

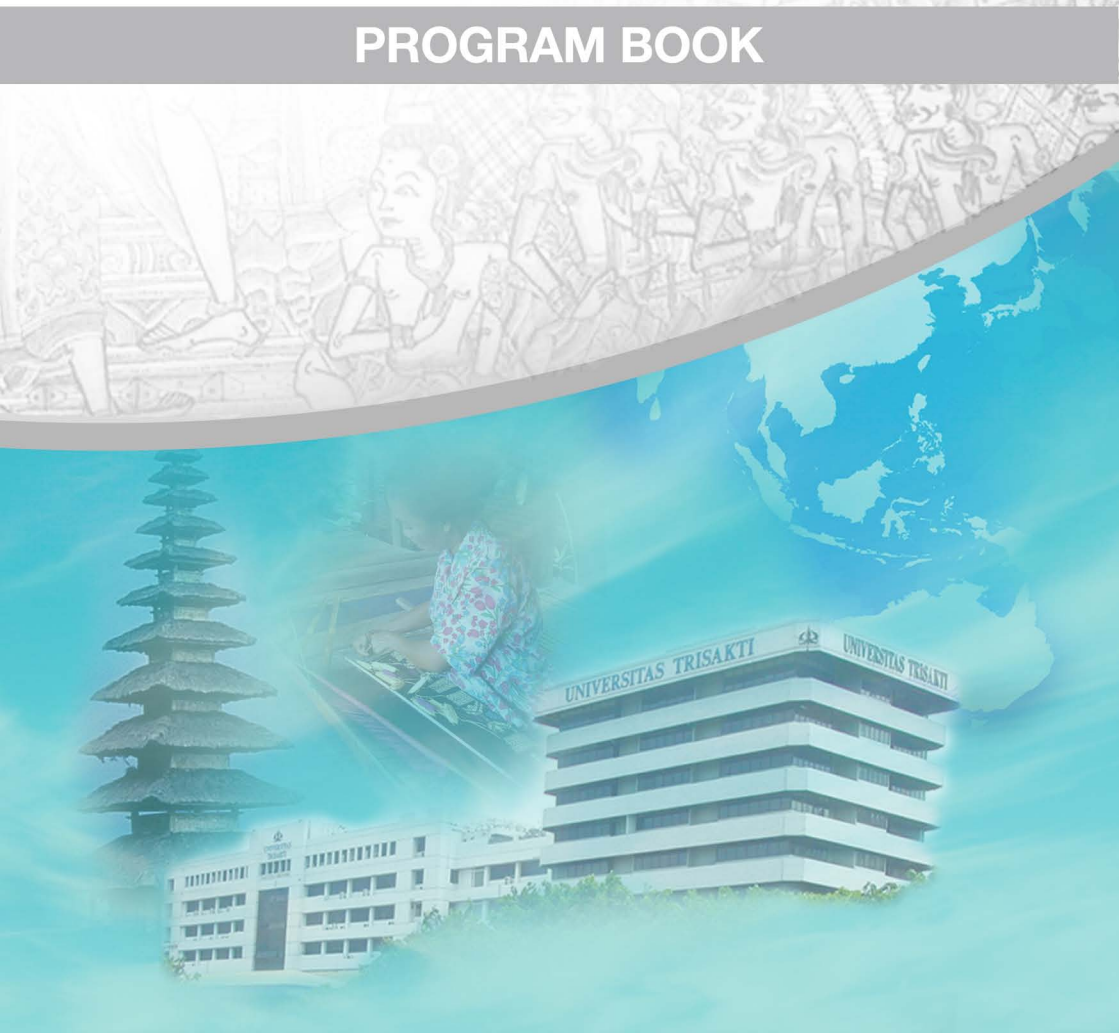


THE 7TH ISTR
(INTERNATIONAL SOCIETY FOR THIRD-SECTOR RESEARCH)
ASIA PACIFIC REGIONAL CONFERENCE

Business Social Responsibility and the Third Sector

24 – 26 November 2011 Sanur Paradise Plaza Hotel , Bali – Indonesia

PROGRAM BOOK



THE 7TH ISTR
(INTERNATIONAL SOCIETY FOR THIRD-SECTOR RESEARCH)
ASIA PACIFIC REGIONAL CONFERENCE

Business Social Responsibility and the Third Sector



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Welcome Remarks

Thoby Mutis

The Rector of Trisakti University, Indonesia

Chair of Host Committee

We would like to welcome distinguished participants to Indonesia, particularly Bali in the 7th ISTR (International Society for Third Sector Research) Asia Pacific Regional Conference 2011 on 24-26 November 2011.

We are aware of the strategic roles of Third Sector Organizations, which historically have existed in Indonesia to address social issues that were overlooked by the government and, in many cases, ignored by the private sector.

Now that global market demands companies to be more responsible for their actions, it is inevitable that companies be accountable for its externalities.

The need is not merely to share benefit through companies' businesses, but more importantly to build mutual benefit and trust. This is due to the fact that companies, community, civil society as well as the third sector are of equal position that makes the need for collaboration inexorable.

It is important to create values for the community, as such the focus of business must shift from profit creation into value creation. Companies ought to emphasize social responsibility in their business operations.

In this important conference we expect mutual sharing and learning from the researches related to, among other things: socially responsible business, social enterprisess, governance, and philanthropy.

We would like to thank the Academic Committee members of the ISTR and the team of the CECT (Center for Entrepreneurship, Change, and Third Sector) at Trisakti University, and our sponsors that make this conference possible.

I hope this conference will create values and mutual benefit among the members in Third Sector Organizations, private sectors, academics as well as civil society.

Welcome Remarks

Maria R. Nindita Radyati

*The Director of CECT, Trisakti University, Indonesia
Secretary General of Host Committee*

I would like to welcome all the participants of the 7th ISTR Asia Pacific Regional Conference 2011 to Indonesia. This is an invaluable event for us, since this is the first Third Sector Conference held in Indonesia. Third Sector Organisations (TSOs) have significant roles in our history.

The existence of TSOs in Indonesia is induced by the motivation of civil society to address social issues which are overlooked by the government or ignored by the private sector. TSOs fill in this gap in the area of advocacy, economic development, education support, cooperative movement, etc.

There are several types of TSOs in Indonesia, i.e. Foundation (*Yayasan*), Association (*Perkumpulan*), Trade Union (*Serikat Pekerja*), Mass Organisation (*Organisasi Massa*), and Cooperative (*Koperasi*). Hitherto the contributions of those organisations in taking care of sustainability issues (social, economy, and environment) have been significant.

These days, much works have been done by TSOs in collaborations with the private sector through corporate social responsibility programs to attend to triple bottom line aspects. TSOs have social capital that is not possessed by the private sector, while private sector has financial capital which is needed to make the program possible. Hence, both sectors need each other and mutual benefit is created.

However, many of the projects are not sustainable. This means after the budget of a program is used up, the program discontinues. It is therefore, imperative to create a program with lots of stakeholder engagement and enables them to become self sustained.

One alternative is to create a social enterprise that involves community and facilitated by the TSOs with the support from the private sector. Social enterprise is a business entity which main reason for existence is to tackle social problems and turning it into business. An ideal form of social enterprise is a business entity which is also owned by the community, thus encourage local ownership.

On that account, we expect from this conference all participants can gain mutual learning inter alia about the roles of TSOs, business for social responsibility, and how collaborations of three sectors can be encouraged and materialised.

We would like to thank the Academic Board of ISTR, Rector of Trisakti University and the sponsors for their invaluable contributions that make this very important conference possible to be done. We do hope that all participants enjoy the conference as well as the beauty of Bali.

Host Committee

Chair

Thoby Mutis, Trisakti University

Secretary General

Maria R. Nindita Radyati, Center for Entrepreneurship, Change, and Third Sector (CECT), Trisakti University

Members:

- Bambang Shergi, Faculty of Social and Political Sciences, University of Indonesia
- Christopher Chan, PT. Gajah Tunggal Tbk
- Rahimah Abdulrahim, The Habibie Center
- Noke Kiroyan, Indonesia Business Links
- Rikard Bagun, Kompas Daily Newspaper
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Juree Vichit Vadakan (National Institute of Development Administration,
Thailand)

Naoto Yamauchi (Osaka University, Japan; ISTR Board Member)

Daily Program

(tentative as of 16 November 2011)

24 Nov 2011 - Day 1			
Special Presentation 'GETTING PUBLISHED IN SCIENTIFIC JOURNALS' by Bernard Enjolras, Editor, Voluntas <i>Negara Room</i>			
BREAK OUT SESSIONS I			
	Session A <i>Negara Room</i>	Session B <i>Legian Room</i>	
	Session C <i>Kinramani Room</i>		
13:00 – 14:00	<p>ACCOUNTING, AND GOVERNANCE IN NONPROFIT ORGANISATIONS</p> <p>Chair: Bronwen Dalton</p> <p>Yuko Uehara Accounting Standard for Specified Nonprofit Corporation in Japan: Challenges for Accounting Standard by Private Initiative</p> <p>Muhammad Zafar Iqbal Jadoon, Nasira Jabeeri, and Saba Yaseen Governance and Management of Non-profit Organizations in Pakistan</p> <p>Maria R. Nindita Radyati Governance Practices in Credit Unions and Women Mutual-Liability Cooperative in Indonesia: Context, Challenges and Lesson Learned</p>	<p>VOLUNTEERING: CHARACTERISTICS AND MEASUREMENT</p> <p>Chair: Jer San Hu</p> <p>Ming-Rea Kao and Hui-Zhi Sheu The Myth of Student Volunteers: A Comparative Study of Service Learning Programs in Taiwan higher Education</p> <p>Toshihiro Sawayama Considerations on the Characteristics of the Japan Overseas Cooperation Volunteers and Its System Development: Based on Data from the 1990s</p> <p>Carolyn J. Cordery, Sarah Proctor-Thomson, and Karen A. Smith Net Benefits: Expanding Measurement of Volunteer Programs</p>	<p>CSOs, AND SOCIAL DEVELOPMENT</p> <p>Chair: Jenny Onyx</p> <p>Takayoshi A menomori Balancing Outreach to the Poorest and Financial Viability: From a Study of a Microfinance Organization in the Philippines</p> <p>Shih-Jung Hsu and Li-Min Liao Taiwan Rural Front and the Land Justice Movement in Taiwan</p> <p>Suci Mayang Sari Limits to CSR: A Comparative Study of 4 Major Oil and Mining Companies which Operate in Indonesia</p> <p>Fumino Iizuka and Sachiniko Harashina Effects of Monitoring Activities on River Management through Collaboration among Civic Groups</p>
14:00 – 15:30			
15:30 – 16:00	<p>COFFEE BREAK Foyer ballroom</p>		

24 Nov 2011- Day 1			
BREAK OUT SESSIONS II			
Session A		Session B	
<i>Negara Room</i>		<i>Legian Room</i>	
ADVOCACY, SOCIAL JUSTICE AND LEGAL ISSUES Chair: Wendy Earles		GOVERNANCE AND LEADERSHIP Chair: Takayoshi Amenomori	
Sandeep Joshi Attaining Social Justice through Educational Interventions A Study of NGOs Contributions in India		Yashavantha Dongre Cooperative Identity : Values v/s Viability (Perspectives on Leadership and Governance)	
Deanna Davy Challenges and Opportunities of Transnational Advocacy Networks Against Child Sex Trafficking in an Era of Globalisation		Margot Rawsthorne Supporting Community Leadership	
Fiona Martin The Use of Charities by Australian Traditional Owners in the Northern Territory to Receive Mining Payments		Jersan Hu, Haw Ran Wong, Tzu-Yang Chang, and Joandan Liang Dual-Value Driven Parallel Operating Systems, and their Related Interactions in Social Enterprise	
18:00 – 20:00		WELCOMING GATHERING Café Comodo	
		Session C <i>Kintamani Room</i>	
		MICROFINANCE AND MICROENTERPRISE CONSTRUCTION AND CONFLICTS Chair: Shih-Jung Hsu	
		Bronwen Dalton, Rachel Wilson and Arjun Bisen The Contemporary Social Construction of the Microfinance Industry : A Comparison of Donor and Recipient Perspectives	
		Debbie Haski-Leventhal, Susan Keen, and Meiko Georgouras 'Owning My Own Future': Review of NAB's Microenterprise Loans Program	
		Zong Ying Zhou, Chung-Shen Wu, and Chun-Chi Yang Is There Any place for Social Enterprise? Finding the Blindside of Business Strategy	

25 Nov 2011 – Day 2	
08:00 - 09:00	<p>RE- REGISTRATION Ballroom Foyer</p>
09:00 - 09:25	<p>OPENING REMARKS AND FORMALITIES Denpasar Room</p>
09:25 - 09:40	<p>COFFEE BREAK Ballroom Foyer</p>
09:40 - 10:30	<p>PLENARY SESSION A: CSR and the Third Sector - Indonesian Experiences Denpasar Room</p> <p>Chair: Thoby Mutis - Trisakti University, Indonesia</p> <p>Speakers: Noke Kroyan - Indonesia Business Links, Indonesia; Silverius Oscar Unggul - Telapak, Indonesia;</p> <p>Maria Rosaline Nindita Radyati - Trisakti University, Indonesia</p>
10:30 – 12:00	<p>PLENARY SESSION B: Third Sector Scholarship around the World: Present and Future Challenges Denpasar Room</p> <p>Wendy Earles, Australia, President-elect ISTR</p> <p>Bernard Enjolras, Norway, Editor of <i>Voluntas</i>; Brenda Gainer, Canada, President ISTR; Naoto Yamauchi, Japan, Board Member ISTR</p>
12:00 - 13:00	<p>LUNCH Samur Harum Restaurant</p>

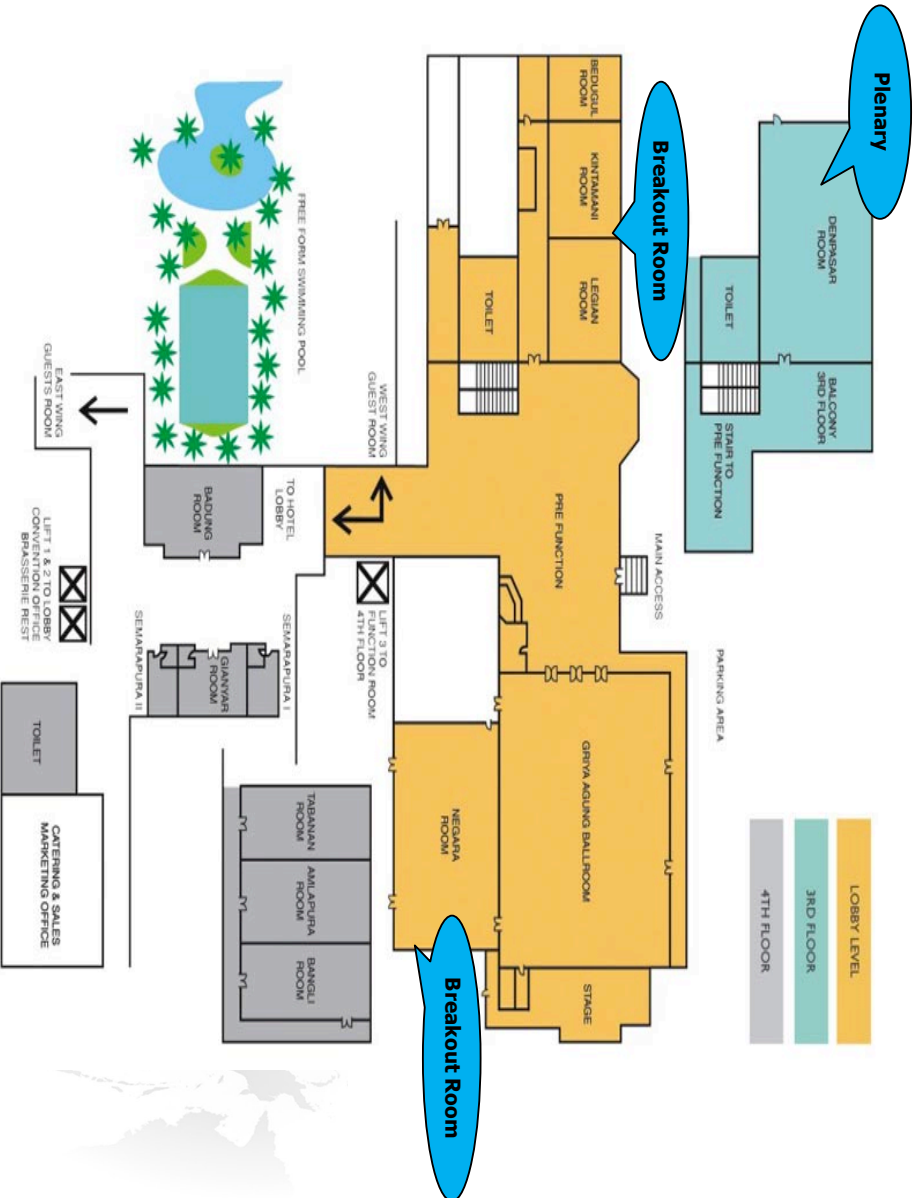
25 Nov 2011 – Day 2		
BREAK OUT SESSIONS III		
Session A	Session B	Session C
<i>Dempasar Room</i>	<i>Kintamani Room</i>	<i>Legian Room</i>
<p>THIRD SECTOR: EDUCATION, EMPLOYMENT, AND TRAINING</p> <p>Chair: Rosemary Leonard</p> <p>Bronwen Dalton, Jenny Green, Melissa Edwards, Marie Dela Rama Social Enterprise: Challenge or Opportunity for University Nonprofit Management Programs</p>	<p>PANEL PRESENTATION: HIGH NET PHILANTHROPY IN THE ASIA PACIFIC</p> <p>Chair: Les Hems</p> <p>Les Hems The market place for philanthropy and social investment by high net worth individuals</p>	<p>GIVING AND VOLUNTEERING: RECENT FINDINGS</p> <p>Chair: Tek Nath Dhakal</p> <p>Naoko Okuyama and Naoto Yamauchi International Comparative Study on Individual Philanthropy: An Empirical Analysis on Social Preferences and Pro-Social Behavior</p>
<p>13:00-14:30</p> <p>Leemen Lee and Jer-San Hu Facilitated Confrontation and Integration: Case Study of an On-the-job Training Program for Vulnerable Women</p> <p>Jer-San Hu, Tzu-Yang Chang, and Haw Ran Wong Inter-organizational Learning among Business Knowledge and NPO Knowledge for the Creation of Business Performance and Social Value-case Study</p> <p>Robert G. Bringle How Service Learning Relates to the Third Sector: Multi-National Research</p>	<p>Christopher Baker High Net Worth Australians and Philanthropy</p> <p>Michael Moran Shifting Geographies of Wealth and Geographies of Philanthropy</p>	<p>Yu Ishida and Naoko Okuyama Giving Behaviors toward Community Based Organizations in Japan</p> <p>Sandra R. Bateman An Examination of the Social Impact of Physically Demanding Labour among Older Volunteers</p> <p>M S Moodithaya Reaching out to the Unreached through Branchless Banking: An Evaluation of the Indian Experiences</p>

25 Nov 2011 – Day 2			
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BREAK OUT SESSIONS IV			
Session A <i>Denpasar Room</i>		Session B <i>Kintamani Room</i>	
Session C <i>Legian Room</i>		THIRD SECTOR: GROWTH AND DIVERSITY Chair: Mohammad Zafar Iqbal Jadoon	
14:30-15:00	CSR AND Social Enterprise: MULTIPLE PERSPECTIVES Chair: Maria R. Nindita Radyati	SOCIAL CAPITAL AND SOCIAL ENTREPRENEURSHIP Chair: Salma Akhter	
15:00-16:30	Heather Douglas Theoretical Perspectives of Social Enterprise: Profit Maximising, Social Obligation, and Disadvantage Plus Perspectives Kazumi Noguchi Philanthropy and Public Health Development in Japan: A Case Study of the Contribution of the Rockefeller Foundation to Public Health Nursing Education in the 1920s to 1950s Bambang Setyo Mulyanto Study of Corporate Social Responsibility (CSR) in Social Enterprise of Community Forest (Case Study at Taman Wijaya Rasa Cooperative) Kebumen District	Saswati Basu Social Capital and Social Entrepreneurship in Third Sector: Analyzing Links Uday Kumar and Rajalakshmi N.K Content and The Context: Towards A Comprehensive Definition of Social Entrepreneurship in India Ming-Rea Kao and Chang-Yu Huang Competing Identity: The Role of Family in Social Entrepreneurship B.C. Manjula Entrepreneurship Development among Women and Voluntary Sector in India	Wendy Earles Emerging maps of Third Sector change across neoliberal state, rationalist market and diverse civil realms Llaine Smith Meaningful Work and Profit Generation Goals within the Third Sector Sami Hasan Pluralism and Youth Activism in Asia: Policy Implications and the Third Sector Challenges
16:30 - 17:30	ISTR Asia and Pacific Regional Group: Present Issues and Future Direction Denpasar Room		
18:00 – 21:00	CULTURAL DINNER Negara Room		

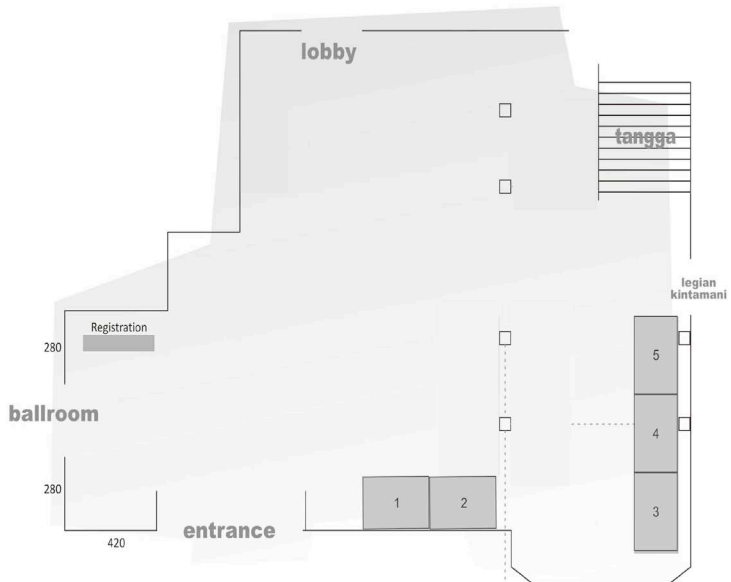
26 Nov 2011 – Day 3		
BREAK OUT SESSIONS V		
Session A	Session B	Session C
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<p>08:30 – 10:00</p> <p>Rosemary Leonard and John Bellamy Dimensions of Bonding Social Capital in Christian Congregations Across Australia</p> <p>Tek Nath Dhakal Building Social Capital through NGOs A Case of Human and National Development Society (HANDS) in Sindhuli District in Nepal</p>		
<p>10:00 – 10:30</p>	<p>COFFEE BREAK Ballroom Foyer</p>	

26 Nov 2011 – Day 3			
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<p>RURAL DEVELOPMENT AND DISASTER MANAGEMENT</p> <p>Chair: Carolyn Cordery</p> <p>Patrick Kilby and Joanne Crawford Gender and Australian Development NGOs: Issues of Structure and Partnership</p>	<p>CAPABILITY AND COMMUNITY DEVELOPMENT</p> <p>Chair: Naoto Yamauchi</p> <p>Rosemary Leonard, Sarah Morwinski, Debbie Horsfall, and Kerrie Noonan Using Social Network Analysis to Identify Changes in Social Networks as a Result of Caring</p>	<p>WOMEN AND THE THIRD SECTOR</p> <p>Chair: Brenda Gainer</p> <p>Indira Mahendravada Impact of Indian Third Sector Interventions on the Capabilities of women and Social Change</p>	10:30 – 12:00
<p>Salma Akhter Disaster Management through NGOs and Community Participation in Bangladesh: Challenges and Opportunities</p> <p>Sharon Eng Fourth Sector Responses to Development Aid: Reinventing Capitalism in the Third World?</p>	<p>Lu-Yi Hsieh and Chen-Ping Tsai Social Entrepreneurship and Community Development- A Case Study of An Aboriginal Village in Taiwan</p> <p>Nurul Isnaeni Corporate Social Responsibility and the Role of Third Sector to Promote Sustainable Development: (A Study of Unilever CSR Program in Surabaya, Indonesia)</p>	<p>Megan Alessandrini Does Volunteering Empower Women?</p> <p>Ruth Phillips Understanding Gender Equality and the Influence of Feminism in Women's NGOs: A Global Study</p>	12:00 – 13:00
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Conference Room and Exhibition Layout



FLOORPLAN ISTR BOOTH EXHIBITION



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**Social Entrepreneurship of Rural Women through Information and
Communication Technology (ICT): A Study on Grameen Polli Phone in
Bangladesh**

Salma Akhter

University of Dhaka, Bangladesh

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Grameen Polli Phone, an initiative of the Grameen Bank's micro-credit programs in Bangladesh, extends the benefits of affordable telecommunications access in a sustainable, profitable and empowering way to the rural women. Grameen Telecom (GTC) is a not-for-profit company in Bangladesh established by Dr. Muhammad Yunus with a partial stake in Grameen Phone (GP). GTC has driven the pioneering GP program of Village Phone that enables rural poor to own a cell-phone and turn it into a profit making venture. The vision behind the village phone program was formulated with a vision that a mobile phone could become a source of income generation. Village Phone is a unique idea that provides modern telecommunication services to underprivileged people in Bangladesh. To become a subscriber of a Village Phone, one must first become a member of Grameen Bank and easy loans from Grameen Bank are provided to the poor village women who are potential business women to provide the services to the people in the adjoining area, covering both outgoing and incoming calls. This relatively inexpensive technology was a vision to solve communication problems of the poor communities in rural areas who were at both economic and social disadvantage for decades by saving time and money.

The grassroots Grameen Polli Phone businesswomen operate their businesses in villages where no telecommunications services previously existed. This Polli Phone allows different stakeholders to gain the benefits of ICT at different levels. Microfinance institutions besides earning the loan interest also get commissions from the sale of prepaid airtime cards to their clients. Telecommunications companies partner benefit by tapping a new market while at the same time furthering their social responsibility objectives.

ICT provides unique opportunities to improve the lives of the unprivileged people of the society. It can create jobs, improve access to health care, education and other services, and connect remote communities to each other which can boost local economies. Grameen Polli Phone project assumed to make a significant impact on the life of the rural women in Bangladesh by channeling and adapting technologies and putting them to work for the microfinance movement and their socio-economic development.

However, the impact of such innovative and pro-poor initiatives has yet to be proved by rigorous research and empirical evidences. The objectives of the paper is to identify the real impact of ICT, more specifically Village Palli Phone on the socio-economic conditions of rural poor households and reveal the process through which it is trying to changing lives of rural women in Bangladesh. It will focus on the following issues:

- How this Polli phone initiatives could create income-generating opportunities for the rural women
- Polli phone's capacity to provide the opportunity of access to information and resources for the rural women and unprivileged communities.
- How expanding commercial ICT is challenging the success of polli phone.

From the theoretical point of view the study looks into the relationships between ICT and empowerment issues at the grassroots and the issues of equal opportunity and accessibility of development initiatives. The study is based on primary source of data obtained from village phone holder women by using case studies method. How micro-credit borrower turned village phone holder women, and its impact on their livelihood is assessed. Some information was collected from the Grameen Phone Foundation head office.

Disaster Management through NGOs and Community Participation in Bangladesh: Challenges and Opportunities

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Disaster may be taken as: "a sudden accident or natural event that causes great damage or loss of life" – (Oxford Dictionary). With adequate preparation, it is possible to reduce the severe impact of a disaster. The biggest problem with the disasters is the suddenness and swiftness with which they arrive. Hence, in order to reduce the severity of a disaster the response also has to be equally swift. There are certain types of disasters, where, the loss during the actual event is not necessarily as high, but, the losses become very high due to inability to manage the situation in a timely manner. Thus, the main impetus behind disaster management is to minimize the losses at the time of a disaster as well as ensure most efficient utilization of resources - which are already scarce.

The second Wednesday in October is International Day for Natural Disaster Reduction which focuses on the urgent need for prevention activities to reduce loss of life, damage to property, infrastructure and environment, and the social and economic disruption caused by natural disasters. Over the past decade, there has been an increase in the intensity and damage caused by natural disasters worldwide. In 2008 there were 354 natural disasters in which 236,000 people died and 211,628,186 were affected. Disasters affect the world's poorest the hardest – 65% from 1991-2005 occurred in developing countries. Emerging countries experienced 7% GDP loss due to destruction caused by natural disasters between 1977 and 2001 alone (World Bank). A person living in a poor country is 79 times more likely to be hit by a climate change-related disaster than someone from a rich country (UNDP).

Bangladesh is a disaster prone country. Major disasters that occur in Bangladesh are: Tropical cyclone, Tidal bore, Flood, Tornado, River bank erosion etc. Cyclones are the worst killer. The severe cyclones killed more than half a million and property damages

were more than three billion US dollars. The 1998 flood in Bangladesh with unprecedented duration of 65 days inundated 53 districts covering about 100,000 sq. Km. Areas and it took lives of 918 people. Several other severe floods and cyclones in the last century also cost lives and properties enormously.

The adverse impacts of all the natural hazards affecting socio-economic condition need to be reduced for sustainable development. On realization of this, the Government of Bangladesh has undertaken a number of plans and programs for disaster reduction through disaster management. A new approach of managing disasters has been evolved known as Community-Based Approach (CBA) which emphasises the total participation of all people facing any hazard or disaster and makes sure to render all possible services to the community. This approach in Bangladesh is being popularized gradually. NGOs are working in the field of disaster management in the country at community levels. Donors, government and NGOs are working together for comprehensive natural disaster management in Bangladesh.

This paper based on an empirical study focuses on the community based disaster management activities and conducted several FDGs with the severe disaster affected people of a disaster prone district and also conducted informal interviews with the relevant government officials, concerned Donor, local NGO personnel and staff.

Does Volunteering Empower Women?

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Engagement with the third sector is a valuable avenue for women in particular to develop skills and competencies. In addition, it has recently been recognised that national productivity through unpaid work, particularly the contribution of women, is extremely significant and known to save governments millions in funding for human and social services. Women's participation in the labour market has improved in recent years, but still lags behind men's labour market participation. But measures of productivity must also include consideration of voluntary and unpaid work, a major resource in the third sector. In 2006/7, nonprofit institutions contributed 4.1 per cent of the GDP in Australia, and engaged 4.6 million volunteers. Men were reported as contributing more than double the value in volunteered hours, but this discrepancy was attributed to the higher wage rates enjoyed by men, rather than representing a huge imbalance in volunteering. Despite this unequal economic value, in 1997 women were contributing 56 per cent of the value of voluntary work. Recent research on women's productivity and attachment to the labour market in regional Australia has revealed some interesting trends. Data was collected from seven focus groups and a telephone survey of 175 respondents. A high proportion of women engage in voluntary work and believe it will enhance their chances of finding work or getting a more skilled or better paid job. These women enjoy their volunteering and believe it is a productive and valuable use of their time. More than a third were interested in increasing the hours they spent volunteering, while 64 per cent had volunteered in the last month. Availability for volunteering related to age and the number of children in the household. The role of third sector organisations is one of service provider and employer, but also one of providing support, opportunities and preparation for many aspiring women.

**Balancing Outreach to the Poorest and Financial Viability: From a Study of
Microfinance Organization in the Philippines**

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Social Capital and Social Entrepreneurship in Third Sector: Analyzing Links

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The theory of social capital attracts considerable attention across diversified fields due to its positive impact on society (Stolle 2003). A major portion of social capital literature is devoted to defining the concept and identifying the sources and factors that contribute to social capital development. Putnam (1993), the major proponent of this theory, defined social capital as the trust, norms and networks that facilitate coordinated action and improve the efficiency of society. He considered voluntary organisations to be a significant source of social capital as they encourage the trust, norms and network based relationships required for collective action. Several disputes within the literature have occurred regarding the type of community networks that should be considered as positively associated with social capital reproduction. These include whether formal or informal groups, small or large, and strong or weak networks can facilitate cooperative action (Krishna 2002). Stone and Hughes (2002) found that social capital can be reproduced by various types of networks such as the informal (family), the generalised network covering local people, neighbourhood and civic groups, and institutional networks. Again the characteristics of voluntary organisations such as their size, age and the types of activity they are involved with can also affect social capital reproduction, as Passey and Lyons (2006) asserted.

Many authors argued that social capital development is context specific. Krishna (2002) found that in a poor socio-economic context, social entrepreneurs acting as mediators can activate social capital and bring development. Social entrepreneurs act as catalysts to social change (Alvord et al. 2004), but limited studies have focused on their role in voluntary organizations in building social capital. The present research analyses the activities of social entrepreneurs as the leaders of voluntary organisations who assist in building and strengthening social capital among villagers as a part of the development process.

The research used a qualitative design and case study approach to investigate multiple levels of analysis within the single study. The case study organisations are three successful rural voluntary organisations from the state of West Bengal, India. Primary data was collected during 2007 and 2008 through face-to-face interviews, published materials, photographs and participant observations.

The findings of this research indicate that the development of social capital is dependent on the 'enabling' leadership style of social entrepreneurs. The 'enabling' leaders played an important role developing the villagers' organisational ability or social agency (an element of social capital) as a group to solve their own problems. The study also observed the 'controlling' leadership style which developed the dependency of the villagers on their leaders and failed to develop the villagers' organizational ability or social agency. The research confirmed the social entrepreneur's role in social capital development in voluntary organisations within a poor socio-economic context.

The analyses of social capital production in the poor socio-economic context in India should be relevant for other societies to identify how social capital can be produced under an enabling leadership style in a context where social capital is not active. The research findings should focus lights on: 1) how the leadership style of social entrepreneur's impact on the development of social capital? 2) How the other type of leadership style such as controlling can produce unproductive or undesired activities of the villagers such as dependence on their leaders in collective actions? The research will thus have theoretical as well as practical significance, and international relevance.

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An Examination of The Social Impact of Physically Demanding Labour Among Older Volunteers

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Aim:

When we look to existing literature to discover trends and predictions concerning volunteering among older people, we find that extant literature does not mention physically demanding labour as a component of the volunteer activity among older adults. This research identifies a group of older people who regularly perform physically demanding volunteer activity and investigates the social impact of the activity on these volunteers. Social impact can be defined as the effect of an activity on the social fabric of the community and the well-being of individuals and families. This study sought to understand the social impact of their volunteer activity, on a group of older people whose physically demanding labour with the Sydney Heritage Fleet maritime museum appears to be outside the norm for their age group.

Method:

Semi-structured were conducted with eighteen volunteers, aged between 70 and 91 years, whose volunteer activity at a Sydney-based maritime museum appears to be outside the norm for their age group. The interviews were transcribed and the data were analysed using a grounded theory approach. The raw data were reduced to concepts through open coding and logical groups of concepts were classified as categories.

Results:

The participants in this study were aged from 70 to 91 years. At the time of this study, the duration of their voluntary contribution to the maritime museum was between 6 and 39 continuous years. Analysis of the concepts expressed in the participants' interviews allowed examination of the social impact of their volunteer experience on these older volunteers.

Conclusion:

Through their own words, this research demonstrates the impact of their volunteer activity on the lives of the participants in this study. Post retirement, these volunteers identified social needs that could no longer be satisfied by their paid employment. Each participant selected a physically demanding volunteer activity that allowed them to retain the self-esteem, the social interaction and the feelings of generativity and alignment that were lost with their retirement from the workforce. Volunteering with the museum enables the reconstruction of role identities through the continued use of valued career skills for an important and worthwhile cause. In concert with this is the opportunity to surround themselves with like-minded people in a self-paced, egalitarian environment.



How Service Learning Relates to the Third Sector: Multi-National Research

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Research Issue: One of the presumptions of a well-functioning, viable third sector is that persons are well-informed about community issues, they participate in various ways in contributing to NGOs on community issues, and the quality of life is improved as a result of their involvement. The third sector, then, benefits from developing in young adults the inclinations to become involved in civic matters and support the third sector. How can the knowledge, skills, and dispositions for civic involvement be developed in college students to promote community participation in and support for the third sector? One method for developing civic and social responsibility in college students is service learning, which integrates community service into the curriculum. The purpose of this interactive presentation will be to (a) summarize research that provides cross-national comparisons of service learning on three levels; (b) describe the role of the third sector in service learning in Ireland, South Africa, Egypt, Malaysia, and North America; (c) critically examine conceptualizations of civic involvement in different nations; and (d) have delegates provide feedback about the framework and their country's information about the development of the third sector through service learning.

Past Literature: Service learning needs to be appreciated and understood as a means for teaching toward civic education objectives. Unlike other forms of community-based education (e.g., internship, co-operative education), service learning is not only about "serving to learn," but also about "learning to serve" and being involved in communities in a variety of ways (e.g., through direct service, political involvement, grassroots organizations, careers in the nonprofit sector). One of the explicit goals of preparing civic-minded graduates is "knowledge of volunteer opportunities and the nonprofit sector" (Bringle & Steinberg, 2010). Service learning can also provide important resources to the third sector and strengthen the sector by developing advocates, supporters, and staff.

The prevalence of service learning courses in American higher education has increased in all types of institutions of higher education and across disciplines (Campus Compact, 2007). The Tailloires Network, an international organization devoted to strengthening the civic roles of universities now has 218 members from around the world. In Asia, the United Board for Christian Higher Education, Service-Learning Asia Network, and the Asian Network of Engaged Campuses have all supported conferences and forums. Campus Engage has brought institutions throughout and beyond Ireland together to share best practices, promote professional development, and envision the development of future national systems and policies. The Ma'an Arab University Alliance for Civic Engagement is doing the same for Arab universities. Australia (Australian Universities Community Engagement Alliance), South America (Centro Latinoamericano de Aprendizaje y Servicio Solidario), Canada (Canadian Alliance for Service-Learning), and South Africa (South African Higher Education Community Engagement Forum) have all experienced parallel developments.

Methods: Using qualitative methods, cross-national comparisons will be presented on the following key dimensions organized at the macro-, meso-, and micro-levels: terminology, impetus for change, political context, types of civic education objectives, diversity, NGO infrastructure, higher education's commitment, accountability, and economic context. The analysis includes the role of staff in NGOs as co-educators in service learning; the initiation, maintenance, and qualities of relationships; and the outcomes for students, faculty, NGOs, and society as a result of these relationships.

Discussion: Historical, political, economic, and social factors are implicated in understanding how service learning is implemented in different countries and the relationship between universities and NGOs. Participants will use the template to analyze their country's potential for service learning to strengthen the third sector.

Net Benefits: Expanding Measurement of Volunteer Programs

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For many Third Sector organizations, volunteers are an invaluable resource. Yet, their contribution often remains unmeasured, resulting in a lack of appreciation for volunteers' achievements and leading to insufficient organizational support for volunteer programs. Without support, volunteer programs are unlikely to reach their potential, thus under-resourcing Third Sector organizations. To measure the impact of volunteer programs and effective volunteer management, Hager and Brudney (2004, 2005) developed a 'net benefits' index. They argued that organizations could gain valuable information by using this measure to benchmark their volunteer programs. Essentially, the index requires an individual to score the organization's performance against six specific organizational benefits and eight recognised challenges faced when recruiting and managing volunteers, in order to calculate a net benefits score.

To redress a poor net benefits index score Third Sector organizations should cultivate a well-managed volunteer program. For example, organizations reporting higher benefits employed a volunteer manager (paid or unpaid) and adopted additional recommended volunteer management practices. Further, higher net benefits were recorded by charities that relied on volunteers. Organizational size and activity were not explanatory factors in this measure.

Two drawbacks limit the use of this index to measure organizational volunteer program performance. First, the survey was designed to be answered by one individual per organization and, while the extensive survey provided volunteer program benchmarks; at organizational level it is subject to bias and manipulation. Secondly, voluntary board members and special event (episodic) volunteers were specifically omitted from the research; yet, in a sector which is experiencing increasing professionalization, volunteer board members may represent a significant percentage of an organization's volunteers,

and there is evidence to suggest that episodic volunteering is increasingly a preferred volunteering route. It is therefore important that both of these groups are also included.

This research utilised and adapted the net benefits index to measure volunteer program effectiveness in two health charity case studies. Data from document reviews and interviews were gathered and analyzed to establish the status of volunteers and volunteer management within each organization. All staff and all volunteers were surveyed using an extended version of Hager and Brudney's (2004, 2005) questionnaire. Both health charities employed a dedicated full time volunteer manager, depended on volunteers, and utilised various volunteer management best practices. Unsurprisingly, they scored well on the Hager and Brudney (2004, 2005) measure. However, by adapting the instrument to obtain the input of both staff and volunteers, this research generated two additional benefits over a basic benchmarking exercise. First, each organization gained valuable insights into the attitudes of volunteers and staff towards volunteers, confirming positive aspects of the volunteer program. Second, this exercise exposed gaps in volunteer management that had previously been unrecognised. In particular, divergence between the average score from staff and volunteers in one organization highlighted aspects of mismanagement.

In addition to critiquing the net benefits index, this paper discusses why divergence might occur and the benefits of this type of feedback for improving the effectiveness of volunteer management in Third Sector organizations.

The Contemporary Social Construction of the Microfinance Industry: A Comparison of Donor and Recipient Perspectives

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Microfinance has been one of the fastest growing “industries” in the 20th century with the industry now containing over 10,000 microfinance institutions (MFIs) worth an estimated USD 22.4 billion (Market, 2008).. This expansion has stimulated interest from both scholars and the mainstream media. There is a growing volume of academic research which broadly centres on two approaches: one, influenced what has been called an “intuitionist perspective”, that highlights microfinance as an innovation in applying market solutions to social problems; and the other approach, often described as welfarist, that questions the capacity of an increasingly commercialised sector to realize a mission of poverty reduction. But do these themes and concerns permeate academic boundaries? Specifically, does media coverage in key donor and recipient countries confirm or challenge or even engage with these debates? To date much of this academic literature has overlooked how “microfinance” has been socially constructed in the public sphere. This paper argues that one key component of the public sphere is the mass media. Through its interpretation of events, the media can influence the way an issue is discussed and evaluated and in this way influence individual perceptions (Gamson 1988). In this chapter we present an analysis of recent media coverage of microfinance in one key donor country us and 1 major recipient country India. It is informed by a media content analysis of 100 newspaper articles that appeared in the top 10 highest circulating English language newspapers in India and the US that appeared in the 12 month period Jan-December 2008 as identified by the media search engine Factiva™. Analysis of the results from both samples found that media coverage differed in significant ways. On the one hand articles in the Indian media sample tended to focus on operational issues and report on specific

business activity within the microfinance industry, in general treating it in much the same way as other 'regular' part of the financial and banking system. On the other hand the US media sample made broader generalizations about the industry linking it to meta narratives and broader themes – peculiarly microfinance as an innovation due to its harnessing of market forces to realize positive social outcomes. By examining these interpretations microfinance, particularly in the cross-country perspective, contribute to understanding of the interpretations, and the differences in interpretations, of microfinance between donor and recipient countries. It also offers insights into the power relations at play within the microfinance industry and the broader development and business community.

Overview

This paper begins by defining microfinance and outlines its rapid growth and transformation over recent years. It then turns to reviewing current debates as they relate to microfinance. The paper then presents a content analysis of 12 months of reports that appeared in the major English language newspapers of the United States and India over the period Jan –December 2008. The paper then presents the results of an analysis of manifest and latent content and then discussed the differences between the two samples. The paper then explores some of the implications of these differences for both the industry and researchers.

Social Enterprise: Challenge or Opportunity for University Non Profit Management Programs

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In the last decade or so there has been growing interest in social entrepreneurship and enterprise, a pattern that has already been observed in the US and UK (McKeown et al 2006; Eikenberry and Drapal Kluver 2004). In this context some argue that curricular content that points to a clear for-profit – nonprofit distinction does not accommodate this new breed of boundary spanning organisations and a number of international scholars argue that cross-sectoral management and leadership education is a better option (Paton, Mordaunt, & Cornforth, 2007). But does this present a challenge to the academic legitimacy of distinct nonprofit programs? This paper focuses on the implications an increased interest in social entrepreneurship has for established nonprofit focussed management educators. To do so we focus on the following questions: What should be taught in nonprofit management programs? Is it a time to reposition and rebrand to embrace social entrepreneurship or do we risk challenging the academic legitimacy of nonprofit related research as a distinct field or discipline?

Challenges and Opportunities of Transnational Advocacy Networks Against Child Sex Trafficking in an Era of Globalisation

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Building Social Capital through NGOs
A Case of Human and National Development Society (HANDS) in Sindhuli
District in Nepal

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The existence of social capital has a long history, however, studies on social capital can be found only onward 1990s. Social capital can be defined as “reciprocity within communities and between households based on trust deriving from social ties”. Social capital does not cost money but is built up by individuals, groups, communities, societies, and other forms of human associations that are effective for managing and carrying out various forms of activities. In developing countries where state is weak, the role of civil society could be vital for the community development and exchange of cooperation’s. Civil society organizations like NGOs usually have direct links with communities which can create, develop and utilize social capital for the welfare of society. Nepal is a country of diversity in terms of caste, ethnicity, culture and values and geographic landscape. She has been constrained by low socio-economic development due to various reasons such as traditional social value, primitive farming technology, lack of skill, and meager income level. As an underdeveloped country, Nepal has facing difficulty to deliver services to the people and bring all community in the mainstream of development. Looking into Nepal’s poor socio-economic condition and the people’s expectation, Nepal is in the process of restructuring its political, economic and social structures assuming to create (New) Nepal, which however, is not easy task within the government’s capacity alone. The role of civil society organizations like NGOs could also play both complementary and supplementary roles to achieve such initiatives. There are around 37 thousand registered NGOs and many others like CBOs and community groups informally working in Nepal. In this context, question may arise do the role of NGOs effective in building, sustaining and activating the social capital for contributing the development process.

This paper explores the status of social capital in Nepal and evaluates how the NGOs contributing to create effective social capital in Nepal. It also sums up the contributing role of social capital in Nepalese rural community. This study is based on the role and function NGOs in general and a local NGO 'Human and National Development Society (HANDS)' in particular working in Sindhuli district in Nepal for building social capital. It evaluates major activities of HANDS and discusses its effects to build and utilize social capital to enhance the development initiatives. For this, primary information was generated through the interviews with 50 different persons representing from among local farmers, school teachers, community leaders, and business associations at Dudhauri VDC of Sindhuli district. In addition two beneficiary groups and the Executive Committee of the HANDS were discussed on the matter. Additional information has also been generated from secondary resources to substantiate the factual information.



**Cooperative Identity: Values v/s Viability
(Perspectives on Leadership and Governance)**

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Globalization is now seen to be an inevitable and irreversible process but enterprises of all types and all over the world seem to be at loss to know how to respond to this process. In countries like India, said to be one of the beneficiaries of globalization, the conventional structures in the economy are fast getting dismantled. All institutions associated with government - be it the direct state ownership structures like public sector enterprises or the indirect government patronage structures like the cooperatives – are getting restructured. This process of transition is naturally creating tremendous pressure on these structures. The rules of the old economy had laid out specific identities to these structures, the most important being their financial losses could be tolerated so long as they are seen to be involved in actions of public good. They were not put to scrutiny under parameters of efficiency and profitability, generally used for the private sector institutions. But the transition process seems to be bringing an identity crisis to these institutions. Like state sector, Cooperatives too seem to believe that globalization necessitates that they mend their ways to suit the market sentiment. This means sacrificing cooperative identity or at least compromising with it in order to survive and thrive under globalized conditions.

This paper argues that Cooperative Identity which is an outcome of cooperative principles and values, includes business identities also. Strengthening these identities is more important for the survival of cooperatives. Contrary to the belief that compromises are needed, this paper argues that reinforcing cooperative identities through cooperative values is an answer not just for the sake of building a cooperative culture but for business development as well.

This paper identifies globalization as primarily an economic process having political, social and cultural ramifications. The need therefore, is to respond essentially through economic exercises. Emotional responses or compromises by sacrificing basic identities would only weaken the structure. Therefore, cooperatives need to retain their value bases and convert them in to economic propositions. To substantiate the claim, the paper dwells on the examples of cooperative values such as 'Business within member groups', 'Concern for Community' and 'Cooperation among Cooperatives' and demonstrates as to how they can be sound business propositions.

Further an attempt is made to link this approach to leadership roles and governance process. The paper argues that it is in fact the crisis of leadership and governance that is creating an atmosphere of compromise than the built in limitations of cooperative value system.

Finally the paper builds a theoretical construct linking Governance, Leadership and Identity and how this can generate a force and make it possible for the cooperatives to survive and thrive under globalization, without losing their identity. It is hoped that this approach could even make cooperatives strong enough to intervene and alter the process of globalization, to serve the 'community interest' than the 'interest of capital'.



**Social Enterprise Perspectives:
Profit Maximising, Social Obligation, and Disadvantage Plus**

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Emerging Maps of Third Sector Change across Neoliberal State, Rationalist Market and Diverse Civil Realms

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This paper reflects on emerging maps of Third Sector change within and through third sector space. Organising that is separate from state and market organising is variously called voluntary, non-profit, not-for-profit, informal or grassroots and increasingly third sector at the more formalised scale of organising. Such third sector organising is deemed to involve people working together to serve or advocate for self or others beyond profit and coercion and is considered to support civil society. Classic representations of third sector positioning depict the quadratic of 'the market', 'the state', 'the third sector' and a fourth sector (such as community, households, families, or informal sectors) and their relations, variously arranging them as separate but relating, overlapping or parts of a whole. Considerable analytical and political energy has been expended in recent decades in many jurisdictions to create the third sector as a policy entity alongside the state and market. Some claim that the third sector is being created, from the seemingly disparate array of principles and logics outside of those of the state and the market, in order for it to be governed. Such political creation of the third sector has occurred within the dominance of an economic paradigm and can be a considerable distraction from the triumph of such market-based principles and logics. No less energy has been expended on creating the third sector as a reinvigorated social space with a value-base and logics outside of those of the state and the market, but perhaps with less demonstrable results.

An alternate depiction of a market paradigm positioning for the third sector is posited and explored through a number of tentative accounts of manifestations or indicators of new 'positionings' of actors and change directions. Three major flows of change are considered: from the informal sector via the third sector to market; from the third sector via the state to market; and from the state via the informal sector to the market. Such depiction begins to highlight some of the new 'business' of the third sector as a

consumable for social entrepreneurs; as elites of business-like large providers; and as distant brokers for the state. These flows from, to and through third sector space both demonstrate the dominance of economic thinking and the precarious nature of the third sector as created 'partner' within the national political realm. Such an approach lifts our gaze to focus on transformative flows in change rather than the instrumentalism of particular changes, from a focus on changes in the third sector or third sector organisations to third sector space itself as a conduit for wider change.



Fourth Sector Responses to Development Aid: Reinventing Capitalism in the Third World?

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Development aid programs to the poor have typically involved direct assistance from governments, bilateral and multilateral financial institutions and aid agencies; and individual and corporate foundation contributions that are redirected through intermediary nongovernmental (NGOs) and nonprofit organizations (NPOs). In the 21st century, certain noteworthy new forms of institutional giving formats have emerged in response to the call for more inclusive, direct social responses to meeting global economic and environmental crises. The blending of these new marketplace-civil society-government funding mechanisms has been coined by some as the "Fourth Sector." This paper systematically and critically examines the full range of macro and micro constructs involved in the delivery of development aid to both developing and developed countries through analysis of academic and development aid literature. The paper then discusses how the Fourth Sector has emerged to respond as alternatives for providing such aid. The ensuing analysis is framed within the developmental dimensions of social capital formation on the one hand and sustainable livelihood creation on the other hand. Research demonstrates that Fourth Sector funding mechanisms, including corporate volunteerism, social enterprises, voluntourism and philanthrocapitalism--controversial as they may seem to critics of the neoliberal capitalist agenda--are important instruments that are defining current trends for reaching the poorest of the poor.

Women Empowerment and Multipurpose Co-operative Societies in India

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Empirical studies by Dixon (1978), Rukmayi (1981), Kamala (1987), Shah (1990), Lawrence (1995), Hajela (1999) and Tiwari (2001) demonstrate that the growth of the women co-operatives will solve many socio-economic problems to a large extent in the rural areas. Studies by Avadhani (1987), Kharbanda (1991), Widge (1995), Gurumurthy (1998), Rao (2000), Kakade (2000), Radhakrishnan and Sellammal (2001) etc., revealed that the women working in Women Multi Purpose Cooperative Societies (WMPCS) can make a dent in the socio-economic front of the country. However, the same studies also mentioned that some women co-operatives failed due to low rate of literacy and lack of training facilities for the women members.

The present study focuses on the magnitude of the growth of the WMPCS at macro level and also tries to give the performance of the members of the WMPCS vis-à-vis non-members in a district of Karnataka in India at micro level. Mysore district was purposively selected based on the performance of the WMPCS. In the district two WMPCS were selected and from each society 12 members and 12 non-members were interviewed. It is important to mention that the data has been drawn from the available field material and not from the investigations specially designed for this conference paper.

The data analysis reveals that the WMPCS have an indirect role in generating more employment and income to the members of the society when compared to the non-members. Before 1999, the women belonged to present WMPCS engaged mostly in wage labour and domestic household activities. Therefore, they were not respected by their kith and kin. The children had entirely depended on their fathers for financial matters and molding their career. Now the situation is changed considerably whereby mother (members of WMPCS) started playing a major role in financial and other crucial decision making processes. This was possible as the women started earning through various economic activities like dairying, tailoring and sericultural activities. Most of the women of

the member category stopped wage earning as they have started making money through independent jobs. The impact of this could be observed in the day to day lifestyle of the women.

The participation of women in the cooperative based income generating activities not only enabled them to be economically independent but also helped them to take independent decisions in celebrating the social functions in their households. Other family members started respecting the women by giving social and economic importance in the family. The results of the data analysis and field observation it was found that this is not so in the case of non-member category of the women. In this direction, to empower the women, the Non-Government Organisation played a very important role to educate and create awareness among the women. Therefore, to empower the women, the NGOs and the societies like WMPCSs are very important. Hence, it is suggested that the countries like India need to have more and more organizations of this kind for extension services.

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**High Expectations for the Double-Bottom Line:
Assessing a Social Enterprise in Bangladesh**

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A new actor in the Third Sector, which has been gaining much attention in recent years, is the 'social enterprise', an organisation that attempts to combine both financial and social goals (Alter 2007; Dees 2001). A central debate in the burgeoning social enterprise field concerns to the ability of a social enterprise organisation to balance its (financial and social) double-bottom line. The analyses thus far, however, have tended to focus on 'western' or 'transitional' countries and entrepreneurs (Hackett 2010). More research is needed in exploring the issues surrounding the double-bottom line for those social enterprises which are initiated and run by people in 'developing' countries. In order to help fill the gap in the literature, this paper focuses on one specific case study, of a social enterprise called Grameen Shakti (Yunus 2007) which sells energy technologies to rural Bangladeshi households.

The paper uses qualitative and quantitative data, gathered during field research in Bangladesh in 2008-2009, to assess Grameen Shakti's efforts at balancing its double-bottom line. Statistical analysis of the energy technology sales in 2008 demonstrate that while Grameen Shakti was successfully targeting rural areas and the medium to high income groups, it was not targeting districts with the poorest households. Interviews and anecdotal evidence from observations in the field support this, revealing that Grameen Shakti has also been somewhat remiss with its own pro-poor initiatives. This finding, that Grameen Shakti is not targeting the poorest in its energy technology dissemination strategy, raises some interesting questions concerning its double-bottom line, and our expectations of social enterprises more broadly. For example, since Grameen Shakti does not commit to targeting the poorest in its mission statement, is it fair to expect this of them? However, if we do not expect social enterprises to be pro-poor, what role do we wish them to fill?

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Pluralism and Youth Activism in Asia: Policy Implications and the Third Sector Challenges

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In the recent past, volume of third sector activities (activism, advocacy, goods offering or service volunteering) and number of third sector organizations (informal grassroots groups for tree protection, land rights, or formal micro finance establishments) have increased significantly all over the world. The 'fruit-vendor' youth activism in November 2010 witnessed the fall of the Tunisian government and seems to have added a new dimension to the phenomenon for the information age. The new youth 'activism' ('e-social networking service' facilitated youth-led spontaneous grass-roots organizing for socio-political change) has spread to many countries in North Africa and West Asia since. Will the activism continue to rage in other similar circumstances and with similar outcome (i.e. the unseating the authoritarian government)? Very obvious and simple question but difficult to answer.

The recent youth activism in North Africa and West Asia seem to be sourced in collective sense of suffering, fellow feeling, group consciousness and self-efficacy, critical social awareness, electronic social media, and middle class mobilization. Thus the events are characterized by: collective advocacy, direct action, single-issue orientation, and spontaneity and are likely to create different outcomes.

This overview paper based on recent relevant literature, media reporting, and different political analyses will address two main questions: to what extent are there fundamental (economic, political, or social) differences among the countries in North Africa and West Asia facing political upheaval in 2011 that may create different outcomes of youth activism in different countries? The presentation deals with the policy implications of these youth activism and the challenges and opportunities do these events create for the third sector organisations within and outside the respective political jurisdiction?

The paper argues with evidence that the success of youth activism in other parts of West Asia depends on the organizational density as well as the internal social structure, political system, (re)distributive mechanism, and international political economy in the country concerned. Owing to these differences, the current wave of youth activism is highly unlikely to have similar expected outcomes in every context. The paper also deals with policy implications and the survival mechanisms that the third sector organisations are likely to depend on to deal with the ensuing 'political' challenges.

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Owning My Own Future: Review of NAB's Microenterprise Loans Program

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Social Entrepreneurship and Community Development- A Case Study of An Aboriginal Village in Taiwan

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Taiwan Rural Front and the Land Justice Movement in Taiwan

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The Taiwan society was astonished because of a horrible story took place at Dapu of the Miaoli County last year. The local government abused the power of land expropriation or eminent domain in order to establish a new community next to a science park. Peasants were expelled by policemen from their homes and farmlands. Rice in paddy fields ready for harvest soon was totally destroyed by bulldozers. Even the earth was dug up and discarded to prevent peasants re-cultivate their lands anymore. The event seriously violated social norms and it also against bill of human rights regulated in the Constitution.

The other terrible case also occurred at Siangsihiao of the Changhua County approximate at the same time. Many elderly peasants were forced to leave their homes and farmlands because the government planned to construct a science park at their homes. The government's forcible land expropriation came like a bolt of lightning. The elderly peasants of now find themselves at a loss, not knowing what will become of them. The elderly peasants have gone to Taipei several times to petition authorities — the Cabinet, the legislature and the president — saying that they don't want to be kicked off their land. They said the government was worse than robbers, because robbers would at least leave them with land on which to grow food.

The Taiwan Rural Front (TRF), an advocacy NGO organization, was established three years ago. It proclaims that land expropriation is a very serious state measure. With the assistances of the TRF, farmers gathered and protested on July 17 and 18, 2010 and July 16 and 17, 2011 in front of the presidential office at Taipei. They voiced grievances over

the government's planned brutal expropriation of their land, complaining that they would have nothing with which to make a living. They also indicated the disregard of public participation in the administrative process once again raise serious questions about both the legitimacy and rationality of the government's public policymaking. They asked the government to stop land expropriation immediately. The protest activities led by the TRF are called the Land Justice Movement, which has great influence in Taiwan society recently.



Dual-Value Driven Parallel Operating Systems, and their Related Interactions in Social Enterprise

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Social enterprises own both the social and commercial values, two fundamentally different objectives which guide the operations of social enterprise; therefore they face with two derived consequential managerial systems within the organizations. Adopting multiple-cases comparison method on ten Taiwanese social enterprises, this research found that the inter-relations between the social resources and business schemes can be complementary, supportive, or even contradictory, and the two kinds of markets derived from the social value and commercial exchanges should be integrated to construct a more innovative interrelationship within the organization.

Keywords: Social Enterprise; Social Strategy; Social Technology; Social Marketing.



Inter-organizational Learning Among Business Knowledge and NPO Knowledge for the Creation of Business Performance and Social Value-case Study

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Employment has always been a very difficult task for the physically challenged, let alone starting up a business. Therefore, through new work skills that make up the deficiency of their physical disabilities and innovated business operation concepts, it is imperative to foster a form of business operation that can be run by the physically challenged, and with their full cooperation, a even better business performance is possible. This research examined how business through exchanging respective professional knowledge and skills, worked with an NPO for the disabled to effectively develop the service skills, human resource planning, and even the outlet managerial knowledge. Together they developed an organization operation model that is different from social entrepreneurship nor is it a pure social enterprise. Based on mutual social philosophy, they established an innovative pattern of new social value by exerting inter-organization learning to inspire technology innovation. In this paper, we focus on two subjects, first one is "how does an NPO, in a dynamic environment, integrate its external resource and internal capacities to design its development strategy?" The second one is "how does a for-profit firm assess the managerial effectiveness of its cooperating NPO to ensure that the resource devoted in the partnership will achieve the maximum benefits?"

This research adopted single case study approach studying the cooperation process between an NPO (Victory) that promotes the employment for the physically challenged and CPC Corporation, Taiwan. CPC employed the team well-trained by Victory, provide them with training on gas station service, and commissioned Victory for the daily management. Our conclusions as below:

1. Through the learning activities between NPO and business, explore how a social business organization forms partnership with a business venture.

2. Understand the knowledge learning barriers between different fields, their overcoming, and the knowledge innovation derived.
3. Understand the specific fusion approaches that made NPO business venture integrate its social resources and business resources
4. Through observing the case firms' compliment professional resources, construct a low-risk entrepreneurship model of reference value in theory.



Effects of Monitoring Activities on River Management through Collaboration among Civic Groups

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In recent years, there is global trend of increasing partnership approaches in river management. There is a possibility that civic groups' knowledge and skills will play a big role in the management. However, partnerships have issues such as institutional barriers and difficulty of consensus building. In Japan, citizen participation in river management has nominally started since the River Law was revised in 1997, though it had actually been done since 1970s. As current remarkable tendencies, there is collaboration between civic groups to deepen their relationships and expand their activities in the river basin. Most of them conserve river environment routinely individually. Studying the effects of collaboration between civic groups on river management will provide suggestive findings on main actors in the public sector. However, in previous researches, there are not a lot of discussions on such effects. When civic groups participate in river management, partnerships with government sector and with private sector are necessary. One of the roles of civic groups in river management is monitoring. There is a possibility that monitoring activities through collaboration between civic groups will play a big role because the monitoring activities are based on civic groups' gathering information about river environment routinely. We focus on effects of monitoring activities through collaboration between civic groups in river management. Recently, there are some river management cases by partnership between administrators and citizens based on mutual trust. Especially in Tama River, Tokyo, there is active participation of civic groups who conserve river environment routinely through partnership approaches. We picked up a river management program of Tama River. The program was: the River Development Program (RDP).

The purpose of this research is to explore effects of monitoring activities through collaboration between civic groups in RDP making and implementing in the case of Tama River, Tokyo.

This research is organized as follows. First, we define a monitoring by reviewing theoretical studies and case studies. We also introduce networks of civic groups as frameworks for understanding collaboration between civic groups. We then pick up networks of civic groups by on-site interviewing or telephone interviewing members of civic groups. Finally, we discuss effects of monitoring activities by networks of civic groups in river management. We also show future plans.

In RDP making, there are key empirical findings in effects of monitoring activities on the making process and on the substances. In the RDP making process, on-site survey and on-site consultation were held by networks of civic groups. In the substances, decision of reserved land was contributed by monitoring. In implementing RDP, some part of the river management was improved in environmental friendliness by monitoring activities. Some part of the activities by networks of civic groups indicates their survey of river management and their advice to administrators about river management.



Giving Behaviors toward Community Based Organizations in Japan

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Social changes such as Aging and globalization generate greater demands on social welfare services. National and local governments have been providing these services, but they have been faced with the limits of public finance. Therefore, the civil society has also come to respond to the demands on social welfare services. The civil society organizations, especially the grass-rooted or community-based organizations, however, have been facing financial problems in the size and stability of revenue. This paper aims to examine what factors would promote individual giving to local civil society organizations such as community-based organizations and incorporated nonprofit organizations in order to improve local social welfare. We conducted mailing survey and analyze with econometric model using this data.

Corporate Social Responsibility and the Role of 'Third Sector' to Promote Sustainable Development: (A Study of Unilever CSR Program in Surabaya, Indonesia)

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Corporate Social Responsibility (CSR) has become a fashionable term in the triangle relations between business – state -- civil society, both on theoretical and practical levels. In Indonesia there is still a gap in current practices of CSR with the ideal norms of CSR proposed by international standard, though there is a good prospective because the term has gained its popularity among business, academic and NGO communities (Kiroan, et al., in Azis, 2010). This study aims to examine how Unilever as one of the biggest multinational companies (MNCs) attempts to run its CSR program in environment field in more strategic and sustainable manner in Surabaya, Indonesia. Through the program well known as "Surabaya Green and Clean" (SGC), Unilever proposed a community-based waste solid management program by engaging other local partners from various sectors, including the city government, media and civil society.

At its heart, this study is intended to evaluate the Unilever CSR program beyond 'the business case' perspective. Using qualitative research method, supported by primary data from 33 open-ended interviews and direct observations to the related sites and projects in Surabaya held in 2010, this study examines how the local context, mainly characterized by the existence of the Third Sector -- encompassing NGOs, grassroots organizations, academicians and local communities including local media, have played their prominent role in the whole dynamic process of the SGC program that have significantly contribute to the achievement of the desired objectives. This study would argue that despite of the fact that the Unilever's CSR initiatives have generated positive impacts on public participation and environmental performance at the micro level, while strengthened the company's reputation at the macro level, the process of promoting 'corporate accountability' as suggested by Newell (2005) is still questionable.

This study offers a forum to discuss further about the potentials and limitations of the CSR agenda in Indonesia setting to bring social transformation (and institutional changes) in which the society have capacity to live in a 'new' global norms.

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Governance and Management of Non-profit Organizations in Pakistan

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The non-profit organizations are growing rapidly all over the world including Pakistan. According to one estimate there are 45000 NPOs operating in Pakistan out of which 66% are registered under various laws. To promote good governance in the not-for-profit sector, Pakistan Centre for Philanthropy (PCP) has started a certification program under which 180 have so far been certified. In the last few years, some baseline work has been done on not-for-profit sector in Pakistan (*Asif and Pasha, 2003; AKDN, 2000*) but, no study has yet been conducted on the governance and management of NPOs. The Institute of Administrative Sciences, University of the Punjab has recently launched a survey of NPOs registered with PCP to investigate the governance and top management structure of these organizations to identify a dominant model of third sector governance in Pakistan. Some of the key dimensions of this study, designed in line with the work of Samiul Hassan and Jenny Onyx (2008), are structure of chief governing body, its relationship with donors and government, sources of funding, and mechanism of external and internal accountability used by NPOs in Pakistan. The data collected through questionnaire and selected interviews will be presented in the ISTR Asia Pacific Conference in Bali with an effort to sketch out model(s) of governance of NPOs in Pakistan with explanation using competing theoretical perspectives in organization theory recently applied to non-profit sector organizations (Christensen and Laegreid, 2007; Carver, 1997; Sukel, 1996).

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**Attaining Social Justice through Educational Interventions
A Study of NGOs Contributions in India**

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Promotion of social justice is an important dimension in the countries like India where caste, gender, locations of residence and income disparities still have strong presence. In recent years the governments, the third sector organisations and individuals in their own capacities have tried to bridge such gaps in order to have an equitable society, delivering fruits of justice to all sections of the society. It is also important to understand that education plays very important and vital role in carving a path that leads to achieve social justice for all and hence the role of third sector organisations in ensuring the educational attainments of the marginalised people living in remote rural areas needs to be studied and understood to understand their contributions at the grassroots level.

The paper is based on the data collected for a larger study in the State of Madhya Pradesh which is the second largest State of India. All the 50 districts of the State have been covered under the study. An attempt has been made to study the contributions being made by the third sector organisations to enhance the educational status of the oppressed classes. The paper, based as it is on hard field data, leads to certain broad generalisations and sound conclusions. The analysis reveals that focused interventions by the TSOs is the need of the hour, that too in a highly professional mode, to address the educational requirements and the status of the children in need to achieve the goal of social justice. Many aspects of the social and economic life of such children are changing and the quantum of change depends on the quality of the interventions. These quantitative and qualitative changes in the life of the children will depend on the interventions of the TSOs to ensure their inclusion in the mainstream society and changing their way of life.

Present paper examines the role of TSOs by studying their comprehensive strategy to bring about systemic as well as social change by creating child friendly educational

systems. It argues that effective educational outcome is best achieved through the creation of links between various stakeholders. Such stakeholders include allied systems, children, parents, nongovernmental organisations (NGOs), and community based organisations (CBOs).



The Myth of Student Volunteers: A Comparative Study of Service Learning Programs in Taiwan Higher Education

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Service Learning Program in Taiwan had been designed as a compulsory requirement for higher education as a graduating criterion. However, the success of service learning program involves the participation and involvement of faculty, student, community, institutions, and governmental agency interactively. Taiwan should not act as a copy cat that is implementing the programs as a timeserver—drifting with the trend without reflection. The sufficient resources that are aroused because of service-learning program, should not work as a slogan without managerial strategies or effective plans. The intention to discover the myth and gap between administrative policy makers and the students are the major purpose of this article. Unless, we extract the motivations of the student volunteers, we can't fetch up the gap as well as create young engaged citizens. Served as a respectful dialogue, the public issues deserve a cross-party discussion, instead of imaginary assumption.

Competing Identity: The Role of Family in Social Entrepreneurship

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The paper revisits Fukuyama's (1995) influential work, and provides further reconsideration on the relation between family and social entrepreneurship. Specifically focusing on the area of social and health care service in Taiwan, this paper stresses the role of family in social entrepreneurship. With family as a starting point, social entrepreneurship grounds, emerges and evolves in the distinctive social context, that is, a society with the paradox of social value. By exploring the evolution of a social entrepreneurship case in Taiwan, this paper concludes that in line with Fukuyama, but going further, it is possible for the societies traditionally with the paradox of familism moving towards more inclusive and high-trust through social entrepreneurship.

Staying in their Comfort Zone: Implementation Gaps in Contracted-out Employment Services in Australia

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While proponents of New Public Management maintain that the contracting-out of human services to Non-Government Organisations enables the efficient delivery of high quality services, critiques of this process often highlight implementation gaps that undermine its promise. The difficulty of funding on the basis of appropriate output measurements for human services, combined with onerous accountability and reporting requirements, is seen to limit the autonomy of agencies and compromise their service delivery, including a reduced capacity to advocate for clients. Strategies intended to minimise shortcomings of contractualism in the human services include the formalisation and regularisation of relations between the funding body and the agency, including an emphasis on relational contracting and partnership working, underpinned by the establishment of a negotiated compact.

We reflect on an evaluation of outsourced employment services for disadvantaged jobseekers in a South Australian metropolitan region experiencing significant social and economic disadvantage. The services were delivered by a number of third sector agencies working to standardised service delivery contracts but the evaluation highlighted considerable variation in service delivery between the agencies. In particular, the funder's expectations about integration and coordination between funded agencies were not well met but this was poorly documented in the context of a funding regime that rewarded short term outcomes reported in a formulaic and standardised template. We observe that the hollowing-out of government departments over decades can contribute to this poor development and monitoring of contracts. When combined with high staff turnover and limited resources for staff development in contracted NGOs, this can seriously constrain

service delivery despite relational contracts and compacts that attempt to offset difficulties of measuring agency output.

Most importantly, we argue that a reliance on relational contracting at the inception of the program actually weakened the ability of the funding department to monitor agency practice over time, as key staff departed and as local circumstances changed. In a context of limited capacity building among the workers in the agencies and the contracting government department, it resulted in both remaining in a 'comfort zone' of tried and true practices which did not lead to sector development or service delivery responsive to changing labour market circumstances. We suggest that, perversely, this threatens to undermine the effectiveness of services to this client group, even more so than the common concerns about how limited autonomy of third sector agencies reduces prospects for advocating on behalf of their clients.



Gender and Australian Development NGOs: Issues of Structure and Partnership

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Including a strong gender perspective Gender in development has been an issue for development agencies - NGO, bilateral and multilateral - since the mid 1970s when the México Women's Conference agreed to women and development approaches in aid and development programs. Since then, and particularly following the Fourth UN World Conference on Women in 1995, bilateral, multilateral, and NGOs, have all agreed to develop gender policies and practices which address inequalities in power relations and access to development resources between men and women.

While some progress has been made in the fields of education and health, overall, the history of gender integration in development has been weak. Despite virtually universal commitment at the level of goal and strategy, implementation of gender equality policies has proved challenging. A 2005 review of nine OECD bilateral donors found very significant 'policy evaporation' in the progression from commitment to implementation and resourcing.

The picture with Australian NGOs is similar. AusAID (the Australian aid agency) has conducted a number of reviews of Australian NGOs effectiveness (and similar studies on gender), including a study for the 1975 for the Mexico Women's Conference, the 1995 NGO Effectiveness Review, and the 2010 draft review of the Australian NGO Cooperation Program (ANCP), all of which have pointed out that while NGOs are generally effective, they are weak on gender, and NGOs themselves perceive this as a problem.

The authors surveyed 15 ACFID members which are accredited to receive Government funds (a requirement of which was a gender policy). This was around one third of those eligible. The survey used stratified sampling to ensure that large, small, religious, and secular NGOs were represented. An online survey followed up with focus group interviews was undertaken.

The findings of the research show that the level of awareness of gender issues was strong among all agencies, and around a quarter of those agencies surveyed have gender as a central focus of their work, and the other agencies had a strong gender focus in particular countries or contexts. Overall the research found that agencies found it difficult to have a strong gender focus across their whole programs. This was due to pressures from their partner organisations in developing countries, as well as what they saw as competition among policy issues set by donors, and internal capacity issues.

The key outcome of the research is that a greater investment in capacity building of both Australian NGOs and their partners is required in how to apply gender norms in a range of social and political contexts where religion and tradition are sometimes used to argue for the maintenance of particular social structures. The research also pointed to innovative approaches to dealing with these issues in a sensitive and respectful manner, and so they cannot be an excuse for inaction



Content and the Context: Towards A Comprehensive Definition of Social Entrepreneurship in India

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A number of experiments in various parts of the world under the banner of social entrepreneurship throughout the world have been successful in addressing the socioeconomic marginalization of people. But most of these studies on social entrepreneurship are based on the experience and experiments of UK, USA and Europe. This north centric tendency in capturing the concept of social entrepreneurship needs to be overcome by considering the experiments in other developing parts of the world. In the light of Social Entrepreneurship gaining circulation in India, it is essential to capture the Indian experience within this concept. The paper consciously and carefully attempted to show as to how the content and context becomes fundamental in capturing the idea of Social Entrepreneurship. The emphasis in social entrepreneurship has always been on the word 'Social' than on entrepreneurship, which is largely anchored in the local culture.



Social Enterprise and Government: The Case of South Korea

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Existing accounts of social enterprises in Europe heavily rely on the 'Social Economy' theory. One of the key elements of the Social Economy Theory is the existence of a well-developed third sector that provides and delivers various welfare services. In numerous European countries, central and local governments support and foster social enterprises by systematically collaborating with the third sector. On the other hand, the U.S. government by no means deliberately nurture social enterprises. Rather, the market and the third sector cooperate with each other, resulting in the rapid proliferation of venture-style social enterprises.

In South Korea, 'social enterprise' emerged as a subject of academic discussion and debate in about 2000. It is only after 2007 that the South Korean government began officially recognizing and supporting social enterprises. Since 2007, 33 social enterprises have been established, and there are now more than 500 social enterprises throughout the nation. South Korea does not have a well-developed third sector akin to those in European countries. And there exists no significant cooperation between the second sector and the third sector. Then what explains the rapid success of social enterprises in South Korea in recent years?

We utilize the concept of 'policy entrepreneurship' to probe how diverse governmental and nongovernmental actors in South Korea have formed and forged dynamic strategic interactions with one another to contribute to the successful development of social enterprises. The main actors we identify and examine include the central government, local governments, commercial businesses, and third sector organizations.

We argue that: 1) nongovernmental organizations including self-support centers played the role of a 'policy entrepreneur'; 2) there has been efficient division of labor between the government and the third sector; and 3) the central government provided social

enterprises with institutional and financial support, encouraged local governments to support social enterprises, and rewarded those private companies that invested in social enterprises.

The third sector played the crucial role of a 'policy entrepreneur' in agenda-setting and decision-making with regards to social enterprises in South Korea. The third sector's initiatives have prompted the government make significant contributions to the development of social enterprises via various policy measures. The case of South Korea, which showcases successful development of social enterprises *despite* the absence of a welfare state or a well-developed third sector, should hold numerous policy implications for other Asian countries.



Facilitated Confrontation and Integration: Case Study of an On-the-job Training Program for Vulnerable Women

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This paper addresses the issue of professional training for vulnerable women. This paper analyzes an on-the-job training program conducted by a work-integration social enterprise in Taiwan. This social enterprise operates vegetarian cafeterias as a mean to create jobs for vulnerable women. The training program conducted by the social enterprise aims to strengthen both the job skills and the work ethics for the vulnerable workers. The program is unique in the sense that it emphasizes not only the skills and performance for work but also reflection and dialogue among the workers and the manager (trainer).

The training program has two main goals: skill training and attitude change. Workers in the cafeteria need to learn a variety of skills, and these skills seem to be not difficult as most women do the housework for their families. However, vulnerable women need to re-learn those skills so as to meet the standards of the work at a cafeteria. With regard to attitudes, vulnerable women with low self-esteem and self-confidence tend to withdraw from challenges, interpret others' words in a negative way, be hesitant to express, or have difficulty to pay attention and stay focused. The extensive group dialogue provides a facilitated reflection process for vulnerable women to confront the issues of work ethics and personal histories that affect their self-esteem and all relationships – relationships with family, others, work, and themselves. The aim is to raise the workers' awareness about their mind-sets, self-images, relationships, and histories and to make meaningful connections between their lives and the worksphere. By identifying and confronting those contradictions in the worksphere, vulnerable women may have the opportunity to reflect and re-learn their work attitudes and to explore new meanings in work and in life.

Findings

This research pointed out the importance of facilitated dialogue in training vulnerable women dealing with integration and socialization challenges. The findings include:

1. Social enterprise is an activity system; the conflicts in social enterprise can be a source of collective learning and development.
2. Vulnerable workers have their limits and histories; they are often lack of self-confidence and have difficulty to deal with conflicts. Training programs for vulnerable workers may integrate skill training with reflection in work attitudes. Job training programs can be designed to facilitate participants to confront the conflicts they encounter in the worksphere and to reflect and learn from the conflicts.



Using Social Network Analysis to Identify Changes in Social Networks as a Result of Caring

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Eldercare is often associated with a reduced ability to engage in the community both for the older people and often for their carers. Old people homes are seen as sad places to be avoided whether as a worker, a visitor or as a client. Caring at home may only be marginally better for the client as they still may not be able to leave the house and may not have many visitors. Unpaid caring work within the home can be a barrier to community participation for many people, mainly women. In Australia, Leonard and Burns (2003) in a comparison of different types of unpaid work found that caring was the most likely to be associated with participation in the private, as opposed to the public sphere and with a low sense of personal agency. From a study of Bangladeshi women in London, Ahmed and Jones (2008) argue that caring is particularly isolating and disempowering for women of minority cultures.

However, Johansson Leonard and Noonan (2010) identified two examples that show that caring does not need to be an isolating experience for either the carer or the person being cared for. In this paper we examine the caring networks in detail of one case, the Home Hospice in NSW Australia. As a community development program, HOME Hospice embraces the work of Kellehear (2007), who writes that "opportunities for community members to come together, establish networks and develop trusting and caring relations with one another" is an important goal of community participation and development programs at end-of-life.

The aim of the current analysis was to identify the changes in social networks, if any, over the period of caring. The method was social network analysis using a collective network mapping exercise. Data was collected from seven caring networks. They came together to create two network maps; one at the time when the Home Hospice first became involved with the family and a second at the present time. Three key concepts from networking theory can be explored, size, density and “betweenness” (Hays, 2000) where size is the number of people involved density relates to the number of ties amongst of a network and betweenness relates to the number of bridges across structural holes in the network. Changes in the strength of the network can be explored by examining the number and strength of the ties. This paper presents a quantitative analysis of 7 pairs of network maps using UCInet. The results show an increase in the size of the networks. Ties between the original members of the network strengthened. The role of the Third Sector organisation supporting the networks is discussed.



Dimensions of Bonding Social Capital in Christian Congregations Across Australia

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Since Putnam (1993) popularised the concept of social capital, the literature has grown exponentially (Halpern, 2005) and it has become necessary to identify different approaches (Adam and Roncevic, 2003), different types of social capital (Woolcott & Narayan 2001) and to be more particular about social contexts. The social context for this paper is the congregations of Christian churches in Australia and the focus is the social capital that exists within the congregation as opposed to its connections to the wider community of society, that is, to use Woolcott & Narayan's (2001) terminology, the bonding rather than the bridging social capital.

Congregations can differ markedly in their emphasis, depending largely on their denominational affiliation. Some may focus on strong ties within the congregation, others focus more on community outreach, and some focus on society as a whole with a strong social justice agenda. They may be actively evangelistic, highly inclusive or exclusive. Some focus more on the personal and individual relationship to God, while others are more socially active. Some are highly structured, resembling multi-national companies in size and scope, while others have localised, flat structures (see Kaldor, Dixon & Powell, 1999, and Bellamy & Kaldor, 2002, for denominational differences in the profiles of Australian churchgoers).

A survey of 3363 church attendees collected data to identify the different ways that social capital can be generated eg participation, informal friendships or volunteering in any sphere of church activity including questions about both the respondents own actions and their perceptions of the congregation and demographic questions including denomination.

The dimensions of Bonding were identified through exploratory factor analysis and then refined and confirmed through one-factor congeneric modelling.

Using structural equation modelling, the *Collective Agency* of the congregation, the strength of *Friendships* and the congregation's *Unity* were found to have a common underlying concept (*Bonding*). Of these *Bonding* subscales, *Friendships* was the strongest predictor of *Volunteering within the Congregation*, supporting the position that churches are ideal sites for volunteer recruitment (eg Evans & Kelley 2004).

The first and strongest factor represents the idea that the well-bonded congregation can come together to and solve problems, try new things and make things happen. It is consistent with the notion that agency is a key element of social capital (eg Leonard & Onyx, 2003) so that people with social capital have a resource to mobilise. The second factor Personal Connections reflects the importance of individual personal relationships in social capital as reflected in Onyx & Bullen's (2001) friends and family subscale. The third factor, Congregational Unity measures respondent's perception of the lack of divisions and level of trust. Thus is consistent with the literature which points to the limitations on social capital in divided or "factionated" communities (eg Crowe, 2007). The desire for *Homogeneity*, which has been the subject of much debate (eg Kilson, 2009) was not part of Bonding but it did weakly predict *Unity*.

Impact of Indian Third Sector Interventions on the Capabilities of Women and Social Change

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In recent times Civil Society has been conceptualized as a 'sector' which is different from the State and the Market. Several actors like Non Governmental Organizations (NGOs), Community Based Organizations (CBOs), social movements and charitable trusts are included under the umbrella of Third Sector. There is enough evidence to show the influence of these institutions on the policies of the state at various levels and counter balancing the interests and actions of the state. There is a growing importance of these institutions in the formation of social capital (Putnam, 1993). According to Putnam, "even non-political organizations in civil society are vital for democracy". For the present paper, only NGOs are considered as Third Sector. These are a category of institutions with distinct motivations and structures. They are principally motivated by the desire to articulate and actualize a particular social vision and operate in the realm of civil society through the shared normative values of their patrons, members and clients (Najam, 2000).

The role envisaged by the Government of India for the NGOs is

- a) Providing "delivery services" by the implementation of various development projects
- b) Mobilization and organization of poor with a view to empower them, breaking the culture of silence and dependence

While some of these institutions implement welfare programmes, some of them play an important role in conscientization process for increasing the capabilities of target groups. When the economy is moving from public sector dominant state to private sector dominant state, power relations change demanding changes in attitudes at personal level.

NGOs which are explicitly value based organizations have a crucial role to play in supporting these changes.

Present paper examines the impact of NGO interventions on changing the attitude of women leading to improved capabilities. It is based on a larger field study undertaken in two states in India viz. Karnataka and Madhya Pradesh. The sample comprises 800 households covering thirty two villages from both the states. Fifty percent of the villages are those where there is no NGO presence, which is considered as control group and the other fifty percent are those where NGOs are working. Preliminary results indicate that the NGO interventions have an impact on self understanding and attitude of women towards gender equity, work participation, participation in strategic decisions, political participation etc. reflecting improved capabilities and greater choices to them leading to changes in decision making in private as well as public domain. Considerable social and economic changes could be observed in the villages where NGOs are working compared to those without NGO interventions. Women in NGO villages are more assertive, expressive and adaptable than those in non NGO villages. These are some positive trends that can lead to social transformation and greater social justice in rural India.

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Entrepreneurship Development among Women and Voluntary Sector in India

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In spite of their differential access to resources and opportunities, women play a vital role in the social and economic transformation of a country. The contribution of women to economic development is a complex and multi-dimensional phenomenon. The UN report, prepared at the time of the International Development Decade of Women, pointed out that women constituted half of the world work hours, but received only a tenth of the world's income and owned less than a hundredth of the world property. There is a need for evolution of integrated policies and co-ordinate programmes to bring about substantial improvement in the quality of life of women, taking into account the complex reality of women's life, their multiple tasks, responsibilities and diverse yet interconnected aspects of women's life. In this context, an attempt is made to examine the emerging trends in the role of women as equal partners in the process of socio- psycho and economic development and family management.

Until recently, a contribution of women to the Indian economy through self-employment and home based work has not received much attention. The rapid changes in recent social conditions have drawn women in large number into the economic arena, transforming them into visible economic agents. The sizeable increase in the participation of female labour force in the Indian economy is attributed as much to economic necessity as to the emancipation of women. Women constitute about 48 percent of the total population of India. The vast majority of the women live in rural areas. The women in the rural areas are mostly into self-employment. It is in the unorganized sector, mostly in the rural areas, that the overwhelming proportion of women is finding employment. A micro enterprise suits the life style of the Indian women, self- employed women and those employed in the informal sectors often work in small enterprises, which provide them with little access to the credit and information needed to manage and market their products effectively (Young 1993). There is an imperative need to develop rural entrepreneurship with the special

focus on women. Credit programmes are being launched to help women in micro enterprises both by the government and non-government organizations (NGO's). Many NGO's are incorporating women in to their programmes designed to assist under micro-enterprises. In the rural areas, NGO's are working on poverty alleviation and income generating activities among rural poor. The concept of group entrepreneurship offers an opportunity for instilling among the rural poor basic managerial skill in association with NGO's and government organizations associating with group entrepreneurship and offers good opportunities to promote both barefoot and grass root management and at the same time indigenize the knowledge of management. This study is confined to the women entrepreneurs formed by the sample NGO in rural Karnataka, India which has committed to promote entrepreneurship development among rural women through self-employment. The papers deals with the sample NGO and its activities related to women and analyze primary data collected on the aspects of socio-economic background, nature of micro enterprise activity and also the problems and prospects of such enterprises. Simple average percentage and technique is used for finding the results. Thus, women are being given importance in special programmes of poverty alleviation and employment generation and aim to empower women and raise their status in their families and wider communities.



The Use of Charities by Australian Traditional Owners in the Northern Territory to Receive Mining Payments

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Mining payments paid to indigenous Australian in the Northern Territory have their genesis in two sources: mining developments and the indigenous land rights movement in Australia. In 1976 the Australian Federal Government enacted land rights legislation that returned 'traditional' lands to the Aboriginal peoples of the Northern Territory of Australia together with the right to mining royalty equivalents. The royalty equivalents are paid to the Northern Territory Land Councils and then used for a variety of purposes including funding the Councils and ongoing community development.

In 1979 the Federal Government introduced a taxation regime to impose an income tax liability on these payments. This regime is called the mining withholding tax (MWT) and is a flat tax at source on these payments. The MWT is currently set at 4 per cent.

In my paper I evaluate the MWT from the two canons of tax policy, 'simplicity' and 'equity' that are stated to be fundamental to a good tax system. In order to do this I first describe the operation of the MWT which is found in Division 11C of the Australian income taxation legislation. Second, I analyse the structure and purposes of the entities who receive the payments. The receiving entities are generally not-for-profits who are recognised by the Australian taxation system as charities. Third, I determine the uses to which 'mining payments' are put by these charities and conclude that these purposes are, in the vast majority of cases public or community development purposes. I then analyse the taxation of payments of this type from a taxation law perspective and conclude that they are not taxable. This leads to my conclusion that the MWT is not a legitimate tax and should be abolished.

Reaching Out to the Unreached through Branchless Banking: An Evaluation of the Indian Experiences

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Realizing that financial inclusion is one of the prerequisites for attaining the objectives of inclusive development, several developing countries around the world have attempted to reach out to the unreached through innovative financial inclusion programs. The same is true in India with a population of more than a billion, mostly living in her more than 0.6 million villages. But it is a sad commentary on Indian banking industry that, in spite of the far reaching changes in terms of coverage, credit disbursement and use of banking technology ever since independence in 1947, ensuring that the banking services reach the vulnerable millions remains a distant dream. The decennial Census of India, 2001, for instance, reveals that only 35.54 percent of the total households have bank accounts. Further, while in urban India the banking penetration ratio is higher at 49.52 per cent, the same is only 30.11 percent in rural India.

In consideration of the significance of financial inclusion, and the fact that majority of the households are yet to be reached by formal banking, the State, the Private and the Third Sectors in India, either jointly or severally have attempted to reach out to the sections of the population deprived of banking facilities. Branchless Banking is one such innovative cost effective attempt made, that has the potential to extend the distribution of the basic banking products to the poor at their doorsteps through the use of IT solutions. Under this approach, the Bank deploys a point of transaction terminal at different locations in a village under the control of a Business Correspondent. The Point of Transactions terminal is a device consisting of a keypad, a fingerprint scanner, a display unit, a printer and a lithium ion battery. It can facilitate cash deposits, withdrawal, balance enquiry, generation of mini statement, transfer of funds, loan repayments/withdrawals etc. While for the business correspondent, this gives an additional source of income, for the customer, it is banking at her doorsteps saving her time, energy and money.

Not all bankers are using Branchless banking as a tool for socio-economic empowerment of the unbanked poor. Many of them feel that this is not an economically justifiable model for expanding banking business. In this paper an attempt is made to evaluate the implementation of Branchless Banking by one of the premier nationalized banks of India focusing on the possibilities of using this as a tool of strategic Philanthropy. This Bank has used this model for reaching out to the rural and urban poor by working with some NGOs and a technology provider as philanthropic initiative. The study evaluates the impact of the project with an emphasis on the sustainable and replicable dimensions of the model, covering 400 beneficiaries of the program at the *bottom of the pyramid* from nine villages of the six states of India. The study reveals that the branchless banking can create opportunities for the bankers to identify and win potential customers in the long run, though, initially the whole experiment may not be economically viable. The model provides enough opportunities for inter-sectoral partnerships in socio economic development of the vulnerable population ignored by the development process. An attempt is also made in the paper to identify the steps to be taken for making Branchless Banking a rewarding experience for all the stakeholders.

Study of Corporate Social Responsibility (CSR) in Social Enterprise of Community Forest (Case Study at Taman Wijaya Rasa Cooperative) Kebumen District

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Corporate Social Responsibility (CSR) is increasingly popular in world of businesses with different arguments and definitions expressed by individuals and organizations. Carroll (1991) defines CSR as a corporate responsibility involving the 4 (four) components of economic responsibility, legal, ethical and philanthropy. In Indonesia, concepts and implementations of Corporate Social Responsibility (CSR) are being developed in many sectors. One of the implementations of CSR in forestry sector is the program of Certifications. According to Ptichnikov, A and Park, J (2005) certification of forestry business is a cornerstone of CSR implementation in the forestry sector. Similarly, Jalal, (2007) reinforces the notion that one of the most important CSR programs in the forestry sector is making efforts towards sustainable forest management.

Forest Management Certification is intended to improve forest management system to achieve Sustainable Forest Management by perpetuating the social functions, ecological and economic (Kendel, P.N, 2007). BPKH XI in cooperation with MFP (2009) reveals that in order to build the community economic, so the actor of community forest business must build the certified cooperation of community forest Taman Wijaya Rasa Cooperative (Kostajasa) had carried out (in) FSC Certifications in managing the sustainability forest which can afford the benefits to the aspects of economics, social and the environment.

Kostajasa Cooperative built by members of the community forest farmer groups with the aim to improve the welfare of farmers through the sustainable management of forests ranging from planting, maintenance, harvesting and sales of forest products in the form of mahogany. This fits the phrase Swasono, SE in Mutis, T, (1992) which defines cooperatives as economic institutions of the people who drive the economy of the people in spurring social welfare societies. To prove that a cooperative can provide a sense of

Kostajasa Cooperative benefits of social, economic and environmental, it is necessary to study the benefits. The objective of this research is to examine the certification of procedure of the FSC Kostajasa Cooperative due to the concepts of CSR Carrol Pyramid and to examine the benefits made by this procedure based on the concepts of Triple Bottom Line.

The methodology used in this research is a qualitative approach. The Qualitative approach is used to examine the suitability of Certification Cooperation due to the Carrol Pyramid concepts and to examine the benefits outcomes in sector of economics, socials, and the environment. Collecting data is carried out through interview with stakeholders such as; The Forest Trust (TFT), management of Kostajasa Cooperation, members of the cooperation and other competent sources. Analyzing the data is carried out descriptively.

The conclusion of this research defines that the FSC Certifications done by Kostajasa Cooperation is suitable with the Carrol Pyramid Concept and make benefits to (a) Economic aspects, such as; increasing production of wood, increasing market opportunities and pricing of wood, creating opportunities for employment, increasing income for cooperation, members of cooperation, communities, local Governments and the village; (b) Social aspects, such as; understanding the legality of land, increasing the capability of farmers, increasing participation and understanding of association; (c) Environmental aspects, such as; improving forest conservation and forest management, improving conservation of natural resources, the availability of data and environmental monitoring, increasing the use of organic fertilizers and organic pesticides and creating new innovations that make a liquid fertilizer that can be used for fertilizing crops and eradicating the pest cultivation.

Philanthropy and Public Health Development in Japan: A Case Study of the Contribution of the Rockefeller Foundation to Public Health Nursing Education in the 1920s to 1950s

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The Millennium Development Goals (MDGs) confirmed the importance of public health, including preventive measures, especially in countries with a high prevalence of infectious disease. In remote areas experiencing a high infant mortality rate and a lack of doctors, the public health nurse in particular has played an important role in improving health outcomes and reducing infant mortality rates. In the 1920s to 1950s, the Rockefeller Foundation awarded grants to St. Luke's International Hospital in Tokyo to develop Japan's nursing education system by introducing the American public nursing system. The author of this paper thus argues that nursing education reform in Japan began as early as the 1920s, prior to the Occupation era. The resultant Japanese model of nursing education has in turn provided a successful model for developing countries that are experiencing high rates of infectious disease and infant mortality. This paper will briefly cover the Rockefeller Foundation contribution to the Thai health care system in the 1920s.

This paper consists of a literature review and historical analysis based on research conducted at the National Diet Library of Japan, the Rockefeller Archive Center (RAC), and the National Archives and Records Administration. The literature review covers both US philanthropic activities and policy reforms in the period immediately prior to and following the war. Amemiya (2008) discusses the public policy reform that started from the early 1930s, well before the Occupation of Japan. The mayor of Tokyo, Viscount Shimpei Goto, along with Eiichi Shibusawa, one of Japan's leading industrialists and philanthropists, were involved in initiating the development of the public nursing system with the guidance of the Japanese government. Farelly (2004) describes the leading role played by the international health division of the Rockefeller Foundation in eradicating infectious diseases from 1913 to 1951. With regard to the field of nursing education in particular,

Yoshikawa (2003) and Tsuboi & Sato (2002) address the shifts in nursing education that developed on the basis of the Occupation-period reforms. These studies reveal that nursing education reform in Japan was pushed by GHQ/SCAP's Public Health and Welfare Section (PHW) during the Occupation and was supported by the Rockefeller Foundation both during that time and during the prewar period.

The author of this paper has been conducting research on the Rockefeller Archives collection (RF 1.1, 609C) since 2009, when she was an ARNOVA-RAC Fellow. In March 2011, she extended her research to examine the impact of the Rockefeller Foundation on the development of Japan's nursing education. From 1926 to 1932, for example, the Rockefeller Foundation appropriated a substantial sum as an endowment for the construction of the St. Luke's Hospital School of Nursing (Beal 1932; Embree 1926).

During the Occupation, Col. Crawford Sams, a chief of the PHW of the GHQ/SCAP worked closely with the Rockefeller Foundation to develop the nursing education system in Japan. Oliver McCoy, who became the Rockefeller Foundation's representative in Japan in 1948, worked closely with GHQ/SCAP and played a crucial role in developing the public health system in Japan even after the Occupation ended. When St. Luke's Hospital asked the Rockefeller Foundation for assistance in restructuring its nursing education, McCoy strongly argued the case for such a grant and the Rockefeller Foundation subsequently awarded \$4,200 to the hospital (Warren 1953).

This paper will contribute to a deeper understanding of the importance of philanthropy in development and of collaboration between governmental and philanthropic institutions. By reviewing the Rockefeller Foundation's roles in Japan's development in the 1920s to 1950s, it will allow us to draw implications for the potential role that Japanese corporate philanthropy can play in the health field in developing countries today.

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**International Comparative Study on Individual Philanthropy: An Empirical
Analysis on Social Preferences and Pro-social Behavior**

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Measuring Social Impact

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The Third Sector as a whole, and each organisation within civil society, needs to know what kind of impact it has in society at large and for its specific constituencies. Are we making a difference? Do we make life better for our citizens? Sometimes we are interested in making and, therefore, measuring real economic progress for our constituents. However, more often we are interested in making, and therefore measuring the social contribution of our work. There is increasing, and increasingly urgent demand for measures of social impact. Yet to date, there are no social impact metrics that are agreed, generic, widely relevant, with a useable metric base. Social impact is illusive, partly because it is qualitative rather than quantitative, long term rather than short term, diffuse and multi layered rather than specific and focussed, and probably means different things in different contexts. In this paper we explore the potential for measuring social impact within a single large Australian organisation, The Surf Life Saving Association (SLSA).

An Australian Social Icon.

SLSA is a large volunteer based third sector organization. In 2008/09 the volunteer membership consisted of 150 318 participants, comprised of 57% males and 43% females (SLSA, 2009). Whilst there is a general national trend for declining volunteerism as a rate of population growth and a reduction in the number of hours volunteered by participating individuals (ABS, 2007) membership at SLSA has experienced steady growth. A commissioned economic benefit analysis uncovered the extensive contribution of SLSA but could not adequately determine the social contribution of the organization within the larger community. (Allen, 2005). This paper reports the first stage of an empirical study of SLSA, done in collaboration with SLSA, and a University partnership grant. Data was collected from eight focus groups with key SLSA staff, board members and 'toes in the

sand' volunteers, nationally (a total of 61 participants). The focus group discussions captured perceptions of the social contribution of SLSA activities. Findings from focus groups were used to identify key areas for capturing social contribution activities. These include: a family orientated and supportive organizational culture (engagement of whole family over life-span); the personal development of members which flow on to the wider community (eg social values); generic skill development among members of direct applicability to wider community (eg leadership skills); public education programs for the wider community (e.g. water safety); mutual assistance with other community based organisations (eg emergency assistance, fund-raising); facilities available as social/training resource for wider community (eg community meetings); formal programs for disadvantaged groups (eg indigenous, migrants). One outcome is the development of a questionnaire to measure social impact for the organisation and more broadly for the third sector as a whole.

Professor Onyx (PhD) is Professor of Community Management and co-director of Cosmopolitan Civil Societies Research Centre (CCS) at University of Technology, Sydney. All authors are members of CCS. Associate Professor Darcy and Dr Edwards are PhD qualified, while Ms Maxwell is a PhD student at the centre and research assistant to the project. In addition the team has worked closely with Shauna ?? and others at the Surf Life Saving Association of Australia.

Issues for Indigenous Entrepreneurship and the Lack of Relevant Research on Female Indigenous Entrepreneurs

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This paper is part of research which forms the basis of a recent successful ARC Indigenous Discovery Research grant of the same title as PhD and ARC Linkage Grant which focuses on Indigenous Entrepreneurs in Australia, of which our research group now have developed a database of which key dimensions will assist in informing literature review; an all which are about improving economic and social outcomes for Aboriginal and Torres Strait Islander Australians.

There is a strong literature on the barriers faced by potential Indigenous entrepreneurs. These include: a lack of basic business skills and financial literacy (Schaper, 1998; Collins, 2004; Baguley, 2007); a limited pool of skilled labour (Flamsteed and Golding, 2005; Schaper, 1998); poor mentoring and inadequate business advisory support in the establishment phase (Altman, 2001; Collins, 2004); a lack of access to finance and education (Collins 2004; Foley, 2006); Indigenous welfare dependence (Baguley, 2007); low incomes and a lack of asset ownership that make it difficult raise capital for establishing a business (Baguley, 2007; Flamsteed and Golding, 2005). However, the gender dimensions of these barriers have not been adequately investigated, hence the importance of this research question. Despite this there is very little research that provides a contemporary overview of the nature of female owned or controlled Indigenous business enterprises in Australia. It is thus important to conduct research that permits an understanding of the dynamics of female Indigenous enterprises and the economic and social contribution that Aboriginal women make to private and social entrepreneurship across a wide range of industry types, ownership types and locations.

The innovation of this research proposal is that it attempts to fill this critical gap in the Australian Indigenous entrepreneurship literature.

Understanding Gender Equality and the Influence of Feminism in Women's NGOs: A Global Study

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In its 2010 Global Gender Gap Report, the World Economic Forum (WEF) made a distinction between gender equality and women's empowerment in the following way,

Our aim is to focus on whether the gap between women and men in the chosen variables has declined, rather than whether women are "winning" the "battle of the sexes". Hence the Index rewards countries that reach the point where outcomes for women that equal those for men...(Hausmann, et al, 2010: 4). This quote raises an interesting perspective on feminism in development, from an international institutional level, as it at once collapses the idea of women's empowerment as combative and as *the* feminist position. This view is counter to the rhetoric of the United Nations in its anti-poverty policies (in particular the Millennium Development Goal Three) where it recognises women's individual empowerment as the key means for women to act to close the gap between them and their male counterparts in all contexts: economic, educational, political and cultural. Although the WEF report does not seek to define the term empowerment it can in fact be read, in one way, as a report on the success of feminist approaches in development as the countries that have reached the highest rank, Iceland, Norway, Finland and Sweden, have achieved 80% equality across the board whereas the lowest achiever in gender equality, Yemen is reported to have only closed 46% of its gender gap (Hausmann et al, 2010: 32). What is also evident is that where women are generally recognised as mostly equal to men there has been a long history of feminist struggles and feminist scholarship that has had significant achievement at both cultural and political levels. Whereas countries such as Yemen women have had little opportunity to organise and struggle for their rights and this is reflected in the fact that practices such as child brides, honour killings and girls' exclusion from school are common practices. There has also been a backward trend in 16 of the 114 countries annually studied since 2006, where gender equality has declined in

countries such as Mali, Benin and Morocco, where again there has been little evidence of a women's movement. Such observations of gender equality policy and the measurement process across the world leads to further questions about what type of gender equality policy is believed to be most effective by the implementers of such policies? And, how are such policies understood within the paradigm of feminist practice? What types of feminist theory is most applied in the programs?

A more theoretical, but crucial, set of questions being pursued in this paper have to do with the dominance of notions of empowerment and empowerment feminism. Can empowerment be equated with equality? Can women be empowered (for example through micro financing or girls going to school) and still be dominated by men? Is the adherence to empowerment as the dominant feminist norm in social policy and support service responses to women's inequality a key factor in the lack of success in reaching global gender equality after 40 years of feminist influence? Has empowerment been so successful because it suits the individualisation processes of neo-liberalism and market capitalism? Why is it that minute shifts towards better conditions and status of women, despite their ongoing inequality, are seen as gender equality measures at all? Are they not simply a change in the type of inequality women experience or might experience in the future? For scholarly feminism it may be time to revisit structuralist analyses of women's domination and explore women's 'freedom as non-domination' as proposed by Jennifer Einspahr (2010: 16). In some senses this may mean a return to a process that resembles 'the battle of the sexes', a radical feminist idea so readily resisted by the Global Gender Report (2010). In order to explore these questions through the opinions of those operating on the front line of gender inequality programs, a short online survey of NGOs that could be readily identified as 'Women's NGOs' has been conducted. Keeping in mind the myriad of questions detailed above, this paper primarily reports on the preliminary findings of the survey based on more than 140 responses from across the world's regions.

Governance Practices in Credit Unions and Women Mutual-Liability Cooperative in Indonesia: Context; Challenges and Lesson Learned

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Credit Unions and Women Mutual-Liability Cooperatives in Indonesia have different characteristics. The former operates like banks while the later functions through group loans.

Both types of organisation have contributed significantly to the economic development in Indonesia. However, due to their unique features, each type of organisation faces its own challenges. In fact, they can learn from each other's distinctiveness.

Credit Unions (CUs) have grown faster than Women Cooperatives, however as it grows bigger its values fade away. On the other hand Women Cooperatives, albeit its solid values, face difficulties in its development.

This paper will discuss a research result which was done through focus group discussions, interviews and juxtaposition of relevant multiple theories with governance practices. The intentions are to investigate governance practices in each organisation context; discover their challenges; and reveal what lessons can be learned from each type of organisation. The multiple theories employed are agency; resource dependency; and group decision. In addition, this paper will propose other theories and concept that can explain governance practice in those organisations, such as social capital; managerial hegemony and local wisdom.

This paper posits that each context produces different outcome, notwithstanding its similar objective, that is poverty alleviation. CUs which are managed like corporate are adept in its effort to expand, but unsuccessful to maintain its values such as solidarity and togetherness. Conversely, Women Cooperatives through its mutual-liability system are doing well in upholding its values but inept to develop immensely.

Through triangulation by applying multiple theoretical perspectives in analysis, this paper uncovers the challenges faced by each type of organisation. Other theories are also used to provide more explanation and discover lessons learned. Theories of agency suggests monitoring system; resource dependency proposes the need of more boundary spanners in the organisation; and group decision warns the rubber-stamp role of board members.

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Supporting Community Leadership

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The creation and maintenance of a vibrant third sector relies on community activism and leadership. Enabling and support community leadership in civil society and social movements is an essential role of third sector organizations. Drawing on the experiences of 23 older Australian this paper identifies strategies to facilitate community participation and leadership. The paper recognizes older people's contribution to community action as leaders rather than as free labour through volunteering.

Within the community development and social inclusion literature there is real concern that decreasing community connectedness, reciprocity and social capital may led to communities becoming more fragmented and individualistic, highlighting the need for community-oriented organisations and activities (Costa, 2001; Putnam, 1995; Smith, 1999). Walsh & O'Shea (2008) argue that increasingly older people are leading and participating in these organisations (p. 797). Whilst community action is seen as building active citizenship and countering the decline of social capital (Foster-Fishman et al, 2007), little Australian research exists on *enabling* community participation. Within the health literature there is considerable evidence of the positive impacts on individual health and wellbeing of participation. In much of this literature however the focus is on self-help initiatives or supporting other older people (see for example Layne et al, 2008). There is little recognition of the broader contributions made by older people as community leaders across the broad civil society. Research on the motivations for participation is currently dominated by psychological studies (see for example Fawcett & Paine, 1995). This also tends to focus on young people, rather than older people (Wells et al, 2008). Lie, Baines, and Wheelock (2009) assert that for older people, volunteering is not an individualistic, ego-centric endeavour but an altruistic one in which individuals can contribute to society (p.703).

The paper will draw on empirical research with older leaders active in inner city communities in Sydney. Twenty three participants were interviewed ranging in age from 45 to 81 years. Women comprised approximately 2/3rd of the participants. Participants were predominantly anglo-Australian however interviews were also undertaken with Indigenous elders and people from diverse cultural backgrounds. One third of the participants lived in public housing, reflecting their low socio-economic backgrounds. An important finding of the research is the rejection of the notion of 'community leader' with most participants preferring terms such as 'active community member', in line with Lister's more radical conception of active citizenship (Lister, 1997, p. 32). The paper also highlights the differing paths to community activism of participants as well as the individual and community benefits of active citizenship. Ageism is identified by participants as a barrier to their enacting active citizenship.

This paper will challenge narrow understandings of citizenship, understanding active citizenship instead to refer to participating in the community through a broader range of avenues, including local action; mentoring, care-giving, and helping out neighbours (Marinetto, 2003, p. 104). It argues for a more radical conception of active citizenship to include participation at a grass-roots level, particularly enacted and embodied by marginalised groups (Lister, 1997, p. 32)

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Limits to CSR: A Comparative Study of 4 Major Oil and Mining Companies which Operate in Indonesia

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For more than 10 years Indonesia has been in the reformation era - an era of openness, freedom of the press, that supports the growth of democracy in the country. Now democracy in Indonesia at the highest position compared to other countries in Asia. For the past decades all multinational companies operating in the country have adopted CSR. They believe that it can help them with development of their business and also production. It is also considered to be a means to harmonize the environment, shareholders and stakeholders. Currently, Indonesia is a pioneer in legalizing CSR regulations in Asia.

Although the monitoring system and global surveillance upon their activities has improved and the CSR values have been applied, until now Indonesians are still very suspicious and prejudice of oil and mining companies. There has been cases that has triggered that, such as the Lapindo mud disaster in Sidoarjo and the Newmont case in Sulawesi. However only a few extractive companies have managed to overcome all their problems and be able to continue their extraction and production unhindered.

The objective of this research was to investigate why some extractive companies are able to overcome these problems, while others are still struggling to do so. Furthermore, this research investigated the corporate business ethics and how much companies genuinely care about their stakeholders. This research provides recommendations for companies in extractive industry.

The design of this research is a comparative study, between four extractive companies operating in Indonesia within the framework of CSR principles in global compact.

The result concluded that :

- a). Environmental issues are the biggest issues in Indonesia and it can ruin the company's reputation if mismanaged. For example, the collapse of the entire company's reputation due to poor environmental management by Lapindo Brantas Inc that caused mud flow in East Java. Respondents emphasized that Indonesia has more stringent environmental regulations than other developing countries, sometimes even more stringent than the U.S. and several countries in Continental Europe.
- b). The tendency of CSR practices in Indonesia is community development, yet it is only a small part of CSR.
- c). a company should not need a special division of CSR. In fact, all divisions are obliged to apply the principles of CSR such as those stated in Global Impact and ISO 26000 and should be associated with their field of work.



Considerations on the Characteristics of the Japan Overseas Cooperation Volunteers and Its System Development: Based on Data from the 1990s

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The purpose of this paper is to recommend areas of development for the Japan Overseas Cooperation Volunteers (JOCV) system, which is expected to contribute to Japan's participative international cooperation and the promotion of a multicultural society. This study uses JOCV data from the 1990s and around 1995, the year of the Great Hanshin-Awaji Earthquake and "Volunteer Gannen" (first year of volunteerism), to consider various characteristics of its members. The author considers the data to be useful as there has been little system change during this decade.

The paper looked for the factors that prompted the youth to apply for JOCV in their search for future directions and in their life experiences in an environment where nonprofit endeavors are proactively performed and obtained statistically significant results. First, the study will reveal the characteristics of the applicants to and dispatched members of JOCV, and the gaps between them, based on the estimation of factors that may influence their applications. Then the author will indicate the effectiveness of the transfer of JOCV's activities to or coordination with the private sector. The focus is on (1) the factors contributing to the increase in the number of countries to which members are dispatched, (2) an increase in the number of people without skills who are applying for JOCV on per-capita GNP (GNPPC), and (3) the application status of the four principles of the general framework of ODA.

Meaningful Work and Profit Generation Goals within the Third Sector

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This research is concerned with the way that meaningful work manifests in and is managed by organisations in the Third Sector. Organisations in this sector often do not have the resources (financial or structural) to fully employ traditional methods of motivating staff: for instance increased pay and promotion (Alatrasta & Arrowsmith, 2004). However employees within the sector are known to demonstrate motivation and commitment towards their work. In fact, work in the sector has been associated with a culture of self-sacrifice and work-life imbalance (leaning towards work), suggesting that employees have an exaggerated commitment to and motivation towards their work (Dempsey & Sanders, 2010). One explanation for this is that employees are at a broader, global level, driven by the need for meaning in their lives (rather than being motivated by money or achievement) that is satisfied through their work (Steger & Dik, 2009), not only making work more satisfying but also more productive for the individual (Steger & Dik, 2010). According to Steger (2009), for work to be meaningful it must: *make sense*, *have a point*, and finally, *do benefit towards the greater good*.

Assuming that the values focus of Third Sector organisations is the primary source of meaningfulness in this type of work, by allowing workers to “do benefit to the greater good”, the trend towards social entrepreneurship within the Third Sector and the emergence of social enterprise, organisations that balance both social mission and profit-generation goals, introduces a new variable (profit-generation goals) into the mix for the construction of meaningful work in values-based organisations.

This project, which is still in its early stages, uses semi-structured qualitative interviews to compare accounts of meaningful work provided by employees in traditional not-for-profit organisations (without profit-generation goals) and social enterprise organisations (with profit-generation goals). Given that social enterprise and traditional welfare organisations can take many forms, the focus of this study is on organisations that provide services for

disadvantaged groups in the community, to control for differences that may occur due to the type of work undertaken. The aim is to explore how profit generation goals impact the way that meaningful work manifests in and is managed by organisations. It does so by exploring meaningful work in social enterprise, a relatively new form of organisation in Third Sector.

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**Features of Human Resource Development Systems in Partnership with
Community Management in Germany
(The Case Study of Baden-Württemberg)**

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Nowadays, partnerships in which the government and third sector cooperate with each other and deliver public services, are gathering attention as a new approach to solve social problems. A challenge is that differences in government and third sector operations make it difficult to produce better solutions and improved relationships. As a result, “promoters” who work between the government and third sector can reduce impediments to cooperation. The purpose of the study is to discuss the features of the Human Resource Development System, which aims to build the promoter who fulfills the role of direct support of partnerships. The result indicated that the two-tier structure makes it possible to build community-based promoters and the structure intended to utilize promoter’s experience.

Accounting Standard for Specified Nonprofit Corporation in Japan

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Specified nonprofit corporation (NPO) started in 1998 based on Act to Promote Specified Nonprofit Activities (NPO law) in Japan. Rapid pace of developments, however, it did not have own accounting standard for a long time. In March 2009, a project was started to set accounting standard by private initiative and finally it is published in July 2010. From a historical perspective, to set accounting standard by private initiative is very rare. The accounting standard reflects the spirit of NPO's self-reliance and suitable for the maturity of the systems of NPO. I explain the background and its development process for setting accounting standard. Also I explain the feature of this accounting standard and state my opinion for future prospects.



Is there any Place for Social Enterprise? Finding the Blindside of Business Strategy

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Panel One - Abstracts

Panelists:

Wendy Earles, Australia, President-elect ISTR

Bernard Enjolras, Norway, Editor of Voluntas

Brenda Gainer, Canada, President ISTR

Naoto Yamauchi, Japan, Board Member ISTR

Third Sector Scholarship Around the World: Present and Future Challenges

A scholarly field of study requires an active research endeavour and responsive education programs, a community of research and teaching scholars, a sense of shared scholarly interest and purpose, and sufficient institutionalisation to ensure a resource base and ongoing legitimacy. Such institutionalisation can include but is not limited to academic journals, scholarly associations, university research centres, and teaching schools. A field of study can be narrowly defined as involving university-based research and teaching or it can be more expansive and include a wider range of research and teaching practice. Field-building involves finding a balance between sustaining activity, community-creation, identity-formation and institution-building.

Over recent decades the development of a third sector field of study has been impacted by considerable change in the third sector, in academia and other research and teaching settings, and in traditional sources of support. Third sector scholarship and scholarly communities have traditionally been supported in three main ways: philanthropy and volunteering, state-sponsorship and market-mechanisms. In different national or regional context a distinct mix of support has developed.

Panellists will provide national and regional perspectives on the development of the third sector field of study. In combination, they will highlight critical questions to inform reflection on the ongoing development of scholarship and scholarly communities within nations and regionally in the Asia-Pacific Region. Such reflection is aimed at developing both a strategy and tactics to further institutionalise the third sector field of study so that it gains the recognition and funding it needs to make a positive contribution to society.

Abstract 1:

**The Challenges to and Opportunities for the Development of a
Third Sector Field of Study in Australia**

Wendy Earles

Australia and New Zealand third sector scholars have formed a community over the past two decades that engages on average 100-150 members and 150-200 conference attendees. This community has been able to sustain a scholarly association, a bi-annual academic journal and a biennial conference series. Despite the emergence of such a community and some institutionalisation, the third sector does not as yet constitute a recognised field of study in Australian government data collection.

Two major changes are currently impacting the institutionalisation of the Australian field of study. The Australian Government has been working towards a research assessment framework for a number of years and this was realised in the Excellence in Research for Australia (ERA) 2010. Third sector studies did not rate well in this exercise and there is now concern that universities will not support and incentivise scholars to undertake research in this field. Third sector research groups or centres are reinventing themselves during university restructures as broader research coalitions, and new research centres are taking up wider research mandates. The common ground in such agglomerations is the focus on change in society and inter-disciplinarity in tackling societal problems. The old 'third sector-ness' is being distilled however a more diverse community of scholars is being created especially across the social science and business divide.

This presentation reports on new field-building initiatives geared towards strengthening the community of scholars and institutionalising the third sector as a bona fide field of study in Australia.

Abstract 2:

Third Sector Scholarship in Europe: Present and Future Challenges

Bernard Enjolras

In spite of a growing importance and awareness in terms of public policies and an increasing supply of higher educational programs, the European third sector is characterized by a relatively low level of institutionalization. The European third sector research community is divided both in terms of research topics and in terms of scholarly organizations. This reflects the polarization of the field around two main concepts: social economy and nonprofit and voluntary sector. The polarization of the field impedes its institutionalization by weakening its legitimacy and by reducing its ability to attract funding and its organizational capacity. In addition, European third sector research is typically multidisciplinary and competes for resources and for legitimacy with the more established disciplines within the social sciences.



Abstract 3:

The Development of Third Sector Studies in Canada: Regional, National and Local Perspectives

Brenda Gainer

In part the story of developing third sector studies as a unique field of enquiry and research in Canada is regional—it is the story of isolated researchers in North America, both in the academy and in other institutions, turning their attention to the third sector and/or philanthropy, eventually coalescing into a voluntary association, then transforming from an internally-focused networking “club” into a more activist, externally-driven organization and beginning to seek support in order to develop the institutions that ensure the recognition and sustainability of a distinct field of studies. This is the story of the development of institutions such as ARNOVA and NACC and journals such as NVSQ and NML. Although these institutions are often thought of as “American,” there has been strong Canadian participation in all of them and one of the earliest university-based nonprofit programs in the world was established in Canada as part of this movement.

However the other part of the story of developing third sector studies in Canada is not about the development of scholarly institutions in the English-speaking region of North America but about the development of unique Canadian content and perspectives. It is the story of developing the ideas, theories and knowledge about what is distinct about the Canadian third sector and our field of third sector studies. And, as the latter approach has come to the fore, we have also begun to focus on what is unique and distinct about the third sector and third sector studies in Quebec. This part of the story is not regional but national and local. In contrast to the early establishment of a nonprofit management program in Canada, we have been extremely slow to develop a Canadian third sector scholarly association or a Canadian third sector journal. This paradox between rapid and strong regional development and delayed national and local development of third sector programs, scholarship and institutions is the subject of this paper. The presentation concludes with a reflection on the impact of local, national and regional contexts on the development of scholarship and field-building in a global intellectual community.

Abstract 4:

Recent Development of Nonprofit Related Studies in Japan

Naoto Yamauchi

In Japan, the first attempt to organize the research on nonprofit and civil society issues was the establishment of *JANPORA, Japan NPO Research Association* in 1999. This is one of the oldest national academic associations for this field in Asia. The JANPORA's mission is promoting and disseminating studies on the nonprofit sector, giving and volunteering, nonprofit management, etc.

At the time of establishment, there were 600 members, and today, membership has reached over 1,000. One of the unique features of JANPORA is the composition of academia and non-academia, namely more than the half of members are practitioners, and the rest are university based researchers and graduate students. Members' academic disciplines are quite diverse, but political science, sociology and economics are three major disciplines. Its main activities are holding annual conferences with the audience between 300 and 500, and monthly research seminars, and publishing newsletters and official bi-annual journal, titled *The Nonprofit Review*, which was founded in the year 2000.

Generally speaking, Japan's central and local governments have had positive attitudes towards the nonprofit sector, and also the research on the sector. It is particularly true for the recent Democratic Party administration. Moreover, not only the government but also the general public and the media have been interested in the activities of nonprofit and voluntary organizations in the damaged areas after the recent earthquake and tsunami hit the eastern part of Japan.

While more and more universities offer graduate programs related to nonprofit research and management, it is not easy for graduates of those programs to find professional jobs in the nonprofit sector, due to too small nonprofit labour market.

Panel Two - Abstracts

Panelists:

Christopher Baker - Swinburne University of Technology, Melbourne, Australia

Les Hems - University of New South Wales, Australia

Michael Moran - Swinburne University of Technology, Australia

High Net Worth Philanthropy in the Asia-Pacific

The high net worth – generally defined as those with investable assets exceeding US\$1million – are growing globally, not least in the Asia-Pacific region. They are also increasingly seen by nonprofits and governments as a potential source of philanthropic donations as well as potential angel and social investors for social enterprises and businesses requiring start-up and seed capital. Yet despite a growing number of reports produced by wealth managers (Barclays Wealth 2010) the level of academic engagement with the philanthropic behaviours of High Net Worth Individuals (HNWIs) is limited. With the exception of a few studies (cf. Madden and Skaife 2008) this vacuum is even more pronounced in the Asia-Pacific. The papers in this panel aim to partially address this oversight by undertaking an exploration into incentives and barriers to giving and proposing a tentative model for expanding the flow of resources from HNWIs to not-for-profit organisations and social enterprises; outlining a research programme around giving among Australia's HNWIs using US methodology to both understanding patterns and behaviours of giving and facilitate cross-national comparisons; and an exploratory study into the relationship between HNWIs and philanthropy in emerging countries in the region.

Abstract 1:

High Net Worth Australians and Philanthropy

Christopher Baker - Swinburne University of Technology, Melbourne, Australia

With a population of 22 million Australia does not rank as one of the top 50 most populated countries in the world. It is however one of the countries in which the global population of High Net Worth (HNW) individuals is highly concentrated. The Capgemini /Merril Lynch "World Wealth Report 2011" estimates that in 2009/10 the number of Australians with investable assets in excess of US\$1 million grew over 11% to 193,000. This ranks Australia as the ninth largest home to HNW individuals. It is one of three Asia-Pacific countries in the top 12 for HNW individuals by number, with the other two being the fast-growing China and India (Capgemini/Merrill Lynch 2011). Despite the significance of private wealth in Australia, there is a relative dearth of information available on the giving behaviours of this population.

The limited research that is available indicates that in comparison to their counterparts in other affluent nations, wealthy Australians give at relatively low levels (Tracey and Baker 2004; Hill and Doyle 2011). Domestically wealthy Australians give more than the average Australian taxpayer, though only marginally more as a percentage of their income, and over the decade and a half of sustained growth in personal wealth lasting late into the previous decade (McGregor-Lowndes and Pelling 2011), giving by HNW Australians failed to keep pace with the growth in personal wealth (Madden and Scaife 2008). Nevertheless, the introduction in 2001 of a new form of private philanthropic trust targeted at HNW Australians (known as Private Ancillary Funds since 2009) has seen the aggregate corpus of these new entities grow to an estimated value of more than \$2billion in less than a decade.

To address the gap in understanding of philanthropy in Australia, the Asia-Pacific Centre for Social Investment and Philanthropy at Swinburne University of Technology is conducting a survey to assess philanthropic attitudes and behaviours of HNW Australians. The survey is being undertaken in partnership with the Center on Philanthropy at Indiana University, utilizing the survey instrument used by Indiana in the conduct of three Bank of

America sponsored studies of HNW Philanthropy in the United States (Rooney, Frederick et al. 2006; Rooney, Osili et al. 2009; Osili, Bhakata et al. 2010). Making use of the same survey instrument, with limited customisation, will provide a sound basis for cross-national comparison (with the United States in particular). The distribution of the surveys will be directed at HNW individuals in Australia *per se*, rather than specifically at those with philanthropic propensity. Response data will be de-identified to ensure the anonymity of individual respondents. It is anticipated that the analysis will include cross-tabulations of collected demographic and giving data, and multivariate regression analysis. The study is being structured with a view to its repetition, so as to enable longitudinal analysis of constants, changes and trends.

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Abstract 2:

**The Market Place for Philanthropy and Social Investment by High Net Worth
Individuals**

Les Hems - University of New South Wales, Australia

The raw statistics available suggest that high net worth individuals (HNWI) in Australia and many other countries are not achieving the same levels of philanthropy and social investment observed in the USA and the UK. A number of “conspicuous” HNWI philanthropists have challenged their peers by setting targets and also questioning their social responsibility. This paper will consider both demand and supply side barriers and incentives for HNWI philanthropy and social investment. The paper will construct a model of a social investment market place which facilitates the flow of philanthropic and social investment funds from HNWI in to not-for-profit organisations (NFPs) and social enterprises. The model will consider the different demand for funds by NFPs and social enterprise including: venture capital for social innovation and research and development; growth capital to replicate and expand the scale of proven beneficial programs; revenue funding to sustain program delivery; cashflow funding, and the use of debt mechanisms such as social impact bonds. The model will consider the barriers for HNWI in terms of information asymmetry, lack of robust social impact measurement information, and complex due diligence procedures. It will also consider the incentives for HNWI including tax incentives, and achieving blended value between commercial and social returns. The model will also consider the range of intermediaries and institutional infrastructure necessary for the optimal allocation of philanthropic and social investment funds. The paper will conclude by presenting a range of hypotheses that could be tested experimentally to identify optimal market structures and empirically testing to assess the current level of efficiency of components of the existing immature market.

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6. REGISTRATION

Registration desk will be opened on 24th November 2011 start from 10.00 – 17.30 and 25th November 2011 from 08.00 – 17.30 at the Lobby of Sanur Paradise Plaza Hotel, Bali, Indonesia.

All delegates should do the on-site re-registration to obtain their delegate kits and identification (badge) to join the whole program of The 7th ISTR Asia Pacific Regional Conference.

7. IDENTIFICATION

All delegates will be given identification cards. ID cards will be issued upon delegate's arrival at the Registration Desk. All delegates must wear their ID card at all times to obtain all session and social functions.

8. WORKING LANGUAGE

The conference will be conducted in English and all documentation will be in English. No interpretation services will be made.

9. HOSPITALITY DESK

During the conference, a hospitality desk will be set up at the Lobby of Sanur Paradise Plaza Hotel, Bali, Indonesia to assist delegates who need to reconfirm or change flights, rent cars or book tours. Hospitality Desk will also function as information counter for delegates.

10. TRANSPORTATION

Delegates are requested to arrange their own transportation throughout the duration of the conference. Transportation in Bali was always cheap by any standard. Taxis operate from major hotels and the airport with rate varies according to destination.

Abstract 3:

Shifting Geographies of Wealth and Geographies of Philanthropy

Michael Moran - Swinburne University of Technology, Australia

The past two decades have seen a gradual realignment in geographies of wealth, with increasing intensity since the onset of the financial crisis of 2008. Notwithstanding continuing poverty and rising inequality, the East Asian region has been the primary beneficiary along with the Gulf States and the non-Asian BRICs (Brazil, Russia). One consequence has been dramatic growth in the number of high-net worth (HNW) individuals and households and in 2010 the Asia-Pacific surpassed Europe to become the region with the second largest concentration (Capgemini/Merrill Lynch 2011, 4). Yet the majority of studies of giving among the HNW have been the preserve of scholars in the global North and with a focus on countries of the Organisation for Economic Cooperation and Development (cf. Rooney et al 2006; Schervish 2008). While this is understandable as geographies of philanthropy have tended to reflect geographies of wealth, the philanthropic implications of shifting material dynamics within the global economy remain a largely under explored phenomenon by scholars.

There is, of course, no guarantee that an increase in wealth among a particular stratum of a population will lead to a commensurate rise in philanthropic giving. In Europe, for example, philanthropy has not followed the same trajectory as the United States (US). East Asia, having recently emerged as the engine of the global economy, is also not bound to follow the US's lead in philanthropy, particularly as conceived in western terms.

Nonetheless while there have been limited systematic attempts to understand the effect of growing wealth on giving patterns, probably due to data limitations, anecdotal evidence suggests that philanthropy is increasing among in Asia among HNW individuals and households (Menkhoff and Yau 2010). UBS and INSEAD, for example, have recently conducted a region-wide study of philanthropy in 'Asia' (UBS/INSEAD 2011). Unsurprisingly the research found evidence that philanthropy is influenced by regional traditions, notably the centrality of the family to business. It also found evidence of a generational schism between older and younger respondents who favour the 'arts, civil rights and the environment' over traditional spheres of health and education and also

exhibit a higher propensity to give due to sense of financial security. Overall, though, the report identified a number of trends and themes that would not be out of place in other regions. Philanthropy is portrayed as a response to state and market failures and stimulated by the contrast between on the one hand increasingly visible prosperity and its corollary rising inequality (Menkhoff and Yau 2010).

This exploratory paper has three broad aims. First it reviews the literature on philanthropy and giving in the region that is cognisant of national and regional traditions. Second it draws on data from reports by wealth advisors (for example, Barclays Wealth 2010; Capgemini/Merrill Lynch 2011) as well data from international organisations (for example, the World Bank (2008)) to identify geographic concentrations of HNWI's. Finally in the absence of a substantive body of scholarly research on HNWI's and philanthropy in East Asia, it proposes a research agenda from which to begin to understand the giving behaviours of the HNWI in the region and explore the implications for development, the third sector and civil society.

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General Information of Event

1. DATE OF CONFERENCE

The 7th International Society for Third-Sector Research (ISTR) Asia Pacific Regional Conference will be held on **24 – 26 Bali 2011 in Bali, Indonesia.**

2. VENUE OF CONFERENCE

The Summit will be held at **Sanur Paradise Plaza Hotel, Sanur, Bali, Indonesia**

Address : Jln. Hang Tuah 46, Sanur, Bali.

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3. THEME

Business Social Responsibility and the Third-Sector

4. OFFICIAL HOST

The 7th International Society for Third-Sector Research (ISTR) Asia Pacific Regional Conference is officially hosted by The Center for Entrepreneurship, Change, and Third Sector (CECT)-Trisakti University.

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5. ORGANIZER

The Secretariat of The 7th International Society for Third-Sector Research (ISTR) Asia Pacific Regional Conference is at:

PRIMA CEO – Pacto Group (Professional Conference Organizer)

Lagoon Tower, Level B1, The Sultan Hotel Jakarta

- **Golden Bird Bali**
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- **Ngurah Rai Taxi**
Jl. By Pass Ngurah Rai, Pesanggaran4
Tel: 62-361 724724
- **Kowinu**
Komplek BTDC Nusa Dua
Tel: 62-361 773030

11. MEDICAL FACILITIES

In case of emergencies and medical purpose, a medical clinic/facility is available at the hotel for 24 hours with general practitioner on standby. All medical and treatment costs will be responsible of the delegates and will be settled directly with medical establishment.

There are also medical centers that can be contacted directly:

- **Bali International Medical Centre (BIMC)**
Jl. By Pass Ngurah Rai 100x, Tuban
Tel: 62-361 761263
- **Nusa Dua Medical Centre**
Jl. Komp. BTCD
Tel: 62-361 772392
- **Kuta Clinic**
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