This collection contains abstracts of the papers presented at the
third ISTR Asia Pacific Regional Conference.
However, in order to promote academic exchange
between Chinese third sector researchers and their international
counterparts, some abstracts by Chinese researchers,
which are not being presented or reviewed by ISTR Asia-Pacific
Regional Conference Program Committee,
but recommended by the Chinese Host Committee,
are also included at the end, with notes.

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ABSTRACTS

THE NOTION OF CIVIL SOCIETY IN CONTEMPORARY JAPAN

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Issue and methodology:

Key concepts of the third sector, such as non-profit organizations, NGOs, philanthropy, have been introduced to Japan and are now widely used. Civil society, or rather its translation *shimin shakai (*literally 'citizen society'*)*, is also a well known word in Japan, but even the contemporary meaning of this term is different from the mainstream Western notion of civil society. There, civil society in a broad sense is conceived as 'the sphere intermediate between family and state in which social actors pursue neither profit within the market nor power within the state' (Schwartz, forthcoming). However, *shimin shakai* seems to refer to the society at large. For example, the well-known "Mié Prefecture Partnership Declaration", prepared jointly by the residents and the local government in 1998, refers to *shimin shakai* as a citizen-cantered, open society, which embraces the citizenry, the NPOs, the public sector as well as the business sector. Prof. Yoshinori Yamaoka, founder and managing director of the Nihon NPO Centre in Tokyo, says that it is a society where various activities and organizations not seeking profits are vibrant. He also maintains that *shimin shakai* is a society where the businesses and the government are supported by such activities (Yamaoka, 1999). In his view, *shimin shakai* is not yet a reality, but it is something that people are striving after as an ideal. Another leader of the NPO community, Akira Matsubara, thinks that *shimin shakai* is a society in which life and will of each individual person is respected, and in which the citizens collaborate with one another. The citizens are also supposed to have many opportunities to participate in public decision-making.

These few examples suggest that the contemporary concept of *shimin shakai* is a normative one. It is conceived as a pluralistic society in which non-profit organizations and the active citizenry are more visible and have more power vis-á-vis the government sector and the for-profit sector than before. Since it is more a goal than a reality, many advocates of this term put adjectives like 'new' or 'mature' before it. Thus it is closely related to the issue of changing governance style, a feature of Japan in the 1990s and after.

What is interesting here is that although the term *shimin shakai* is, or at least was, a translation of civil society, it seems to have acquired a new meaning in the present Japanese political and social context. It is not something imposed from the Western society but borrowed from there and revised according to the needs of the society to which it was imported. On the other hand, those who consider that the term *shimin* carries too much political baggage propose to use shibiru-sosaeti instead, a word transliterated from civil society (Yamamoto, 1999). However, this is not yet a common term in Japan.

In this study, more examples of the usage of the term *shimin shakai* will be collected. Existing literature will be used as reference material, and major newspaper retrieved. This study will also show that in common Japanese, the word NPO is much more frequently used than civil society or its Japanese translation. Furthermore, various definitions of 'NPO' will be examined. It will be shown that in Japan, 'NPO' is closer to the Western notion of civil society than *shimin shakai*, but that it lacks the notion of public sphere.

It is hoped that similar studies will be made in other parts of Asia, and that international comparisons be made.

PANEL: PHILANTHROPY AND ANTI-TERRORIST FINANCING

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As part of the "war on terrorism," the United States, the United Nations, and numerous countries around the world have taken steps intended to stop the flow of funds to known or suspected terrorist organizations. One aspect of that broader effort has been recent moves in the United States, Canada, and elsewhere that focus attention on the possible role of charitable foundations as vehicles to channel support to international terrorist organizations.

In the United States, Executive Order 13224, issued by President Bush in September 2001 and the U.S. Patriot Act, enacted by Congress in October 2001, prohibit support to listed or suspected terrorist organizations and increase the criminal penalties for knowingly providing such support. In addition, in response to concerns expressed by Arab-American and other American Muslim leaders about a significant decline in charitable giving within their communities following the Treasury Department's action to block the assets of three Muslim charitable organizations accused of channeling funds to terrorist organizations, the U.S. Treasury Department issued in November 2002 a set of "Anti-Terrorist Financing Guidelines: Voluntary Best Practices for US-based Charities." The Guidelines detail significantly more stringent due diligence procedures that American foundations must follow before providing support to foreign charities, in order to protect themselves against the possibility of criminal sanctions and having their assets seized. The press release accompanying the Guidelines stated that they "are not in any way intended to impede, corrupt, or scrutinize legitimate charitable giving," but many in the U.S. philanthropic community fear that they will accomplish just that.

This panel will examine the various legal and regulatory efforts underway in the United States, Canada, and Europe to ensure that charitable foundations do not knowingly or unwittingly provide funds to terrorist organizations; the legal and practical issues raised by these measures; and, to the extent data are available, their impact on the flow of charitable giving to Asia.

SOCIAL CAPITAL AND CAPACITY BUILDING OF LOCAL ORGANIZATIONS: EXPERIENCES FROM THAILAND

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This paper discusses the way in which social capital has contributed to the capacity building of traditional and modern local organizations in rural Thai society. Sources of social capital are rooted in the structures of human relations, comprising both bonding and bridging capitals. It is argued that social capital embedded in the structures of human relations is a significant factor for mobilizing resources for public affairs. Trust, mutual cooperation, norms of reciprocity, and network ties are main attributes of social capital. In this paper, a story of Prae Pan's Women Weaving Organization in rural north-eastern Thailand is highlighted to understand implications of social capital on building stronger community organization. In Thai society, the penetration of capitalism into rural economies, the centralization of the administrative and bureaucratic system, and other Country Reform schemes at the turn of the 19th century have contributed to the weakening of traditional elite power and institutions. However, the main attributes of social capital have not entirely disappeared but have instead adjusted to suit with contemporary contexts. As social capital is not a value-free concept, it needs to be considered within a specific context. Social processes of social capital can produce social integration, disparity, exclusion, conflicts and control depending on the context.

PANEL: BEYOND THE HOUSEHOLD: GIVING AND VOLUNTEERING IN SIX AREAS OF THE PHILIPPINES

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The Philippine Nonprofit Sector Research Project conducted field studies on the nonprofit sector and philanthropic behavior in six areas of the Philippines in 1999-2000. This pioneering effort to come to terms with the nonprofit sector as it exists in the country and in each of the six geographically, historically and culturally differentiated areas, is sure to have broad interest among researchers in the Asia-Pacific region.

The recent rise in academic interest on the nonprofit sector and philanthropy as objects of serious study has created another area for collaboration among social scientists from different disciplines. This is understandable because the sector covers such a broad area that, in order to get a total picture of it, many points of view must come together. The Philippine Nonprofit Sector Research Project has brought together researchers from a range of disciplines – population studies, cultural studies, psychology, sociology, economics, public administration – so that they can apply their skills in analyzing, understanding and putting together an integrated picture of the sector in the Philippines.

The purpose of this panel will be to enable Filipino researchers to present the results of their research in six different areas of the country. The six areas show interesting variations in giving and volunteering and it will be an interesting voyage of discovery to find out factors account for these differences. The six presenters will also give local flavor to the presentations by presenting the unique qualities of each area, in terms of history, traditions, cultural practices and local reinterpretations of dominant cultural and religious traits, that may shed some light as to the causes for these variations. Each researcher will focus on the nonprofit sector in his or her area of research and discuss how they went about the study, the difficulties they encountered, lessons learned, the results of their respective studies and an analysis of those results for each area. The audience will have an opportunity to learn about and comment on both the results and the methodologies used.

LAW AND CIVIL SOCIETY IN THE PHILIPPINES

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In the aftermath of the People Power Revolution in 1986, the Philippines became an NGO-friendly state evidenced no less by provisions in its new Constitution for their encouragement and promotion. This was followed by several laws which created consultative and decision making bodies required to have representatives of civil society organizations, for instance, in the Local Government Code, the National Anti-Poverty Commission Law, the Indigenous People's Rights Act and so on. This combined with pre-existing laws which allowed for the registration of such organizations, along lines similar to for-profit firms. Registration, however, remains an option rather than a requirement and organizations may freely operate without being subjected to registration or any means of accreditation.

This paper will discuss the laws, the rules and regulations devised by administrative agencies to implement them, and other activities of government that flow from this stance of NGO-friendliness such as the creation of NGO desks and the opening up of official development assistance (ODA) for non-government groups It will also present what self-regulatory measures the organizations have instituted. These findings will be analysed in terms of how they have affected the governance of organizations, including, to the extent possible, their organizational structure, financial systems and other means to ensure accountability and performance.

PANEL: THIRD SECTOR GOVERNANCE

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This panel will focus on the meaning, scope and limits of governance in the Third Sector in three Asian countries and Australia. The concept is problematic because of the prevailing presumption that third sector governance (TSG) is merely a modified version of corporate governance with a board and differentiation of roles between it and management. Such a concept tends to delegitimize or at least render invisible those organizations that do not follow this model and yet continue to exist and even to fulfil their stated and implied objectives. This panel will present the emerging definition of TSG which is sensitive to these nuances in these countries.

The papers are based on the initial findings of the research partners in the Philippines, India and Thailand who are part of the comparative project on "Asia's Third Sector: Governance for Accountability and Performance" coordinated by the University of Technology, Sydney with funding support from the Ford Foundation.

THE ROLE OF ARM'S LENGTH'S DISTANCE BETWEEN ARTS AND CULTURE'S NONPROFIT ORGANIZATIONS AND GOVERNMENT IN JAPAN

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Free artists are often key actors in civil society. Dictators such as Hitler and Stalin controlled artists at their discretion. Subsidy to the arts and culture are sometimes controversial and causes issue of censorship. On the other hand, artists seek for grants to their arts. In this respect, tax deduction for arts is very important for civil society.

Japan has very unusual tax policy to arts and culture's nonprofit organizations instead of general system. Although business and individuals, usually, cannot enjoy tax deduction for their donation to arts and culture's nonprofit, they can enjoy donate their appointing organizations passing through the Kigyo Mecenat Kyogikai(KMK), or the Association for Cultural Support of the Arts. Business and individuals give money to KMK and enjoy tax deduction and then KMK makes grant to the arts and culture's nonprofits to which the donor appoints. The government gives KMK this special authority. KMK which is purely private nonprofit organization with money mainly from membership receives no fees through this system and their bi-monthly committee composing of art critics decides each donation is available for tax deduction to consider   of artistic level.

The first author attended all the committees which were held in fiscal year in 2002 as a participatory observer. According to observation and data analysis, this paper addresses 5 points below.

1. The system is effective from the point of "arm's length policy".
2. The system is not always spread throughout Japan.
3. The system will make KMK face to budgetary constraint.
4. The system cannot find how to judge for-profit or nonprofit purpose.
5. The system enhances theory of "votes of the heart"

NGOs PARTNERSHIP IN SOCIO-ECONOMIC UP-LIFTMENT: EXPERIENCES FROM NEPAL

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Nepal, a least developed Himalayan country sandwiched between the two giant neighbours China and India in the North and South respectively, experienced phenomenal growth of NGOs, especially after the restoration of democracy in 1990. Thereafter, the Nepalese development policy documents mostly focused on making compulsory partnership with the NGOs, civil societies or consumer societies or community based organisations. In 1990 a number of NGOs emerged in Nepal. Most of them were concentrating on training and education or awareness building programmes. Even most of them were vying government and international donor agency's support to launch and run run their programmes. But some NGOs were established, even before the restoration of multi party democracy in Nepal, by people who were either victims of the physical impairment or inspired by social reform movement. Among such NGOs Nepal Disabled Society which is established by a person who himself became the victim of Polio in his childhood, and the other is Maiti Nepal an NGO established after the restoration of democracy by a lady who was inspired by seeing the apathetic conditions of the girls who were trafficked to Indian brothels in their teenage and returned to Nepal after catching diseases or due to some other reasons. These two NGO have been selected for this study because they have made a far-reaching consequence in the life of the disabled and destitute girl children.

The paper provides a brief sketch of the policy measures for the mobilization and management of NGOs by the HMG/Nepal and an assessment of the NGOs partnership role in the socio-economic uplift of the weaker and deprived section of the community. The analysis endeavours to highlight the basic reasons of the NGO's partnership in achieving development policy objectives. In the last section of this paper, some suggestions on policy reform measures for strengthening NGOs participatory role have been made on the basis of the study.

PANEL: LEGAL ENVIRONMENT FOR THIRD SECTOR ORGANIZATIONS

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Third Sector Organizations (TSOs) across the world operate in a varied and complex legal environment. This diversity and complexity seem to be very pronounced in the Asia-Pacific region. The available literature indicates that there are elements of commonality also in the approach and provisions of some of the legal enactments across countries in the region. The legal aspects are primarily of two types. The first relates to structuring of TSOs in to a legal entity (incorporation/registration) and the second relates to various supporting issues such as fundraising, taxes, specific service/activity to be pursued by TSOs etc. It is also noted that many countries have large number of unincorporated TSOs and it is of interest to note as to how the legal environment affects their functioning.

Issues such as legislations affecting the governance of TSOs, the modus operandi and the effectiveness with which these legislations are administered and the ways in which these legislations affect the provision of services across countries, would be extremely important issues for academic scrutiny.

It is proposed to make use of the findings of the on going cross-country study on Third Sector Governance for the purpose of this panel discussion. To ensure diversity and to bring to light the uniqueness of legal environment, it is proposed to invite papers from India, Thailand, China and the Philippines.

Detailed papers on the prevailing legal environment (giving details of their major provisions, their compliance by TSOs, their administration by governmental bodies, and a critical assessment of these legislations) would be prepared by each of the above mentioned countries for presentation at the discussion. It is hoped that this discussion would throw light on a hitherto unexplored terrain related to working of TSOs in the region.

BEYOND THE HOUSEHOLD: GIVING, RECEIVING AND VOLUNTEERING IN ZAMBOANGA DEL NORTE, PHILIPPINES

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This is a study of philanthropy in Zamboanga del Norte that forms an integral part of the Philippine Non-Profit Sector Project. The province was chosen to represent a local government unit classified in the low-income group.

The concept of giving among households in the province is considered more of a personal desire and commitment on the part of the giver to help those in need and corresponds to the first dimension of giving. It is synonymous with such ideas as feeling of pity, the need to return a favor, for building personal relationships, etc. The second dimension of giving relates to social responsibility towards one's community and fellowmen; while the third dimension, religious, involved sharing God's grace, in response to the Church's call, as a love offering, to serve others, and in compliance with Biblical teachings.

Synonymous terms applied to giving are personal response, act of assistance, service, and religious obligation. Manifestations of giving may be in form of personal services, attending wakes or burials, praying for someone, short-time parent, giving advice, and assisting the handicapped. Hence, giving is not simply the act of doling out money or goods, but acts that may be classified as volunteering are lumped with giving.

Determinants of giving which affect decision whether to give or not, what to give and how much to give are: the decision-maker (usually both husband and wife), the reasons for giving (generally out of compassion) or not giving (because of priority accorded to household needs), recipients of giving, position in the family, and geographic location.

In the same manner, the giver themselves also become the recipients of development assistance, particularly those in the rural areas. These receivers probably belong to indigenous cultural communities and Cebuano-speaking upland farmers, unschooled, an income of less than 5,000 pesos per month and with five or more family members. Donors are often times organizations but also some individuals.

Volunteering, as noted, is almost synonymous with giving, with a very thin line separating one from the other. To the individual respondents, it is the same as giving in cash and in kind as well as offering voluntary services as in bayanihan (also known as pintakasi or pahina in the locality. The reasons for volunteering may include peer influence, influence of the family, desire to improve conditions in the community, altruistic feeling of satisfaction, feeling of compassion, the respect accorded to volunteers, religious/political/ideological conviction, paying back the kindness of others, and past experiences. Inability to volunteer because of physical conditions and lack of time were among the primary reasons for not volunteering.

PATTERNS OF GIVING AND VOLUNTEERING: A
VIEW FROM ILOILO PROVINCE – CENTRAL PHILIPPINES

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Household heads and selected members of a sample of 1145 households in 62 rural and urban barangays (villages) in province of Iloilo were personally interviewed   to determine their giving and volunteering experiences.

For the people of Iloilo giving means "offering a gift," "sharing," "helping others," and "serving others."   Indigents, bereaved families and loved ones are the usual recipients of their contributions or giving. Men and women in both rural and urban communities has given something to a person or to a cause. The givers tended to be older, married, and college-educated. The   recipients of their gifts and goods   are   mostly religious organizations/causes, which is consistent with their reasons for giving, which include compassion and religious beliefs.

For the people in the province, volunteering means "doing something for others for free." For others volunteering means "serving without expecting anything in return." Of the 1719 household members interviewed, six in ten had done voluntary work. Volunteering tends to increase with age. The tendency to volunteer is also greater among the married, college-educated and working individuals than their respective counterparts. Religion has no important bearing on volunteering.

Volunteering in the last 12 months was reported by only one in ten household respondents. Most volunteers were self-motivated. Organizational membership, peers and friends who were also volunteers encouraged people to volunteer. Most often they worked as a group.

THIRD SECTOR IN INDIA: EMERGING NEED FOR MONITORING, ACCREDITATION OR SELF-REGULATION?

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The remarkable mushrooming of private, not-for-profit initiatives in the Indian subcontinent and elsewhere indicates the emergence of new actors in the development arena, long dominated by the state and the market. The non-governmental, voluntary organizations, known as NGOs, have emerged as an alternative to the conventional approaches for development offered by the state and market. These NGOs have become important catalysts of social and economic change. Since, the NGOs seem to offer a different approach to development than the state or market, they have been collectively referred to as the Third Sector of development. The Third Sector actors, including the NGOs, have often been characterized for their innovative approach, flexibility, responsive and outreach. NGO programs are viewed to be people orientated and cost-effective than government schemes that are designed to address similar problems in the field of education, primary health care and livelihood.

But the emerging role of the Third Sector has not been without apprehension and criticism. NGOs have been accused of being anti-government, of attempting to "replace" government functions, and of becoming contractors for government programs. The NGO community in India is not without its internal problems; it faces formidable internal and external constraints as it develops its programs in the face of social inertia, political opposition, and an uncertain funding scenario. The NGOs as a community suffers from lack of transparency in functioning and reporting, code of conduct, and coalition formation. Besides, NGOs have also been plagued by internal problems of leadership, organizational systems, staffing, funding uncertainties and program development leading questions concerning credibility of NGO sector.

The credibility issue is very important for the NGOs as it forms the basis of their existence. An impeccable past record with engrained credibility is a prime requisite for mobilizing financial and human resources for an NGO to operate. For achieving credibility and legitimacy, an NGO must address the concern of key stakeholders vis-avis accountability processes. For most NGOs, only a small part of this accountability is legally required but increasingly the bulk of it is more professionally, commercially, politically and morally demanded. What an NGO is talking about itself must be reasonably true, easily available and accessible to all. If the credibility issues are not addressed with a sense of urgency, it can cause a lot of harm to the whole sector. What is required today is a network of NGOs which are linked to the soil and can work in a cooperative and coherent manner. Specific rules and regulations should be laid down and strictly exercised to enforce accountability and good governance. Models of good governance should be studied and benchmarked, leading to accreditation of NGOs.

A quick review of available literature concerning accountability, good governance and accreditation of NGOs in India, reflect inadequate, segmented, quick fix and agenda driven approaches addressing the issue. In late eighties, Planning Commission attempted to introduce a set of Code of Conducts for NGOs (GOI, 1989). Voluntary Action Network India developed a framework and validated more than 1000 NGOs (VANI, 1999). A couple of CEOs of large NGOs came together to set up Credibility Alliance for developing certain standards for governance. Based on the literature, one may conclude that there is a need to research on critical criteria for accreditation for NGOs.

Keeping in view the significance of and the need for a system of accreditation for NGOs in India, this paper aims at developing a framework for accreditation of NGOs in India.

The paper will draw on the existing literature on the current practice in other countries, past relevant efforts in India and concern of NGO leaders and other stakeholders. Adopting an exploratory approach, the paper will be built on action research mode.

Outcome of this research initiative in the form of a framework for accreditation of NGOs in India is expected to lead to setting up a body for accreditation of NGOs in India.

CREATING AN ENABLING LEGAL ENVIRONMENT FOR CHINESE NPOS

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The three authors are scholars of the legal environment for the not-for-profit sector in China and are currently working on a variety of cooperative legal projects. Each is well-known and has published frequently in this field.

The proposed paper looks at the history of the legal regulation of NPOs in China – after a brief historical overview of Chinese civil society before the Revolution, if concentrates on the legal environment since 1950. Since that time there have been three phases of regulation:

1950-1988/89 The initial period of limited recognition of social organizations (SOs)

1988/89 The period of systematic development of SOs and outreach to the outside world

1998 – now The period of rethinking the structure of SOs and the new role of NPOs in Chinese social and economic development

The paper will concentrate on both constitutional provisions, civil and tax laws, and regulations. Although some of this documentation is provided in publications by others (Ma, 2002; Shue, 1997; Estes, 1996), there has been no analytical overview paper published since the 1998 regulations were promulgated. There have also been considerations of the 1998 regulations (Simon 1998/1999; Zhao 1999; Chen 2000; Ge 2002) as well as a look at the effects of the new Civil Code on some of these issues (Qi, 2003), there has been nothing really systematic and historical that has been published.

The aim of this paper is to provide a technical as well as a sociological view of the progress of the legal framework for NPOs/SOs in China. By looking at the interaction between regulation and the development of civil society, the authors will add immensely to the knowledge in the field.

AN EMERGING SECTOR OR JUST AN EMERGING TOPIC? A CRITICAL REVIEW ON DEVELOPMENT AND THE RESEARCH OF NGOs IN CHINA

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NGO/Third Sector/Civil Society has become a very hot topic again in China from the end of 1990s. More and more scholars from different disciplines and also from both China and the world are engaged in the topic. During my research on the transition of associations in China and searching literature on a new type of social organization --- private non-corporation unit ("*MinBan-Fe-Qiye-DanWei*", something like the private provider of public goods), I find there is a great gap between most of research and reality. It stimulates me to think what the gap is and why it comes into being before I build the theoretical framework for my research.

In the first part of the paper, I will introduce briefly the history and status quo of NGOs in China, based on the statistics gathered in the yearbooks, surveys and some case studies. In the second part, I will critically review the existing research on NGOs in China. There are many perspectives adopted by the scholars. I will focus on the perspectives just like civil society and political development, sustainable human development, third sector, social reform, social policy and so on. Lastly, I will challenge some of the popular views and analyze methodologically why there is a gap between the research and the reality and why people always oscillate between over-optimism and over-pessimism about the future of NGOs in China.

NGO BOARDS AND GOVERNANCE: CHALLENGING THE REALITIES OF ORGANISATIONAL ACCOUNTABILITY IN CAMBODIA

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When the Cambodian NGO sector began to emerge in the early 1990s issues of organisational accountability and governance were not given the same priority as they have subsequently come to require. In recent years the issue of Boards and their role has been the subject of much discussion within the Cambodian NGO community and especially between the NGOs and their support partners and donors.

The current reality is that the need for Boards as mechanisms of accountability is increasingly seen as being of primary importance on the part of donors, and as a source of confusion and concern by many NGOs. Findings from the research confirm that NGOs with effective governing Boards are a rarity. What has also come to light is that the fundamental issue of governance and accountability are not clearly understood within organisations.

Although a number of western countries have published about governance and boards in NGOs to date almost no publications analyse to what extent this concept is understood and implemented in Cambodia or South East Asia in general. The study aims also to contribute to the documentation of best practice in NGO management in Cambodia.

Content of the study:

- Overview the extent to which Boards are existing in Cambodian NGOs
- How do Boards function?
- Benefits and disadvantages of Boards
- Do Boards improve accountability?
- Perspectives from donors and the Government
- What can be done to strengthen Boards?
- Best practice on Boards
- Lessons learnt
- Extensive tools and exercises to help NGOs with Boards

Methodology:

- Research study from January to July 2003
- Findings are based on data we gathered from 172 persons from more than 100 NGOs from 15 different provinces
- Published as a toolkit for NGOs based on research finding

In detail we conducted/ completed:

- Structured interviews and focus group discussions with 73 interviewees (Directors, Board members, staff, donor & government representatives)
- Tick questionnaires from 83 persons from 57 NGOs from 11 provinces
- Conference on 27th and 28th March 2003 with 98 participants form 86 NGOs from 14 different provinces to gather and confirm data through a range of workshops.

EVALUATING NONPROFIT ACTIVITIES: RECENT DEVELOPMENTS IN JAPAN

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In Japan, The social concern with Evaluating Nonprofit Activities has been growing for the last several years and some studies have been made on internal and external evaluation systems of nonprofit activities. The opportunities of government or companies and nonprofit organizations make partnerships increases, and citizens are interested in contributions to nonprofit activities by donation or volunteering in recent years. For this reason, partners and supporters of nonprofits want to evaluate nonprofit activities.

In this article, at first, we arrange the general condition about evaluation of nonprofit activities in Japan. Secondly, we are here concerned with a methodology of internal evaluation systems of nonprofit organizations.

The reason why we focused internal evaluation systems rater than external ones is that nonprofits should have internal evaluation systems for their growth. It is the most important for nonprofits to achieve their missions. Nonprofits have a wide range of mission statement and do not aim at financial targets as their final purposes, in comparison with for-profit organizations all of which have financial targets as the final purposes. It is necessary for nonprofits to achieve their missions effectively and efficiently. However, actually, most of nonprofits in Japan do not have internal evaluation system yet. There are some reasons, at first, it is difficult to measure results about activities of nonprofits quantitatively.

Secondly, it takes evaluation costs. Furthermore, there are negative perspectives with evaluating themselves in Nonprofits. I positions internal evaluation systems as a tool that can achieve their missions effectively and promote development of organizations.

This paper presents one of the most suitable methods for effectively activities on the basis of balanced scorecard (BSC) approach to evaluate nonprofits, and considers effectiveness and problems of BSC as evaluation technique of nonprofits.

FOR-PROFIT SECTOR AND PHILANTHROPY:
COMPARATIVE STUDY OF INDIA AND THE UNITED STATES

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The Problem: While the for-profit sector has been involvement in philanthropy for a number of years, a professional approach towards philanthropy is relatively recent. Expectations from for-profit sector are many and at the same time the sector performs within several limitations. The effectiveness of this sector in philanthropy and the challenges faced by it has not been rigorously researched. Several questions come up. What is the objective of for-profit sector organizations involved in philanthropy? What kind of issues are addressed by them and what programs are undertaken by this sector? What are the challenges faced by it? Who are its partners and what are the strategies followed? How far is business philanthropy able to achieve its objectives? These are some of the issues probed in this study.

Methodology: For-profit sector organizations both in India and the United States are actively involved in philanthropy. This study seeks to examine the above questions by comparing for-profit sector organizations in both these countries. A case study approach would be carried out since this is a good way to carry out an in depth study of for-profit sector organizations. The study would concentrate on two for-profit organizations in India and the United States and put before them the above questions. Focus would be on separate trusts or foundations set up by the business sector to engage in philanthropy. Data from the following sources would be used: newspaper articles, documents and literature, websites, interviews, and observation.

Context: Studies on voluntary giving in India are on an increase (Sidel, 2001). The long journey of business philanthropy in India has been well captured in Sundar's (2000) volume. However, an in-depth study of the strategies of the for-profit sector in philanthropy, challenges faced by it, and the impact of business sector on philanthropy has not been carried out. Moreover, a comparative study of business philanthropy in India and the United States is lacking. The current study seeks to fill in these gaps.

Impact: An increased understanding of business philanthropy within the Indian political system, its strategies, challenges, and effectiveness is essential not only for citizens in general but also for the business sector in particular. This would help new entrants to understand what it takes to be in this field, and corporates engaged in philanthropy for several decades might be able to improve their performance. Moreover, a comparative study of this sector in India and the United States will help in further understanding, sharing, and networking among corporates across the two countries. It is hoped that the current study would be a small step towards this direction.

NGOS AND CONFLICT PREVENTION IN DIVERSE SOCIETIES: COMPARATIVE STUDY OF INDIA AND THE UNITED STATES

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Problem: September 11 has indicated the urgent need to probe how conflicts might be prevented in diverse societies. Countries particularly those characterized by various diversities (like racial, ethnic, and religious) are facing the challenge of preventing conflict and violence emerging from such diversities. Some NGOs are committed to promoting peace in such societies. Yet their role in conflict prevention has not been adequately explored (Kinyajui, 2002). In the quest to identify key factors leading to conflict prevention, a rigorous study of these NGOs involved in conflict prevention is required. This is precisely the objective of this research.

The underlying theme of this research is that the presence and operation of NGOs committed to harmony help in reducing the possibility of conflicts. Several questions come up in the process of this research. What kind of culture and socio-economic conditions prevail in the society in which these NGOs operate? What is the nature of the political system and political processes within which NGOs function?   What are the precise objectives of such NGOs? What kind of leadership do these organizations possess? What strategies do these NGOs employ to prevent conflicts? Who are their partners in their endeavors? How far are NGOs able to fulfill their objectives? These are some of the questions addressed by the study.

Methodology: This study seeks to examine the above in the context of India and the United States –countries that are home to people belonging to different religions. A case study approach would be carried out since it is a good way to carry out an in depth study of these organizations. The current study concentrates on one NGO each in India and in the United States that are committed to harmony. Data from the following sources would be used: newspaper articles, documents and literature, interviews, and observation.

Context: While on the one hand NGOs are often suspected to have a disruptive impact on society, on the other hand there are indications that they might have a binding impact upon the various cleavages within society. A recent study arguing the latter is Varshney's (2002) study on ethnic conflicts in India. The proposed study questions whether NGOs indeed help in preventing conflicts in India. It probes strategies, leadership of NGOs, and political systems in which NGOs are effective / not effective in preventing violence amidst diversity. Like Gidron (et al.) (1999) the current research probes whether the political system does influence the performance of NGOs. Gidron (et al.)(1999) while analyzing organizations involved in violence prevention across Northern Ireland, South Africa, and Israel/Palestine argue that while several common factors run across organizations operating in these countries, regional differences do account for differences in the risk confronted by organizations and their respective strategies towards conflict prevention. While comparing NGOs in India and in USA the current study would examine whether the above argument holds good in the current study.

Impact: Given the present threat to peace and security throughout the world, the need to identify factors central to conflict prevention cannot be overemphasized. By focusing on the role of NGOs in conflict prevention, this study seeks to assess the performance of actors that are probably key to preventing conflicts. The proposed study might indicate leadership qualities within NGOs, their strategies and partnerships that are conducive to

achieving the goal of conflict prevention. This research might also suggest characteristics related to the political system and political processes within which NGOs are likely to succeed. Therefore even though the proposed study focuses on NGOs, it might also throw light on related factors central to conflict prevention.

PANEL: THE CHANGING RELATIONSHIP BETWEEN THE STATE AND THE VOLUNTARY SECTOR IN THE ASIAN LATE INDUSTRIALIZERS

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The literature on the voluntary sector has mainly taken the western experience as reference. On the relationship between the state and the voluntary sector, much attention is paid to how the voluntary sector constitutes part of a "mixed economy of welfare", how different historical paths of development affect the state-voluntary sector relationship, and how the degree of organizational autonomy of voluntary agencies might affect the formation of the civil society (Wuthnow 1991; Gidron, Kramer and Salamon 1992).

Comparatively speaking, little systematic study has been done on Asian states. While the literature on Asian social policy recognizes the voluntary sector as an important component in many Asian welfare regimes (Goodman, White and Kwon 1998), the relationship between the state and the voluntary sector has not been thoroughly studied. This panel wishes to fill such an important gap in the literature by studying a few Asian late industrializers. It contends that the voluntary sector has played some unique role in the political, economic as well as social policy development in these countries. The papers presented by the panelists will cover the cases of Hong Kong, Singapore, South Korea and Malaysia, and will focus on the following issues: i) how the colonial experience has affected the formation of the voluntary sector; ii) how the state has historically engaged the voluntary sector in social service provision, especially in the contexts of its authoritarian rule, strategy of economic development and the formation of the welfare regime; iii) how much the voluntary sector has, through its community service and advocacy works, contributed to the formation of social capital, citizenship, the civil society and especially a new social policy agenda; and also iv) the changing relationship between the state and the voluntary sector in the nexus of democratization/political development, economic globalization and neoliberal reforms.

In short, by studying these series of issues, the papers will shed light on the changing relationship between the state and the voluntary sector in the Asian late industrializers, and the significance of such relationship to their political and economic development.

THEORISING THE RELATIONSHIP BETWEEN BONDING AND BRIDGING SOCIAL CAPITAL

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The concepts of bridging and bonding social capital have become widely adopted in the social capital literature. In particular, Woolcott & Narayan (2001) have suggested that bridging and bonding are two different types of connections, whereby bridging is associated with loose ties across communities and bonding is associated with strong ties within a limited group. Our empirical research suggests that loose and strong ties are not synonymous with bridging and bonding, and that bridging frequently occurs through a series of strong ties or a trusted professional (Leonard & Onyx, 2003). These results suggest a need to further theorise the possible relationships between bridging and bonding. The present analysis examines bridging and bonding in a number of ways. It examines how bridging and bonding might differ in terms of Onyx and Bullen's (2001) five elements of social capital; networks, trust, reciprocity, norms and social agency. Research into group dynamics is examined to consider the possible implications of social identity for bridging and bonding.

Four models for a society with differing relationships between bridging and bonding are examined. Model 1 is a society made up of separate closely bonded groups each of which has strong multiplex ties within the groups but little or no connection between these groups. This is similar to what Wilkinson (1991) and Sharp (2001) refer to as "factionated" communities if several groups form closed networks, and "amorphous" if they do not. Model 2 shows a larger society of people who are loosely connected. There are no well-bonded groups but many loose ties. This appears to be the favoured model of those who see bonding social capital as only serving local interests at the expense of the wider society. Model 3 presents the larger community as made up of a series of bonded groups, each of which is linked by loose, bridging ties to other groups. Model 4 is society as a chain of well-bonded groups each with strong links to some other groups. One advantage of this metaphor is that it does not suggest that well-bonded groups per se are problematic. Nor is there any necessary conflict between loyalty to one's immediate group and loyalty to the wider society. Nor is there any need to posit a 'generalised trust' to hold a society together.

BUILDING EFFECTIVE SERVICE NETWORKS FOR MENTAL HEALTH REHABILITATION AFTER NATURE DISASTERS: GOVERNMENT AND NONPROFIT ORGANIZATIONS

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On September, 21, 1999, central Taiwan experienced the most serious earthquake in decades. This natural disaster left the people of this island utterly traumatized. The most challenging aspect for organizations that serve victims of the disaster was the psychological impact. It is important to note that providing aid for mental health rehabilitation to disaster victims requires diverse types of services from various organizations. Therefore, developing a coordinated mental health service system for people suffered from the 9-21 earthquake became an increasingly critical issue for the government in Taiwan. As a consequence, in June, 2000 the National Department of Public Health established the Disaster Mental Health Service Center (DMHS) to coordinate services among public agencies and nonprofit organizations in the communities affected.

This paper used network analytical techniques to examine the extent to which the reform efforts of the local government and DMHS enhanced service coordination. In addition to exploring the structure of community service network at a critical point in time, this study also describes changes in the community service network over time. It analyzes how various types of organizations across public and private sectors form different collaborative patterns and how the characteristics of service network affect service delivery to disaster victims. The author conducted survey research with those who were charged with resource coordination in participating organizations. Archival documents contributed additional study data.
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Findings from this study demonstrated the importance of developing a coordinating agency for carrying out service coordination effectively.   In addition, government partnerships with nonprofit organizations were found to enhance the building of effective service networks for mental health rehabilitation in nature disasters. In terms of network structures, the results indicate that different patterns of coordination existed before and after the 9-21 earthquake. In general, after the disaster non-profit agencies tended to work more exclusively with each other, while regional public agencies worked more closely with public agencies at all levels. Results also show that different perspectives existed in the various types of organizations that determined coordination in service delivery. Conclusions and implications discussed provide guidelines for government and nonprofit organizations to establish partnerships dedicated to more effective service delivery.

UNDERSTANDING THE IMPACT OF COMMUNITY BASED NONPROFIT ORGANISATIONS

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This research provides a theoretical framework for understanding the impact of community-based, nonprofit organisations on the communities they serve. It identifies the complexities associated with defining and measuring impact at the level of the community and proposes a model to address these challenges. The research has important implications for nonprofit organisations and for communities; especially with regard to the way resources are allocated.

The research is based on a longitudinal study of the impact of six community-based organisations, in six different rural communities in Victoria, Australia. Established in 1999, initially to promote the use of ICT in communities, these organisations have impacted on their communities in a range of ways; in many respects beyond their original scope and purpose. The study, which uses both qualitative and quantitative research methods conducted over a three year period, seeks to answer the following questions: What is the impact of these organisations on their communities? How does one go about objectively and accurately measuring and assessing such impact? The study highlights the difficulties associated with defining and measuring the impact of community-based organisations, and demonstrates the current lack of appropriate theoretical frameworks available either in the community informatics literature or the nonprofit literature, generally. To that end the authors propose a model for understanding the impact of these organisations on their communities, which is both theoretically robust and pragmatic, and which has applicability for a range of community-based nonprofit organisations operating in regional communities. They posit that governance structures and control measures, often based on the private sector model of accountability, need to recognize the particular nature of community based nonprofit organisations and service delivery.

At the same time the study also provides important insights into the challenges facing nonprofit organisations operating in rural communities.

The study is significant in a number of ways. Firstly, it advances our knowledge of the important role that nonprofit organisations play, particularly in regional communities. Secondly, it has significant implications for the way in which nonprofit organisations deploy their resources to achieve organizational effectiveness. Finally, it has important implications for community development, particularly in those rural and regional communities which are threatened by decline.

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THE LEGAL ENVIRONMENT AND BUILDING A STRONG THIRD SECTOR

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In many countries of our region, those seeking to build a strong third sector focus a good deal of attention on building a supportive legal environment. This is a useful strategy, but its limitations must also be recognised.

A strong third sector makes an important contribution to a country's economy, society and political system. The legal system of a country – its laws, its regulations and their administration – can both help and hinder the growth and sustainability of the third sector. Good laws and their sensitive administration can assist the third sector. These include laws governing incorporation, taxation, fundraising and service standards. Such laws can give wide public recognition to the distinct character of the third sector, can facilitate its good governance, encourage public support, protect its reputation and help third sector organisations avoid the failures to which they are prone. But if laws and regulations are not regularly reviewed and renewed, if they are not informed by clear and contemporary theory and principle, if they are not administered fairly, what might once have been a favourable legal environment can end up damaging the third sector. Finally, even a well functioning and supportive legal environment is of little value if the wider policy environment is hostile, or indifferent to the third sector.

The paper will explore these possibilities and risks in detail, drawing mainly on the experience of Australia.

CIVIL SOCIETY AND PARTICIPATORY LOCAL GOVERNANCE IN THE PHILIPPINES

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A key product of the democratization process in the Philippines is the increased participation of civil society in governance. Civil society refers to the intermediate realm of associations located between the state and the household. Minimum conditions for democratic tolerance are required for civil society to flourish. The reopening of democratic space provides the rationale for civil society organizations to engage the government rather than pursue a politics of contention.

Democratization, combined with decentralization initiatives undertaken over the last ten years, is critical in reshaping governance boundaries in the Philippines. The passage of major legislation, especially the Local Government Code of 1991, provided the strategic window for civil society to get actively involved in participatory governance and capacity building activities. Through their participation in local planning processes, civil society leaders acquire new skills and confidence in policy negotiations and development administration.

The paper looks at civil society-local government interactions and examins how such encounters have resulted in the transcending of public-private barriers. Where these are operative, local officials begin to see civil society associations not as potential competitors for voters in future elections but as legitimate partners in governance. Civil society involvement in governance has given voluntary groups a greater voice in decision-making processes. They have become an important stakeholder in redesigning the practice of local governance.

The experience of a civil society coalition in implementing capacity building activities on participatory budgeting and development planning at the *barangay* (village) level will be given special attention. The study will consider whether such interventions have contributed to the strengthening of transparency, accountability, and participatory systems at the local level.

SOCIO-ECONOMIC RESPONSIBILITY OF THIRD SECTOR ORGANIZATIONS A CASE OF DISTRICT MILK COOPERATIVE SOCIETIES

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Some three-quarters of the world's absolute poor live in rural area, and their livelihoods are most often linked to agriculture. At the same time, agriculture has a major impact on the socio-economic condition of rural people including water, health and nutrition, and education. As such, rural development has become the global concern of the day. International community has increasingly recognized the importance of agriculture and allied activities in rural development and how they may contribute towards meeting the nations' Millennium Development Goals.

 The government policies in most developing countries sharply focus on economic development with the existing structure of the system. It is observed that they are catering to urban sector requirements. In this context, it is imperative to find ways in which the economic welfare and standard of life of the people improves directly in rural areas. Moreover, as a country of villages, like India, rural development has become the *sine qua non* for the country's economic development. Realizing this the government of India has made crucial efforts to strengthen the socio-economic conditions of rural people through several measures. Third sector organisations provide supports in strengthening the government's efforts .

The Third sector has been recognized as a key sector for socio-economic development especially of rural people in both the developing and emerged economies. Co-operatives are one of the major organizations of third sector, which has been an important in rural development. It has a valuable role to play in socio-economic development programs through promoting agriculture and allied activities, as well as rural development in a number of ways. On the other hand, the character of economic development in India with its emphasis on socialistic pattern has provided a great scope for co-operative activity.

A growing body of literature in India on co-operative societies has focused only on the agricultural credit co-operatives, co-operative farming, and marketing neglecting milk co-operative societies. The performance of milk co-operatives, their role in socio-economic development of rural economy, and the benefits analysis of these societies at a micro level are the major objectives of our study. In this respect we selected the District Milk Cooperative Society, located in Tumkur district of Karnataka State, as a study area.

In the first section of the paper we deal with cooperatives as a major part of the third sector. The Dairy Cooperative Model is discussed in the second section. Organizational structure and the importance of dairy cooperative system in India and in state level have been discussed in the next section. An Economic analysis of District Milk Producers' Cooperatives- A case study of Tumkur District' is undertaken in the fourth section.

The study concludes that Anand Model of Third Sector has improved the socio-economic conditions of rural people. It has multiple linkages in development of agriculture, income, health and sanitation conditions, nutrition, and education level in the rural India. Therefore the model is more suitable for rural development in developing countries. Another interesting finding of the study is that network system and well-defined role of individuals

in this movement. The study suggests that both society and government defined role is very essential for rapid development of rural area and people participation in developmental process. This goes a long way in eradication of poverty and establishment of real democratic system of governance.

MANAGEMENT PRINCIPLES IN THIRD SECTOR ORGANISATIONS:
A DIAGNOSTIC STUDY OF MARKETING COOPERATIVE IN INDIA

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Introduction: Co-operative movement is a strongest area in the civil society concept. Co-operative practices with democratic principles would be a strong mechanism for civil participation. Recently, in different parts of the world co-operatives are gaining more importance and are also undergoing the process of restructuring. In the globalised context, it would be interesting to analyze the changing pattern of structure, role, resource base and new agenda of co-operative organizations.

The co-operative sector in India, in fact, came into being in the first quarter of the twentieth century with the enactment of Co-operatives Societies Act in 1904 and the comprehensive enactment of the Act in 1912. By realizing the importance of involvement of the people themselves in various activities for their own benefit, the government of India has made hectic efforts to push forward the co-operative sector. Over the years the co-operatives have entered into all support services needed by the population. Thus there are around 25 types of co-operatives; covering a wide range of activities such as farming, marketing, consumer service, labor, housing, milk, fisheries, industries and credit. Now, co-operatives have not only increased in number but also we see that some of them are large in size (membership, employment, turnover etc.) involved in multi sector activities. The management of these co-operatives has to be made in lines of modern corporate management principles.

Scope and Method: The co-operatives need to work like professional organizations on sound managerial systems in tune with the needs of the time to help their members. In this paper an attempt is made to evaluate the management of a large co-operative organization, the Central Arecanut and Cocoa Marketing and Processing Co-operative Limited (CAMPCO), which is the largest marketing co-operative society in Asia. The main objective of the paper is to analyze the management issues involved in running a co-operative organization.

Results and discussion: CAMPCO provides marketing and processing services to the arecanut and cocoa growers in India. It was established in 1973, when prices of arecanut registered a marked fall and the arecanut growers faced a sudden marketing crisis.
CAMPCO has been functioning with the main objective of procuring arecanut and cocoa grown by member cultivators to promote and develop areca and cocoa cultivation, marketing and processing. The area of operation of this cooperative for procurement and processing of arecanut and cocoa extends to Karnataka and Kerala states, but for the marketing activity, the area has been extended to the whole country. Confidence has gained among the growers for areca cultivation as an economically viable and comfortable proposition. The co-operative encouraged growers to take-up cocoa cultivation as an inter crop in the latter half of the 70's. CAMPCO willingly took up the responsibility to enter the cocoa market and performed a savior's role. As a strategy for survival in the international scene the CAMPCO played a major role in establishing a name for Indian cocoa, which hitherto had not been achieved. It procured cocoa pods from growers and adopting scientific processing methods to market standards, released dry cocoa beans matching in quality in the world market to that of Ghana, Brazil and other leading cocoa cultivating nations. With a view to creating a permanent demand and a

steady market for the beans, CAMPCO established a Chocolate manufacturing factory adopting foreign technical collaboration in chocolate making. The Management of CAMPCO vests in the Board of Directors consisting of 17 Directors. These Directors are elected or nominated. The Managing Director conducts the day-to-day activities. The Executive Committee and the Business Committee devotes more time to scrutinize and decide about the financial and business transactions of the organisation.

CAMPCO has come to the rescue of arecanut and cocoa growers in many occasions (market crisis) during the last thirty years. Membership increased from 3576 in 1973-74 to 70,008 in 2000-01. Paid up share capital (membership contribution) has increased from Rs.94.40 lakhs in 1973-74 to Rs.7113.58 lakhs in 2000-01.

CAMPCO being a service organization providing marketing service to the member farmers, its internal factors such as working capital, current ratio, quick ratio, net working capital ratio, current asset turnover ratio and net working capital turnover ratio determines its organizational strength. Ratio analysis is a powerful tool of financial analysis and used as an index for evaluating the financial position or performance of an organization. In other words, better values of the above indicators imply the application of modern management principles and thereby gain institutional strength to better serve the member community. The work is devoted to these analyses.

Analysis of gross working capital shows a steady increase over the years except in 1993-94. The current ratios and quick ratios are always more than the generally accepted norm of 2:1 and 1:1 respectively, indicating a high liquidity position of the organization. In the last ten years the current ratios varies between 6.18 and 16.55 showing high level of short-term solvency. Quick ratio varies between 1.75 and 6.01 indicating sufficient liquidity of the organization. Net working capital varies between 0.60 and 0.75 indicating that the working capital is maintained optimally. Average current asset turnover ratio and net working capital turnover ratio is 2.25 and 2.44 respectively indicating the high capital utilization efficiency. With all these internal efficiencies the organization is in a better position to serve its members. In turn it would attract large number of people with appreciation to come and join the organization.

Marketing service organization working with cooperative and democratic principles for the benefit of their members would take up huge financial turnover. No doubt such organizations need to adopt modern management principles in general and financial management in particular to gain strength for serving the member community. CAMPCO adopts management principles in managing its activities. Procuring arecanut in the growing area (South India) and sales of arecanut in the mostly consumed area (North India) is managed to the best advantage of the members. Investments, marketing and human resource management efficiencies are reflected by profit earned over the years.

THE BOUNDARIES OF THE NGO: A SEMI-ECONOMIC PERSPECTIVE

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Within mainstream economies, economists have been arguing for at least 50 years about the 'boundaries of the firm'. Where should the market end and the firm begin? Insights in transaction cost economies (Oliver Williamson), property rights (Oliver Hart), and asymmetric information (Joe Stiglitz) have all played a part in providing such an explanation. More nuanced views of the firm (or organisation more generally) see organisation boundaries existing depending on political considerations (Mancur Olsen), on the need to generate knowledge and dynamic capabilities (William Lazonick), and on the degree of solidarity, group norms and trust (Mark Grannovetter). The underlying question is why have two separate organisations deal with each other through contracts rather than merge into one single organisation? The same question can be asked of corporations pursuing social objectives as well as of profit-making NGOs.

Where should the NGO stop and the business begin (if at all)? Such a question is timely because current trends in Corporate Social Responsibility and NGO management both militate for a blurring of the organisational boundaries between NGO and profit-seeking company.

This paper will attempt to answer the "boundary of the NGO" question by looking at a case study of NGO-business relationship management undertaken by the NGO Pro-Natura. Pro-Natura is an environmental NGO which openly advertises its engagement with business. In the Pro-Natura case, the boundary of the NGO must be blurry enough to engage constructively with businesses, yet be firm enough to resist appropriation or coersion. We will show that Pro-Natura manages its boundaries through a "learning by monitoring" type mechanism popularised by Charles Sabel among others.

Learning by monitoring represents the free-flow of information between organisational partners which allows for reduced opportunism, yet the transfer of knowledge needed to promote growth. The paper attempt to derive an optimal level of "blurriness" in theory and present some criticisms of such an approach.

CORPORATE-NGO PARTNERSHIPS IN SOCIAL DEVELOPMENT: ISSUES AND CONCERNS

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As we are progressively moving towards an integrated and interdependent global economy, the relationship between business and society is being redefined. The society today, not only asks for quality, effectiveness and efficiency in whatever the business does, but also demands for long term social welfare. Especially during the last two decades, there have been more organized efforts to persuade the business sector to get involved in social development. The pressure is more on the corporate sector, since it has the capacity, competence and compulsions to work towards social development. Even the Corporate sector is now expressing interest in corporate citizenship and business statesmanship. Today, we find many companies extending a helping hand not only to the needy during natural calamities like earthquakes, floods and famines, but also actively taking part in social development. Such development initiatives include participation in the development of the poor and the weaker sections of the society by taking up socially relevant projects.

Given this background, this paper attempts to explain the different dimensions of the corporate participation in social development. The paper is based on an in-depth analysis of the philanthropic practices of a sample of 48 companies in India. These companies represent large and medium sized companies from different industries formed and registered in the Karnataka state of Indian Republic. The study reveals that companies participate in philanthropy either directly or in collaboration with the Non-Governmental Organizations, Government Agencies or other private organizations. Since each partnering organization has its own organizational strengths and weaknesses, the companies are generally careful in selecting their partners in social development. The field data revealed that Karnataka has a very strong corporate- NGO partnership aiming at effective implementation of their social development programs. The NGO-corporate partnership is found to be benevolent to the companies both in image building and ensuring the effective utilisation of their spending on philanthropy. In the light of the fact that most companies have very little time and expertise to work on projects of social development, partnering with NGOs help the companies in practicing strategic philanthropy. It was found that since the NGOs work at the grass root level and mostly on professional lines, their ability to work on social issues is much better than the corporates themselves.

In consideration of a reasonably good corporate-NGO partnership among the sample units and the possible advantages of such a partnership, the paper discusses several other dimensions of corporate-NGO partnerships like the criteria used for selection of NGOs as partners, expectations of both NGOs and the corporate sector from the partnership and the measures to build a strong corporate-NGO partnership in social development. In consideration of the increasing significance of strategic corporate philanthropy for both the corporate and voluntary sectors, this paper could be of great interest to the academicians, practitioners and policy makers.

INSTITUTIONALIZING NGO INVOLVEMENT IN GLOBAL ENVIRONMENTAL GOVERNANCE

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Debate on global environmental governance has resurged because various efforts in the past several decades have been ineffective in halting environmental degradation. Although more than 500 multilateral environmental agreements (MEAs) have been enacted, data from various sources reveal that the environmental situation has worsened. Several proposals, which include strengthening the mandate of UNEP, clustering of MEAs, strengthening the US Commission on Sustainable Development (CSD), and creating a World Environmental Organization, are made for a more integrated environmental framework.

No matter what new framework for global environmental governance is designed, it should not be another organization mandated solely by states. As the Commission on Global Governance defines it, governance is the sum of the many ways individuals and institutions, public and private, manage their common affairs. It is vital to ensure the engagement of non-governmental organizations (NGOs) in any new institutional framework because NGOs enhance the policy-making function of global environmental governance by increasing its transparency and accountability.

In this paper two major questions are raised: what are the necessary arrangements to ensure meaningful participation of NGOs to enhance global environmental governance?; and how and to what extent should NGO involvement in global environmental governance be institutionalized? To answer these questions, I first present an overview of NGO access in the UN system. Second, I examine the existing institutional arrangements for NGO involvement adopted by: (1) the UN Commission on Sustainable Development; (2) UN Framework Convention on Climate Change (FCCC); and (3) the World Bank. The level of NGO involvement in these institutions varies greatly. After identifying strengths and weaknesses within these arrangements, I propose possible ways of establishing an ideal and practical system of involving NGOs to enhance the policy functions in global environmental governance.

In conclusion, at least three policy implications are drawn regarding the arrangements necessary to ensure meaningful participation of NGOs. First, it is necessary to clarify how NGO inputs are incorporated into the main decision-making process. Although the institutionalization of NGO-government dialogue in the official process is a growing phenomenon, it should be clear how and to what extent the multi-stakeholder contribution is to feed into the main negotiation processes. Second, criteria for involvement of NGOs should be clarified. Especially, some clear arrangements must be made to distinguish between groups representing civil interests and business. Third, it is desirable for NGO community to select their own representatives through NGO networks rather than by government control. For NGO networks it becomes more important to show transparency and accountability to their member NGOs and international society.

SOCIAL CAPITAL AND CIVIC PARTICIPATION IN JAPAN

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This paper aims to grasp the current state of social capital and its relations to civic participation and environmental sustainability in Japan. The concept of social capital such as trust and social networks has recently gained wide attention in Japan, and the Japanese Cabinet Office also began to pay attention to social capital focusing on its relationships with civic activities.

The authors present findings from the first comprehensive survey designed for measuring social capital and with the focus on civic activities in Japan. The survey was conducted by the Japan Research Institute commissioned by the Japanese Cabinet Office with a national sample of 3,900 from January to March in 2003.

Major survey findings are that people who participate in some kind of activities (voluntary activities, community activities, and sports and recreation) have tendencies to have a higher level of trust in community and society, to have a broader network in communities, and to have a higher satisfaction in life than those who do not participate. Especially, participation in civic activities lead to formation of social capital such as connections with people in the community, friends who share values, sense of contribution and affection toward community. One fourth of people decide to participate in civic activities motivated by associations with friends and acquaintances. Those with higher level of trust and associations with neighbors and colleagues tend to be more willing to participate in civic activities. Accumulation of social capital is different among various areas. Those areas with high level of one social capital component tend to have high level of the other social capital components.

In sum, (i) each component of social capital and voluntary and nonprofit activities have a positive correlation, (ii) social capital may be fostered through voluntary and civic activities, and (iii) civic participation may be promoted with the accumulation of social capital. The survey results suggest that social capital is fostered and is expected to produce social outcomes through the promotion of voluntary, nonprofit and civic activities.

Analysis of the existing macro data and surveys revealed the changes of social capital over time. Some aspects of social capital such as trust and associations with neighbors and relatives have declined over the 20 years, while others such as trust and associations with colleagues at work have not or even increased.

Along the quantitative survey, we introduce three case studies of civic activities in the environmental field and look at how each case has been successful in sustainability management and how the social capital has functioned for its promotion. The major common elements for the sustainable environmental management were found to be as follows: the innovation and creativity, leadership and commitment, utilization of existing traditional social capital and inter-sector partnership. Sustained and joint efforts of citizens, local businesses and local government organizations have made possible significant environmental improvements in each community. Especially, utilization of

social capital such as partnerships among different sectors would be vital for environmental sustainability.

The policy implications are as follows: (i) various research and studies on social capital at the national and local government levels be promoted; and (ii) the government has a major role to facilitate the formation of social capital through the healthy development of the nonprofit sector by such policies as a tax incentive for donors and nonprofits, and partnership with nonprofits, and (iii) policy dialogue among different sectors is also essential. Revitalizing both new social capital (nonprofit organizations) and traditional social capital (neighbourhood organizations), and bridging the two for interaction are expected to create social capital and further vibrancy of civic activities in the communities.

GOVERNANCE MODELS AND ACCOUNTABILITY IN THREE CULTURES

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Although there is a large and increasing literature on not-for-profit governance, there is frequently little acknowledgment that there may be *different* governance models – despite the incredible diversity of governing structures and processes in actual not-for-profit organisations (see for example Cornforth 1996 and Lyons 2001, pp126-131). One might expect to find even greater variety in governance models in different cultural contexts. However, the influence of western management theories and models (even in not-for-profit organisations) should not be under-estimated – especially through the impact of the cultures of donors and funders on not-for-profit organisations (Fowler 1997, pp 70-73)

This small study examines the experience of a range of small to medium-sized not-for-profit organisations in three different cultural settings in the Pacific (Aotearoa Maori, New Zealand Pakeha and Papua New Guinea). Based on a series of in-depth interviews with key internal informants, the different governance models employed are described – with differences and similarities noted. The different approaches are compared to dominant western non-profit governance models of 'policy governance' (Carver, 1997), 'parliamentary boards' (Houle, 1990) and 'community management' (Nyland, 1994). In particular, attention is paid to the ways in which Cornforth's (1996) four key governance functions are handled, viz: strategic direction-setting; stewardship and accountability; external stakeholder relations; and board self-maintenance and development.

Implications for methods and (self-assessed) effectiveness in assuring accountability under different governance models are considered. A four dimension accountability framework (based on Kearns, 1996) is used to analyse relative strengths and weaknesses of different governance approaches in terms of implications for: legal and regulatory accountability; stakeholder accountability; 'entrepreneurial' accountability; and advocacy accountability. The risks in excessive accountability (Nowland-Foreman, 2000) to donors and funding bodies are also considered, in the context of 'funder capture' and weakening of effective oversight by a strong and independent board (Smillie, 1995).

TEACHING NOT FOR PROFIT MANAGEMENT TO INDIGENOUS NGOs IN THE PACIFIC – NEW COLONIALISM OR NEW INDIGENISATION?

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In 1999, the *Pacific Islands Association of Non Government Organisations* (PIANGO), as a part of its capacity building programme for Pacific Island non government organisations (NGOs) with support from the United Nations Development Programme, approached the *Programme in Not for Profit Management* from UNITEC Institute of Technology, Auckland, Aotearoa/New Zealand to jointly develop and deliver a *Pasifika Indigenous Management Initiative*.

In the current year, funding is sought from a number of sources to teach five different courses (Culture & Values of the Not for Profit Sector; Volunteerism, Employee Motivation & Management; Community Funding & Entrepreneurism; Governance; and Not for Profit Accounting & Financial Management) in five different Pacific Island nations (Federated States of Micronesia; Fiji Islands; Papua New Guinea; Samoa; and Vanuatu). To date over one hundred Pacific Island NGO leaders have enrolled in the programme.

The UNITEC programme is based on an understanding of not-for-profit organisations as value-based organisations, and a belief in some intrinsic differences between the not-for-profit sector and both for-profit and government sectors. While there is a recognition that there is much for not-for-profit organisations to learn from management theories and models, this has also led to an awareness of the risks of 'colonisation' of the not-for-profit sector with (inappropriate) management concepts from other sectors (Dartington, 1996, Stansfield, 2001).

Taking this approach to a cross-cultural teaching context, a range of strategies (both in course re-design and course delivery) have been developed to minimise the risk that *Pasifika Indigenous Management Initiative* would impose inappropriate western models and concepts on indigenous NGO leaders. At the same time a certain understanding of key western concepts is important to enable NGO leaders to understand and communicate with and effectively negotiate with western donors, inter-governmental organisations and/or western-influenced Pacific governments. This paper will outline a number of the more useful strategies developed as a part of the *Pasifika Indigenous Management Initiative.* It will also include responses from NGO leaders from three different Pacific Island nations on the extent to which these approaches have aided in the indigenisation of the course material, and empowered indigenous leaders to more effectively manage NGOs in a culturally appropriate way and to effectively negotiate with western donors and others. Finally, an unanticipated spin-off has been the increased clarity in key teaching concepts and additional insights and rich and powerful imagery borrowed from indigenous languages and cultures, which have been able to be brought back to the Aotearoa/New Zealand teaching context.

SHAPING THE FUTURE: BUILDING MORE EFFECTIVE ORGANISATIONS

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This paper takes social capital as its starting point. Civil society is the primary source of social capital, that "glue " that holds a society together. The organisations that together comprise the third sector are the primary arena for the development of social capital. While third sector organisations are crucial to the development of social capital, not all third sector organisations are equally effective in producing it. Perrow (2001) makes a distinction between "good" and "bad" nonprofit organisations. An organisation is only "good" to the extent that it contributes to civil society. Large, bureaucratically structured organisations have minimal decision making input by the members or client/customers. Large bureaucracies mitigate against the production of social capital, as do those that maintain any sort of vertical coercive sanctions. This is so because vertical structures generate dependent relations that discourage reciprocity and mutuality, in which choice is absent, and trust dependent on the good will of the powerful.

To achieve quality outcomes, organisations need to be well governed. But what does good governance refer to? All organisations need to address some common principles of good governance:
- A means for identifying the goals and future direction of the organisation
- A means for making specific action-oriented decisions
- A means of implementing decisions
- A means of accountability for those decisions and actions

This paper explores three models of governance. They are the corporate model, the traditional model and the participatory model. Each has specific strengths and weaknesses. Of particular importance for the development of social capital is the participatory model. The participatory model of good governance involves some form of participatory democracy that involves the people, or members of the organisation in an open and participatory manner. The paper explores some of the implications and issues involving this form of governance and the generation of social capital. The challenge is to create organisational processes that meet the requirements of effective decision-making and accountability, but also that enhance the stock of social capital in the community.

TRANSNATIONAL PHILANTHROPY BY MIGRANTS AND MIGRANT ORGANIZATIONS FOR RURAL DEVELOPMENT: THE CASE OF THE PHILIPPINES

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The paper aims to discuss transnational philanthropy by migrants, a new terminology synonymous to the more popular term "diaspora philanthropy," that fits to both philanthropy and international migration. What is also relevant, however, is looking at the development potential of transnational philanthropy for rural development of the origin countries of migrants. This research paper will discuss this phenomenon, and how its benefits can be best derived, from the work of migrants and migrant organizations to the rural areas of the Philippines. A previous study by Opiniano (2002) has identified transnational philanthropy by migrants as "a process by which migrants and immigrants abroad, in forging

The research will attempt to do the following:

- Trace the history of the efforts of Filipino migrants and migrant organizations to give back to the Philippines, particularly to rural areas;
- Find out the transnational philanthropy programs or activities of these migrants and migrant organizations, and the rural-based beneficiaries of these philanthropic efforts;
- Describe and analyze how do these migrants and migrant organizations forge transnational links with their Philippine-based donees in the course of the philanthropic process;
- Examine, from the perspectives of the migrants and the migrant organizations, the impact of their philanthropic efforts to rural development; and
- Identify the potentials of these practices on transnational philanthropy by Filipino migrants and migrant organizations for the development of local economies in the Philippines.

The research paper will feature cases of efforts by Filipino migrants and migrant organizations. These cases will be classified into the following: a) by country of residence or work of the Filipino migrants; b) by the type of migrants (temporary contract workers and permanent residents or immigrants); c) by sectoral interventions; and d) by some discovered novel approaches.

INSTITUTIONAL CAPACITY BUILDING AND ORGANISATIONAL LEARNING THROUGH ACADEMIC AND AGENCY-BASED TRAINING - AN INNOVATIVE NGO APPROACH

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One of the greatest challenges and research problems facing the NGO sector is the implementation of sustainable strategies that will bring about capacity building and organisational learning at both the 'north' and 'south' levels. Although this is an area of growing interest in the corporate sector, little research has been conducted in the third sector. One aspect of a learning organisation is the access of staff to training, both formal and informal. Often development workers have limited access to formal academic learning or subsequent upgrading of competency-based skills due to the limitations of time and resources. A learning organisation must allow for such learning processes.

To address this critical issue, during the 1990s the Adventist Development and Relief Agency (ADRA) International office initiated a network education strategy that included planning and securing funding to implement a specialised training initiative. This program offered academic credit toward a master's degree that provided development education. The flexible distance-learning approach allowed aid workers to participate in regional short course format and out-of-class assignments. The first student cohort successfully participated in a 4-year cycle. Two hundred and seventy people applied for the master's degree, 197 were admitted and 175 graduated by August 2003. However, over 450 participants, representing more than 35 countries, attended parts of the short courses. It is anticipated that this investment in human capital has the potential to enhance the capacity and organisational learning by bringing about greater dialogue, shared philosophical understanding, and organisational cohesion.

To continue this organisational learning process, the ADRA network has endorsed the development of a competency-based training program that is developed by groups of speciality leaders and participatory planning groups who develop the competency-based training modules. Each module is then reviewed by a curriculum committee. Modules include: planning, disaster preparedness, economic development, education, finance, food security, health, human resources, leadership and governance, marketing and development, orientation, and security.

This presentation will discuss work in progress, evaluating the education strategy and program implementation and assess whether there have been organisational learning benefits and positive outcomes. A survey of all participants is planned by ADRA to elicit the benefits of and lessons learned from the masters program. This will form part of a major innovative research initiative exploring the context of learning and reflection within the organisation and then the broader third sector.

BOTTOM-UP OR TOP-DOWN? A STUDY OF GRASSROOTS NGOS' APPROACH

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Non-Governmental Organizations (NGOs) deploy multiple approaches to achieve their objectives. These approaches can broadly be classified into two - Bottom-Up and Top-Down. While Bottom-up approach emphasizes local decision making, community participation, grassroots mobilization/movements, Top-Down approach focuses on lobbying and bargaining with authorities, building up of pressures through various campaign mechanisms, advocacy activities, etc.

Drawing references and insights from the literature, (Finger 1994, Knoke 1990, Schmale 1993), this paper begins with a discussion on approaches undertaken by grassroots NGOs to meet their objectives. At the outset, the paper ponders over a set of questions such as - whether grassroots NGOs essentially follow a Bottom-Up approach? If so why? Whether they also intend to establish rapport with the state officials thereby to have a say in decision-making process? If so, how do they pursue it?

The bottom-up approach for the present study has been defined and operationalized in terms of an array of indicators such as (i) awareness building efforts of NGOs, (ii) people's participation in different phases of the projects, (iii) people's involvement in creating people's institutions, etc. Herein, the paper addresses some of the participatory, innovative strategies such as the role of *balwadi* centers, significance of village corpus fund, herbal and kitchen gardens, etc. Similarly Top-Down approach has been operationalized on the basis of indicators such as (i) NGOs' participation in advocacy activity (ii) obtaining support from government authority (iii) obtaining favorable court verdicts, etc.

The methodology deployed for the present study is qualitative in nature. Apart from participant observation, interviews were conducted with NGO staff and chief functionaries to collect the primary data. The organization forms the unit of the study. The primary data have been collected from 40 grassroots NGOs located in coastal Orissa, a south-eastern state of India. These NGOs have been selected through simple random sampling technique. The secondary information has been gleaned from the annual reports of NGOs, minutes of the NGO meetings, archives, etc.

Despite the rhetoric, we have conclusively found that no grassroots NGO practices either Bottom-Up or Top-Down approach exclusively. Only 5 out of 40 NGOs were found to be practicing exclusively Top-Down oriented practices with minor variations/exceptions. And of the rest 35 NGOs about 10 were found to be practicing high intensive Bottom-Up practices again with minor variations. Similarly no grassroots NGOs could be functioning exclusively by Bottom-Up practices in developing countries, as assistance/directives from local governments become inevitable in some form or the other. Owing to this complex data set that we generated, we felt the need to further conceptualize the approaches of those NGOs who are intensely Bottom-Up oriented into three types such as conformist (++) Radical (--) and pro active (+-) to fit them into a suitable conceptual framework.

CIVIL SOCIETY ENGAGEMENT WITH LOCAL SELF-GOVERNMENT: TOWARDS WOMEN'S EMPOWERMENT IN KERALA, INDIA

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Research Problem: People's planning within the framework of decentralization along with pertinent legislative measures have made possible the greater participation of women in local Government institutions in the state of Kerala, India. However, there are several structural and other constraints that prevent women from effectively participating in local governance system.

Background: The people's planning campaign for decentralized planning was launched in 1996 in Kerala to empower local self-governments to prepare plans in a transparent and participatory manner. The campaign made it clear that for good governance at the local level, there is a need for equal participation by all sections (especially those marginalized such as women and backward groups) of the society. For the first time, a gender perspective was introduced in the plan whereby 10% of the local body funds were allocated for women's projects, besides ensuring that there was 33% reservation (subsequent to 73rd and 74th constitutional amendment) for women among the elected representatives. Yet 6 years after the plan implementation, women's participation in local governance has remained by and large far from desired. The weak areas clearly relate to the lack of viable project proposals for women's development and low participation of women in the decision making process. There have been only a few cases of success where women elected representatives have made a mark for themselves and brought about positive changes in the functioning of the local bodies. An important drawback is the current approach at women's empowerment through local governance is the lack of attempt to challenge the existing gender relations.

The wider context in which the above-mentioned problem needs to be understood is the paradox that one sees between the better human development indicators (health, education, low fertility etc.) pertaining to women and the downward slide in their social status manifest in the rise of the dowry custom and the marginalisation of women from the paid employment in Kerala (Gulati et.al 1997; Saradamoni 1994). Women's position at the household is reflected at the community level as well as in relation to the market and the state. In essence, there is a connection between the private and the public domain (local governance belonging to the latter), affecting the process of women's empowerment.

Decentralisation and good governance is best achieved when it meets a vibrant civil society and NGOs. The civil society/NGO have scope and the potential to play a positive role in facilitating the participation of women and contribute to their empowerment in Kerala. Towards this, the local governments need to provide space and ensure more legitimacy to the efforts made by the civil society organizations for their operation and expansion.

Objectives of the Study:

- To examine the nature and extent of women's participation and contribution in the functioning of the local self government institutions (LSGIs) in Kerala.

- To explore the role of NGOs/civil society organizations in facilitating women's participation and empowerment in local governance in the state.

Methodology: The study covers 40 local self-government institutions (village, block and district panchayats) of Kerala with a focus on women's participation and their contribution in functioning of these bodies. A set of relevant tools have been used to collect data for the study. Observations and structured interviews have been used intensively at the local government level with both female and male elected representatives, government functionaries and the local population. Besides, at the state level (Planning Board, Departments of LSGI and Rural Development), interviews with key functionaries were also conducted. Meetings and interviews with several NGOs (women oriented as well as others) were conducted to understand the scope of their role in women's empowerment in the decentralization process of governance in Kerala. Several secondary source relevant documents were used to contextualise and analyse the findings of the study.

CONTEXTUALIZING GIVING AND VOLUNTEERING BEHAVIOURS

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In the face of cash shortages, do economically poor households still give and volunteer? The Southern Leyte experience provides a positive response, and a model for philanthropy and altruism in a rural Eastern Visayas setting. A total of 1,106 households and 1,399 individuals were randomly chosen as respondents of the 2000 Household Survey on Volunteering and Giving of the Philippine Nonprofit Sector Project. They come from 55 selected barangays of the 17 municipalities of Southern Leyte. Results show that giving and volunteering behaviors have local cultural and religious underpinnings found in history, folklore, and the belief system seem to outweigh the effects of personal desires for giving and volunteering.

Households give in kind and, when finances allow, in cash. Beneficiaries are organizations and direct individuals, mostly to religious groups and causes, respectively. For both givers and receivers, a common definition of giving is philanthropy and altruism. Giving is an act done to make others who are in need better-off, without the giver expecting any earthly/material rewards, yet drawing spiritual/socio-psychological satisfaction from the act itself and from the effect of the act on the receiver.

Volunteering is viewed in a similar stance. It is a non-compulsory act of offering one's self (his time, efforts, mind and soul), for the welfare of another, without receiving payments for the labor market value of the act. This definition that emerged from the survey results is made more realistic with a registered volunteering incidence of 96.7% (much more than the giving incidence). Motivations for volunteering are basically borne out of conviction, a feeling of compassion for people in need, and a sense of "others-centeredness." Typologies of volunteers, as to an individual's capacity and commitment to volunteer, are extracted from the survey results. Civic, religious, and nurturing activities attract volunteers.

In this scenario, it seems that community self-help projects an resource generation activities can best succeed by tapping barangay officials, church leaders, and the informal neighborhood groups, as these are most influential in the giving and volunteering decisions of households and individuals.

COMMUNITY EMPOWERMENT IN THE DEVELOPMENT OF CARE SERVICES: A CASE STUDY FROM AN NPO IN KUSHIRO CITY, JAPAN

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While discussing the issue of who will provide community care under the neo-liberal ideology of welfare state reform, an official Japanese policy paper has emphasized the people's participation in community activities and volunteer work. Until recently, the social welfare corporations (Shakai fukushi hojin and corporations owned by local government) were the only private corporations to provide social care services for Japanese citizens, who are in need. They are large organizations with strong government control under the Social Welfare Services Law, while the Japanese NPO sector is controlled by citizen's organizations. The government now recognized that the voluntary or NPO sector as an important service provider since the Law to Promote Specified Non-Profit Activities was enacted in 1998. From the 1990s to the present, during comprehensive structural reforms in the Japanese welfare system, a long term objective of Japanese policy has been "Care in the community". The dominant discourse widely discusses how to cooperate with formal and informal services to create useful social care networks in the community. Therefore it is important to look at reality of social care service by NPO in the community from their point of view.

Aims and findings: The paper aims at analyzing a case study of NPO social care service development processes in the city of Kushiro which has a population of approximately 190,000. In 2000 the organization, "Chiiki Seikatsu Shien Network Salon: Salon"(Support network for community living) was founded, and has started an after school day-care service for the handicapped children. The key elements for successful community work are as follows: to enhance users' participation in service creation processes, to give learning opportunities to users and through this process to enable people to tackle problems and to speak out about what they really need.

We also look at details of Salon's management capacity and a financial aspect to understand how their work has been sustained since the organization was founded. We have found some advantages in their way of managing resources as a result of their organizational development. They lowered renting costs for the branch offices, saved administration costs, and mixed funds from formal (governmental subsidies) and private subsidies.

In the conclusion, Salon's important role is to find out social care needs of parents with handicapped children, and to create services with them. In this sense, they are service provider as well as a good advocate of parents with handicapped children.

Research method: The research is based on field visits by the authors and individual interviews with managers of organization, focus group of users, and an accountant, as well as the analysis of supplemental documents and reports.

TENSIONS BETWEEN GOVERNMENT AND NON-GOVERNMENT ORGANIZATIONS IN JOINT ACTIONS FOR DISASTER RESPONSE IN INDIA

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Over time, different regions of India have experienced a wide range of natural disasters-hurricanes, earthquakes, and floods that have caused massive destruction. To minimize the grave consequences, the nation must respond effectively. Effective disaster response requires combining technology, meaningful resource allocation, active information systems, strong institutional capacity, and most importantly, strong partnerships among various key players such as government organizations (GOs), communities and non-governmental organization (NGOs).

The literature on GO-NGO partnerships during times of crisis, focused on the South Asia region is scarce. Partnerships among the key players have been viewed in the literature as very important for effective disaster management (Bhatt, Mehta, & Khosala, 1998: Bhatt, 1999, Dynes, 1999; Fernando, 1999; Khan, 1999; R.C. Sharma, 1999; Watchtendorf, 2000). Mostly in partnership literature scholars have tended to look at NGO-government relations only from one-sided perspective. Dennis Young (Young, 1999, 2000) is amongst the very few who does look at both sides of the relationship. Till date, mostly normative investigations have been conducted in this area. The present research is an empirical study designed to assess the barriers faced by both sides, GOs and NGOs, as participants in joint actions in India at the time of disasters.

This qualitative study attempts to understand the tensions between GOs and NGOs when they are working together during the phases of disaster relief, rehabilitation, and mitigation. The aim of this study is to identify the constraints and advantages faced by participants from both sides during joint actions for disaster response. It also attempts to understand the complexity of the relationship and the interdependence of GOs and NGOs so as to facilitate and encourage collaboration. The findings will provide insights for improvement in inter-organizational relationships for successful joint actions in future years.

The research was conducted in two cities of Gujarat, Ahmedabad and Bhuj, after one year of the January 2001 earthquake. The study was funded by travel and research grants from the Graduate Student Organization (GSO) at State University of New York (SUNY), Albany and facilitated by Disaster Mitigation Institute (DMI), Ahmedabad. A semi-structured interview protocol was used to interview a total of 30 individuals- 11 from the government, 11 from NGOs, 5 from international NGOs, 1 from an academic institution, and 2 from an organization associated with media and communication (n=30). The sample from the government consisted of the municipal commissioner, District collectors, District Development Officers (DDO), and officers and staff of the task force of Gujarat State Disaster Management Administration (GSDMA). To get the NGO perspective on issues, directors of NGOs, program managers/leaders, and team members were interviewed. Most of the interviews ranged from 90 minutes to two hours. The researcher was accompanied by a trained assistant for the interviews. Some interviews were tape-recorded; for others, the researcher and her assistant both took extensive notes during the interview and compared them subsequently to produce as complete and accurate a record of the interviews as possible. The data was coded for analysis.

Preliminary results appear to indicate that organizational constraints, information management constraints, policy and implementation constraints and operational constraints are observed. Organizational constraints deal with issues of leadership, coordination, trust, and communication. Information management constraints address issues in database creation and information sharing. Policy and implementation constraints deal with issues in the implementation of policy at various levels, and operational constraints deal with legal and accountability issues. This study is relevant to the conference themes in several aspects as it discusses prevailing tensions in NGO relations with the government at length, and also contributes knowledge to the fields of disaster management and inter-organizational relationships.

CURRENT APPROACHES TO "ORGANIZATIONAL EFFECTIVENESS" IN THE NONPROFIT SECTOR –   EFFECTIVENESS MEASUREMENT IN PRACTICE

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In the literature of management science, efforts to conceptualize and devise methodologies to gauge "organizational effectiveness" have existed for decades, resulting in a proliferation of choices offered for understanding what it means to be *effective*. Although the idea that organizational effectiveness can be measured was developed initially for for-profit organizations, there has been a growing trend of applying the concept to government, nonprofit, and philanthropic organizations as well. In an environment where resources are limited, the public pressure is mounting on nonprofit and philanthropic organizations to demonstrate that they are achieving the best possible results with the resources made available to them.

To a certain extent, this push to measure the effectiveness of nonprofit organizations and the philanthropy that supports them has also gained momentum from a movement by government and the public for greater accountability from these organizations. The broadening of the concept of nonprofit accountability beyond the requirements of law has in some ways obscured the understanding of the distinction between those characteristics of nonprofit operations that demonstrate an organization's "accountability" and those that demonstrate its "effectiveness." Fundamentally, however, demonstrating accountability and organizational effectiveness are separate, but related efforts with different sets of requirements.

With the objective of stimulating further discussion among Asian nonprofit practitioners and scholars on the question of how nonprofit and philanthropic organizations can conceptualize and measure their "effectiveness," this paper proposes to serve as a background paper, summarizing the following:

- How the concept of organizational performance relates to perceptions of organizational "accountability"; and
- Various perspectives on how the term "effectiveness" is understood in relation to organizational performance among U.S. nonprofit and philanthropic organizations, including examples of how some are measuring their effectiveness—the general characteristics of their measurement models or systems—and for which audiences.

The methodology of this paper will be to examine existing literature on definitions and practices for evaluating organizational effectiveness, as available from selected third sector organizations and previous academic research. This paper will also draw upon discussions and observations from the Asia Pacific Philanthropy Consortium's September 2003 conference on *Governance, Organizational Effectiveness, and the Nonprofit Sector*.

SUSTAINABLE STRUCTURES IN THIRD SECTOR VOLUNTEER ORGANISATIONS IN THE PUBLIC SAFETY SECTOR

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Despite the abundant literature on managing third sector organisations there is little discussion of the structures needed to support long-term sustainability. The focus of this paper is specifically on public safety agencies, of which there is even less research. The paper focuses on four aspects of structure - the link to activities, the role of volunteers, connection with funding sources and relationship to broader stakeholder groups. It uses a cross case analysis of six public safety agencies in the state of South Australia.

 Many of the structures do reflect the key activities, except where there is a large core activity, with some minor activities. New institutional theorists provide some explanations of why the link to activities might be weak. In relation to the issues of volunteers, some excellent structures exist in he sector for inclusion of volunteers. The shift of funding and the consequent change of status to a government agency from the third sector will be reflected in the structure. The slowness to accomplish this may be the result of a desire to maintain the concept of an organisation 'owned' by volunteers. This is an early paper seeking to explore the variety of models of structure in the public safety area.

THE ROLES AND APPROACHES OF THE THIRD SECTOR IN THE EMPLOYMENT OF RURAL AREA LABORS

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The pressure of employment in China is from both rural and urban areas, with that from rural areas more urgent. The settlement of the problem of employment of rural labors is involved in the whole picture of the national issue of employment, and in the realization of a well-off society. It deserves our investigation, to find multiple channels and styles, to solve the problem of the employment of rural labors, and to find ways and channels to solve it more effectively. "The Third Sector" would play a role since it has its own advantages; in the mean time, the improvements of its quality and consolidation of its self-construction need to be done.

SUSTAINABLE DEVELOPMENT AND THE CONSTRUCTION OF COMMUNITY

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It is proposed that such a corresponding concept system as society, country, community and so on be built with system theory and the notion of sustainable development in this article after an analysis of the concepts as civil society, the third sector and community. Society is a synthesis consisting of humankind, hominine activity as well as the natural environment on which human beings depend to live, not only referring to civil society. Country is an important tier of human society, not only the governmental organizations, and the modern country is a synthesis formed by national territory, subjects and governmental organizations. Community doesn't only refers to social groups, it is a synthesis composed of governmental organizations in certain areas, inhabitants and environment. It is held to realize the ecologization of community and society and build a green, equitable, and government-oriented, public co-operative sustainable developmental society, reflecting the integration of nature and society. The stability and development of community are thought to be the base of those of the country and society. The contents and aims of the construction of community in China today should include: improving the co-operative, harmonious administrative governmental organizations, profit-going enterprises and Non-Governmental、Non-Profit organizations in community, building the co-relying, complementary administrative adjusting system, market adjusting system and society adjusting system, conserving a clean ,comfortable, balanced natural environment, establishing the harmonious relation of co-existence between human and human and between human and nature, realizing the democratization, legalization, marketization and ecologization of community, the economic, social and environmental sustainable development in the society as well.

SOME ABSTRTACTS BY CHINESE AUTHORS

Some abstracts of recent works by Chinese participants working on different aspects of the third sector for your information. These were submitted after the deadline and accepted by the Chinese Host Committee. If you are interested to know more about these, please contact the authors

AN ANALYSIS OF THE WELFARE REFORM IN HONG KONG

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The welfare sector in Hong Kong has undergone a reform recently. Upon the recommendations of the consultants from overseas, the government introduced the "Service Performance Monitoring System" (SPMS) in 1999, for monitoring the quality of social services provided by the NGOs. The objectives of this paper are to examine the features and characteristics of the welfare reform; and to analyse the implications of reform from the policy perspective.

The main features and characteristics of the welfare reform include: resource allocation based on output-and outcome-focus; introduction of internal market mechanism; implementation of contractual agreement and quality requirements; quality audit and so on.

A six-dimensional framework is adopted in examining the policy implications of the reform, namely, purpose; focus; level; mechanism; process; and outcome.

. The essence of the argument in this paper is to advocate for the balance among the policy choices in various policy decisions, including, balance between procedural rationality and substantive rationality; accountability and flexibility; quality and quantity; standardization and individualization as well as centralization and decentralization

STUDY ON THE MANAGEMENT AND GOVERNMENT OF NONPROFIT SECTORS IN CHINA

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Non-profit sectors have developed rapidly all over the world since the World War Ⅱ. As social organizations, non-profit sectors play an important and irreplaceable role in making up for the weakness of national mechanism and market mechanism, promoting the sustainable development of social economy actively. Nowadays, non-profit sectors are especially flourishing in the developed countries under market economy. And they've already become an important symbol of the social democratisation.

In China, non-profit sectors have been restored and established during the course of reform and opening to the outside world. Now they have reached a rather considerable level, playing an important role in the establishment and development of socialist market economy mechanism. However, during the transformation of economic mechanism，the reform of political mechanism is relatively lagging behind. So there are unavoidably some drawbacks in the management of non-profit organizations, which hinder the development of the non-profit sectors and keep them from playing a more important role.

This article first studies the problems and their causes during the development of nonprofit sectors in China, takes the experience of developed countries for reference and advances theoretical foundation for perfecting governmental management of nonprofit organizations.

THE 'APC' EVALUATION OF NON-PROFIT ORGANIZATIONS

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Despite over two decades' global associational revolution, the NPOs around the world, especially in developing countries, remain powerless and fragile. Thus a reflection or rethinking on this issue is warranted. In the past the external environment, particularly the legal environment in developing countries, was often regarded as the main cause for NPOs' sluggish development in these counties. However, empirical evidence from China demonstrates that NPOs' internal factors significantly affect their development, though external factors are important.

From the process of the new governance innovation in various countries since 1970s, evaluation has been an effective managerial tool for the development of public and non-profit organizations. Based on substantial research effort, this paper proposes the 'APC' evaluation – a theoretical model of assessing NPOs' accountability, performance and capacity, targeting particularly the practical problems and difficulties confronted by the Chinese NPOs. Past evaluations tended to focus one-sidedly on NPOs' performance, accountability or capacity. However, this paper argues that in view of the realities of NPO development in developing countries, the comprehensive 'APC' evaluations of NPOs can facilitate the all-around healthy development of NPOs in a more effective and efficient way.

Confronted with the outbreak of SARS，what NGO want to do and what NGO could do—— The case of Shaanxi Research Association for Women and Family

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The question "Confronted with the outbreak of SARS，what NGO want to do and what NGO could do" reflects the in-depth thinking of practicians of NGOs to social function of NGOs. Taking the case of Shaanxi Research Association for Women and Family as example and guided by its four phases of responding SARS, the article analyses the qualifications and important role of NGOs in responding the public emergency. At the end of the article, it comes up with the difficulties and limitations of NGOs in China.

THE THIRD-SECTOR AND THE DEVELOPMENT OF CHINA

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It is an issue of the discussion concerning the rethinking and manoeuvrability of the third sector in the process of globalisation. First, the relationship of the third sector and the social structure would be studied. A new social structure is in formatting in China with rapid change of the society. The third sector is a modern independent social structure beside the government and the enterprises, a practical basic and a manner in realization of the civil society has been created by the third sector. Second, it is researched that the coordination of the third and the social contradictions. It is out of date that the approach to solve the social contradictions through revolution in an age of informationalization. It becomes necessary to study the coordination of the social structure and the social function. Third, the relation of the third sector and the social morality would be studied .By the emergence of the third sector, a new social morality has presented that include the moral standards of the civil right, the humanitarianism, and the social justice.

TO GIVE THE CIVIL SOCIETY BACK TO PEOPLE

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A modern society is mainly made up of three parts: political society, economic society and civil society. Chinese reformation is a transformation from planning society to modern one. This course includes two steps. The first step is that the market (economic society) is given back to people; the second step is that the civil society is given back to people.
Now, in the first step of reformation, china has acquired great achievement. However, the second is only started just now. In the early planning society, the government was in the whole show to social activity so that there was not a civil society in China. But, after teens of years, the government gradually couldn't endure the great economic burden and political press. As a result of the first step reformation, the corporations would not like to pay a great deal of expenses for diversified social   duties, and the government has not enough money to do so. In china, there is a kind of special social organizations that are subordinative to the government. In the course of reformation, these organizations cannot really endure the social duties.

China must develop NGO actively to build a civil society, since the inhere organizations can't play the roles. GO have many affections on social development, such as making society diversified, supervising the government, influencing public policy, adjusting economic development, providing social services and so on. These affections may be attached to four kinds of important functions, which are political function, economic function, culture function and the function of protecting environment.

How to develop NGO? I think China must strengthen the measures in four aspects. First, we must apprehend the essence of NGO indeed and develop the real ones served for people, not for government. Second, the congress and government must legislate the incorporate laws to protect the development of NGO. Third, China must deepen the reformation of social control, and the organizations that are subordinative to government must be changed to be served for people. Forth, that government loosens the control for social resources will perhaps boost the development of the random organizations. The government must take measures to eliminate the factors in favour of the random.

A civilian organization is represented for a certain interest groups that have special benefit demand and always demand more resources, so there are inevitably benefit-conflict between different organizations. How to harmonize the relations between them? Here, I have no detailed measures to solve them. But, as a try, I will put forward social symbiosis theory. Symbiosis theory emphasizes that fighting and compromise among people are here and there in human lives, and they are the indispensable way of living, and not the goal of lives. The goal of fighting and compromise is lining out the boundary between rights and obligations in order to reach the symbiotic situation.

COMMONWEAL PROPERTY AND GOVERNANCE OF FOUNDATIONS

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Research Issue: Property rights and governance for foundations.
Many foundations are queried by their use of their assets recently. For foundations are based on assets come from the society, who should bear the responsibility for such assets? How to supervise them? The problems of property rights and governance of foundations come into being.

Objectives: To analyses the characteristics of the property right of foundations, then to build up a governance framework for foundations for the proper operating of social assets.

Research method: Main research method is literature research and theoretical analyses. Standpoints are also drawn and supported by many surveys on foundations.

Main standpoints and analyses: Property right raises the core problem of governance of foundations. This article combs through legal status of foundational juridical person set up in the of civil law system and public trust set up in Anglo-American law system. It points out that the base of property right of foundations is social donation and assets of Commonweal, gained in the form of tax preference. Therefore, it is a special form of proper right, that is property right of commonweal, or can be called "commonweal property". The article analyses the property right character of commonweal property and multivariate subject and points out that "public responsibility" is essential in the governance of foundations. Thereby the main principle during governing of foundation is independent operation and social supervision.

The characteristics of property of foundations are as following: Firstly, no one owner has total rights of a foundation; donor, manager, and beneficiary each share a part of property rights. Secondly, the essential characteristic of property of foundations is separation of residual control rights from residual benefit rights, the later not being held by the manager. Thirdly, the foundation has only restricted using rights, or part of the residual benefit rights. Fourthly, nobody has free transferential rights of the asset. Fifthly, there's a lack of specific beneficial subjects. The beneficiary of a foundation is a visual body composed of the entire potential beneficiary according to the donation contact. Thus the beneficial rights are shared in an uncertain group of people in the society. For these reasons, property rights of foundations are different than private property or public property.

Based on the commonweal property right of foundation, the article analyses the multiple subjects a foundation should be accountable to. These include donors, potential beneficiary group, actual beneficiary peoples, government and the mass of the country or area where the donations comes from, government and society of the country where the beneficiary group located, staff of the foundation, etc.

Foundations are based on commonweal assets by taking in donations from the society and taking tax-benefits. Thus they are supposed to promise a not-for-profit mission, and exist for performing their commonweal mission. As a result, "common responsibility" is essential in the governance mechanism of foundations. There're two main principles in governance of foundations, one is self-governing, and the other is social supervision. Key

factors in social supervision are transparency, including passive open by accepting supervision required by the mass and active open by regularly publishing finance reports for the public.

The article gives policy suggestions on governance and supervision of foundations at the end, including giving a explicit juridical person status for foundations, improving the registration system for NPOs, establishing a better tax-benefit policy for NPOs, strengthening social supervision mechanism, and establishing a particular financial and audit system for NPOs, etc.

ON THE GOVERNANCE OF THE NON-PROFIT LEGAL PERSON

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This study intends to discuss the governance of the non-profit legal person. It is really of great meanings. First, the difference between the governance of for-profit ones and that of non-profit ones is explored. As to the for-profit ones, profit plays an important role. The stockholders, board and CEOs (managers) are limited by each other. While for the non-profit ones, we should focus on the harmony of them. In regard to non-profit ones, mission is the most important issue.

And then, the issues of the difference between juridical association and moneyed corporation will be introduced. We will find that the law is stricter to the latter. The board has no power to draft and amend the statute, nor does it to termination of the legal person. It is the court or governor who have the power to do that. Of course, they should conform to the wills of the donor and the procedure.

In conclusion, the essay has found (1) the non-profit legal persons can learn some from the for-profit ones; (2) due to the difference, some principles and rules which are effective to the for-profit ones do no good for the non-profit ones; (3) As to the non-profit ones themselves, the distinction between juridical association and moneyed corporation leads to the different means on the governance of legal person.

Promotion of Users' Groups in the Community Resource Management with the Participatory Action Research and Development Approach – the Case of Water Users' Associations' Development of CNPAP Project in Anhui Province

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The Users' Group is one of the most important organizations promoted by the national and international agricultural/rural development projects for recent years in China. Differently from the profit-oriented organizations such as the growers/producers' cooperatives, it is non-profit oriented and focuses on the self-management and development/maintenance of natural resources and the related infrastructures.

Due to the increasing demand for the protection of natural resources and improvement of infrastructures and the deficit or decrease of government revenues or international donors' assistances, the institutional development of Users' Groups has been promoted since the late of 1970s and early 1980s by the international organizations. World Bank has assisted a similar development in the promotion of Water Users' Association (WUA) for its new irrigation projects in China since the middle of 1990s. It includes the establishment of WUAs and Water Users' Groups (WUGs) in the project areas, to have them as the partners of the water suppliers or management agencies and make self-administrations for the Operation and Maintenance (O&M) of the sub-branch systems and the devices and the collection of the related water fees and the use of the returned portion from the water suppliers. The approach to the development applied has been the Top-down one mainly with the administrative means. And it does work, because of the qualified design and construction of the scheme, enough budget allocation for it and effective water supply and control. However, it has been very difficult to disseminate such an approach and the institutional development in the other irrigation areas in China. There are more then 10, 000 large to medium sized irrigation systems and areas in China, which had been developed in 1950s – 70s with low quality of design and construction, far not enough funds for the construction at that time and for the O&M currently as well, and not being able to meet the irrigation demands of the users in amount and time. Therefore, it is badly needed to have an alternative and appropriate approach to its development in China.

CNPAP (China Netherlands Poverty Alleviation Project) Project in Huoshan County, Anhui Province has made a pioneer effort in the WUA development for the rehabilitation and management of Piyuan Canal, an irrigation system typical in the features and problems of water resource and irrigation management in China. The author has got the chance, as the consulting expert of Participatory Community Development of the project, to work with the project leaders and colleagues in the application and adaptation of the Participatory Action Research and Development approach in the development of WUAs. And the efforts have gained effective impacts and the national and international appreciations. In the paper, the background of the project, the approach to and methodologies of WUA's development, and the impacts, conclusions and challenges as well as the policy implications will be presented.

THE DILEMMAS AND COUNTERMEASURE OF NON-GOVERNMENTAL WELFAREORGANIZATIONS IN CHINA

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Non-governmental Welfare Organizations (NGWOs) play an important role in supplying public and welfare service, and in filling the limitation of market and government. News has some advantages in cost and benefit ratio, near to service target and social need than public welfare institutions. The major problems faced by NGWOs include these aspects, such as less supported by the government branches; lack social sustentation and supervision outside, Non-profit ideas and rules inside; Personal abilities of staff in NGWF are also confined or limited. The healthy developments of NGWOs need a new social system of partners' relationship, laws and regulations.

NGO AND PARTICIPATORY DEVELOPMENT

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One of the key issues for poverty alleviation is the quality and efficiency of the interventions. However, there are some problems here. The interventionists tended to underestimate the capacities of the poor people and made decisions for them. This has led to the unrealistic information, decision mistakes, inappropriate interventions, and leakage of the benefits. On the other hand, thousands of poor households have different needs. The poorest people are always excluded from the benefits of the intervention. Therefore, the needs of the poor cannot be addressed or fully addressed.

To solve the above problems, the Centre for Poverty Alleviation and Environmental Improvement of Ningxia applied participatory approaches into the Project on "Sand Control and Community Integrated Development Project in Yanchi of Ningxia." This paper studies the experiences that we learned in the following areas: building up farmers' organizations, institutional management, and capacity building. At meantime, we have strengthened our organizational development as a grass-root NGO.

VIRTUAL NETWORK
——THE ORGANIZATIONAL INNOVATION OF VOLUNTEER WORK

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After the in-depth investigation of the volunteer organizations in Guangzhou, we find that virtual network has become a new organizational form of volunteer work. The basic characteristics of virtual network are informality, non-entity and non-bureaucracy. Internet is its technological platform. Those volunteer organizations with relative strong non-governmental characteristics and staff members of high qualities tend to adopt this kind of organizational form.

We think that the institution restriction is the most important factor that brings this organizational form into existence. The Registration Managing Ordinance of Social Organizations has some regulations, for example, of registered capital, juridical person and supervisory department, which restrict the development of the volunteer organizations with relative strong non-governmental characteristics and without sufficient resources. Actually, virtual network is their rational choice to elude the institution restriction. It is a kind of organizational innovation. This reflects the initiative and creativity of the NGO in expanding their living space in society, thus providing a new example for the new-institutionalism paradigm of NGO study.

VOLUNTARY SERVICE AND COMPULSORY-WORK: TWO KINDS OF BEHAVIOR MODEL UNDER DIFFERENT IDEAS

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Two models of voluntary service and compulsory-work co-exist in the Pearl River Delta areas. This article tries to make comparison between these two models and reveal the social background of their appearance and co-existence. It also attempts to analyse the tendency of volunteers' behaviour choice under different models, and explore the value of the co-existence of these two models to the structural transition of China's society.

SELF-GOVERNANCE EVALUATION OF TRADE ASSOCIATIONS DEVELOPMENT IN WENZHOU

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Self-governance is the key characteristic of trade associations. After interviewing and surveying some of the Wenzhou trade associations, the author, with the help of 8 indexes from 3 aspects, investigates the current self-governing situation of Wenzhou trade associations. According to the investigation, the author comes to the conclusion that trade associations in Wenzhou enjoy strong self-governance. But in some areas without systematic administration, they often turn to government for support and protection. The further development of their self-governance depends on the improvement of some reform measures concerned.

GOVERNMENT AND TRADE ASSOCIATION: BETWEEN ADMINISTRATION AND INDEPENDENCE— A RESEARCH BASED ON THE DEVELOPMENT OF WENZHOU TRADE ASSOCIATIONS

Trade association development is, to a great degree, restricted by the role-orientation and function exertion of the government, Through the analysis of the competent authority, function orientation and trade interests of Wenzhou trade associations, this article provides some research on the basic relationship between trade association and government and its rationality.

Development of Farmers' Organization in Development Project

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After China entered into the WTO, it is getting more and more difficult for individual farmers to survive in the market competition. Establishing a variety of cooperative organizations is one of the key countermeasures to solve this problem. Promoting the development of farmers' organizations is also one of the critical components in many international development projects to ensure the sustainability of the project after the funding is ceased.

This paper investigates the farmers' organization，named bamboo-farmer organization in Huoshan County, Anhui Province, funded by the Netherlands Government. This farmers' organization was set up under the guidance of participatory approach. This paper analyses the following issues: organizational design, organizational management, organizational public relationship, and the economic and social impact that has been made by the organization. This paper also points out the existing problems and gives suggestions for further development of the organization.

This paper is based upon an empirical research and applied a variety of participatory tools, second hand data review, observation, semi-structured interview, scoring and ranking. The interviewees include local project officials as well as farmers involved in the Bamboo Farmer Association.

ANALYSIS OF MISS UNDERSTANDINGS ABOUT NPO

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What is NPO? Personalities of various circles have paid more attention to NPO in pace with its development at present. But some of them miss understand it. I list three main miss understandings below. The first is about style of NPO. Someone considers NPO a new-style social organization, which never exists before. The second is on financial source of NPO. The opinion is that folk charity donation must be the only financial support of NPO, that is to say, NPO should not profit from management, or accept any subsidization from government. The third is concerning function of NPO. Someone deeply believes that NPO can change the life of human being very greatly because of its unprecedented flexibility. Combining with development of NPO in nowadays, this issue puts forward five views based on analysis of miss understandings above. The first is that NPO is not the new-style social organization, instead of it; NPO is one kind of social organization, which has a long history. NPO appeared in 17th century in west, its history is as long as modern capitalism at least. Its history in the East is longer than it is in west. The second is NPO should profit from management to solve the financial problems which it faces today, this is important financial source for NPO, but the profit can not be distributed among its personnel, it must be spent in its development. The third is government should subsidize NPO, as it is a very useful partner, which helps government providing public goods. The fourth is about folk charity donations. Folk charity donations ought to be very important financial source for NPO theoretically, but it only stands on very limited percentage practically. The fifth is NPO does change the life of human being within the limits, but its operational mechanism needs to be developed, particularly in china.

THE CRISIS MOBILIZATION AND THE DEVELOPMENT OF SOCIAL ORGANIZATIONS IN CHINA

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In the background of globalisation, modern society needs normal management as well as non-normal management in the face of multiform crisis. When disposing critical incidents, we have to adopt not only the regular mobilization form such as administrative mobilization and political mobilization, but also the social mobilization which accord with market economy, in order to exert the active influence of social organizations on the crisis mobilization, exploit social resources, reduce social aggregate cost and control the crisis timely and effectively, ultimately lead the society back to the normal situation. So when establishing crisis consciousness, cost consciousness and body consciousness, the government should have a good institutional arrangement in time, embodying the important function of social organizations into all kinds of the institutional arrangement, and rebuilding a new structure in which three -unit relations between government, market and society are circled well.

THE RELATIONSHIP BETWEEN THE WOMEN ASSOCIATION AND OTHER WOMEN NGOS

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As a mass organization, the Women Association is a kind of special NGO. In a time period of social transformation, many other women NGOs came into existence. What kind of relationship will be set up between the Women Association and other women NGOs? Taking the practice of the Women Association in Luohe, Henan province as reference, this paper will try to set up several patterns between the two kinds of women organizations.

A Solution to the Hot Potato Arise in Operation of Public Affairs
—Difficult Problems in Public Affairs Operation and A New Order Model of Public Services

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Publicly -owned undertaking (That is the operation of public affairs including public welfare, public utilities and the protection of public resources), which is not crucial for a state, has been ignored for many years. Influenced by ideas of marketization, privatisation, and reorganising non-profit-making unit along the lines of an enterprise, the ownership of a majority publicly owned undertakings has been changed. It led to problems of giving up or even destroying the objectives of public welfare and destabilizing public trust in the government. The ways to handle these problems focus on separation of the functions of enterprises and public institutions from those of the government, and improvement in governance by using privatisation. But constrained to the reality, the result is not good. Based on Elinor Ostrom's theory on public affairs, this article analyses current situations and comes up with a way to solve these problems. That is constructing a new order model for public services where customers, organizers, and producers of public services together establish a network to achieve mutual benefit and promote the idea of governance change to serve human beings.

THE PARTNERSHIP BETWEEN CORPORATIONS AND NPOS IN CHINA ——CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL INVESTMENT

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This paper analysed resources acquirement of NPO in China including government investment, civil donation etc., especially, corporate philanthropy is worth being concerned I think. According to some empirical researches the partnership between corporate and NPO will be great perspective in China in future.

In the first part of this paper I described resources acquirement of a few large NPO in China and other countries' NPO. Comparatively NPO in other countries get government support holding about 32-40% and donation holding 11-27% in research by Salamon in The Johns Hopkins Comparative Non-profit Sector. Their expenditure is more than NPO supported by government in China. A few large NPO in China, e.g., China Young Development Foundation, Disables Welfare Foundation in China are mainly supported by civil donation including large companies and entrepreneurs instead of government investment. 104 NPO in Beijing had been supported by civil donation holding 21.11% in 1995. On the other hand, over 90% companies in Shanghai had donated public welfare from 1995 to 2000 in research by Luhanlong. It means that corporate philanthropy is very important in public welfare and NPO development in China.

In the second part of this paper I compared priority of corporate donation to government investment. 3 priorities of corporate donation are found:(1) company support NPO directly instead of indirectly by government;(2) It can avoid corruption of public welfare institute through company supporting and supervising NPO transparently;(3) company donation can bring advanced technology to receivers or NPO and improve receivers development by themselves.

In the third part of this paper I have a view that there is not only great possibility but also great perspective to set up the partnership between corporate and NPO in China. This model is different from partnership between government and NPO in other countries. It is very important to initiate "corporate citizenship" in China in order to facilitate the partnership between corporate and NPO.

THE DEVELOPMENT AND GOVERNANCE
OF THE THIRD SECTOR IN CHINA UNDER A GLOBAL TREND

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This paper argues that it is crucial for a sound development of the third sector in China to improve its external environment and internal governance. Firstly, we should improve register system and taxation policy for NPOs and enhance their capability of independence, self-governance and self-support. Secondly, we should build a legal framework suitable for the development of the third sector in China, and the laws for NPOs should consider protection, encouragement and regulation but not only regulation. Thirdly, we should reshape the relationship between the third sector and government and build a new pattern of relationship on a basis of partnership and positive interaction; finally, there should be a transition from dominance to social governance through cooperation, negotiation and partnership between the government, business and the third sector.

In order to create a better environment for the development of the third sector in our country, the relationship between the third sector and the government should have a fundamental transformation, that is, (1) from direct administration to indirect regulation (by law, regulations and taxation policy etc.); (2) from direct provision of public goods and services to indirect provision of them; (3) from dominated-subordinated relation to partnership; (4) from singular administration to broad social governance with a multi-sectorial participation (including government, business and the third sector etc.).
On the other hand, various NPOs should strengthen internal governance in order to increase their accountability and capability: 1) They should increase the organizational transparency and make their information of organizational structure, programs and finance known to the public; 2) They should comply with some ethics, values and principals; 3) They should enhance their management and functioning capability; 4) They should be good at using and opening up various resources, especially civil or social resources; 5) They should borrow the experience of business management and improve the efficiency of functioning; 6) They should strive for understanding, support and participation from the public.

In short, in order to build a complete socialist market system, there should be various well-organized autonomous NPOs adapting to it. The mature of the third sector in China is the needs of social development and citizenship. With a mutual cooperation and coordination between three sectors, that is, government, business and the third sector, the whole society can be developed soundly.

CHARACTERS AND CHALLENGES OF CHINA'S NPOS

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This article intends to explore the characters and challenges of the NPOs in China. The author regards that the ethic basis for the emerging and growing of NPOs in China can be traced back to the charity tradition in old China. Current China's NPOs play the role of coordinators, which is characterized by introducing new ideas, stressing empowerment and participatory, morality education to the society. However, China's NPO also face great challenges. Attitude and tolerance from central government and local agency is the outer factor that affect the exist of China's NPOs, while in NPOs themselves, the lack of special organization skills, rules and regulations, as well as motivation system will restrict the further development of NPOs.