators and targets. This paper tries to establish a clear definition of objectives by providing three factors: target, intention, and outcome.

In brief, "knowledge-based performance management" is the key to solving this problem by revealing contradictions in policy structure and objectives of existing projects in accordance with knowledge sharing among the people concerned.

2. Background of Performance Measurement

Evolution of Performance Measurement

Interest in performance measurement began within local governments. The word 'evaluation' caught the attention of policymakers after an endeavor by Mie Prefecture, called the 'program and project evaluation system' introduced in 1995. Since 'evaluation' was associated with the issue of accountability, which arose during scandals involving the mismanagement of public funds, the concept spread quickly to other governments, both central and local. This entrepreneurial endeavor has influenced the central government's legislation of 1998 which reorganized the central bureaucracy (For an overall survey of these reforms, refer to Furukawa 1999).

Types of Performance Measurement in Local Government

The types described here are not exhaustive, but represent often-cited examples in local governments. The practice in the central government has just begun, and remains to be typified.

(1) Program and Project Evaluation System

Mie Prefecture presents the first working model of such overall evaluative and measurement efforts. Mie, located in the central part of the country on the pacific coast with a population of 1.8 million, started an overall three-year endeavor to implement integrated management based on performance measurement in 1995. The primary goal is not limited only to cost savings, but a transformation of the bureaucratic organizational culture with the main concept being customer-oriented service delivery. Working level bureaucrats are required to be involved in the evaluation process and budget requests. It included evaluation of current programs, the prioritizing of programs to be incorporated into the budgetary process and staff allocation.

(2) Inventory Management

A type of strategic management, called "Inventory Management" was initiated in Shizuoka Prefecture on the Pacific Coast of central Japan, though the meaning is somewhat different from the original term. Originally initiated in 1994 as a part of personnel training, this management reform method has come to be applied to the overall restructuring of government, in addition to cutting the number of staff thorough consolidation, outsourcing, and the use of information technology.

The strategic management was found instrumental in clarifying goals and objectives via a system of 'target and measurement' of past accomplishments. More logical and productive discussions can be expected with the budget office and each section in the organization. Overlapping can be readily rectified, and consolidation follows. The management method developed over time to include evaluation, and the comprehensive nature of the system led to the re-naming of a Target Oriented Policy-evaluation (TOP) System. In fact, it is intended to assist top management in making decisions.

(3) Monitoring Comprehensive Planning and Benchmarking

The third type of performance measurement is related to the monitoring of comprehensive planning which municipal governments are required to formulate by the Local Autonomy Law. However, this use of performance measurement tends to take a low profile because the endeavor is usually limited to the planning department.

Currently Japan's many local governments carefully consider benchmarking as an effective tool for improving performance. However, means to accommodate relevant benchmarks, and to involve stakeholders in the cultivating thereof, have been found extremely difficult in Japan where citizen participation in the policy process has rarely been realized.

3. Knowledge-based Performance Management in Practice

Sharing Knowledge to Establish Partnership with Citizens

Quite a number of Japanese local governments introduce 'Knowledge-based Performance Management' as an effective tool, not merely for internal budgetary control, but also to serve as an interactive communication system sharing knowledge with citizens. The process of this interactive communication is twofold; establishing policy structure and monitoring/auditing performance reviews conducted by local governments.

A non-profit organization once pointed out that a department in Mie Prefecture lacked the will to improve its disaster preparedness program and necessary information for an effective evaluation. Responding to this criticism, staff of the Prefecture entirely revamped the program structure, and re-evaluated their performance by listening carefully to the opinions of the non-profit organization. The staff learned much from this experience. The non-profit organization had more accumulated information, and knowledge about the program than the government, and was willing to improve the current disaster preparedness program in order to achieve the necessary goals. This is partly because representatives of non-profit organizations have more professional expertise than the staff of governments who are susceptible to routine turnover every two to three years, the typical personnel reshuffle in Japan's public sector. The staff in charge of the disaster preparedness program in Mie Prefecture now has a collaborative relationship with non-profit organizations in setting goals for programs and projects, formulating an annual plan, implementation, and performance review at the end of the fiscal year.

Another example is the City of Mitaka, in suburban Tokyo, with a population of 165,000. Mitaka has been innovative in promoting itself as 'A City for Tomorrow,' and is a member of 'Better Cities,' an association composed of eleven networked cities around the world supported by the Bertelsmann Foundation, Germany. Perhaps inspired by successful precedents overseas and a tradition of its planning process management, Mitaka tried to introduce comprehensive citizen involvement in 1999, perhaps the first case in Japan of its kind. It called for 380 voluntary citizens to draft an original plan for the city. A 'Partnership Agreement' was made between the 'Citizen Council for Mitaka Plan 21st' and the city government. Ten working groups were formed. Based on the ideas of dedicated citizens consisting of academics, professionals, and citizens interested in community affairs, a proposal was presented in October 2000, to form a basis for formulating a Basic Concept and Master Plan for the City. The city government has begun innovating management systems to include performance measurement.

Sharing Knowledge for Prioritization and Relating Knowledge to Organizational Restructuring

One of the remarkable changes in introducing 'Knowledge-based Performance Management' is that both the results and process of performance review, as well as the criteria for deciding priorities, are disclosed to citizens in a transparent manner.

This management has the unique feature of incorporating processes of learning and knowledge sharing in setting the goals of policy, program, and project. Managers from all departments concerned participate in this process, where they can find the best objectives and indicators to be achieved considering the characteristics of the community. Through this process they can learn how to define their real mission and the degree of policy contribution in line with policy structure. They also learn how to share a sense of seeking objectives, common goals and roles with all the people concerned, including citizens.

Conclusion and the Universal Governance Model of Knowledge Sharing and Collaboration

Throughout the course of this paper, attempts have been made to introduce the new concept of 'knowledge-based governance' (KBG) supported by an effective performance measurement/management system. This system is now transforming the existing organizational structure of local government as well as the orientation and behavior of its staff. KBG is still evolving, and the conceptualization remains to be demonstrated by further empirical studies of implementation in many governmental organizations. However, this model will become universal in the near future because it includes management learning processes where people can identify and share their knowledge on objectives based on three key terms: target, intention and outcome.

Performance measurement in Japan is a relatively new term. Although some type of measurement has been implemented in the public sector, it lacked a solid institutional foundation. Recently, however, performance measurement in the form of 'evaluation' has emerged as an effective tool for administrative reform. Embodied in the new national laws, it is now receiving much attention.

Knowledge is a key component as a competitive resource leading to continuous innovations. The cases in Japan demonstrate that a knowledge-based strategy is also effective in the public sector. The new mode of governance, KBG, will reshape the policy arena for the public sector in Japan. It entails knowledge sharing and collaboration. The local government is in a better position to adapt itself to KBG. Citizens' involvement at the local level enhances more effective performance measurement. NPOs' role is surely becoming significant in this regard.

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Shun'ichi Furukawa, received LL.B from Tokyo University, Masters in Public Policy from Harvard University, and Ph.D. in political science from the University of Tsukuba. His research interests include intergovernmental relations, performance measurement, and public management. Recent contributions include "Political Authority and Bureaucratic Resilience: Administrative Reform in Japan" (*Public Management*) and "An Institutional Framework for Crisis Management in Japan" (*Journal of Contingencies and Crisis Management*). This fall a new book on public policy and evaluation (in Japanese) was published.

Changing Face of Giving

NGOs accessing Individual Giving in the Cyberspace

Dr Swapan Garain, India

Individual giving, all over the world including in Asian countries, is experiencing the global phenomenal changes in information explosion, technological revolution and alternative methods of raising resources by NGOs. Fundraising and communication, together constituted an integrated area that has been subjected to a great deal of changes in the last few decades. NGOs, particularly in Asia, are often found to be behind times when it concerns the use of technology to transform the way they raise money. At times the NGOs need to be pushed by the stake holders like individual donors, grant-makers, members and other constituents for taking advantages of opportunities like use of technology for fundraising.

In Asia, it is the issue of changing individual donor profile and the tool availability that must be addressed. The fundraiser's capacity, to articulate and passionately say the story of the NGO's efforts to benefit a significant cause of the society, convinces a prospect with personal motivation to make a contribution to it. It is like an investment decision of a prospect and the soliciting NGO must use most effective ways to convince a potential donor to invest in the NGO's cause. Technology is a vehicle that is being increasingly used appropriately for building an effective partnership between the fundraiser and the prospect/donor. Personalizing the approach is core of any effort for fundraising. Opportunity must be tailor-made for trustees, alumni, community, members, beneficiaries, and so forth. All individuals, including the donors like to be treated differently.

Most of the primary donors of the NGOs are over the age of 55 years and web based fundraising may be less appealing to them, as many of them are used to be comfortable with hard copy of the appeal or a personal approach. But there is generation 'X' of under 35 years who are little responsive to mails, phone calls and other traditional media. Question is of eventually bringing them into the fold of prospective donors. Cyberspace is a new opportunity to reach out and interact with this group, which is otherwise less accessible. This segment of the population is generally highly educated, leaders in there own fields and influencers. These people, with their interaction in chatrooms, listservs and newsgroups can do more than just trigger a donation. Besides demographies in cyberspace is changing fast with a more normal mix of people and the medium is becoming more preferred means of communication. Hence it is critical for a NGO fundraiser to take full advantage of cyberspace based opportunities to build in an emerging donor base.

The research on use of internet finds that both the existing as well as potential donors are using internet in increasing numbers. Internet demographics states that largely the youthful and monied audience is there in the internet. The upcoming internet users are likely to be more philanthropic friendly and may probably be the fundraisers' prospective target. In this age of global village, it has the potential to put a NGO foremost in the minds of every internet user in the world. For

the grant writers, it links to valuable resources to explore and write grant proposals.

Significance of web presence for a NGO in Asia increases phenomenally, as increasing number of people surf the web and use the internet. Potential that the cyberspace offers is one thing, the capacity and actual use of it by the NGO is another. While the cyberspace has increased phenomenally in volume and range of resources, its use in the NGO sector is known a little. While occasional news-clipping refers to some cyberspace space success stories of some NGO, the researchers are yet to find cyber fundraising as a critical area to study. ***This study makes an effort to explore the individual giving as a fundraising activity of the NGOs in the cyberspace***.

The study explored the following research questions :

♦ What are the current fund raising methods used by NGOs targeting individual giving that can help explore further the area of cyber fundraising?

♦ Are the NGOs using fundraising software and what are the purpose for which it is being used ?

♦ How is the experience of NGOs in using the various cyber fundraising methods?

♦ What is the potential for cyber fundraising replacing conventional methods?

The study focused on NGO-cyberspace interface and experience of NGOs in raising money from individuals in the cyberspace. A number of experts and volunteers helped designing the tools for data collection, designing and hosting web based response page, and feedback. A total of 316 respondents from NGOs voluntarily took part in the survey. Since the study was entirely carried out in cyberspace, the respondents came from all over the world.

In the policy implication for NGOs in Asian countries, cyberspace has opened up a new frontier for the NGOs to address the barriers of availability, applicability, accessibility and affordability. The otherwise critical factor of financing, particularly of the small NGOs, has found new avenues in this global village of cyberspace, wherein one can reach out instantly in a very cost-effective way. Although there are issues, that concerns most the small NGOs that are remotely located, that prevents the realization of the potential of this revolution in the cyberspace, the potential is exploding as more and more NGOs getting into cyberspace for prospect research and constituency building for fundraising.

In conclusion, it may be stated that cyberspace fundraising from individuals, particularly in Asian countries will not replace all other conventional methods of fundraising, neither it will bring instant rewards. One can comfortably say that with changing times and emerging technological revolution, cyberspace fundraising has opened new frontiers that no fundraiser can ignore. The fast changing prospect profile will require the NGO fundraisers everywhere to move to the cyberspace for reaching out to this segment for building a donor community in the near future. It has the potential to be become a very effective tool for communication and fundraising.

THE ROLE OF VOLUNTEERING IN BUILDING STRONGER COMMUNITIES - A CASE STUDY OF MONGOLIA

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1. Mongolia, on the eve of transition to market economy, faced a major problem of the absence of a communicative international language, lack of adequate trained management personnel and shortage of appropriate skills and technologies. Moreover, macro-economic stabilisation measures and structural changes during the transition period brought unprecedented social problems such as unemployment, poverty, domestic violence, street children and discrimination against women. The on-set of transition period made a huge demand on the voluntary sector.

2. A major developmental issue on the eve of transition was how to increase quickly the availability of properly trained personnel so that they could cope with the new complexities of the development process. This task of capacity building was undertaken by international experts appointed by international organisations. The strategy adopted was restructuring and strengthening existing institutions and constructing new ones. Now a large number of volunteers from various countries are engaged in supporting and transfer of knowledge, skills and services in management, education, health care, nurses training, environment, bio-diversity conservation, public transport development, small and medium business development, behavioral sciences and ICT.

3. Imparting knowledge of English language to young Mongolians was started in 1990. English language teachers from many countries offered their services as United Nations Volunteers. A large number of English language teachers belonging to Peace Corps and Voluntary Services Overseas landed in Mongolia to teach English language to young students as well to impart training to teachers.

4. Mongolia, since 1990, has a strong force of United Nations volunteers, volunteers from foreign country based voluntary organisations and volunteers from the National Third Sector engaged in building a strong community. Currently 16 national and 7 international UNVs are working in the country on projects related to bio-diversity, conservation of wildlife, new technologies with most efficient and reduced used of energy in building new houses, health, fight against HIV-AIDS, journalism and poverty alleviation. About 300 volunteers of foreign based organisations like JOVC, Australian Volunteers, Peace Corps, VSO, Save Children Fund, Korean Youth, Peace Winds are busy in investing in people and sharing their knowledge and expertise with Mongolians.

5. Passage of the Law on Non-Governmental Organisations in January 1997 brought a 'NGO Boom'. At present there are about 2,500 NGOs are registered with the Ministry of Justice. Of course, hardly 10 per cent are active in the fields of public health, education, distance learning, community development, poverty alleviation,

human rights, violence against women, political, civil and social issues, and information technology.

6.   The main objective of the Study was to assess the health of voluntary sector in the country and its contribution to the strengthening of the Mongolia's social fabric. Another objective was to assess the achievement of all the four objectives the IYV. (Purpose of the Study was to evaluate the voluntary organisations activities and inform the policy makers about their changed role. Study conducted in March 2001 was carried out through collaborative consultations. Micro-level investigations were conducted through a pre-structured questionnaire.)

7.   The country has favorable and supportive legal framework for the growth of civil society organisations. Mongolia has achieved international recognition as a country where the transfer of knowledge is extremely effective. Contribution of the volunteers of UNV, foreign country based CSOs and National NGOs was roughly estimated at 1,500000 hours per year. Most of the volunteers stated that they enjoyed helping others, felt obliged to help the less fortunate and it increased their knowledge and experience Besides this managed volunteering, there are unmanaged groups of volunteers who offered their spontaneous and sporadic help to the victims of Zuud (severe winter) of 1999-2000 & 2000-2001, which killed more than 3 million cattle heads. Red Cross volunteers played a significant role in the Zuud. Extent of this volunteerism could not be quantified but was equally significant in building a strong community.

8.   For the achievements of all the four objectives of the International Year of Volunteers, role of the Government and the media in promoting volunteerism, the results were not very encouraging.

Key Strategic HR Issues in the Third Sector: The Australian Experience

Jenny Green

Recent research (see Dovey, Green and McQueen, 2001) indicates relatively profound changes in the human resource arena of the Third Sector over the past five years. In particular, the management of organisational performance in a changing funding environment brought about by globalisation (see Lyons, 2001) appears to be increasing in priority as a strategic issue faced by Australian Third Sector organisations. Linked to this issue, is the emergence of a global knowledge economy (see Burton-Jones, 1999) that has profound implications for innovatory practices in Third Sector organisations and, by implication, the development and management of their human resources.

The paper analyses thirty-nine work-based projects completed for the subject *Human Resources in the Third Sector* by students enrolled in the Master of Management (Community Management) at the University of Technology, Sydney (UTS). The task requires students (who are experienced managers in Australian Third Sector organisations) to identify a key strategic human resource issue in their organisations and, over a period of three months, implement a project aimed at addressing this issue.

The analysis of these reports will explore the human resource issues identified by these managers as key problems/challenges in their current operational context. Furthermore, the analysis will attempt to identify the major organisational and sector obstacles to the resolution of these problems, that the managers encountered in their attempt to address them through the work-based project.

The paper concludes with a discussion of possible strategic action that Third Sector organisations can take in their attempts to manage their human resources appropriately and effectively in the current global economic environment.

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"Role of NGOs and Women's Empowerment: A Case from Bangladesh"

Sadeka Halim

NGOs in Bangladesh have come to be regarded as the best actors to integrate women in development activities, especially because of their wide experience in delivering social welfare and other services to disadvantaged groups. Thus Bangladeshi NGOs are regarded as a distinctive "third sector" that works for the rural and urban poor. Internationally too, NGOs have been recognised as a force for change, such as at the 4th World Conference on Women in Beijing in 1995. In Beijing, it was reiterated that greater emphasis should be given to poverty alleviation and empowerment rather than on economic growth.

This paper assesses the social forestry (SF) programmes undertaken by the Government of Bangladesh (GOB) in collaboration with a particular NGO, Proshika, which simultaneously promotes rural development and seeks to improve the status of women. This assessment is based upon an examination of SF programmes in two villages within Bangladesh, its impact upon women, and the consideration of the broader question of the nature of incorporation of women into development activities.

Social forestry (SF) is a developmental approach towards the management of forest resources that attempts to reconcile a range of ecological, commercial and social objectives. Its emergence within Bangladesh in the last decade signals a recognition of the failure of development programmes imposed by government directives and of the need for forests to support increasingly impoverished local populations through the forest-dwellers' active participation. SF in Bangladesh has been planned and implemented through the combined efforts of the GOB, international aid donors and multilateral lending agencies (especially the Asian Development Bank or "ADB"), and NGOs (Non-Governmental Organizations).

The inclusion of NGOs in this coalition led to an explicit commitment towards recognizing the role of women in such projects based upon the assumption that the participation of women in such programmes will empower them. However, the forestry programmes — which will be discussed in this paper — show that the relationship between the implementing authorities and the women participants was quite poor, as can be concluded from the following discussion.

Field research in some of the concerned areas clearly indicates that while framing the necessary policy guidelines, the GOB and ADB made no serious attempts to involve the rural women — who were most affected by deforestation — in a substantive manner. The forestry policies, which have effectively promoted monoculture and commercial plantations, have failed to address women's various needs and even led to the destruction of their natural resource base, especially the forests of heterogeneous stand. Moreover, in this regard NGOs as the "third sector" in Bangladesh also did little to halt monoculture and resist the industry-oriented and state-centric forestry policies that effectively disregarded the

wants and needs of the rural poor. On the contrary, some NGOs have collaborated with the government to promote commercial forestry policies that have either adversely affected women and female children at worst, or not contributed substantially to decreasing their workload and income generating potentials, at best.

Methodology
* Participant observation and case studies conducted in two villages where government-implemented forestry programmes were implemented in collaboration with an NGO (the research was conducted over a year);

* Methods: Critical analysis of data sources or evidence.
* Analysis of the various discourses, which constitute the inquiry.
* Interpretive methods and critical reflection.

SOCIAL CAPITAL, LOCAL ORGANISATIONS, AND CAPACITY BUILDING: LESSONS FROM BANGLADESH

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Introduction

The developing country government's efforts in devising sustainable development strategies, in the past, did not focus on capability building or enablement in achieving the 'goals'. These governments saw 'development', as a quantifiable target focussing on 'growth', and not on 'process' that can ensure better use of the limited 'resource' to achieve the 'goals' of 'development', and expand the government's capability. Due to the lack of a 'process' in achieving the developmental goals, many governments in the developing countries failed to achieve the 'figures'.

Bangladesh, a big village with (some urban structures and) major differences among people in the quality of life and access to the limited resources available, also have the same problem. The Bangladesh constitution promises "a radical transformation in the rural areas…. to remove disparity in the standards of living between the urban and the rural areas" (Article 16). In the absence of an effective process the State has not been very successful in doing good to this promise. In the face of the government's not-so-impressive efforts in rural transformation, many civil society organisations (popularly called non-profit and voluntary organizations) have been vigorously pursuing strategies in the country, within their limited means, in fulfilling some of the constitutional promises. These social organizations constitute social capital and facilitate the "achievement of goals that could not be achieved in the absence or could be achieved only at a higher cost" (Coleman, 1990), because social capital consists of networks and norms that enable participants to act together effectively to achieve a certain objective (Putnam, 1993).

The paper aims at analysing the social capital existent in local organisations in Bangladesh.

The work is based on both primary and secondary sources including publications of the concerned organisations, and field visits by, personal communications of the different stakeholders with, and direct observation of, the author.

A Study of the role of Social Entrepreneurs to the Creation of the Employment
- The Comparison between the UK and Japan -

Atsuko Hattori

Abstract

   Obviously, the era of centralising government is moving to the decentralisation of power worldwide as government recognises its limitations. Through the process, we recognised the nonprofits sector had the crucial role potentially to tackle the social problem on behalf of the citizens in the UK and Japan. Yet, the majority of the sector consists of the small and medium sized community based organisations and the sector needs more power. In order to do so, the active community and citizenship should be promoted in Japan.
   The purpose of the paper is to consider how the civic engagement to the community should be encouraged and who should support it. The paper focuses on the influence of the social entrepreneur and analyses whether they can give impact to change the community and whether they can create the employment. The 'social entrepreneurs' are the people who use the knowledge and experience of business to struggle social problems and add a new value to the community. The definition will be described in detail in the paper.
   In this paper, firstly, the social background about the phenomena of community regeneration in the UK and Japan is overviewed. Secondly, the actors who contribute toward the active community are described. Although the private, public and nonprofits sector have been involved in the community activities, it is important to make the citizen to recognise that it is them who are effectively engaged in those activities. The analysis of the role of the social entrepreneur shows that they contribute to raise the awareness of the citizen, particularly those who belong to the business and the local authority.
   Thirdly, the influence of the social entrepreneur is considered in terms of the creation of the employment. Here, the New Deal, the employment policy in the UK, is mentioned. The healthy living centres have contributed to the solution of the unemployed in the community. On the other hand, in Japan, the government launched a package of emergency measures in 1999 , which is similar to the New Deal. However, there is little achievement yet. Recently, the unemployment rate is getting up seriously. The problem in supporting human resources has appeared through the comparison of the employment policy in the UK and Japan.
   The dialogue with the social entrepreneur between the UK and Japan has been conducted several times this year in order to research 1) the definition, 2) the significance and its role, 3) the relation with the nonprofits and business, and 4)the way to network the social entrepreneur. The outcome of the dialogue is summarized in the paper.

How should the NPO-Government Relationship be? : The Role of NPOs in Japan's Employment Policies

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How should the NPO-Government relationship be? I will address this question of "public policy" by examining the unemployment problem in Japan and its governmental policies towards the problem. In 1990s, after the burst of its bubble economy, Japan had faced its long recession and that was the time a number of non-profit organizations (NPOs) emerged. NPOs are expected to take its role of absorbing labor forces in Japan. Since the 1998 Law to Promote Specified Nonprofit Activities was enacted, the Japanese government has struggled to find how to approach NPOs in its public policy domains. Should government support activities of NPOs? What kind of partnership should be created between the two?

This paper will first clarify the shift of governmental perception of the role of NPOs in Japanese economy by looking at governmental documents and reports. A special attention will be put upon their approaches to NPOs in terms of governmental vs. non-governmental and for-profit vs. not-for-profit.

Then, this paper will provide some background information on policy reforms of employment policies in Japan. As a safety net, so-called "employment insurance" is the basic tool to deal with the unemployment. In addition, various subsidies are provided to meet the needs for employers and workers. The treatments of NPOs in these measures will be examined.

Furthermore, to fuel its economy, the Japanese government has produced economic policy packages. To create temporary jobs for the unemployed, the Urgent Local Employment Grant was built in 1999. The Grant became the first employment measure that directly dealt with NPOs in its scheme. Providing the actual data on its conditions to the present, this paper will analyze possibilities of such measures for NPOs.

By examining Japan's employment policies towards NPOs, we may draw some insights for better understanding of what government should and should not do. As a case study of Japan's employment issue, this policy analysis attempts to reinforce our perspective to the classical yet unsolved question of the NPO-government relationship.

WHEN TRAINERS MEET SUITS, LET'S GO TANGO - THE STORY OF MEINUNG PEOPLE'S ASSOCIATION

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Mei-nung is located in southern part of Taiwan, a traditional Hakka town. Hakka is the biggest ethnic minority group in Taiwan. Its culture is very different from most Taiwanese. Mei-nung is proud of the high density population with higher degree and is well known for its rich historical heritage. It was never expected to be involved in social movement, but the Mei-nung anti-dam activity brought them into the headlines and has opened a new page of this peaceful Hakka town.

On December 10, 1992, the first public hearing on the Meinung Dam took place. The hearing paved the way of the mobilisation and empowerment of local residents and MPA was taken from afterwards. Although anti-dam movement was the origin of MPA, it did not confine itself to this issue. MPA sees the dam project as part of Taiwan's history of industrialisation and urbanisation at the expense of rural area. Therefore, MPA has made great efforts in empowering rural people to demand their rights and welfare, which have been neglected for a long time. Furthermore, being a Hakka town, Mei-nung has experienced the loss of cultural traditions and ethnic identity. How to revive the Hakka culture is another mission of MPA. In order to fulfill its dream, MPA has to work with various organisations, including the public sector. After nearly a decade, MPA has been viewed as a successful case of development of grass-roots organisations in Taiwan.

Hence, this paper will explore the strategies the MPA adopted when it faced different sectors: local/central government, local residents/groups and organizations from the outside world. It is hoped to find out the pattern of MPA's partnership building in order to have in-depth understanding of how voluntary organisations work together to achieve the dream of a civil society.

The introduction of the Social Economy concept in Japan and Sweden

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Over the past two decades an increased interest is seen in activities generated outside the traditional private for-profit and public sectors, both of which had shown themselves unable to meet the needs of their citizens. Third sector, nonprofit sector, NGO sector, volunteer sector, civil society, and social economy are some of the concepts used for these activities. In this paper we will focus on the social economy concept. A concept that originated in France, and was official adopted in the EU in 1989.

In the early 1990s, the social economy concept was introduced into both Japan and Sweden, two countries that before this time lacked a unifying concept for this sector. However, as the needs to introduce this concept differed, the discussions around and understanding of the concept diverged.

On the one hand, Sweden, under the influence from the EU, had to seek a definition and description based on Swedish circumstances. Even though Sweden was, more or less, forced to introduce this concept the involvement in the discussions on its definition by a great number of researchers in various fields, local and regional authorities, representatives from various organizations, etc., can be seen as the result of a common understanding that Sweden had to find new ways to preserve the fundamental ideologies on which the Swedish welfare state is built upon.

On the other hand, in the Japanese case there was no official demand to discuss the concept. It can be argued that the co-operative crisis that started in the mid-1980s was the main motive for the research and discussions seen in Japan. In addition, neither the third sector concept nor the nonprofit sector concept was found to be suitable for Japanese circumstances. The former as it had come to carry a different meaning in Japan than that seen in other countries (mainly the U.S. and the U.K.), and the latter as it excludes co-operatives.

In the first part of this paper a study on how the so-called social economy concept has developed and been discussed in Sweden over the past ten years will be presented. With the EU membership the social economy concept became an official concept in Sweden. However, as the EU had no official definition and often referred social economy to four corporate and associational forms (co-operatives, mutuals, associations, and foundations) the Swedish government appointed a working group, consisting of government officials, researchers, and people active in the various organizations to identify and define the social economy and its organizations out of a Swedish context. This led to an official definition of the social economy in a Swedish context, presented in 1999. However, the discussion on an inclusive concept and its usefulness has continued in Sweden even after this time.

Even though, the role of the social economy as job-creators to deal with the high unemployment in Sweden and Europe has been highlighted, the activities performed in the Swedish social economy has not been able to create enough jobs to show that the social economy is the solution, or an important part of a solution, to these problems. Neither can it be said to be the sole solution to the gaps left after the declining public sector when it comes to service production. However, the social economy activities in Sweden increase the so-called social capital, which in an indirect way positively affect the local community, both in economic and social aspects, thus enhancing an entrepreneurial environment. In addition, the role of the social economy organizations as gdemocracy schools h is another function stressed in the Swedish debate.

The second part of this paper, will focus on the Japanese introduction and discussions on the social economy concept, discussions that mainly are seen in the world of co-operative research. Accordingly, most of the research on the social economy done in Japan has focused on countries that has been members of the EU since before 1995, and on their co-operative organizations. On the other hand, the great Hanshin earthquake, in 1995, boosted the popular recognition of nonprofit activities in Japan, which resulted in the enactment of the NPO law, in 1998. With this law, much of the discussions on the social economy or similar comprehensive concepts in Japan were replaced by discussions on relations between co-operatives and NPOs.

Our assumption, based on the Swedish case, is that if a definition or conceptualization process involving a cross-section of Japanese society could be organized as it was in Sweden, greater insight and recognition, by government officials and by ordinary citizens of the great variety of forms and methods available to organizations that fall under the social economy label could result. Improved inter-organizational cooperation could also result as individuals and groups in different social economy sectors focus on shared goals and values rather than legal and structural differences. We believe that it is the inclusive and comprehensive nature of the social economy concept, and the potential for mobilizing Japan fs vast reserve of volunteer and cooperative energy that calls for the reevaluation and reintroduction into intellectual and administrative discourse in Japan.

The Expatriate Factor in Philanthropy; The Case of Pakistan.

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This paper is the result of a year-long research on the non-profit sector in Pakistan. It is based on a country report on philanthropy, which draws examples from case studies focusing on the fundraising strategies of 16 non-profit organizations in Pakistan.

As the economic situation in Pakistan deteriorates, a growing number of non-profit organizations are beginning to tap into a new source of potential donors: expatriate Pakistanis. The expatriate community, which is concentrated in the United Kingdom, United States and the Middle East, not only enjoys greater per capita income than their compatriots in Pakistan, but their donations when converted to Pakistani Rupees, are further inflated by an increasingly favourable exchange rate.

The proposed paper focuses on the fundraising strategies of four non-profit organizations that have managed to establish a significant expatriate donor base. These four organizations have pursued different means for targeting expatriate donors, including registering as tax-exempt charities abroad, organizing high-profile fundraisers, and enlisting the support of expatriate organizations such as the Association of Pakistani Physicians of North America (APPNA).

The non-profit institution chosen enjoy a significant amount of expatriate support. For example, in 1999-2000, 12% of the Rs. 105.5 million annual revenue of the Layton Rehmatulla Benevolence Trust (LRBT) was contributed by the Graham Layton's Trust, a sister organization that supports the work of the LRBT by raising funds in the U.K.. Similarly, the Shaukat Khannum Memorial Hospital (SKMT), which has an annual expenditure of Rs.400 million, enjoys tremendous support among expatriate Pakistanis. This popularity can be largely explained by the fact that the founder and chairperson of SKMT is Mr. Imran Khan, a previous captain of the Pakistan cricket team and a well known personality in international circles. The SKMT Marketing Department regularly organizes fundraisers in Dubai, London and U.S.A., and has been quite successful in raising funds abroad.

The third non-profit organization is The Citizen's Foundation. Committed to offering quality education to underprivileged children in Pakistan, The Citizen's Foundation like SKMT and LRBT enjoys tax-exempt status in the U.K. and U.S.A.. Registering as a tax exempt charity has facilitated expatriate support for The Citizen's Foundation, to the extent that 10 out of the 24 schools built by the organization in 1999-2000, were sponsored by expatriate Pakistanis.

No discussion on philanthropy in Pakistan can be complete without the mention of Abdul Satta Edhi, the founder of the Edhi Foundation, which is the largest most

organized social welfare system in Pakistan. The Edhi Foundation raises funds in 13 different countries around the world. Although the emphasis is on Pakistani donors, the Foundation covers, nearly 10% of its expenditure through donations from outside the country. However, unlike the organizations mentioned before, the Foundation does not sponsor any high profile fundraisers to collect donations, but relies on its good name as a welfare organization conducting relief efforts around the world, to attract donors.

In addition to these four case studies of non-profit organizations within Pakistan, the proposed paper also discusses U.S. based Pakistani charities like APPNA, United Fund for Pakistan (UFP) and Development in Literacy (DIL) which have been set-up by expatriate Pakistanis. While the first four case studies highlight successful methods of enlisting expatriate support for development initiatives within Pakistan, the analysis on APPNA, UFP and DIL, offer useful insights into the motivation and criteria for giving among overseas Pakistanis.

Previous research on philanthropy in Pakistan has ignored the contribution of the expatriate community. The proposed not only not only emphasizes the tremendous past and potential future contribution of the expatriate community but also maps successful fundraising strategies to target expatriate donors.

Income Generating Efforts by Non-profits - Experiment in Hyogo Prefecture

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Introduction

An earthquake of magnitude 7.2 took place at 5:46:51 on January 17th in Kobe. This Earthquake killed more 6,430 people. Houses and buildings destroyed were 104,900 and those damaged were 512,846 in Kobe City and nearby areas, mostly in Hyogo Prefecture. Physical infrastructures, such as water supply, electricity, gas, railways and roads, were heavily damaged.

On the other hand, this Earthquake gave great impacts on Japanese society. It proved that the voluntary and non-profit sector is indispensable in Japan. Because local government offices were destroyed and many local government officials were also victims of the Earthquake, local governments could not provide enough services to rescue the victims. Many victims were rescued and taken care of by neighborhood residents and volunteers from all over Japan, even from abroad. These facts made the Japanese people understand the importance of community activities and voluntary action.

After the Earthquake, many innovative non-profits are active in Kobe and surrounding areas hit by the Earthquake. However, it is rather difficult for the non-profits to raise funds to carry out their activities. Because the Earthquake occurred at the midst of economic depression, Kobe area is still suffering from the high unemployment rate, and the financial deficit continues.

Under these circumstances, non-profits are expected to undertake income generating activities and to offer job opportunities for women, elderly people or unemployed people, in the community they live in.

I want to introduce and analyze the income generating efforts by voluntary nonprofit organizations active in Kobe and in the near-by area hit by the Earthquake, and the policy undertaken by Hyogo Prefecture local government.

Then I will analyze difficulties facing these organizations, and propose some policies and action plans to solve the problems.

NPOs and Community Business

After the Earthquake, recognizing the importance of voluntary activities, actions to stipulate a law to give legal entity to citizens' organization were accelerated. Owing to enthusiastic efforts by "C's (Coalition for Legislation to support Citizens' Organizations)", "Law to Promote Specified Nonprofit Activities" or NPO Law, was promulgated in March 1998, and was put in force in December 1998.

As of 2001 July, 4,502 nonprofits are incorporated under the NPO Law. In Hyogo Prefecture, 144 nonprofits are incorporated and active. Many of nonprofits in Kobe City rooted in rescue and relief activities in the Earthquake, and preserve the mission to assist the socially excluded people such as, elderly, handicapped or people with insufficient income as well as non-Japanese. These people are on the needy side of the social services, and, at the same time, they want to participate in social activities. Therefore nonprofits have to meet two fold needs: providing services with reasonable prices and providing job opportunity or social participation program.

Together with economic depression in Japan, Kobe cannot yet recover from the damage of the Earthquake. Unemployment rate is higher than average. In order to create job opportunity, Hyogo Prefecture is trying to enhance NPOs to engage in income generating efforts and employ people excluded from ordinary labor market, and, at the same time, to revitalize communities devastated by the Earthquake.

One of the schemes conceived to meet these various needs, is community business.

Community business is originally conceived in Scotland as a scheme to meet unemployment and revitalize communities. In Japan, in March 1997, "Community Business Network" was

organized in Tokyo, to promote community business, and nowadays, many people in various places, talk about community business. However, community business in Japan is not yet well defined, and it is necessary to find out the suitable scheme in Japan.

As a matter of fact, even before the Earthquake, Hyogo Prefecture had been interested in community business. After the Earthquake, Hyogo Prefecture assigned "Kobe Empowerment Center", one of the citizens organization engaging in research activity as well as supporting other citizens organizations, to make a practical research to find out a way to promote community business in Hyogo. I chaired this research team and in the report to the Prefecture, we define community business as a business in the community, by the community and for the community, to meet "social needs" in the community.

Social needs are needs which are essential to daily life, but which are not usually provided by private businesses, especially by big businesses, because responding to those needs is not profitable. Hence, so far, central and local governments are supposed to provide services to meet "social needs". However, recently, while social needs have become more and more diversified and complex, the governments cannot provide enough services any more to meet them, because of the financial deficit. That is why we focus on community business by non-profit voluntary organizations.

Community businesses range from providing services in a business-like fashion with voluntary labor, to being fully viable business that need no external support. They can provide services, or sometimes goods in the community, which have not been provided enough. They can fill the gap between the social needs and the service supply.

Policy adopted by Hyogo Prefecture

Through this research, we found that, while many people, especially women are eager to engage in community business. However, we do not have enough infrastructures to promote community business in Hyogo Prefecture.

Infrastructures we need are:

1. Coordination center to match job seekers and employers.
2. Training program, especially entrepreneurship program.
3. Subsidy from local government.
4. Micro credit system for community business.

Financial Assistance and Training Program

In 1999 Hyogo Prefecture began providing financial assistance to non-profit voluntary organizations trying to launch community business, and providing a training program for those who are interested in community business, and who are thinking of undertaking one.

Financial assistance program provides \4million, \3million in the first year and \1million in the second year. Eight organizations are selected every year and in three years, 24 organizations received financial assistance. Applicant organizations make presentation of their business plan in public, before the selection committee.

Fields of activities are as diversified as shown in Appendix 1. These projects are innovative and well conceived and most of them are hybrid projects composed of a few activities.

Wallaby—Human Development and Coordination

In October 2000, Hyogo Prefecture inaugurated a coordination center to match job seekers and employers. Management of this Center is assigned to "Community Support Center Kobe (CS Kobe)", one of the leading non-profit voluntary organizations in Japan. CS Kobe was selected through open bidding. This Center is nicknamed "Wallaby" after the image of small animal, which breeds its child very carefully.

The training program formerly provided by the Prefecture was transferred to Wallaby.

The main function of Wallaby is coordination of job seekers and community businesses. It provides information on community businesses, and those who want to engage in social

community business with remuneration, not volunteer, register as job seeker.

As a matter of fact, there are not many job opportunities. Wallaby also provides training program for incubation, or undertaking their own community business.

Community business is new concept, and management skills are not well developed. Technical assistance is necessary. Wallaby sponsors seminars on management, and also provides management consultation services to individual firm.

Micro Credit

Besides subsidy and donation, loan is important to vitalize community business. Hyogo Prefecture is preparing loans to community businesses. Its operation is assigned to Hyogo Prefecture Council of Social Welfare. Details are not yet disclosed.

Future difficulties
Unstable Management

Generally, community businesses are small organizations and employ very small number of people. As appendix 2 shows, even though most of workers are part-timers, the wages are unbelievably low. However, since community businesses provide job opportunities for these people who are excluded from job market, they contribute to promote the wellbeing of society.

It is very difficult for community businesses to make profit. Because most of their clients are low income people, they must set rather low price. Therefore, community business requires new management skills different from that of ordinary for profit business. It is urgent to develop management method and skill suitable for community business.

Although Wallaby is making efforts, it is not enough. It is desirable that scholars and practitioners form joint task force to tackle this matter.

Source of Fund

In many cases, community business relies on public subsidy or philanthropic money to meet social needs. Hyogo Prefecture is very active in supporting community businesses. For the time being, its budget comes from temporary special fund established to support the victims of the Earthquake. This special fund will be closed ten years after the Earthquake, or in 2005. It is necessary to find and develop other fund sources by that time.

Hyogo Prefecture is now planning to establish grant-making fund to support citizens' activities. I hope this fund will provide grants to income generating efforts by NPOs, or community businesses.

Legal Structure

In Japan, we do not have legal entity suitable for community business.

In the UK, community business means the business owned by the community. In Japan, this type of community business is not usual. Most community businesses in Japan are nonprofit organization founded by some citizens having particular mission.

According to the definition mentioned earlier, community business in Japan can be formed taking any type of legal entity. It can be stock company, company limited, cooperative, nonprofit organization or, even unincorporated organization.

Nonprofit is the most popular legal entity adopted by community business. However, NPO Law is not adequate for income generating nonprofits. New legal entity should be conceived, adequate for income generating nonprofits, and also for workers' coop.

Conclusion

The 20th century can be summarized as the era of conflict between capitalism and socialism. This conflict terminated with the victory of the capitalism in the last decades of the century, and everybody expected peaceful world of mutual prosperity. However, the end of the cold war triggered political turmoil around the world, based on racial and religions fundamentalism. Triumphant global capitalism, using information technology, destroyed the economy of

developing countries. The last decade proved that the capitalism and the market mechanism are not almighty to promote the Quality of Life of the people in the world.

We are now on a transitional stage to a new paradigm at the beginning of the 21st Century.

What is the new paradigm in the 21st century, then?

One is the decline of market mechanism and the diversification of behavioral principle of organizations. Other is the concept of sustainable community.

Nowadays, while voluntary organizations become more and more business oriented, for profit businesses become more concerned about social needs. Even for profit businesses do not solely depend on market mechanism. They also depend on more humanistic principles. Coexistence of two economic systems, big businesses and small community businesses, is possible and desirable. In Japan, we still do not succeed in building effective scheme and infrastructure of this collaboration. We have to set up a scheme of collaboration between big businesses and non-profit voluntary organizations to develop and vitalize community.

Other paradigm is "sustainability".

The 20th Century economic development has been possible only by exploiting natural resources, which should be preserved for our beloved descendants. People in the 20th century pursued their own benefits at the expense of the global environment.

From the Earth Summit in 1992, the word "sustainable development" is prevailing in the world. Sustainability I am talking about here is not only the global environmental sustainability, but also the social and financial sustainability of the community. We have to promote our Quality of Life by pursuing the sustainability of the community we live in.

I am afraid to say that most of conservative politicians and leaders of big businesses in Japan are not yet aware of the importance of "sustainability". However, some prefectural governors and some of business leaders are aware of it.

For example, the key concept of long term planning of Hyogo prefecture is "creative civil society" and "sustainable human scale society". After the Earthquake, Kobe City, the largest city in Hyogo prefecture, proposed the concept of "compact city" and the building of civil society based on self discipline and solidarity. 20th Century was the era of urbanization. Kobe City has been trying to expand its urban area and to have more and more population. Now, Kobe plans to set the upper limit of its population to 1,800 thousand. The compact city concept means the end of expansionism and shift to sustainability.

One of the effective schemes to promote the Quality of Life of the people and to realize the sustainable community is "the business in the community, by the community and for the community".

Nonprofit Education and Training in Japan

by

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ABSTRACT

1. Introduction

In Japan, various types of nonprofit activities have gained a great deal of attention among citizens, as well as policy makers and practitioners. In this paper we will shed some lights on the characteristics of Japanese nonprofit education and training courses.

2. Approaches and Methodology

JANPORA conducted a comprehensive membership survey on nonprofit education and training courses organized by universities, central and local governments and nonprofit organizations by themselves. Using these data, we will investigate characteristics of nonprofit education and training in contemporary Japan.

While there are previous studies on nonprofit (management) education in several countries (Wish and Mirabella, 1998; Mirabella and Wish, 1999 for the US universities, O'Neill and Fletcher, 1998, for other countries), this is the first attempt to conduct surveys on nonprofit research, education and training in Japan.

3. University-based nonprofit education courses

We collected approximately 80 samples, and found the following:
* While many subjects related to nonprofits, volunteering and philanthropy are taught at various college and universities, there are virtually no independent courses on nonprofits that could offer nonprofit related degrees.
* Most courses are designed for undergraduates, only a few courses are designed for Master and Doctor course students.
* Most courses are designed as introductory courses for the students who have virtually no backgrounds in nonprofit research and education.
* Main purpose of the lectures is either acquisition of theoretical and conceptual knowledge (39%) or acquisition of practical knowledge (42%).

* Internet is not used in 70% of the courses. Only 30% of instructors use Internet in the courses and 36% of instructors plan to use Internet in near future.
* Respondents pointed out some difficulties in offering courses, such as lack of systematically designed programs, lack of communications with community, lack of networking with other universities, lack of good textbooks, lack of theoretically sound programs, lack of well organized programs, and lack of financial resources in managing courses.

4. Non-university-based nonprofit training courses

  In Japan various practical nonprofit courses are offered by local governments and regional NPO support centers. We collected some 60 samples and found the following:
* While themes of training programs are quite diverse, examples of popular themes are management, volunteering, civil society, nonprofit organizations in general, legal and tax systems, community development, and so on.
* Over 80 % of the courses are offered for mainly acquisition of practical knowledge, which is quite different from courses offered by universities
* Internet is not used in 83% of the courses. Only 17% of instructors use Internet in the courses and 25% of instructors plan to use internet in near future.
* Respondents pointed out some difficulties in offering the training courses, such as lack of theoretically sound programs, lack of well-organized programs, and lack of financial resources in managing courses.

5. Conclusion and policy recommendations

        In this paper we found that in Japan 1) there are a lot of nonprofit related courses offered by universities, and by nonprofit organizations and local governments, 2) most of university-based courses are introductory and non-degree courses, 3) majority of non-university-based courses emphasize practical knowledge rather than theoretical one.
        It seems unrealistic to start nonprofit degree courses in Japanese universities within a few years. Rather it may be more realistic to connect several universities offering nonprofit related courses using Internet, and set up network oriented degree courses in nonprofit management education. Also, it may be realistic to combine nonprofit management courses and management courses for central and local governments, and establish hybrid type public management courses that offer lectures and seminars for nonprofit workers and public officials.

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A Study of How Localisation of International NGOs Contributes to Development: A Case Study in Rwanda

Yukiko ITO

Most development aid-oriented international NGOs operating in developing countries have international staff in management posts while national staff is given very limited positions and barely participate in initial planning of project activities. Very few international NGOs plan their activities in view of when and how they terminate their project activities in the field. Oftentimes, NGOs abruptly cease their activities, leaving the aid recipient countries little scope for project activities to be fully localised and sustainable.

Sustainability of development activities has always been one of the main topics in development discourse. There has also been a shift in development approaches and methods for interacting, learning, and knowing. Chambers' argument for the need to empower local people/beneficiaries in various phases of development activities has been widely accepted in development discourse. Nevertheless, the concept often concentrates on the "local population" and overlooks the importance of empowering the "local staff".

This weakens Chambers' and others' argument because, in most cases, development requires a long-term commitment to the work on the side of facilitators of development, namely, staff in government and international agencies and NGOs. Giving more authority over management of their organizations to the local staff would be much more beneficial, especially in the case of NGOs, because the local staff has firsthand knowledge of field activities. Local staff should be included in the fund raising and planning phases of projects as well as administrating and implementing project activities. Inexperienced local staff should be trained in management skills by foreign NGOs, which would enable local staff to carry on projects and see them to their completions even if NGO foreign management leaves.

The paper will examine how sustainable development can be best achieved in developing countries through localising management and project activities of international NGOs while it will argue how and why a concept of participation should be directed to empower the local staff in project planning, management and implementation. A case study of a localisation process between a Japanese NGO and its Rwandan local staff is introduced to analyse the effects and challenges faced in the process.

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Fostering Social Capital in Community-based Organisations for Improving their Effectiveness: Evidence from Western India

Nihal C. Jain[*] and Kalpana Jain[**]

Collective regulation of resource use and development is the basic aim of the community-based organizations (CBOs) being promoted for joint management of forest resources in India. The effective functioning of CBOs depends on social structure of the community; specially the social and economic homogeneity of users, the existence of social networks, associations, and trust between households. This is referred to as social capital (Kahkonen 1999) which is primarily regarded as a set of "horizontal associations" between people (Putnam 1993; Putnam and Others 1993). Although based on Coleman (1988), hierarchical associations and drawing on North (1990) and Olson (1982), other factors of social and political environment have also been considered as components of social capital, but for the purpose of this paper, primarily the "horizontal associations" are being considered.

This study pertains to evaluating the effect of the efforts made for fostering greater social capital in village level community institutions responsible for joint management of forest resources in South Rajasthan. The forest resources in this region have been facing severe degradation over last few decades owing to unregulated over-exploitation or what can be termed as 'tragedy of commons'. Because of enabling policy changes, the programme of forming village forest protection and management committees (VFPMCs) was started in 1991 and these village committees were given the responsibility of collectively protecting and regulating the use of resources.

The efforts for fostering social capital included sensitising villagers about the need and rational of collective action, about the value and relevance of ensuring participation of all the members, about the technical activities necessary for improving the forest productivity and about the role of voluntary efforts for supporting regeneration process. Various participatory tools and visualisation techniques were used for this purpose. This evaluation study was carried out in eight VFPMCs, selected purposively out of more than hundred VFPMCs, promoted by the Udaipur (Central) division. An evaluation scale developed by Jain and Jain (1997) was used for this purpose. This scale considers various community actions and processes that provide an early indication of the level of community involvement in sustainable forest management.

The evaluation in this study indicated that the fostering efforts, in overall, had favourable influence on improving the effectiveness of community institutions. This effect was more pronounced in villages where development investment had continued in recent years. The declining strength of collective management of resources in villages where the investment had discontinued was indicative of developing investment dependence among such villages. This implies that the development practices and policies need to be so oriented that development does not adversely affect the social capital. The fostering efforts had more pronounced impact on factors such as participation of members, especially women, and on protection responsibilities. Similarly, the experience of conflict resolution appeared to enhance the future capability for resolving conflicts. Based on this evaluation, the action areas for fostering social capital

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and sensitising local communities were identified and future strategies were developed for promoting effectiveness of community institutions.

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Who initiates?: The growth of NGO and its human resources in Korea.

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The abrupt end of the authoritative regime in 1987 and developments in political democratization, people's movement began to play an important role in Korean society and many civic groups have emerged since then. What accounts for a rapid growth of NGO in Korea? Differently from the voluntary sector in western society with a tradition of fullfledged civil society, Korean NGOs have been mostly established and fueled by some elite groups such as social movement activists, intelligent groups. We could call the Korean case 'the Top down Model' contrasting the Western case of 'the Bottom up Model' The purpose of this study is to analyze the leading human resources and their role in the growth of NGO and to present further implications in future of Korean NGOs.

Many different theoretical perspectives exist about 'why the NGO?' Supply side theory of Estell James(1987) shows the role of religion in social service organizations and the entrepreneurship of individuals and foundations in medical or educational organization. Resource mobilization theory and Social origin approach of Salamon(1987, 1994, 1995, 1997) indicate various individual and groups such as the wealthy group, traditional social elite group, the new intelligent group etc. while Social movement theory exaggerates the role of activists. From those theoretical point of views, we can clarify the various human resources and polarize them by two types of model - 'Active civil society' or 'Bottom-up model' and 'Elitest civil society" or 'Top-down model'. Bottom-up model is the case fueled by active civil participation, while Top-down model is the case fueled by some elite groups. The Korean NGOs at their inception during the 1990s showed the typical Top-down model pulled by the activists and some intelligent groups.

We shall review various theoretical views, the growth of NGO during the 1990s, the level of civil participation on NGO, leading human resources, and their social backgrounds. Considering the purpose of this study, the complementary use of quantitative and qualitative research methods is desirable. However we find difficulty in obtaining available and reliable quantitative data related to NGOs. Therefore, with this limitation in mind, we relied on two alternative methodologies, that is interviews and questionnaire survey. Interviews were carried out with 61 Simin-danche's, and questionnaire survey were carried out on 817 samples in Seoul during August in 2000 and analyzed by statistic program.

We could reach two conclusions from the study. Firstly, the main feature of Korean NGOs' development is that activists in social movement and elite groups of experts are the important human resource although the level of civil participation on NGOs is very low compared with western countries. It is related to the development of advocacy oriented NGOs rather than the service oriented organization in Western countries. Secondly, the Top-down model of Korean NGOs, which is contrasting Western case of Bottom-up model, contributed to the establishment and wide spread of many civic groups

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at their inception but it resulted in a problem of 'civil movement without civil participation' at the same time.

Social Capital and Poverty Eradication in Malaysia

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ABSTRACT

In Malaysia, eradicating poverty and restructuring of society are two fundamental development challenges. In 1999, about 409,300 (8.1 percent) of total Malaysia's population are poor. In fact 71,100 (1.4 percent) people still exist in conditions of abject poverty. They are classified as the hardcore poor. Most of the poor are Bumiputera (indigenous community) and live in rural areas. Thus eradicating poverty (particularly hard-core), narrowing rural-urban socio-economic gap, and increasing the socio-economic status of the rural communities are some of the key goals of Malaysia's development efforts. Rural communities have abundant land and water (physical capital) and strong social ties (social capital) but they often lack education and skills (human capital) and organisations to mobilise their natural resources into economic resources. Also, the poor usually do not have access to institutional sources of finance. While the literature on poverty has amply demonstrated the importance of government policies and market forces on poverty alleviation, it has done little to demonstrate the importance of social capital (trust, social relations, networks) which allow participation and collective action in meeting poverty alleviation objective in Malaysia. This paper attempts to fill this gap and shed some light on the role of social capital in alleviating poverty in Malaysia.   One of the major poverty alleviation programmes in Malaysia is Amanah Ikhtiar Malaysia (AIM). It is a group-based micro-finance programme. This paper uses AIM programme as a case study because its arrangements build on the strength of personal relationships, trust, group participation and joint liability. AIM provides a fertile ground for the analysis of the role of social capital in enhancing capacity building for the poor in Malaysia. This paper also reviews the relationship between social capital and the performance of AIM as a credit delivery program. It examines the factors that explain the high repayment rates of AIM programme. The objective is to identify whether the high repayment rates feature social-capital type characteristics.

Accountability Issues on Korean Non-governmental Organizations
-- Focusing on their Openness to Attentive Citizens --

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\<Abstract\>

This study focuses on the accountability issues of 10 major Korean non-governmental organizations(K-NGOs), which have secured their status as indispensable policy participants. Along with their active role in policy process, K-NGOs are also confronted by a variety of severe criticisms regarding lack of legitimacy, ethic standards and their professionalism distant from citizens. Through analyses on their web sites, conventions and minutes, this paper identifies the source of those criticisms as their low level of transparency. We find that the information on each of the 10 K-NGOs available on their web sites is generally not in-depth, and the off-line access to such information is substantially limited. Especially, the superficial openness to the attentive citizens results in staff members' moral hazard and overly autonomous behavior, undermining citizens' trust in the organizations. Therefore it is suggested that K-NGOs, to address present criticisms, promote democratization of their decision-making process and thus enhance responsiveness to citizens.

The Impact of Information Technology on Non-governmental Organizations in Korea: Some Empirical Evidence

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New technology is revolutionizing the practice of nonprofit and nongovernmental activities in Korea, giving rise to new terms such as electronic advocacy, e-volunteerism, on-line nonprofit activities and so on. Web-based and e-mail based technology is not only changing the way nongovernmental organizations (NGOs) conduct businesses but also influence the governance structure and accountability of these organizations to their constituencies. The issue we seek to address in this paper is how the new information technology is impacting upon the work of nonprofit and nongovernmental activities in Korea. We examine this in two broad areas: (1) the influence of new information technology on the way advocacy and service activities pursued by civil society organizations and other NPOs, (2) the influence on accountability and transparency of NGO governance. The study is based on a survey of 1,000 NGOs in Korea, ranging from CSOs to social welfare agencies.

In terms of the first issue, this paper seeks to address how the advocacy activities of Korean NGOs have altered from the traditional 'off-line' methods which is mostly based on street activities(off-line) to 'online' advocacy activities. This involves examining what types of online advocacy techniques are currently pursued by civic groups in Korea in their pursuance of social and economic justice. In addition, we examine if there are any particular types of activities/issues that attracted this 'online advocacy' techniques. It is likely that issues originating from the cyberspace such as 'internet classification' or 'government control of cyberspace' tend to attract more interest among cyberspace users than more traditional 'off-line' issues. We attempt to find general characteristics associated with issues that are likely to succeed in online advocacy.

Next issue deals with how the spread of new information technology is impacting the relationship among NGO leaders, members, expert groups and other constituents. Although there is a growing concern over the 'digital divide' which is defined as growing disparities in terms of opportunities for information haves and have-nots, new technology has nevertheless increased ways in which ordinary citizens can participate in the activities of NGOs and even governmental decision making process. We seek to discuss such important issues. Lastly, by analyzing several major NGOs in Korea we seek to explain variations in the use of online advocacy and service techniques among them. There may be personnel or funding disparities which led to the adoption of particular techniques among different organizations and we seek to find them.

The 921 Earthquake and the Prospects for Integration of Nonprofit Social Service Organizations to Natural Disaster Management in Taiwan

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Nonprofit social welfare agencies can play an important role in a natural disaster, particularly in the initial hours and days. Also, they are prominent in activities of mutual support and caring for victims in the aftermath of a disaster. Social services in a natural disaster include emergency assistance to the children, the elderly, women, and the disabled. In addition, social services also cover emergency counseling, provide the related information about other relief services in the community. Most importantly, it is an urgent need to establish the management of overall emergency services, and the disaster relief voluntary agencies have to be included to the relief networks.

The purpose of this paper is to explore what roles were played by nonprofit social welfare organizations in the 921 earthquake, and to recommend the ways of integrating those disaster relief voluntary agencies (DRVAs) to the whole management system regarding natural disaster (especially earthquake) in Taiwan. The significant dimensions planned to be observed are as the follows: (1) linkages among DRVAs, an issue critical to the coordination and effectiveness of the disaster relief system; (2) the level of volunteerism in DRVAs; (3) DRVAs' rootedness in the local communities of Nantou and Taichung Counties, and their different strategies for resource distribution during the earthquake disaster; and (4) the establishment of the inter-organizational relief networks between DRVAs and public-sector agencies.

The materials and data used in this paper are from my research project "The Roles and Functions of Nonprofit Social Service Organizations in Natural Disaster: the Case Study of the 921 Earthquake" which is supported financially by National Science Council of the ROC. This research task will be completed in July 2001.

Diaspora Philanthropy and Giving Pattern of Indian Americans in USA

R. Gopa Kumar

In this study an attempt is made to analyse the giving pattern of Indians in USA for the development activities. A recent study by the author on the International aid to NGOs by International NGOs shows a declining trend and many international NGOs are considering India as low priority area. In this background it is realised that there are several rich Indians in USA and this resource should be tapped for the developmental purpose for India. This study was conducted during the four months stay of the author in USA as an International Philanthropy fellow with Johns Hopkins University   from August to December. A primary survey was conducted in USA using questionnaire method, focus group meeting, and also through emails. Stratified random sampling technique was used to include various religious groups, different types of professionals, and also individuals based on their duration of stay. The study compared the giving of Indians with giving pattern of Jews.

The study highlights that; Christians, give more frequently and higher amount than Hindus, there is an inverse relationship between duration of stay and giving pattern, IT professionals with new found wealth give more compared to other professionals. On an average most of the respondents gave 3-4 times during last year and the amount varies from 1000-2000 US$.   The study highlighted that if there is a credible organisation (Preferably 501 c(3)) with online giving facility most of the respondents are willing to give 3000 – 5000 US$ per year. The study helped to generate a database 800 Indian Association in USA and database of prominent Indian American in USA for future fundraising and cutting edge investment in social sector.The study also compared the quality of life of Indians in USA using the latest US Census data .

Potentialities & Problems of Inter-Sectoral Partnership: A Perspective from India

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;Due to ongoing globalization and economic liberalization, roles of public, private and third sectors are being redefined and genuine partnerships are being forged amongst various groups within and across the nations. Rapid advances in information and communication technology has further facilitated such partnerships. Forming partnerships amongst different actors for the developmental activities is the new mantra of the new millennium. Partnership is not an ad-hoc relationship but implies a formalized cooperation where the partners share representatives, resources, risks and rewards.

 Although NGOs are as diverse and heterogeneous as the public and private sector organizations, appeals have been made for partnership among these heterogeneous sectors. Understanding the partnership between third and public & private sectors, is like analyzing a healthy plantation, where roots without grass (NGO programs), grass without roots (public sector programs) and fruits without grass & roots (private sector programs) meet together. Patterns of partnerships among these unequal partners are complex, diverse and difficult to generalize. It has been reported that the NGO-public sector partnership may take following four possible forms: (i) confrontation, (ii) co-optation, (iii) complementarity and (iv) cooperation. The NGO-private sector partnership may also range from confrontation to cooperation and is gradually moving from the check-book stage to the equal collaborator stage. There are cases of direct pooling of funds from the corporate houses to the NGOs for development work or corporate houses starting their own social development projects. As partnership among the public, private and philanthropy sectors is desirable for peace, prosperity and progress, ways and means for forming such partnerships and removing barriers need to be explored.

 The paper would: (i) elaborate on emerging partnership scenario between NGOs and public sector & private sector - based on examples mainly from India, (ii) enlist the strengths and shortcomings of each of the partners involved and (iii) analyze the potentialities and problems in forging such partnerships. Due to increasing slow-downs, inequalities, selfish genes and cut-throat competition, partnerships may not be an easy proposition in the coming days.   A hope is expressed that the renewed interest generated in the role of civil society in partnership with public and private sectors, for greater common good, would provide new synergistic models of efficient integrated development.

Co-operation in Health and Social Care: Its Role in Building Communities (Abstract)
----Paper for the Second ISTR Asia & Pacific Regional Conference----

Akira Kurimoto, CCIJ

This paper addresses the health care problems from the user's viewpoints and discusses the effectiveness of the co-operative solution by empowering users and involving communities. It uses the international comparison, statistics and opinion poll.

The Japanese health care system is characterized by the compulsory medical insurance system, the consumer's free access and the restricted competition in supply sides. The universal coverage under the public medical insurance system was accomplished in 1961. All the nation should be covered by one of 8 public medical care insurance schemes for workers, farmers, government officers, teachers, etc. The private medical insurance policies are taking off to supplement the public insurance. The consumers have free access to health institutions, resulting in the congestion in some large hospitals. The supply side of medical services ranges from medical corporations and public institutions, from large hospitals to GPs. They are restricted to advertise and have weak liaison each other, which sometimes cause the failure in accepting the emergency patients. The Japanese system is in crisis with rising medical costs and mismanagement, ignoring user rights to choose and be informed.

Why health co-ops exist against such a background? There are several reasons to form health co-ops; to fill the gap in the remote area, to secure medical service for some social strata or to run the medical insurance scheme at the affordable cost. Neither of these applies to the health co-op in urban areas where the oversupply of services is generating problems. The motive to organize health co-ops is to create the co-operative health care to facilitate the users to participate in health promotion/prevention with assistance by professionals including doctors, nurses and so on. They also seek to promote the informed consent and bring about the democracy in medical industry through implementing a charter of patient's rights.

The health co-ops have grown triple in membership and double in the business in 90s. They have the dynamics as multi-stakeholder co-ops, involving users and professionals, healthy people and patients, paid workers and volunteers. Such composition raises some problems in governing co-ops in both democratic and effective way. They promoted member participation through undertaking tasks for member recruitment, share investment, promotion of Han groups and education for activists. They have carried out massive campaigns for learning and self-check for health maintenance while strengthening the management for financial health.

They have been pressing governments to improve the social security policy while seeking partnership with public sector by participating to the comprehensive health plan in the communities. Although they are making various innovations in promoting public health, their social roles are yet to be widely recognized by the state.

The long-term care insurance system was started in April 2000 to provide social support for the elderly so that they could maintain their human dignity by choosing care services that they require. It opened the competition among care service providers including private and non-profit operators. Many hospitals are rushing to provide the long-term care services, thus strengthening so-called medico-social care complex. It's quite natural for health co-ops to provide long-term care as extension of medical care, but they seek

to create health-medical-welfare networks based on communities where members live, thus upgrading the overall well-being of communities.

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Experiences of Volunteers in Human Services

Rosemary Leonard

This paper reports the theoretical framework, method and preliminary findings of a study of women volunteers in human services in Australia. The theoretical framework integrates four main perspectives on formal volunteering into a two-dimensional model. The four perspectives are:

1. Research in formal volunteering. This research, which has been developed mainly in the US, focuses on the free choice nature of voluntary work. No distinction is made between volunteering in human services versus other areas. Voluntary work is viewed positively with a range of advantages accruing to the people involved.

2. Social capital. Social capital is a public good. Social capital is the invisible resource that is created whenever people cooperate (Coleman, 1990, 1988). Putnam (1993) defines it as "those features of social organisation such as trust, norms, and networks that can improve the efficiency of society by facilitating coordinated action." Volunteering in community organisations whether for human services or for other activities is usually mentioned as a major factor in the accrual of social capital (Putnam, 1995, 2000) and indeed such participation has been used as a proxy measure for social capital.

3. Feminist research in voluntary work. Feminists have seen voluntary work as an extension of women's relegation to the private sphere and devalued status in society. However as Baldock (1998) argues their view of voluntary work as part of the private sphere has been based on their focus on informal volunteering and lack of recognition of the public nature formal volunteering. Regardless of whether public or private, volunteer work in human services is clearly gendered and feminist critiques of the devaluation of women's work are highly relevant.

4. Labour market research. From this perspective, the focus is on the status of human service industry. The industry as a whole has a low status with workers receiving low rates of pay, little job security and few perquisites. In addition, they are often expected to donate many unpaid hours. Volunteers are then the tail end of a poorly valued industry.

However, these categories should not be seen as intrinsically incompatible. Just as Baldock (1998) argues that formal volunteering in human services is on the cusp of the public/ private divide so it may also be simultaneously positive and negative providing both opportunities for personal development and exploitation (Baldock and Ungerson, 1991).

Table 1. Conceptualisation of Volunteering in Human Services.

	Public	Private
Positive	Social Capital theory	Formal volunteer research
Negative	Labour market research	Feminist theory

The study will conduct focus groups (Stage 1) and individual interviews (Stage 2) with volunteers, clients and managers of volunteers. It aims to identify the conditions leading to positive or negative experiences of volunteering and the volunteers perceptions of recent changes such as the move to greater regulation of volunteers. The study will still be in progress at the time of the conference but preliminary findings from Stage 1 will be discussed.

In the context of an Asia Pacific conference the paper also raises questions about the applicability of the theoretical model to non-western countries. For example, does the focus on formal volunteering make it less relevant in countries in which most human service provision is informal? Is the division between public and private a useful one? It could be argued that, in societies in which human services are provided through the large, extended family, the family is both public and private. In particular the category relating to formal volunteering for individual personal fulfilment may not be seen as relevant.

Third Sector and Emergency Management of Local Government in Taiwan

Kun-Jung Liao

Third sector has been playing a more and more important role in improving government's capability in public services. This paper will examine the collaborative patterns which involve third sector and local government in engaging in the earthquake disaster relief happened in September 21, 1999 in Taiwan (hereafter 921 Earthquake) and afterward reconstructing projects. The 921 Earthquake caused 2,348 people killed, 1,896 injured, and 5,789 house and buildings collapsed. Government and people in Taiwan all paid a great deal of loss and destruction amounting to $1,100 millions. So many volunteering organizations participated in disaster relief and reconstructing projects. It is impossible to effectively proceed relief and reconstruction without volunteering groups in this unprecedented earthquake disaster. Local government's emergency management revealed so incompetent and ineffective in implementing disaster relief and afterward reconstruction. On contrast, volunteering groups from society have played an active and effective role in this disaster relief effort. 921 Earthquake disaster Taiwan experienced revealed that third sector is able to provide public services as governments do in general. This paper tries to examine the interaction, collaborative pattern, and partnership between the third sector and local government in facing emergency management.

Since 1990s the role and status of local governments have been rose in response to indispensability of power decentralization and newly emerging issues of local democracy. As a result, studies of local authorities and institutions become important. Although the part and function of local governments have been extended, they faced critical challenges in terms of capabilities and efficacy in local-level public service delivery. In order to build a strong and efficient local government and overcome the shortcomings of a pluralistic democracy, it is necessary to build and strengthen local governance. Nevertheless, representative democracy cannot be replaced. For the purpose of improving administrative capability and efficacy of public service delivery , it is necessary to build a new sense of community that promotes shared networks, social capital, and collaboration among the citizens, social groups, and government into a new form of public service delivery system. This mechanism, facilitating power sharing and participation of citizens, social groups, and community organizations is local governance. Effective local governance involves the role of volunteering organizations and local government and their partnership building. Obviously, the new and effective form of governance reveals collaboration between the third sector and government.

So many literature discuss the third sector and social services. Few study explores the role and function of third sector in enhancing capability and efficiency of emergency management of local government. This paper tries to examine uniqueness, performance, and interactive problems between volunteering groups and local government in Taiwan in engaging in emergency management. Particularly, the paper focuses on investigating how voluntary groups upgrade emergency managerial capability in this earthquake disaster relief programs. The structure of paper includes six parts. The first, the paper, based on governance theory enhancing the role and function of third sector and local government discusses how local government in Taiwan integrates volunteering groups to reconstruct earthquake-damaged areas after the 921 Earthquake. The second part will examine the resource mobilization patterns, organization, structure, and management which nonprofit organizations (NPOs)

demonstrate as they involved in 921 Earthquake in Taiwan. Thirdly, this paper will evaluate disaster relief performance completed by various NPOs, and examine fundamental barriers to NGOs' involvement in local public services in Taiwan. Fourth, the paper will discuss interactive and collaborative patterns between NGOs and local government in Taiwan in terms of governance theory . Fifthly, the paper will propose effective reform on how to enhance role and function of NPOs in improving public service delivery capability of local government, particularly, to improve emergency managerial capability of local government through institution building. Finally, the paper will demonstrate Taiwan's unique experiences volunteering groups rendered in 921Earthquake and hopefully can be shared with all volunteering organizations in the third sector of the Asian pacific region .

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Building Effective Volunteer Services in a Nature Disaster: The Role of Nonprofit Organizations in Coordinating Resources

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A disaster is often a sudden and dramatic emergency. When it strikes, an affected community must respond immediately. Although taking action the local government is important, emergency responding also requires the involvement of broad organizations (Dynes, 1978; Gillespie, 1991; Drabet, 1991). One way to effectively respond to disasters is that organizations work together to form an emergency service system (Gillespie, 1991; Lindell et. al., 1996).

Using qualitative methods, this paper describes the outcomes of a pilot study focusing on nonprofit organizations' experiences in developing a resource coordination committee in which schools, public agencies, and nonprofit agencies work collaboratively toward a shared goal of disaster relief in 9-21 Earthquake of Taiwan. In terms of data collection, the authors conducted in-depth interviews with those have broad knowledge of this committee and its activities, including leaders, social workers, and volunteers in participating organizations. On-side observations and archival documents contribute as other data sources.

Findings from this study demonstrated that nonprofit organizations could play important roles in building effective volunteer services and enhancing the recovery of communities after the disaster struck. Specifically, social work professionals with their training in interpersonal skills, group work, and interdisciplinary team skills played a vital role in the development and operation of working teams to disaster relief. Furthermore, The social work profession's emphasis on advocacy, and its knowledge about service delivery systems in both public and private sectors, enables social workers to take a leading role in facilitating the coordination of services and potentially providing

preventive approaches.

A model is discussed to illustrate the process of collaboration practiced in the committee by schools, public agencies, nonprofit agencies, and businesses working together toward disaster relief. The discussion demonstrated the importance of developing a resource coordination committee for carrying out disaster relief effectively. It also emphasized the role of nonprofit organizations as leading agency for emergency services. In addition, it illustrated the importance of communication and coordination between service providers to ensure the development of comprehensive service plans that feature joint actions and avoid fragmentation and duplication.

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ASIAN PHILANTHROPY - A FOUR COUNTRY STUDY

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This paper reports the results of surveys of randomly selected middle and upper class urban dwellers (SES classes A, B and C) in four Asian countries, each with a different dominant religious culture: India, Indonesia, the Philippines and Thailand. As part of a larger study of household giving organised by the Asia Pacific Philanthropy Consortium, surveys were conducted between late 2000 and early 2001 by market research firms (India and the Philippines) or experienced, university based survey teams (Indonesia and Thailand). In all cases, a core set of questions was used with each country adding additional questions to suit local conditions. Data will be reported on the giving rate, average amounts given by givers and per capita of the sample with the last two presented in PPP (purchasing power parity). A generosity ratio and an impact ratio have been developed to aid comparison. The dominant motives for giving and the methods used to raise funds for nonreligious nonprofit organisations will also be reported. The focus of the presentation will be on giving to organisations, but data on giving to individuals will also be reported.

Governance of Chinese NGOs: Patterns and Practice

Qiusha Ma, Ph. D., Assistant Professor, East Asian Studies, Oberlin College,
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One of the most significant consequences of the reforms in China since the 1980s has been the gradual power shift from the state to society. Realizing its limited capacity for carrying out all necessary tasks in the economy and providing all necessary social services, the state has been pushing a "small government, big society" reform strategy these two decades. The rapid increase in the numbers and influence of nongovernmental and nonprofit organizations (NGOs) is the most convincing evidence of this power shift. In the previous studies of Chinese NGOs, including my own researches, most attention has been given to official regulations of the NGOs, the NGOs' relationship with the state, and NGOs' autonomous status, which focusing on the debates that whether the majority of Chinese organizations should be considered as NGOs. These debates often are inconclusive, since we still know very little about these organizations.

Recognizing this situation, this proposed study will adopt a new approach. Instead of looking the relationship of state-NGOs through the government's regulation or the NGOs' financial relations with the government, this paper will focus on the inner structure and governance of NGOs from the NGOs' perspective. It will look closely into the NGOs' managerial structure, decision-making process, and the leadership selection/ election procedure. I believe that these factors are the key for us to explain the real nature of Chinese NGOs and why and how they are different from official organizations. The main argument of the paper is that the Chinese NGOs enjoy great deal of autonomy in their organizational governance, even though the official regulatory system indicates otherwise. The NGOs' relations with the state often serve as indispensable means of their sustenance.

This paper will try to answer the following questions:
1. What are the most important factors in Chinese NGOs' self-governance: managerial structures, resources of funding, decision-making process, and election or selection of organization leaders?
2. Are there currently different types of structures and managerial patterns of NGOs in China? If there are different patterns existing, how do they affect those organizations' accountability, effectiveness and sustainability?
3. How do the political, economic, social and cultural factors impact different types of NGOs in their management and function?
4. Comparing the governmental organizations, semi-governmental NGOs, and independent NGOs, what are the most important differences and similarities in their governance? What are the significances of these differences in NGOs performance and in determining their autonomous status?

This paper is based on my intensive field works in some important cities in China since 1996, including Beijing, Shanghai, Wenzhou, Xian, and Dalian. During those trips I have spent over 8 months and interviewed about hundred important Chinese officials in national bureau in charging of NGO matter, leading NGO activists, and scholars modern Chinese history and politics. I have also done extended study on English and Chinese documents and literature on current Chinese nongovernmental sector and on the history of Chinese civil society since the late Qing Dynasty (the late 19th century).

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This paper will try to answer the following questions:
5. What are the most important factors in Chinese NGOs' self-governance: managerial structures, resources of funding, decision-making process, and election or selection of organization leaders?
6. Are there currently different types of structures and managerial patterns of NGOs in China? If there are different patterns existing, how do they affect those organizations' accountability, effectiveness and sustainability?
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This paper is based on my intensive field works in some important cities in China since 1996, including Beijing, Shanghai, Wenzhou, Xian, Kunming, Hangzhou, and Shenyang. During those trips I have spent over 8 months and interviewed about hundred important Chinese officials in national bureau in charging of NGO matter,

leading NGO activists, and scholars modern Chinese history and politics. I have also done extended study on English and Chinese documents and literature on current Chinese nongovernmental sector and on the history of Chinese civil society since the late Qing Dynasty (the late 19th century).

Application for the Conference Scholarship:
I am a Chinese scholar and currently teaching at Oberlin College, Ohio, U.S.A. The college provides limited financial aid for faculty participating in academic conferences. Since this conference will be held in Osaka, Japan, the round trip air fairs from Northeast America to Osaka will be very expensive. Oberlin College usually covers about $240 or so for the travel cost, and the coverage for per diem (3 days) plus registration fee will no more than $250. I accept the partial scholarship, and really appreciate the generosity of the committee.

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Engagements in Governance:
Civil Society in the Philippines

Francisco Magno

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This paper reports on the findings from a country study that examined the possibilities and perils arising from third sector or civil society partnerships with government in policy making, social goods provision, and program implementation. The key question in this research is to find out how specific engagements of civil society organizations with public institutions promote accountability, participation, and effectiveness in governance. This problem could be located within the literature on state-civil society synergy exemplified in the writings of Peter Evans, John Harriss, Hazel Johnson and Gordon Wilson, and Mark Robinson and Gordon White.[5]

The case research methodology is used in this paper. Case studies here refer to particular episodes in which civil society associations encounter and interact with government institutions and agents. Both national-level and local-level cases were selected in the research. The cases dealt with civil society engagement in governance processes surrounding such issues as political decentralization, socialized housing, poverty reduction, indigenous people's rights, coastal resource management, clean air policy making, micro-credit schemes, and local peace zones.

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[5] See Peter Evans, "Government Action, Social Capital and Development: Reviewing the Evidence on Synergy," *World Development*, 24: 6 (1996), pp. 1119–1132; John Harriss, "Working Together: The Principles and Practice of Co-operation and Partnership," in D. Robinson, J. Harriss, and T. Hewitt, eds., *Managing Development: Understanding Inter-organizational Relationships* (Thousand Oaks: Sage, 2000), pp. 225–242; Hazel Johnson and Gordon Wilson, "Biting the Bullet: Civil Society, Social Learning and the Transformation of Local Governance, *World Development*, 28: 11 (2000), pp. 1891–1906; and Mark Robinson and Gordon White, "Civil Society and Social Provision: The Role of Civic Organizations," in M. Minogue, C. Polidano, and D. Hulme, eds., *Beyond the New Public Management: Changing Ideas and Practices in Governance* (Cheltenham: Edwin Elgar, 1998), pp. 228–245.

In analyzing the cases, I looked into whether the various encounters produced better cohesion within and among civil society organizations. I inquired into whether the third sector acquired new skills, confidence, and organizational capacity through these engagements. I also assessed whether such encounters broke down the barriers and created trust between civil society and government. With greater participation of civil society in government, it is interesting to ask whether this necessarily leads to better government performance.

This paper aims to show the connections between civil society-government partnerships and good governance as well as identify the conditions that make these possible. In this regard, I looked into how such variable as character of civil society organizations, type of political regime, balance of forces within state and society that support or oppose reforms, changes in political economy and culture, and the existence or absence of an enabling policy environment affect the outcomes from civil society-government encounters.

Francisco Magno is Associate Professor of Political Science at De La Salle University, Manila. He is also Executive Director of the Institute of Governance and Development, the university's main research center involved in the study of governance and third sector issues. He is the project director of the Civil Society and Governance Project funded by the Ford Foundation.

Rural Vs Urban Volunteering: Literacy Programs in India

Subhash Misra

India has the largest number of illiterates. To rectify this, the Government of India launched the National Literacy Mission Authority in 1989. Since there are over 300 million illiterate persons in the country, the resources required for imparting literacy to them would be immense. Keeping this in view, the program had to organize in a manner that would optimize resources in the most efficient manner. The mainstay of the program, therefore, was based on volunteers who would lend their services free of cost. Through the program, district-wise Total Literacy Campaigns (TLCs) were organized to make the district fully literate in a specified time. Each volunteer catering to 10 learners, there are an estimated 100,000 volunteers.

There are many successes of the program and more than 60 districts have been declared fully literate. However, these successes have been in rural areas. There has been no success in urban areas in the over 10 years of the program. To begin with, this paper will describe the features of the successes of the program in rural districts. It will dwell on the fact as to how the volunteers have been organized and then managed to make a difference to the literacy scenario of that area. Subsequently, the paper will go on to analyze the reasons why the program has not been able to eradicate illiteracy from urban areas and the reasons thereof. It will attempt to find answers in the context of both volunteers and urban communities: Why volunteerism has not succeeded in the urban context when it has in the villages of India.

The paper will present a case study of Literacy Campaigns in Delhi. While doing so it would trace the process of volunteering in education programs. Why volunteers participate in the program and why do they withdraw before the achievement of program goals. Alternatively, why their efforts are not sustained in urban areas. The paper will also present the relationship between volunteers and voluntary organizations and that of voluntary organizations with the government. In addition, the paper will also present the participation of some literacy volunteers in other programs. Lastly, it will attempt to offer an overview of partnerships that can be nurtured through a government program and how social entrepreneurship works, highlighting how non-profit volunteering may transform into for-profit volunteering. It is increasingly difficult to get volunteers who would take up *pro bono* work in the cities. The situation is more true in a city like Delhi that has grown by population migrating in search of work, here income generation is prior to anything else.

The methodology for the study is based on empirical research including participant observation and case study method (the author has been involved with these programs for over eight years) besides

Japanese attitudes to charitable donation
- The financing of a Buddhist leprosarium in the early 1900's -

Trevor William Murphy
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BACKGROUND:
There were an estimated 30,000 leprosy sufferers in Japan around 1900, possibly many more. Japanese government policy to deal with leprosy commenced in 1907; however, **religious-inspired non-governmental (NGO) activity** began as early as 1889. There were six private (non-government and non-profit) leprosaria in Japan; five were established by Christian missionaries and one by a Japanese Buddhist priest. The lack of **Buddhist NGO leprosy relief work** may have been due to difficulties with financing (fund-raising). In contrast, the Christian-run hospitals were able to receive considerable financial support from outside Japan, from organizations like the British-based **"The Mission to Lepers"**.

OBJECTIVES:
In this presentation, I examine the workings and results achieved by *"Ju-man-ichi-rin-ko"* (a **fund-raising scheme** adopted at the Buddhist leprosarium) during the period **1906-1912**, and attempt to clarify some Japanese attitudes to charitable giving at the time.
I go on to look briefly at **levels of charitable donation in contemporary Japan** (1994) to assess if there has been any shift in attitude among the Japanese towards the support of non-governmental activity.

METHOD:
Financing of the Buddhist leprosarium in the early years is not well documented; I make use of many primary sources (account books, pamphlets that remain at the leprosarium site) as well as secondary sources (a set of essays, speeches and letters left by the founder, Tsunawaki Ryumyo, and a brief history of the leprosarium compiled in 1992 by the founder's daughter, Tsunawaki Michi).
To clarify current levels of charitable donation in Japan, I draw on established literature, including the work of Yamauchi Naoto ("The Nonprofit Economy", Nihon-hyoron-sya, 1997).

RESULTS / DISCUSSION:
The single Buddhist-inspired non-government leprosarium in Japan, **Minobu "Jinkyo" Hospital**, was founded on 12 October 1906 by **Tsunawaki Ryumyo (1876-1970)**, a Japanese priest of the **Nichiren sect**. He devised a unique method of fund-raising called *"Ju-man-ichi-rin-ko"* (elegantly expressed in five Chinese characters). One "rin" *(ichi-rin)* was a unit of currency equal to one thousandth of a yen and around 1906 would have represented the price of a cup of Japanese *sake* (rice wine). The donator would agree to contribute one "rin" per day for a three year period. The overall aim was to achieve an organization *(ko)* comprising one hundred thousand *(ju-man)* such donators, although in practice one wealthy subscriber might shoulder the burden of several persons. *"Ju-man-ichi-rin-ko"*, reliant on individual private donation, was in fact difficult to sustain, provided only about 10% of hospital income in 1911, and had become obsolete by the 1920's. Japanese people at this time were perhaps unfamiliar with the concept of charitable giving to NGOs and the style of fund-raising to be found in *"Ju-man-ichi-rin-ko"* .

The total of "Charitable giving to NGOs" for Japan in 1994 was $6.3 billion (0.1% of GNP). Of this amount, $1.7 billion (27.4%) was donated by individuals.
For comparison, the total of "Charitable giving to NGOs" for the U.S. in 1994 was $129.9 billion (1.9% of GDP), with $104.5 billion (80.5%) donated by individuals.
These figures suggest that a custom of charitable giving is not deep-rooted among the Japanese; this is likely to hinder the development of a truly non-governmental Third Sector in Japan.

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NGO and women's empowerment through micro-credit in Bangladesh

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During the 1990s, micro-credit program emerged as a mainstream development intervention for addressing poverty alleviation and women's empowerment (Dichter, 1999; Wright, 1999; Rahman, 1999; Mayoux, 1998b; Amin *et al*., 1998; Kabeer, 1998; Johnson and Roglay, 1997; Hulme and Mosley, 1997; Hashemi *et al*., 1996). These programs have become much-favored interventions among international development agencies, providing a 'new paradigm for thinking about economic and social development' (Mordouch, 1997 in Rahman, 1999). The emphasis was given in involving third sector organizations, particularly non-governmental organizations.

Many argue that NGOs have been successful in reaching women, particularly given the challenging socio-cultural conditions in which the women live. However, in the context of these interventions being increasingly promoted by international development agencies, this paper makes an attempt to examine whether NGO's involvement in micro-credit programs bring about changes in lives of Bangladeshi rural women by promoting conditions for women to move from positions of marginalization within gender relations.

Most of the research in micro-credit has so far focused on analyzing the financial sustainability of programs and the monetary benefits to the borrowers (Furmanand Paxton, 1999; Wright, 1999; Bennett and Cuevas, 1996), referred to as 'first-generation' issues by Goetz and Sen Gupta (1996). Very few 'second-generation' research studies have been carried out to assess the impact of credit on gender relations at household and community levels (Goetz and Sen Gupta, 1996).

However, a literature review suggests that some studies making positive claims (Rahman, 1999; Amin *et al*., 1998; Kabeer, 1998; Osmani, 1998; Schuler *et al*., 1997; Hashemi *et al*., 1996; Pitt and Khandker, 1995) tend to use multi-dimensional indicators of empowerment, largely derived from the lived experiences of the subjects. This paper following this trend attempts to provide an insight into how women concerned perceive and value the change, if any, in their relative position.

The study based on first-hand data gathered during field-work in two remote and backward districts of Bangladesh where a number of local and national NGOs are involved with micro-credit programs specially targeting rural women. The most insight in this study is gained through the eyes of the women borrowers who describe and explain, based on their perception, the relative changes in their gender relations at household and community levels. The analysis of the findings relate and analyze their testimony within a framework **involving perceptual, material, relational and cognitive aspects of lives.**

Further abstract follows:

Abstract prepared by: Ware Newaz (Ms.)
Dhaka, Bangladesh

Title of the paper:

Third sector and women's empowerment through micro-credit in Bangladesh

Background of the paper

During the 1990s, micro-credit programs have emerged as a mainstream development intervention for addressing poverty alleviation and women's empowerment (Dichter, 1999; Wright, 1999; Rahman, 1999; Mayoux, 1998b; Amin *et a*l., 1998; Kabeer, 1998; Johnson and Roglay, 1997; Hulme and Mosley, 1997; Hashemi *et a*l., 1996). These programs have become a much-favoured intervention among international development agencies, providing a 'new paradigm for thinking about economic and social development' (Mordouch, 1997:1 in Rahman, 1999). The emphasis was given in involving third sector organizations, particularly non-governmental organizations.

There is almost a global consensus that micro-credit to the poor, focusing on achieving equitable and sustainable gains, is the key element for economic and social development in the twenty-first century (Mayoux, 1999b; Micro-Credit Summit, 1997). Some have described this preoccupation with credit as the 'missing piece strategy' to poverty alleviation (McKee, 1989:1003), with Roglay (1996:100) calling it the 'hard-selling of a new anti-poverty formula by the 'micro-finance evangelists.' Successive evaluations attesting to substantial developmental benefits (Amin *et al*., 1998; Kabeer, 1998; Hashemi *et a*l., 1996) have over the past decade led to an increase in funding for NGOs, which according to Mayoux (1998b) is likely to further increase. There is no doubt that NGOs have been successful in reaching women, particularly given the challenging socio-cultural conditions in which they live.

However, in the context of these programs interventions being increasingly promoted as a mechanism for women's empowerment, it becomes essential to analyse and determine the nature and extent of empowerment promoted by them, particularly from the women's perspectives.

Purpose of the paper and main issues

This paper made an attempt to examine whether third sector's involvement in micro-credit programs through NGOs bring about changes potential for empowering rural women by promoting conditions for women to move from positions of marginalization within gender relations and household decision-making process and exclusion within the community, to one of greater centrality, inclusion and voice.

Most of the research in micro-credit has so far focused on analysing the financial sustainability of programs and the monetary benefits to the borrowers (Furmanand Paxton, 1999; Wright, 1999; Bennett and Cuevas, 1996), refered to as 'first-generation' issues by Goetz and Sen Gupta (1996: 61). Very few 'second-generation' research studies have been carried out to assess the impact of credit on gender relations at the individual, household and community levels (Goetz and Sen Gupta, 1996).

In fact, the literature review suggests that all studies making positive claims (Rahman, 1999; Amin *et a*l., 1998; Kabeer, 1998; Osmani, 1998; Schuler *et a*l., 1997; Hashemi *et a*l., 1996; Pitt and Khandker, 1995) tend to use multi-dimensional indicators of empowerment, largely derived from the lived experiences of the subjects. These indicators include: aspects related to women's autonomy, relative access to household resources, control over decision-making, inter-spouse consultation, mobility, political and legal awareness and involvement in political campaigning and protests.

On the other hand, critics highlighting the limitations of third sector, particularly NGOs, and the transformative capacities of micro-credit conceptualise empowerment using single-dimensional indicators, such as 'accounting knowledge' (Ackerly, 1995), 'managerial control' (Goetz and Sen Gupta, 1996), and 'cash management' (Montgomery *et a*l., 1996).

Here, a multidimensional process of change is reduced to a single aspect of a process or outcome, which ignores other significant and valued changes through which credit to women can translate into positive impacts (Kabeer, 1998). In other words, they provide an incomplete perspective on the process of women's transformation process and empowerment.

In this context, this paper is anchored on the premise that issues of empowerment and transformation need to be examined within the individual subjects' social, cultural and

political context. In other words, it attempts to provide an insight in to how women concerned perceive the transformation and value the change, if any, in their relative position.

Methodology

The study based on first-hand data gathered during field work in two remote and backward districts of Bangldesh where third sector has been playing a vital role in social development and a number of local and national NGOs are involved with microcredit programs with rural women. The most insight in this study is gained through the eyes of the women borrowers who describe and explain, based on their perception of the relative changes in their gender relations at household and community levels. Our analysis of the findings thus aimed at relating their observations along our framework for tracing changes along a **multidemsinal sturucture involving perceptual, material, relational and congnitive aspects of womens understanding of the impact of micro-credit on their lives**.

CHARITIES AND JAPANESE COOPERATIVE COMMUITY SYSTEM: THE PARADOXES OF NEW OPPORTUNITIES

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The Research Problem

This paper argues that the cooperative community system prevalent in Japan, which has informally met most social needs, has paradoxically prevented a charitable sector from emerging. This remains the case despite the recent developments in political and constitutional contexts which have created unmet social needs and provided the sector with new "opportunities" to grow (C's, 1998; Dentsu Institute for Human Studies [DIHS], 1996; Imata, K et al, 1998).

Japanese society is sometimes referred to as 'Japan Inc.' indicating strong relationship between government and private sectors in order to attain specific collective goals. The economic success of Japan is believed to be due to this unique Japanese culture. However, this very way of life has prevented the development of the charitable sector in Japan. The Japanese culture has: 1) created self-regulatory problem-solving systems that eliminated the need for a private charitable organization outside the communities; 2) fostered hierarchical social structures that discourage private charities from participating in policy-making; and 3) invited heavy government involvement in charitable operation that discourages charities from having autonomy. In short, there has been no need for private charities in Japan.

The recent changes in the legal, political and social frameworks, which have overturned some of the above-mentioned structures, have resulted in a new context and a new demand for a charitable sector. However, they do not amount to the fundamental social changes, i.e. unmet social needs ,which paradoxically required a vibrant charitable sector. Japanese charities face particularly important challenges in recruiting volunteers and donations from the public at large, and in maintaining a healthy autonomy. My paper suggests that the current literature on the Japanese charitable sector that focuses on the political and constitutional aspects of charitable activity in Japan miss the important socio-cultural perspective which is necessary to understand the recent changes in Japanese charitable sector and the challenges facing the sector.

Methodology
Literature Review

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STRATEGIES OF CITIZEN PARTICIPATION IN COMMUNITY BASED NONPROFIT ORGANIZATIONS: MULTI-CULTURAL ANALYSIS BETWEEN JAPAN AND THE UNITED STATES

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Problem

Community based nonprofit organizations have played an important role in building communities both in Japan and the United States, because they provide services for citizens that government or business cannot. While the United States has had nonprofit organizations for over two hundred years, Japan has had the U.S.-model nonprofit organizations since the "Law to Promote Specified Non-Profit Activities" was enacted in 1998. My question is how community based nonprofit organizations encourage citizen participation in the two countries that have a different history of nonprofit sector?

Outline

This paper implements cross-cultural analysis based on the two frameworks: neighborhood characteristics and organization's approaches. There are six types of Neighborhood: Integral, Parochial, Diffuse, Stepping-stone, Transitory and Anomic (Warren, Rachelle and Warren, Donald, 1977). I chose "Integral neighborhood" for this study, which is "a cosmopolitan as well as a local center". Individuals are in close contact. They share many concerns. They participate in activities of the larger community." The Integral Neighborhood is the ideal neighborhood type for citizen participation as this type's three characteristics are all pluses. There are also three characteristics of these six types of neighborhood. They are Identity, Interaction and Linkage. Identity means wholeness incorporating diversity. Interaction means the degree of People's cohesiveness. Linkage means whether people link with external neighborhood. I analyzed how organizations strengthen three neighborhood's characteristics to maximize citizen participation.

In community based nonprofit organizations, there are three approaches: self-help, technical assistance and conflict (Christenson, James and Robinson, Jerry (Ed.), 1989). I chose the organizations that adopt self-help approach, based on the premise that people can, will, and should collaborate to solve community problems. While technical assistance approach causes communities' dependence on municipal and national government agencies and discourages broad citizen participation, self-help approach causes communities' independence of them and encourages broad citizen participation. While conflict approach requires citizen participation, it emphasizes not community's sustainability and collaboration with other groups but community's dramatic change and confrontation between opposing sides.

A case study approach will be utilized. This paper will analyze the two nonprofit organizations: one in Japan and one in the United States. The Japan's organization will be a Kobe based organization called Community Support Center Kobe (CS Kobe) and the United States organization will be a Cleveland, Ohio based organization called Tremont West Development Corporation (TWDC). CS Kobe is an intermediary, incubator of small grassroots organization. TWDC is a grassroots community

development corporation, which focuses on community organizing, housing and economic development. I chose two organizations, because after Kobe, Great Hanshin Earthquake in 1995, and Cleveland, inner-city decay since 1970's, have experienced community catastrophes, especially economically, both of them have tried to build stronger communities.

I found that CS Kobe is working together with groups not only within a community but also outside it in the same ways to promote citizen participation as TWDC does. There are three reasons for it. First, CS Kobe has learned how to encourage citizen participation in "Japan-UK Exchange Program on Community Care with Citizens Participation" from 1997 to 2000. Second, CS Kobe span out from a social service agency as TWDC did. CS Kobe has been able to utilize the experiences of the parent organization. Third, many Kobe citizens regarded voluntary organizations as much more favorably after the devastating earthquake in 1995 prompted million volunteers into Kobe to help displaced and injured victims instead of municipal government and businesses.

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Social Capital in Sustainable Asian Development Management: A Theoretical Framework

Jenny Onyx

This paper takes social capital theory as its analytical starting point. However, while social capital is clearly vital for sustainable economic and social development, it is inadequate in itself as an explanatory concept. In particular it is essential to locate the stock of available social capital within the context of other capital resources, and to identify the interaction of social capital with other forms of capital. Secondly, it is important to identify the community structures and processes that facilitate the mobilisation of social capital resources, particularly in terms of civic participation, the role of third sector organisations, and social entrepreneurship.

Social capital is discussed in terms of its key defining characteristics, including trust, participation in social networks, norms for collective action, and the importance of social agency, or proactivity. Social capital can be both cause and effect, so that its use can also generate effects that further increase its future availability. A key distinction that is emerging is that between bridging and bonding social capital. Bonding social capital provides strong social support and sense of identity. Bridging social capital makes links across networks to access information and resources beyond the immediate group, the necessary condition for real development.

Social capital is important precisely because of its impact on other aspects of development. The central concepts of development revolve around the four capitals: economic capital (financial and physical assets), natural capital, human capital and social capital. Traditional approaches to development have heavily emphasised the use of financial capital and the exploitation of natural capital. However, we need to move away from thinking in insular, discipline specific, or institution specific terms, and move instead to more multidimensional thinking. If used correctly, the mobilisation of one form of capital can multiply the effects of another in a positive, or virtuous cycle. Equally, the misuse, or overuse of one can reduce or destroy another.

One of the primary issues in terms of the economy, the community and sustainability, is the problem of "the commons". The commons refer to those resources owned and freely accessed by a large number of people. The resource is held in common for the mutual benefit of all. The commons are seen as a "problem" because, theoretically at least, and often in practice, they are over-used. This is so because it is in the short term economic interest of every person to maximize their own use of the commons, even though the consequence is that ultimately the commons cannot be sustained.

However, the tragedy of the commons is not inevitable. Local management of the commons is appropriate when the commons is local to the community of users, where there are clear networks of communication, high levels of trust, and the capacity for local decision making. Rules for collective maintenance and use of the commons must be

equitable and enforcable. In short, the sustainable use of the commons for the benefit of all, depends on high levels of bonding social capital.

Recent attention is turning to the role of social entrepreneurship. Social entrepreneurs are people who use the techniques of business to achieve positive social change. The entrepreneur is willing to take risks, to think creatively, to recognise an opportunity and organise a collective, co-ordinated response to that opportunity. Social entrepreneurs, operating within a local community context, are able to mobilize the community to take the initiative in solving community problems, including the formation of "community businesses". They seldom act as isolated individuals, but develop a form of collective, or dispersed leadership. Once again, the key is in the mobilisation of social capital.

All forms of local and sustainable development involve the generation and mobilisation of social capital through grass roots, third sector organisations. These may combine aspects of for-profit (as in community businesses) and government funding. They are characteristically distinguished from either the market or the state by their concern for the local management of local resources for the public benefit. They work best with transparent and inclusive forms of decision making and participatory action.

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No scholarship is required.

The submitted abstract relates to a draft theoretical introduction for the proposed book edited by Dr Samiul Hasan, *Social Capital in Asian Sustainable Development Management*

Role of Women's Organisations in Revitalising Communities: Case of Gujarat Disaster

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Research Problem

To study the role of two women's organizations in rehabilitation of rural communities in Kutchch district affected by the earthquake, particularly focusing on their livelihoods.

Background

In the wake of the disaster caused by the great earthquake on 26th January 2001, a number of non-governmental organizations have been actively involved in the relief and rehabilitation work in different parts of Kutchch district. Women's organistions such as Self Employed Women's Association (SEWA) and the Kutchch Mahila Vikas Sangathan (KMVS) are also engaged in relief and rehabilitation. These two NGOs are well established in Gujarat and have been involved in the upliftment of poor women in both urban and rural areas. SEWA (started 1974) is well known for its identity as a trade union and in organizing women working in the informal sector for providing credit facilities among several other activities, spread in different parts of Gujarat. KMVS (started 1989) works with rural women in Kutchch region of Gujarat. As women's organizations, both concentrate on rehabilitating women and children.

Kutchch being a drought prone area has witnessed a steady erosion of natural resources. Dependency on land and traditional embroidery are the major sources of income for the poor rural women in this area. Women's organizations like SEWA and KMVS have been facilitating the women artisans to promote and market their products. The Kutchch society imposes strict social sanctions on women in terms of mobility. However economic necessity has created some space for women that allow for negotiation on these social norms and gender relations. Subsequently, along with the space comes the responsibility and burden of household survival. After the disaster women have been overburdened on multiple fronts. Loss of livelihood has been aggravated with destruction of houses, work-sheds and looms, death of spouses, children and other kin members, and of livestock. Further, the market for traditional embroidery and handicrafts has declined and women seem to be increasingly dependent on relief by external agencies to meet their household needs.

Objectives of the study are as follows

1) the approaches and strategies of the NGOs in reviving the livelihood needs of poor rural women in relief and rehabilitation programmes.
2) the institutional and economic interventions made by the NGOs in ensuring that the women of rural poor communities are able to sustain their livelihood activities.

Methodology

Field study in Bhuj rural areas of Kutchch district, that was severely affected by the earthquake, has been conducted for the study. Participatory approaches have been used for the study at the community level. SEWA and KMVS have been analysed, based on the interviews with their key functionaries to understand the style of functioning and management in disaster situations.

The Effects of Government Subsidies on Self-financing of NPOs in Korea

Kyungrae, Park[6]

Does government subsidies displace philanthropy, or encourage it? The empirical studies in the U.S. on the relationship between government subsidies and private donations to non-profit organizations (NPOs) show that there is far from a consensus on whether the government subsidies have crowding-out effects that reduce private donations to NPOs, or crowding-in effects. In Korea context, few students have undertaken such researches because there is not aggregate data on government subsidies and private donations. There are many arguments that government subsidies are harmful to independence of nonprofit organizations. But these arguments lack of empirical evidences.

This study gives an empirical proof on the effects of government subsidies on self-financing of nonprofit organizations, especially Civil Society Organization and quasi-autonomous NGOs (QUANGOs) in South Korea. This study touches both sides; quantitative and qualitative. Quantitatively it is measured how much the government subsidies *crowd out* or *crowd in* the self-financing through regression analyses. Qualitatively it is examined how the government subsidies affect the attitudes of managers and customers in NPOs.

Samples are selected from civil organizations, and QUANGOs. Civil organizations are sampled within the restriction that each organization is established prior to 1995 and its annual budget more than 100 million won. Finally 19 civil organizations and 5 QUANGOs are sampled from population. The period of dataset is from 1993 through 2000, because military regime lost his power in 1993. For qualitative analysis questionnaire method is employed. About 200 copies of questionnaires are distributed to managers and customers in NPOs.

Methodologically this study has some differences from the past ones. First, this study emphasizes qualitative analysis. It means that the intermediate path of effect, especially leverage effect and signal effect, is handled in detail. Second, the range of effects includes overall revenues of each organization; revenue from fees and profits as well as donations. That is because the amount of private donations remains low level compared to the U.S.

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An Analysis on the Determinants of Volunteer Labor
An Empirical Study on Volunteering Behavior in Korea

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This study is to find the main determinants of charitable contribution of time, volunteering labor supply behavior in Korea. A recent survey shows that the ratio of Korean people who make charitable contribution of time is still low by American standards. Even though, in Korean society, a growing number of people have become to understand of meaning of volunteering works for enriching their lives and building civil society. Despite of the growing importance on volunteering, study on volunteer labor supply has been rare. But, knowledge of the determinants of volunteer work will allow us to better understand why and in which areas people are making charitable contribution of time, and how the government's policy could affect volunteering work of Korean people. This study is, using the first nation-wide survey on volunteer work, to (1) estimate the size of volunteer labor supply, (2) look into in what area Korea people are now providing volunteer work, (3) examine what factors are affecting whether Korean people are participating in volunteer works, (4) find what factors are affecting hours of volunteer labor supply among those who are participating in volunteer works. For theoretical framework, there are three models, depending on motives, explaining charitable contributions of time: public good model, private consumption model, and private investment model. This study is to use private consumption model, assuming that people get satisfaction from their own contributions of time for charitable purposes. Despite of controversial issues whether the private consumption model is appropriate for explaining the volunteering labor supply behavior of Korean people, this study is to find the determinants of volunteering labor supply behavior, depending on the private consumption model. It is partly because the data do not have enough variables for testing which model is appropriate and partly because the main purpose of this study is to make fact findings and to find major determinants of participation of volunteering works and determinants of hours of volunteering works if participating. Without testing which one among three models, it is very possible to find determinants of volunteering labor supply. For empirical works, this study is to use the survey of 'volunteering works of 1,533 individuals over 20 years old' which was conducted on a nation wide in 1999 by the "Volunteer 21", a Korean NGO with "Gallup Korea," a professional survey firm.
 For the purposes of this study, in addition to the descriptive statistics featuring the survey results and estimation of volunteer works for the whole population, an economic model is to be formulated by using the private consumption model. In empirical part, we use "Tobit model," for finding determinants of participation of Korean people in volunteer works, and use "Heckman's two-step method" for finding determinants of hours of volunteer labor supply among participants.

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THE ROLE OF PRINT MEDIA IN GENERATING A VOLUNTEER CONSCIOUSNESS

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Media plays an important role in shaping local consciousness concerning specific issues and problems. Media studies have identified the need for local media to focus coverage on local issues having sufficient symbolic capital to unite the fragmented audiences which characterize contemporary society. In doing so, it has been asserted that those media, in a sense, produce local identity and contribute to the development of a local consciousness. This paper explores the role of the local media in the form of a prefectural-level newspaper, in shaping a volunteer consciousness in a rural Japanese city over the period from 1993 to 2001.

Using 200 articles selected from a prefectural-level newspaper on the basis of inclusion of a keyword (volunteer, hoshi, NPO) in the headline or article, the research first identifies associated terminology (volunteer and social welfare, volunteer and education, volunteer and . . .), article type (activity report, educational activity, editorial, . . .), and activity description (who, what, for whom). Using Likert-based responses, readers assessed the informational value, comprehensibility level, and affective influence level for each article.

The research also assesses both approaches to using local media by volunteer sector leadership and their satisfaction with newspaper coverage of volunteerism as well as considerations used in making decisions on the side of newspaper editors and reporters in reporting on volunteerism.

The site of the study is Hirosaki City (pop. 180,000), located at the northern end of Honshu Island in Aomori Prefecture (pop. 1.5 million).

CONNECTING GLOBAL AND LOCAL ACTIVISM: INTERNATIONAL POLITICS, NGOS AND THE ENVIRONMENTAL MOVEMENT IN JAPAN

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Environmental movements in Japan face many political and cultural barriers to organization and were relatively quiet from the mid 1970s to the late 1980s. Since the early 1990s, however, Japan has experienced a wave of citizen-led environmental activism. To understand how environmental activists have recently overcome some of the domestic barriers to organization, this paper looks at the role of international institutions in legitimizing and supporting environmental movements at the national level. Building on the new literature on transnational advocacy networks and transnational social movements and using the cases of citizen protest campaigns against the Nagara River Estuary Dam and the Isahaya Bay Land Reclamation Project, we show how international organizations and international standards were effectively used by activists to build national networks, gain media attention, establish legitimacy in the eyes of the public, and call into question state practices that had long excluded citizens from the policy-making process.

QUANTITATIVE METHOD FOR EVALUATION OF GRASSROOT CO-OPERATIVES FOR THEIR VIABILITY

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Co-operatives are used as one of the main institutions of change in most of the developing countries and more so in India. The village level co-operatives have taken deep roots in Indian economy and are acting as change units for over more than a century in this country. There is no other decentralized organization, which is catering to the credit needs of the farmers, in India, as the primary level agricultural credit societies. Unfortunately, most of these co-operative societies have become weak and defunct due to hosts of reasons. It is the wish of the government and the people that the co-operatives should be rejuvenated. The resurrection attempt however, calls for concerted efforts on the part of all concerned. But the primary need would be one of identifying the factors, which are affecting the working of the society. This problem needs to be studied only at the micro-level, as each society is unique in its own way. For example, some societies are affected, as there are no leaders, some due to excessive politicization and bureaucratization and some due to absence of member participation. Once the factors are identified remedy becomes easier as one can operate on the weak variables of a particular society.

The purpose of this paper is to design a methodology to evaluate the affecting factors of a weak co-operative society, which is operating at the grassroot level. Number of studies, individual collective do exist which have investigated into the causes which have been responsible for making a co-operative society weak. In our own country, number of committees /commissions have also examined this problem at the behest of government and have identified the variables responsible for rendering a co-operative society non-viable. But no attempt has been made to measure these variables in quantitative terms. Also presently available subject on the matter deals with variables in isolation and simultaneous handling of variables is not attempted. The present methodology, discussed in the paper helps to handle any number of explanatory variables to explain the non-viability of a society. The methodology employed is a constrained maximization technique using Lagrangian principle. For the sake of simplicity only three independent variables, namely, Member centrality, Professional management, and Human resource development are used as key explanatory variables to maximize the output (viability) of a co-operative society. Also three constraints, namely the magnitude of government intervention, Bureaucratic intervention and Corruption are envisaged as the constraints. All the variables are measured on a scale of 0 to 10. It is purported in the paper that there is absolute need to measure the viability of a society at the mirolevel, and not in their aggregate as it is being done now by various studies and the present methodology suits such an objective.

The present methodology is expected have universal applicability. It can be used to any type of co-operative society, to measure its viability. Quantitative analysis of this nature, is sure to help the existing literature in the area of co-operatives and rural development for identification of weakness of grassroot co-operatives. The remedial measures may then follow.

Development of The Fourth World : Role of The State and Third Sector

Dr. Biswajit Sen

In India more than 67.76 million tribals are mainly confined in 25 States and Union Territories. In the five north-eastern States they are in majority, while in other States and Union Territories though they are in minority they are substantial in number (about 50 million). In eight States several districts and blocks (administrative units) have been declared as Scheduled Area keeping in view their concentration (more than 65 per cent). Some isolated tribal communities (75) are enjoying the status of Primitive Tribal Groups due to the reason that they have primitive economy, religion, language and are living in geographical isolation. In the paper the tribal population have been referred as the people of the Fourth World, being part of the indigenous population confined in identifiable geographical territories of India (Third World country). There are several backward and under-privileged communities whose economic and social conditions are similar to the tribals but they are not confined to any particular territory.

 The tribals (Fourth World population) are at various stages of development but more than 50 percent population is below the poverty line (BPL). In some blocks/clusters 80 percent of them are below the poverty line level. Their literacy status is nearly half (29.6 percent) of the National average and in some blocks/clusters the percentage of female literacy is less than five (5) percent. Accordingly, without hesitation it can safely be concluded that the State (both central and state governments) failed to implement its policies (protection and promotion of interests of the tribals) and strategies (concentrated family oriented development) in the right perspective. The analysis of data/information available in different studies, documents and press reports indicate: (I) shortage of staff, (ii) de-motivation of officials working at the field level; (iii) rigidity of rules and regulations; (iv) political interference; (v) non-accountability; and (vi) non-involvement of the community were primarily responsible for keeping the Fourth World population less developed, deprived, disadvantaged and exploited.

The Third Sector (NGO) intervention in tackling some of the weaknesses in the State sector has proved to be successful in many areas and the State (both central and state governments) have started depending on the Third Sector in some selected fields (health, education, income generation, cooperation and motivation programs) for the development of the tribals. The Third Sector, over a period of time is facing some problems (political interference, bureaucratic intervention, uncertainty of release of grants, etc.) and started compromising with their ideology and philosophy.

The paper examines the factors responsible for failure of the State (government) to develop the Fourth World (tribals). The observations made have been duly supported with relevant data/facts collected from different sources and extensive field work (1998-2000) undertaken by the author in two tribal blocks of Orissa state, surrounded by tribal areas of the neighbouring states. The Third Sector is equipped with skill and motivated staff, but may not be allowed to effectively solve the problem; by a section of the local community (both tribal and non-tribal traders and middlemen), political leaders (affiliated to both ruling and opposition parties) and a section of officials (ambitious) who would like to project a section of the population or an area backward to attract National or International funding so that a portion of it can be siphoned out for personal or political gains. The dimensions of the conflict and mistrust between the State and the Third Sector will be discussed keeping in view the fact that the dependence of the State on the Third Sector has been primarily to avoid responsibility and accountability, rather than trusteeship and compatibility.

>*Empowering Community Organisations in Afforestation Programmes*

A Case Study

P R Siyag

This paper relates field experience—in NW Indian district of Bundi—of working with local communities under the framework of co-management in execution of afforestation works. The basic philosophy was to ensure greater involvement of the grassroots institutions—and the people in general—in planning and execution of forestry works so that the assets created could be sustainable in the long run.

Problem

Past experience over the years suggested that forestry plantations once created were forgotten for lack of aftercare and protection. The communities for whose benefit these assets were created were often blissfully unaware of the works and the philosophy behind these. They were not consulted for site selection, nor was the need for such works expressed by them in the first place. They probably thought it was some governmental necessity having nothing much to do with them. As a result, when the department withdrew—with ceasing of flow of funds—the villagers started grazing in the areas and the plantations were soon destroyed.

Purpose

The only effective means of ensuring ownership of the works appeared to be involvement of the beneficiary communities in planning and implementation of these works. With a view to this possibility, it was decided that heretofore all plantation works in the district should be executed through the agency of the *Village Forest Protection & Management Committees* (VFPMCs). The experiment would bring out whether local communities can organise themselves and act to successfully reverse degradation of forests.

The issues that had to be addressed under the new framework of co-management were: promoting community-based institutions/organisations, management of change in its various aspects such as attitudinal change of the forest department's employees, power-sharing, joint work ethos, and technology transfer and capacity building.

Procedure / Methodology

The experimental phase of the new working arrangements envisaged a partnership of the forest department and the local communities, with clear delineation of roles and responsibilities. Institutional arrangements made were such that while formulation of the project and technical supervision would be a responsibility of the departmental personnel, the VFPMC would primarily handle planning and decision making tasks such as site selection and choice of species, and also the nitty-gritty of actual execution of the works such as requisitioning of workers, recording their attendance and disbursing their wages.

Results

The experience gained has proved that co-management is a superior approach in respect of both the sustainability and the quality of works carried out. The villagers have been greatly enthused over the new method of working. They feel they didn't know earlier that all this was their right—to know what is going on in their village where workers were engaged by the department for raising plantations, and to be consulted while deciding a work programme in their own village. They feel what should have happened long ago has happened now after all. The phenomenon of VFPMCs has caught on like a contagion. More and more villagers are forming VFPMCs. There's a flood of proposals for new plantations to be raised.

Involvement of people has triggered greater interest among communities for protection and management of their forests. This has improved the prospects of sustainability of developmental programmes and assets

created thereunder. It has improved knowledge and capability of communities in self-organising and self-help. The role of forest department personnel has now been elevated to that of facilitators, guides and supervisors. The capacity of a forester to execute works, for example, has increased manifold.

P R SIYAG is currently working as Director of Forestry Training Institute at Jaipur, India. This job responsibility includes design of suitable curricula in the fields of forestry, nature conservation & natural resource management, environment, and sustainable development, aimed at in-service government officials, NGOs and public representatives, and conducting the training programmes at the Institute.

Prior to this, Mr Siyag served as Deputy Conservator of Forests in various districtics of the state of Rajasthan. In this position he was responsible for forest protection, design and implementation of afforestation programs, raising public awareness and enlisting support and participation of communities in environmental programmes. His job responsibilities also included on-site research and documentation of the various economic and technical details of afforestation works to build up standard technology and management packages. His book titled "The Afforestation Manual: Technology & Management" has been higly acclaimed in the professional circles, both in India and internationally.

Mr. Siyag received his graduate degree in Civil Engineering from the JNV University, Jodhpur, India, and his master's degree in Computer Science & Engineering from the Indian Institute of Technology, Bombay, India. He also holds a postgraduate diploma in forestry and allied subjects from the Indira Gandhi National Forest Academy, Dehra Dun, India. He is a fellow of the international network Leadership for Environment & Development (LEAD International, Inc), London.

SOCIAL CAPITAL IN THE DELIVERY OF RURAL ENERGY
CASE OF ELECTRIC COOPERATIVES AND RURAL ELECTRIFICATION IN INDIA

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Introduction:

In the recent times it is argued that the success or failure of different programmes and service delivery depends on the tradition, status and features of social organisation such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit. Against this background, this empirical study of a an Electric Cooperative in rural Karnataka, India argues that the local communities, through participation, social trust and mutual benefit can do much in the smooth implementation of rural electrification program. The electric cooperative selected for the study has been playing a crucial role in providing positive outcomes of 'reaching out' and 'scaling-up' the rural people through 'bridging' and 'linkages.' These aspects of social capital and their role in rural electrification are discussed in this paper.

The objectives of the paper:

This paper looks at the social capital aspects of an electric cooperative and the role it has been playing in the delivery of rural energy. It endeavours to understand interconnections between the state and social capital as represented by the cooperative with reference to service delivery in rural energy sector. The specific objectives of the paper are:

1. To examine the mechanisms of civic engagements and social connectedness and their impact on issues of sustainable rural development; and to assess the status of rural electrification program in Karnataka.
2. To analyze the sample electric cooperative as a relational (sociological) rather than psychological (individual) Or Political (institutional/ national) variable and to study the structure of networks and social relations surrounding the electric cooperative.
3. To understand the behavioral dispositions of the members of the cooperative such as trust, reciprocity, honesty.
4. To measure the Institutional quality of the cooperative like 'rule of law', 'contract enforceability'
5. To assess the outcomes of the cooperative like 'bridging' the community and linkages it has established.

Methodology:

The study is based on secondary as well as primary data. Issues like the existing mechanisms of civic engagements and social connectedness, and status of rural electrification program in Karnataka are analysed on the basis of available secondary data. The study, however, relies mainly on the primary data collected, through field study, on the sample electric cooperative and the community served by it. Discussions with the members, employees, and the administrators of the cooperative have been the important inputs to the analysis of different dimensions social capital.

The Hope:

It is hoped that this study would be able to identify the crucial components of social capital necessary for sustainable development and use of the rural energy sector in India. The experiences of the community served by the electric cooperative studied indicate that active civic participation helps in successful development of the rural energy sector. These experiences, in fact, run counter to the conventional wisdom that the state alone can provide rural electrification.

Taiwanese universities for the case study, and financial data from 60 US universities for the statistical analysis.

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Which Counts? Relationships or Ideas?
A Study of University Fundraising Strategy

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Preface

Getting into WTO creates a major impact for Taiwan society. The higher education sector feels even harsher impact before the official entrance date, because universities and colleges from Britain, Australia, and the Netherlands are recruiting Taiwanese students eagerly. Not only the private, but also the national universities in Taiwan feel the coming intensive competition. Recently, the Government released the regulations for universities, a lot of technical schools applied for the elevation of the universities status. After that, the new universities can issue the bachelor diploma, which is traditionally thought as the necessary stepping-stone for the young people. Nowadays, universities are racing for good students in Taiwan; however, the race is not very fierce yet. Soon the game will be totally changed, they will chase for only the eligible students left to fill the enormous empty space they created during the past 2 decades, since the foreign universities are joining the race.

Fundraising becomes a necessary activity for every university in Taiwan, no matter what the base is, public or private, since the Government changed its policy on supporting the higher educational institutions. The university has to find other supports to meet its ends. In this research, we would like to build a theoretical model on college fundraising behavior, based on the idea of non-profit organization management, cause-related marketing, and relationship marketing. We will use case study method on the domestic universities for the fundraising activities are still not very popular in the island, besides the financial data are very limited circulated. In addition, we will also collect foreign university campaign information (mostly the US data), for they have a long history of fundraising, and a lot of the best schools are on a private base. We would like to use these data to verify our theoretical model. Such that to promote a new fundraising strategy for the universities. Hopefully, this research result will also share some ideas for the other NPOs.

Research Problems and Methodology

Our research focuses on building an analytic strategic framework for university fundraising. Using the idea of categorizing the fundraising activities according to its campaign appeals, be it the relationships or ideas, then trying to determine the different results among the different strategies, finally, verifying the theoretic model with secondary data, would be our way of presenting the paper. The research methods include 3 case studies and a statistical analysis. There will be two private and one public

The Role of Nonprofit Advocacy in Social Security Policy in American Welfare State:
Historical Transition of Senior Rights Movement from Civil War to the Present

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The American senior rights movement to enact Social Security Act can be said to have occurred roughly between the early 1920s and the late 1930s.Several organized voluntary associations began campaigning on behalf of old-age pensions during this period. When Social Security was enacted in 1935, the United States seemed to be heading toward western welfare states like England and Sweden.

However, even before that, the US already had formed paternal pension program with involvement of numerous voluntary sectors following the Civil War in the 19[th.] In the early 20th century, women's movements made possible the enactment such as Mother Pension, which were programs for exclusively for women, although men could not receive any benefit from the government. While women were successful in organizing groups across class status and mobilizing them to lobby for the formation of women programs, labor unions, representing male workers, were not successful in such undertakings. Not only senior advocacy groups but also these pension advocacy groups played important roles to develop the formation of American Welfare State.

In 1960s, inspired by Civil Rights Movements achievements, additional rights movements like feminism movement, environment movement and senior movement exploded with the emerging advocacy groups as "Advocacy Explosion". Elderly people formed advocacy groups, so-called 'Gray Lobby', which became prominent in the American Welfare State since then. Such senior advocacy groups made coalitions with labor unions to pass health insurance bills for the elderly such as Medicare and Medicaid under the Social Security Act. Due to Social Security, the poverty of the elderly was dramatically reduced in the US.

However, Social Security is a controversial issue as an increased burden of government spending in 21st century, when baby-boomers will retire. The proportion of government spending for the elderly is now greater than that for children. Social Security spending is currently the largest single entitlement program and is expected to reach crisis projections without significant reform. Advocates of budget tightening insist that government should cut the Social Security benefit for the elderly, and feel that senior advocacy groups like AARP make such reform difficult. However, even current Social Security is not enough to cover all the expenses of the elderly individually. They have to find alternative ways (e.g. employment, bonds, stocks and savings) to maintain stable life.

This paper is going to discuss the involvement of the voluntary sectors among with other sectors, over Social Security by reviewing the historical transition, which is helpful to the understanding of the role of nonprofit advocacy in public policy. The purpose of this paper is to learn history, leading to a better solution of Social Security policy with the implementation of nonprofit advocacy groups. Social Security dispute is significant not only for senior advocacy groups, but for all groups depends upon federal limited budget distributions in an aging society. This budgetary problem in an aging society is also for any other countries.

PARTNERSHIP IN COMMUNITY SERVICE: A CASE STUDY

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The community service facilities in China are being managed by the government. The aim of this paper is to seek an improved way for the community service facilities through the case study of the Luoshan Civil Community (LCC), Pudong, Shanghai.

To upgrade the efficiency and effectiveness of public services in China, it's necessary to cultivate a quasi-market mechanism including: public covenant, selection of public service projects and reasonable fee collection, supervision and evaluation by the government.

The author thinks that there is a need to distinguish between the public service sector and a market industry, and that the new model of LCC: trust by government, operation by NGOs, and participation by residents is valuable in practice.

The method adopted in this paper is case study and the theory it is based on is Elinor Ostrom's analysis theory of the public choice and public service supply (Elinor Ostrom: Public Goods and Public Choice)

THE FORMATION OF THE NEWLY EMERGING NON-PROFIT SECTOR IN CHINA: OPPORTUNITIES AND CHALLENGES

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This paper outlines the formation process of China's newly emerging non-profit sector, and analyzes the opportunities and challenges it faces.

Since the 1980s, along with the economic reform and opening up to the outside world in China, about 1 million social associations and institutions have been organized. Although almost all of them are still directly or indirectly governed by government agencies due to the regulatory framework in China, an increasing number of organizations, to different extents, have gradually transformed into a new type of organization that are non-profit and non-government. Based upon this change, China's non-profit sector has gradually formed. Some important incidents in China have indicated that in recent years.

To grow in the unique context of China, the infant non-profit sector has to resist four major threats: political pursuit; illegal behavior; corruption; and small-scale peasant consciousness. Each of those four could deal a deadly blow to the newly emerging non-profit sector if not checked. Some positive measures are in great demand if the non-profit sector is going to become strong and enable social organizations to become real non-profit and non-government, and accordingly to strengthen their capacity building; to establish some infrastructure for the non-profit sector, and various kinds of NPO support organizations to undertake such tasks as grantmaking, information dissemination, coordination, consultation, evaluation, etc; to set up a funding mechanism with a plural resources including government, corporates, the public, individuals, and international donors; and to promote the establishment of an enabling environment and the role of law in treating the non-profit sector in China.

A comprehensive survey and analyzing method is used in this paper. Besides personal involvement in the concerned events, interviews, case studies, and literature reviews are also used by the author.

CAN OLYMPICS SPEED THE DEVELOPMENT OF CIVIL SOCIETY IN CHINA? A CASE STUDY OF UNOFFICIAL SOCIAL ORGANIZATIONS IN BEIJING'S GREEN OLYMPIC BID

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In China, besides the social organizations (shehui tuanti, a kind of popular organization) registered in the Ministry of Civil Affairs or its local departments, there actually exists another kind of social organization, which doesn't possess the legal status of "social organization" while conducting activities in the name of social organization openly. This paper terms them unofficial social organizations (USOs). USOs usually exist in the patterns of commercial registered organizations, branch organizations, internal organizations, and informal organizations, and they are most analogous to Western-style NGOs.

The relationship between China's government and USOs is loose and unequal, because the government is still at the dominant and leading position of the China's social structure, and also because USOs are small and not incorporated legally. In addition, USOs seldom address contentious issues. Thus, the governmental attitude towards USOs is "keeping one eye open, another closed". The governmental policy towards them can be put as "Three Not" policy, that is, "not encouraging, not interfering, not banning", but the prerequisite is that the government doesn't feel USOs dangerous to its interests.

However, during the Beijing's Green Olympics Bid (BGOB) campaign, something really new happened. The government signed "the Green Olympics Action Plan" together with 24 social organizations, including two USOs. The leaders of USOs were appointed as advisors of Beijing Olympic Bid Committee. And USOs were also co-opted into "Coordinating Committee", a special committee of public participation in environmental protection. Then it raises the questions: did China's government change its policy towards USOs? will this speed up Chinese civil society? Mainly based on two USOs, FON and GVB, this paper tries to explore the answer by analyzing "*why the government co-opted USOs?*" and "*what USOs can get*?"

USOs in environmental area are usually issue-orientated associations, and the problems USOs aim at are just what the government concerns. Co-opting USOs into the green Olympic bid campaign can help the government win the bid. However, what attracts the government more is the symbolic function of USOs. Labeled as China's NGOs, USOs represent the public rather than the government, and embody the civic participation and co-governance rather than government monopoly. With the influence of globalization, and the global associational revolution, USOs` symbolic value can improve the international legitimacy of the BGOB campaign.

For USOs, joining the GOB campaign and working with the governmental officials fact to face, created a great chance to make their voice heard, win the government recognition,

enlarge their activity space, be licensed to work with the grassroots governmental organizations, and help them accumulate their social capital.

In order to meet its own needs, the government sometimes can work together with USOs in some degree, even in the name of partnership occasionally. However, what the government pursuits are always the agenda and value designed by itself. In fact, co-opting USOs into GOB is only one temporary strategy for winning the bid. The political and social context for USOs does not change basically.

However, as discussed above, USOs gained a lot from joining this campaign, and working together with the government can help correct some long existing misunderstanding about civic organizations, such as "non-government" is "anti-government", etc. In additional, the formation of coordinating committee advanced public participation to rational, institutional form. With Beijing winning this bid, all these positive factors will keep and continue function, which will improve the development of civil society in China.