

Paper Number: PO023038

Paper Title: Contracted Service Delivery and Nonprofit Governance

Author(s):

Mr. Grant MacDonald, Dalhousie University, Halifax, Nova Scotia, CAN

Summary of Research

The research project will examine the impact of public sector contracts for services on the governance of non-profit organizations. It will focus on the impact of government licencing, accreditation, regulation, and inspection practices on board leadership, board-staff relations and community and funder accountability. The research will use, as a case study, the relationship between a department of social services and six nonprofit agencies that deliver community-based residential care for persons with mental disabilities.

Description

The project will describe the documentary practices and the human interactions that characterize the funder-agency relationship, explore their impact on nonprofit autonomy and governance and consider how such practices and interactions might be improved such that the effectiveness and accountability of nonprofit agencies and government is enhanced.

Key questions include:

- What is the impact of the contractual relationship on an agency's accountabilities? Is there a balance between community and funder accountability?
- What is the nature of board-staff-civil servant interaction? Is the relationship an imposed one or a negotiated one? How are the issues of autonomy and accountability constructed?
- Do particular models of governance enhance the volunteer board of director's role in the face of a strong relationship between paid staff and civil servants?
- Can agencies that depend entirely on contracted service delivery for their revenue contribute to building a strong civil society?
- How can government accountability to taxpayers co-exist with non-profit agency accountability to community stakeholders?

The first phase of the project will include an examination of contracting models in different jurisdictions, the legislative and regulatory landscape and the legal environment.

The research methodology, which will include group and individual interviews and workshop discussions, may be of interest. The research will be carried out in partnership with the Nova Scotia Department of Community Services and the Nova Scotia Residential Agencies Association. They, together with specific nonprofit agency members, will participate as co-investigators.

The poster session will include handouts describing the project and a bibliography, and a display that includes a description providing a "snapshot" of the agencies, government and agency documents and graphical depictions of some of different models and accountability relations.

This project has been awarded a research grant from the Social Sciences and Humanities Research Council under their "Nonprofit Sector in Canada Program".

Paper Number: PO023050

Paper Title: Involving Adolescent Women in Philanthropy: Experiences and Outcomes

Author(s):

Ms. Angela M Shartrand, Boston College, Holbrook, MA, USA

Summary of Research

This poster presents findings from a qualitative evaluation of a youth internship program in a community foundation serving girls and women. The program involves women 15-21 years old in the allocations process to build young women's leadership and improve accountability to its constituency of girls and young women. Findings will focus on how involvement in a social justice foundation affects young women's identity and critical consciousness, particularly as they relate to issues of gender, class, race, and community. In addition, the challenges and contradictions of youth involvement in foundation work such as grants allocation will be discussed.

Description

Youth leadership programs for adolescent girls are relatively rare, when compared with other types of girls' programs, which tend to focus on problem prevention or intervention (e.g., teen pregnancy, eating disorders, low self-esteem). However, programs that move beyond a focus on girls' problems to developing strengths, imparting critical thinking, and developing the capacity for social action can provide adolescent girls, particularly those from low-income and ethnic minority backgrounds, with what Robinson and Ward (1991) refer to as a "resistance for liberation" that not only enhances their individual development, but provides them with a strategy for addressing the social injustices that impact their communities of origin.

The leadership program described in this study is one such program. In the desire to move beyond the focus on self-esteem that characterize so many girls' programs, the youth leadership program was designed to involve young adolescent women in the process of social change philanthropy under the auspices of a community foundation. The two-year long program builds multicultural leadership among low-income girls by preparing them to participate as equal partners with adult women in the grant allocations process. A critical education component provides the participants with a framework for understanding issues of oppression that affect the foundation's constituents, especially sexism, racism, and poverty. The end goal of the program for the girls is to impart an awareness and understanding of oppression, its sources, and its effects, and with this knowledge, developing in them a capacity to act against injustice – through community organizing and/or political involvement.

An important aspect of this program is its focus on raising awareness of injustice at multiple levels -- in the girls' individual lives, at the foundation, in their schools and communities, and in society more broadly. In this sense, the program attempts to promote what Freire (1967) refers to as conscientizacao, or critical consciousness. While programs that promote critical consciousness among youth are promising, few studies of them exist in the psychological and educational literature. It is important to document such programs, explore how and why they are successful, uncover participants' perspectives, and discover what challenges they face in meeting their goals. Such knowledge would not only have implications for program practice, but would provide needed information about how adolescent girls develop and grow in the context of such programs.

A central focus of this work is how critical consciousness is experienced by participants, and in turn, whether this has long term consequences on their involvement in philanthropy and/or social justice oriented work. This study will present the results of 10 in-depth interviews with program participants that focused on their experiences in the program, the programs' impact on their lives, and their current views of philanthropy and social change.

The poster itself will present five main themes and provide suggestions for other foundations that hope to involve youth in their organizations.

Paper Number: PO023052

Paper Title: Think Globally, Act Locally: proshika's interventions on environment friendly income generation activities

Author(s):

Salma Akhter, University of Cambridge, Cambridge, UK

Summary of Research

Income generation through environment friendly procedure has become a major concern of Bangladesh- a densely populated country which is suffering from environmental degradation and disasters. Alongside the programmes of Government of Bangladesh, local and international NGOs and foreign funded programmes are undertaken to combat poverty and prevent environmental degradation and improve the situation. 'Think Globally and Act Locally' is a popular concern bow. This poster will provide information on some interventions to promote environment friendly income generation activities of Proshika from both the programme promoter and the participant's views.

Description

Salma Akhter, PhD Candidate, Social Anthropology Department, University of Cambridge, Cambridge, CB2 3RF, UK

Phone: +44 1223 359049, E-mail- salmaakhter1@hotmail.com

Md Abul Kalam Azad, Soil and environment Scientist, Bangladesh

Phone: 008802 8011743, e-mail@ litu73@citechco.net

Introduction:

Income generation through environment friendly procedure has become a major concern of Bangladesh- a densely populated country which is suffering from environmental degradation and disasters. Alongside the programmes of Government of Bangladesh, local and international NGOs and foreign funded programmes are undertaken to combat poverty and prevent environmental degradation and improve the situation. 'Think Globally and Act Locally' is a popular concern bow. This poster will provide information on some interventions to promote environment friendly income generation activities of Proshika from both the programme promoter and the participant's views.

Proshika, a large Bangladeshi NGOs since its inception in 1976 had undertaken several income generation activities through micro-credit and training programmes. Proshika incorporated several programmes which is claimed by it as environment friendly, thus will promote a better environmental concern and practices in the long run alongside income generation.

Here several Proshika programmes are presented:

Ecological agriculture:

PROSHIKA has been concerned about continuous use of chemical fertilizers and insecticides in agriculture, which is gradually rendering the fields unproductive and destroying ecology for long. From 1978, PROSHIKA aimed popularizing an alternative agricultural method, which is sustainable, productive, equitable yet retains bio-diversity. It began spreading ecological practices among its group members by growing varieties of seasonal vegetables including 'multipurpose trees' in their homestead areas. Gradually, The practice was extended to two other inter-related areas: crop production (1990) and seed production (1997). So far, 642,719 farmers have successfully implemented ecological practices in 189,894 acres of land. During 1999-2000, a total of 11,250 RLF-supported projects were implemented by the group members. The majority of them being women.

Social Forestry:

Social Forestry is one of those programmes of PROSHIKA's for environmental protection and regeneration. The programme also helps generate income for those who participate in this programme.

PROSHIKA involves its group members in social forestry activities by providing them with necessary motivation, credit and technical support. PROSHIKA has planted almost 80 million trees and has protected about 8,000 acres of natural forest since the inception of its Social Forestry Programme (SFP). Through this programme, the poor can plant trees on the public as well as private land. A good number of poor women are involved as caretakers in forestry maintenance programme.

The programme activities have received appreciation from GO, NGO and donor agencies both within the country and abroad.

Fisheries:

Fisheries is one of the earliest EIG programmes of PROSHIKA designed as an income generation option for the rural poor, and to facilitate the access of poor fishers and fish farmers to the public and private water resources. Eventually, devising and advocating models of improved ecological aquaculture and fisheries management system were also added as objectives of the programme. Traditionally, fishing as a profession has never been much popular among women in general. But the programme implementation strategies of PROSHIKA has changed that. Now a growing number of women are interested in undertaking various fisheries projects. A good percentage of Fish Processing Projects, Mini Hatchery, Shrimp Culture, and Integrated Fish Culture Projects were implemented by the women group members of PROSHIKA

Apiculture

Proshika started its Apiculture Development Programme in 1976, and innovated and introduced a number of new technologies to modernize apiculture practices in Bangladesh considering that Apiculture greatly enhance agricultural productivity of Bangladesh. Apiculture needs low investment in capital and time yet promises a high return Proshika aims income generation of poor households through this.

Water and Sanitation:

The poor in Bangladesh have little infra-structural facilities of safe potable water, sound sanitation practice, and maintenance of personal and domestic hygiene which are the pre-requisite for human well being. PROSHIKA had undertaken initiative to improve health status of the poor, taken into consideration that proper and adequate sanitary and sewerage facilities, and supply of safe water can contribute a lot to the reduction of a number of diseases.

Since 1984, PROSHIKA has been helping the group members produce water-sealed latrines by providing training and credit to keep environment safe and promote income generation in this field. Latrines are locally produced, to sell them to the villagers at an affordable price.

Irrigation:

The Irrigation and Tilling Technology Services Programme, introduced in 1978 to enable the farmers to become owners of the irrigation and tilling equipment, so that they can use and sell irrigation water and power tilling to substantially increase their income.

This poster is based on a joint field research. Data was derived from qualitative fieldwork including focus group discussion, participant observation, informal interviews and case studies. The poster aims to provide a glimpse of local efforts and its problems and prospects.

Paper Number: PA021340

Paper Title: Government Funding and Staffing in the Nonprofit Sector: A Case Study of the Canadian Red Cross, Toronto Region

Author(s):

Mr. Kunle A Akingbola, University of Toronto, Toronto, Ontario, CAN

Summary of Research

This study analyzes the implications of government contract funding on the staffing pattern of a nonprofit agency, the Canadian Red Cross, Toronto Region. Also, the study explains the implications of the staffing pattern on services and on the organization of the agency.

The study builds on the major theories of government-nonprofit relations developed by Steven Smith and Michael Lipsky (1993) and Lester Salamon (1995). The results are interpreted in terms of these theories.

The findings indicate that contract-based funding leads to the hiring of temporary staff. Although contract funding has some benefits, temporary staffing is detrimental to the agencies' services

Description

Over the past decade, the non-profit sector started to experience profound organizational changes, as a result of its changing relationship with government. In Canada as in the United States, the government has become the single largest source of revenue for nonprofit agencies in public service. This pattern has been occurring gradually during the post World War Two era.

However, more recently, there has been a change in the nature of government funding to non-profit agencies. The funding has taken the form of contract from the previous grant system. There is also an increased reliance on non-profit agencies to provide services that were previously provided by government institutions. In some instances, government funding is being used to create new nonprofit agencies. From services for the homeless and mental health programs to the preparation of people who are on welfare for employment, nonprofit agencies have taken on services traditionally provided by the government (Salamon, 1995; Sharpe, 1994; Smith & Lipsky 1993).

The research explores the implication of the new form of government funding on staffing patterns in a nonprofit agency. The Canadian Red Cross, Toronto Region was used as the case study. In addition, the study investigates the relationship between government funding and contract/temporary staffing in the agency. The study highlights how government funding is shaping staffing pattern in the nonprofit agency. Finally, it highlights how alternative staffing impact upon services and other organizational factors.

Paper Number: PO023051

Paper Title: Corporate Citizenship in Austria

Author(s):

Mr. Florian Pomper, Vienna University of Economics & Business Administration, Vienna, Austria

Summary of Research

As in the political discussion in Austria the topic of Corporate Citizenship (CC) becomes more and more relevant, the lack of scientific research in this field becomes apparent. Currently, not even basic information about the quantitative and qualitative dimensions and common determinants of CC in Austria is available.

Such data would be necessary to promote ongoing public discussion about how to support and encourage CC. The intended study tries to fill this gap. Its main purpose is to collect data about the dimensions of Corporate Citizenship in Austria as well as data about determinants.

Description

Unlike the USA and the UK, Austria has no longstanding tradition of Corporate Citizenship (CC). But within the last few months discussions about CC, and how the CC-activities could be supported by the state, have been steadily increasing.

This enhanced interest is based on several factors. As it is the case in many other countries, the Austrian government is downsizing and privatizing the public sector due to fiscal pressures on the budget, and due to the recognition of the limits of the state as a deliverer of social services. There is a growing devolution of functions from the public sector to the private nonprofit and forprofit sectors. At the same time, social problems have grown in magnitude and complexity while traditional funding sources, i.e. payments and subsidies of the state, have decreased. In the ongoing search for new financial sources, nonprofit organizations turn to cross-sectoral alliances with forprofits as a way to survive and prosper.

But as the topic of Corporate Citizenship becomes more and more relevant, the lack of scientific research in this field becomes apparent. Currently, not even basic information about the quantitative and qualitative dimensions and common determinants of CC in Austria is available.

Such data would be necessary to promote ongoing public discussion about how to support and encourage CC. The intended study tries to fill this gap. Its main purpose is to collect data about the dimensions of CC in Austria as well as data about determinants.

Compared to existing international studies, the approach will differ by focusing not only on forprofits that run CC-activities, but also on the barriers of those forprofits that do not.

The proposed poster will incorporate two sections:

First, it will discuss the main issues and research questions:

- How many Austrian Corporations currently run CC-Activities?
- What size (in monetary terms) have these CC-Activities?
- What types of CC-Activities can be found (and to what extent)?
- What are the main motives for CC?
- What are the main barriers that impede CC?

Questions and findings concerning motives and barriers will be categorized into three subgroups:

- factors concerning the forprofit corporation
- factors concerning the partner-NPO
- factors concerning general conditions (e.g., legal framework, information access,...).

Secondly the conceptual and methodological framework will be presented:

- definition of „Corporate Citizenship“
- forms of Corporate Citizenship that will be examined
- determinants that will be examined

- design of empirical survey (questionnaire)
- main unit
- size of sample

Paper Number: PO023046

Paper Title: Do Cost Cutting Practices Differ Across Nonprofits and For-profits? The Case of Renal Care Facilities

Author(s):

Mr. Ankit Atul Mahadevia, United States General Accounting Office, Chicago, IL, USA

Dr. Burton Weisbrod, Northwestern University, Evanston, IL, USA

Summary of Research

Organizations can cut costs by reducing quality or improving efficiency of service. Whether an organization is nonprofit or for profit may affect its decision to cut costs and how it chooses to do so. We examine the effect of ownership on the quality and efficiency of renal care facilities, finding that nonprofit centers tend to provide slightly higher quality and equally efficient care compared to for profits. The results suggest that ownership form affects cost cutting behavior, but that for profits and nonprofits still cut costs in similar ways.

Description

The profit incentive gives for profit institutions a powerful impetus to minimize costs compared to nonprofit competitors. However, how institutions minimize costs can have a profound effect on their community. Organizations can cut costs by either providing more efficient service or lower cost, lower quality services relative to nonprofits. As the for profit presence grows in social services such as health care and education, it is important for policymakers to define how cost minimization differs across institutional form and how the difference affects services provided to the community. The issue requires the answer to two questions: How does ownership form affect an institution's decision to provide a service more efficiently? Conversely, how does ownership influence an institution's decision to trade off between cost and quality?

This analysis examines care for patients with End Stage Renal Disease (ESRD) to isolate the effect of ownership on quality and efficiency of a service. Without the competing effects of multiple outputs and multiple payers, the ESRD industry allows for more powerful generalizations about the effect of ownership on cost minimization. The majority of ESRD patients receive one specific type of care and 93% of patients pay for treatment through Medicare (Griffiths, 1994). Focus on a single service funded by one dominant payer means that institutions cannot shift to more profitable payers and services within the industry. Therefore, the decisions facilities can make to stay financially viable are primarily limited to minimizing costs.

Theoretically, it is unclear whether service will differ across nonprofits and for profits. Nonprofit organizations have incentives to pursue higher cost, higher quality care than for-profits based on their mission statements and regulatory constraints on distributing profits (Weisbrod, 1988; Goddeeris and Weisbrod, 1998; Marsteller, Bovbjerg, Nichols, 1998). However, nonprofits may not respond to these incentives because of price competition with other facilities (Sloan, 1998) and managers' tendencies to maximize personal benefits instead of organizational goals (Jacobs, 1987).

Previous studies on ownership and cost-cutting behavior in renal care find that for profits are significantly more likely to pursue efficient care than nonprofits (Hirth, 2000; Held, 1990). However, the measures chosen by the studies do not provide clear evidence on whether ownership affects the tradeoff between quality and cost. Moreover, the analyses include renal care facilities affiliated with hospital systems. Quality and efficiency at hospital based centers does not correlate directly with cost-cutting preferences since the centers can support other services with their revenues or be subsidized by funds from other sources. This study aims to expand on previous work by focusing on freestanding facilities to better isolate the effect of ownership on cost cutting. In addition, the analysis uses more current data and a measure of quality not treated by previous research on renal care.

We measure the effect of ownership form on the quality and efficiency of renal care, using (1) reuse of

dialysis filters as a measure of efficient behavior and (2) the ratio of skilled to unskilled staff members as a proxy for quality enhancing, higher cost behavior. Data are pooled from 1998-1999 ESRD Facility Reports and Cost Reports published by the Centers for Medicare and Medicaid Services. The analysis uses a one stage least squares estimation to calculate the effect of institutional form, controlling for facility size, location, percent of patients on Medicare, number of patients treated, year observation was recorded, and membership in a renal care chain. The estimation finds that nonprofit ownership has a positive, significant effect on measures of quality relative to for profits, but that the effect was small relative to other determinants of quality in the analysis. The relationship between ownership and efficiency was not statistically different from zero.

The significant effect of ownership on quality suggests that theoretical differences between nonprofits and for-profits do translate into observable differences in cost-minimizing behavior. The profit incentive may induce for profits to engage in cost cutting behavior that minimizes cost at the expense of service quality. Alternatively, the nonprofit mission and regulatory constraints may motivate nonprofits to provide a higher quality, higher cost level of care relative to for-profits. However, the small magnitude of ownership's effect suggests that despite the effect of institutional form, for profits and nonprofits still cut costs in similar ways.

This work's findings conflict with the results of previous research, possibly because the study uses different measures of cost-minimizing behavior or since it better isolates the effect of ownership from other determinants of facility behavior. However, further analysis that expands on both this and previous research will help resolve the conflict. Future work should use data from more recent years, control for the competitiveness of an organization's market, and employ additional measures of cost cutting behavior. Additional research will provide more definitive evidence of how ownership affects cost-minimization and how the effect shapes services provided to the community.

REFERENCES

- Goddeeris, J. and B. Weisbrod. "Conversion from nonprofit to for-profit legal status." In *To Profit or Not to Profit*, edited by B. Weisbrod, pp. 129-51, Cambridge University Press: Cambridge, 1998.
- Griffiths RI, Powe NR, Gaskin DJ, Anderson GF, de Lissovoy GV, Whelton PK. "The production of dialysis by for-profit versus not-for-profit freestanding renal dialysis facilities." *Health Services Research*. 29:473-87, 1994.
- Held , P., J. Garcia, M. Pauly, and M. Cahn. "Price of dialysis, unit staffing, and length of dialysis treatments." *American Journal of Kidney Diseases*. 15: 441-50, 1990.
- Hirth, R. M. Chernew, and S. Orzol. "Ownership, competition, and the adoption of new technology and cost saving practices in a fixed price environment." *Inquiry* 37: 282-94. 2000.
- Marsteller, J., R. Bovbjerg, and L. Nichols. "Nonprofit conversion: theory, evidence, and state policy options." *Health Services Research*. December 1998 33: 1495-1515.
- Pauly, M. Health systems ownership: "Can regulation preserve community benefits?" *Frontiers of Health Services Management*. 12: 3-34.
- Sloan, F. "Commercialism in nonprofit hospitals." In *To Profit or Not to Profit*, edited by B. Weisbrod, pp. 151-168, Cambridge University Press: Cambridge, 1998.
- Weisbrod, B. *The Nonprofit Economy*. Harvard University Press: Cambridge, 1988.

Paper Number: PO023048

Paper Title: Political Culture's Role in the Geographic Variation of For-Profit Social Service Provision

Author(s):

Mr. David H. Sommerfeld, University of Michigan, Ann Arbor, MI, USA

Summary of Research

This research project utilizes political culture as an important institutional factor from which to examine the growing presence of for-profit organizations operating within the field of human services. This framework posits that local political culture creates variation in the degree to which for-profit organizations provide human services in a given geographic area, with individualistic areas exhibiting the highest presence of for-profit human service organizations and moralistic areas the lowest. In order to test this hypothesis, a unique national datafile was developed that distinguishes between for-profit and nonprofit organizations operating within the NAICS code 624 (Social Assistance).

Description

Political Culture's Role in the Geographic Variation of For-Profit Social Service Provision

1. Issue to be addressed

The general topic of this research project relates to the growing presence of for-profit organizations operating within the field of human services over the past several decades (Salamon, 1999). National level data reveal that between 1992 and 1997 the number of classified taxable entities providing social services increased 21.3% from 57,464 to 69,713, compared to a 16.8% growth rate, from 65,969 to 77,063, for tax-exempt organizations (U.S. Census Bureau, 1992 & 1997). These aggregate, monolithic data are not conducive to understanding variation in the proportion of for-profit human service organizations operating within different communities or what conditions may contribute to such variation. Therefore, the central empirical questions are descriptive and analytic: (1) what is the comparative scope of the involvement of nonprofit and for-profit organizations in the human services in specific geographic areas, and (2) to what extent is the mix of for-profit and nonprofit social service populations relations affected by the local political, cultural and socioeconomic context in which they are embedded? The immediate study populations comprise all organizations in the three-digit North American Industrial Classification System (NAIC) code 624 (Social Assistance).

2. Relation to Current Knowledge

The "mixed industry" conception of the human services field has drawn substantial scholarly attention, but relatively little empirical analysis (Kramer, 2000; Weisbrod, 1998; Weisbrod, 1997; Austin, 1988). Without a strong empirical base, reaction to this shifting organizational mix varies substantially across the political and professional spectrum. For example, while Ryan (1999) raises concerns about the potential social costs incurred when nonprofits must compete with for-profit social service agencies, such as decreased advocacy efforts and civic engagement, Skloot (2000) optimistically encourages nonprofits to seek opportunities for strategic partnerships and productive cooperation between for-profit and nonprofit organizations. Less emphasis has been placed on testing various arguments to explain its occurrence or empirically examine its effects. Following from this, Weisbrod (1997) observes that: "[f]here is very little understanding of the dynamic forces causing the expansion of each sector into areas long dominated by the other, and equally little understanding of the effects" (p. 544). Anecdotal evidence suggests that recent policy changes such as the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 may have further encouraged for-profit entry into social services through organizational foundings and transformations over the past five years (Rom, 1999). But as with the implementation of PRWORA, there are reasons to believe that significant geographic variation exists in the degree to which for-profits are competing with nonprofit human service organizations. Institutional theory provides the basic rationale by highlighting the need for organizations to operate in congruence with the normative expectations of the dominant constituencies in the organization's environment (Meyer & Rowan, 1977; DiMaggio & Powell, 1983; Scott, 1998). Given the "moral work" of human service organizations, Hasenfeld (1992) notes the primacy of the institutional environment for determining the

legitimacy and subsequent survival of the organization.

Elazar's (1984; 1966) extensive field work and research within the U.S., supports this institutional orientation by arguing that states and substate regions retain a distinctive political culture that influences attitudes on, among other issues, the appropriate role of governmental intervention in economic and social matters and desired level and purpose of civic participation. The resulting typology classifies geographic areas as being dominated by a moralistic, individualistic, or traditionalistic culture (or a combination of any two). According to this typology citizens living in an individualistic community are primarily interested in a minimalist government whose primary function is to ensure the smooth operation of the market. In contrast, moralistic communities foster a more collective orientation that supports government's active involvement in the economic and social realms of private life. The third political culture, traditionalistic, is ambivalent toward the marketplace and supports government as a means to maintain the existing social order.

Several studies have successfully applied Elazar's framework to explain variation in the size, structure, and composition of local nonprofit organizations and their reliance on government funding versus private charity (Bielefeld, 2000; Bielefeld & Corbin, 1996). Moralistic communities exhibited larger nonprofit sectors, greater connection with public welfare, and organizations with a greater redistributive nature than traditionalistic and individualistic communities. Based on this research, political culture represents an important explanatory variable in examining the provision of human services. Additionally, moralistic communities foster the non-market oriented "ideologue" entrepreneurs and employees necessary to maintain a thriving nonprofit sector as opposed to creating for-profit organizations (Rose-Ackerman, 1996). Individualistic communities market-base orientation provides the cultural legitimacy necessary to support for-profit human service organizations.

Therefore, local context and specifically the local political culture, function in an essentially path dependent manner, such that the historical institutional relationships between the state, economy, and populace exert an independent influence on the identification of social problems and the enactment of specific solutions (Dobbin, 1994). In the case of this research project, the political culture of the region is hypothesized to affect the degree to which for-profit entities are supported as an appropriate organizational form. I anticipate finding a higher preponderance of for-profit social service organizations located in communities dominated by individualistic and traditionalistic rather than moralistic political culture.

3. Research Approach (data and methods)

The current lack of comprehensive macro or industry level empirical examinations exists, in part, due to a dearth of quality data sources that maintain data on both for-profit and non-profit organization operating in similar industries. Therefore, the data utilized to address the above research questions comes from a specially designed data file from the Statistics of U.S. Businesses (SUSB) program, which is administered by the Office of Advocacy of the U.S. Small Business Administration (SBA). The data set is currently under development with a scheduled completion date of early April. This unique data file will include all recorded employer organizations operating in 1999 within the 624 three-digit NAICS code (Social Assistance). Multiple sources of survey and administrative data contribute to the creation of SUSB data files such that they include nearly all non-farm establishments in the U.S.

Unlike the publicly available data from the SUSB, this dataset will include a variable to distinguish organizations based on their legal form, taxable or tax-exempt status. This distinction allows for the detailed examination of for-profit and nonprofit organizations operating within the same geographical units. Additional NAICS subcodes will enable more fine-grained comparisons between similar organizations within the fields of Individual and Family Services, Community Food and Housing Services, Vocational Rehabilitation Services, and Child Day Care Services. This dataset will also include a categorical measure of enterprise employment size, so preliminary intersector size comparisons can be investigated as well.

The geography specific descriptive statistics generated from this data set will promote a fuller, more nuanced awareness of the for-profit presence within the field of social assistance. In addition, multivariate regression analyses will test the strength of the political culture model as an effective predictor of for-profit presence within human service organizations. The dependent variables for these equations will be the number and proportion of all private organizations that operate as for-profit social service providers in a specific human service industry. Elazar's typology provides the primary explanatory variables for this initial inquiry. This will be represented in the regression equation as

dummy variables (1 for the exhibited political culture of a region and 0 for those that are not exhibited). Geographic areas will be coded based on Elazar's map of the U.S. which identifies the political cultural of states and substates. Additionally, realistic control variables will be added to the equation, which will minimally include the poverty rate, median income, and population size of the geographic area. Tests of political culture will be conducted at both the MSA and State level of analysis.

□

4. Contributions to Field

This research project will provide some desperately needed empirical data from which to explore the growth of for-profit social service providers. The descriptive statistics generated by this research offer an improved foundation from which theoretical and evaluative examinations can be developed. The political culture analyses extends a previously used theoretical model in an attempt to explain the growth of for-profit social service providers in a systematic fashion. The ultimate goal of this project is to advance the capabilities of our field to examine the intricate causes and consequences of a mixed social service industry, increasingly shared with for-profit providers. Subsequent analyses can focus on the role of policy in affecting the organizational mix on a national and local level as well as empirically examine the link between the traditional political parties and the extent of human-service for-profit provision.

Reference List

1. □ Abzug, R., Simonoff, J. S., & Ahlstrom, D. (2000). Nonprofits as large employers: A city level geographic inquiry. *Nonprofit and Voluntary Sector Quarterly*, 29(3), 455-470.
2. □ Austin, D. (1988). *The Political Economy of Human Service Programs* (Contemporary Studies in Applied Behavioral Science No. 5). Greenwich, Connecticut: JAI Press, Inc.
3. □ Bielefeld, W. (2000). Metropolitan nonprofit sectors: Findings from NCCS data. *Nonprofit and Voluntary Sector Quarterly*, 29(2), 297-314.
4. □ Bielefeld, W., & Corbin, J. (1996). The institutionalization of nonprofit human service delivery: The role of political culture. *Administration and Society*, 28(3), 362-389.
5. □ Boris, E. (2000). Scope and dimensions of the nonprofit sector. Paper presented at 29th Annual Conference Association for Research on Nonprofit Organizations and Voluntary Action New Orleans, LA.
6. □ Corbin, J. (1999). A study of factors influencing the growth of nonprofits in social services. *Nonprofit and Voluntary Sector Quarterly*, 28(3), 296-314.
7. □ DiMaggio, P., & Powell, W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(4), 147-160.
8. □ Dobbin, F. (1994). *Forging industrial policy: The United States, Britain, and France in the railway age*. Cambridge: Cambridge University Press.
9. □ Elazar, D. J. (1966). *American federalism: A view from the states*. New York: Thomas Y. Crowell Company.
10. □ Elazar, D. J. (1984). *American Federalism: A view from the states* (3rd ed.). New York: Harper & Row.
11. □ Grønberg, K., & Paarlberg, L. (2000). Community variations in the size and scope of the nonprofit sector: Theory and preliminary findings. ARNOVA Conference.
12. □ Hasenfeld, Y. (1992). The nature of human service organizations. Y. Hasenfeld (ed.), *Human services as complex organizations* (pp. 3-23). Newbury Park: Sage Publications.
13. □ Kramer, R. (2000). A third sector in the third millennium? *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 11(1), 1-23.
14. □ Meyer, J., & Rowan, B. (1977). Institutionalized organizations: Formalized structure as myth and ceremony. *American Journal of Sociology*, 83, 340-63.
15. □ Rom, M. C. (1999). From Welfare State to Opportunity, Inc. *American Behavioral Scientist*, 43(1), 155-176.
16. □ Rose-Ackerman, S. (1996). Altruism, nonprofits, and economic theory. *Journal of Economic Literature*, 34, 701-728.
17. □ Ryan, W. P. (1999). The new landscape for nonprofits. *Harvard Business Review*, 77(1), 127-136.
18. □ Salamon, L. (1999). *America's Nonprofit Sector* (2nd ed.). New York: The Foundation Center.
19. □ Scott, W. R. (1998). (4th ed.). Upper Saddle River, NJ: Prentice-Hall Inc.
20. □ Skloot, E. (2000). Evolution or extinction: A strategy for nonprofits in the marketplace. *Nonprofit*

and Voluntary Sector Quarterly, 29(2), 315-324.

□21. □Twombly, E. C. (2001). Human service nonprofits in metropolitan areas during devolution and welfare reform. (Report No. 10 Charting Civil Society). Washington D.C.: The Urban Institute: Center on Nonprofits and Philanthropy.

□22. □U.S. Census Bureau . (1992). 1992 Economic Census: Census of Service Industries. 1992 Economic Census: Census of Service Industries. Washington D.C..

□23. □Weisbrod, B. (1997). The future of the nonprofit sector: Its entwining with private enterprise and government. Journal of Policy ANalysis and Management, 16(4), 541-555.

□24. □Weisbrod, B. (1998). Institutional form and organizational behavior. W. Powell, & E. Clemens (Eds), Private action and the public good (pp. 69-84). New Haven: Yale University Press.

Paper Number: PA021623

Paper Title: Marketing Behavior of Dairy Farmers - Implications for Bangladesh Rural Advancement Committee (BRAC)

Author(s):

Mr. Alok Roy, Iwate University, Tsuruoka, JAPAN

Professor Zenyo Ohtaka, Yamagata University, Tsuruoka, Japan

Summary of Research

This paper examines the farm characteristics and other factors affecting the marketing behaviors of dairy farmers. Data were collected by field survey method from the farmers. The study revealed that marketing behavior of dairy farmers varies with farm size. BRAC has higher share in milk business of small and medium size farmers compared to that of large farmers. Other factors affecting farmer's marketing behavior are goals of farming, sources of information used for farm decisions, types of services used and location of farmers. The business implications of these differences in farming practices for BRAC are discussed.

Description

Marketing Behavior of Dairy Farmers – Implications for Bangladesh Rural Advancement Committee (BRAC)

Key words: Marketing behavior, BRAC, Dairy farmer, Farm size, Farm characteristics

Alok ROY*, Zenyo OHTAKA**

(*Doctoral student, United Graduate School of Agricultural Science, Iwate University; **Professor, Faculty of Agriculture, Yamagata University)

Dairy development is one of the central policy issues of Bangladesh Government under agricultural diversification program to improve farmers' economy for sustainable economic and social development, and to facilitate their adjustment to the changing globalized economy. Under the process of structural reform in agriculture, farmers are facing competition both in production and marketing of agricultural product (Khondakar, 1996). This situation affects the farmers to bring substantial changes in their marketing behavior of buying agricultural inputs and services, and selling agricultural products. This paper examines the farm characteristics and other factors that affect the marketing behaviors of dairy farmers. The study also explores some business implications for BRAC, a nonprofit non-government milk marketing organization in Bangladesh, to serve the changing needs and preferences of farmers, and to bring efficiency in milk marketing.

Data regarding farm characteristics and practices, marketing behavior, and farmers opinion about purchase and sales activities of marketing organizations was collected by field survey method from randomly selected dairy farmers enrolling as member of BRAC. The study was conducted in a purposively selected intensive milk producing area in Bangladesh. This analysis is based on data mostly from the financial year 2000-'01. Data were analyzed by using necessary statistical tools like means, ratios, percentages etc. Purchases of inputs and services, sources and use of information and sales of milk were analyzed to determine differences associated with size of farm, extent of BRAC patronage, and location of farm.

The findings of this research revealed that there is difference in the marketing behavior of farmers based on farm size and other characteristics. The buying and selling behavior of small farmers is different to that of large farmers. At present, BRAC is more successful in getting the business of small and medium farmers compared to that of large farmers. Considering the BRAC patronage of dairy farmers it was found from the study that more than half of the dairy farmers are major user¹ of BRAC. Farm size has significant impact on farm practices. Most of the small farmers were major user of BRAC. Proportion of major user in medium farmers was low and no large farmer was found in this major user category. For the advance payment facility for milk price in BRAC, poor small farmers prefer to sell milk to BRAC. Whereas the large farmers prefer to sell milk to dairy co-operatives for input support services and for price support (Roy, 2000). BRAC should promote the marketing conditions and services that facilitate the needs of large farmers. It is also important to recognize the differences among various sizes of farmers

to serve their needs better.

Gaining optimum net income was the most important goal of the farmers. BRAC activity will be effective if it is helpful for farmers to achieve their goals. BRAC should emphasize quality, and strengthen support services, extension services and price support to help farmers in achieving income goals.

BRAC personnel were an important source of information for most of the farmers. It can be a good means to communicate with the current and prospective farmers, and thus can bring a positive impact on BRAC business performance. Family and other farmers were also important information sources. Large farmers were found to use different commercial sources. BRAC may be more attractive to these farmers if they have greater involvement with private information services, commercial newsletters, and the like. Farmers seek information both from BRAC, co-operative and other non-co-operative sources. Quality and accountability are the determining criteria to differentiate a better source and thus attract patrons. BRAC, co-operative and other non-co-operative firms were primarily sources of information for purchase and sales decisions rather than management and planning decisions. BRAC may improve their attractiveness by providing information over a broader range of decision areas.

Use of other farms for financial and business services increased and use of production services decreased as farm size increased. BRAC may need to strengthen the business and financial services they offer. This may attract patronage of larger farmers. There was difference between the BRAC's share in farmers' milk business based on distance of farmers from milk processing center. Farmers in close location to BRAC sells higher share of milk to BRAC than the farmers in distance location. Transportation cost of milk and availability of nearby co-operative purchasing center might be responsible for this difference in marketing practices. BRAC should take necessary strategy to attract the farmers of distance location also.

To serve a wider group of farmers and to bring efficiency in milk business BRAC needs to revitalize its role in milk marketing. The study recommends that BRAC should strengthen support services and give price support to the producers in order to enhance the key role for milk marketing and dairy development. Necessary infrastructure for veterinary facility and transportation network of milk should be developed through public sector. Subsidized credit program especially for the small farmers will help them to survive in the competitive market.

References

- Khondakar, M.K. (1996). "Structural Reform in Agriculture and the Small Farmers Economy of Bangladesh." *The Journal of Rural Development*, Vol. 18, No. 1, 1996. P 65-71
- Roy, A., (2000). "Milk Marketing under Co-operative Management - A Case Study of the Performance of Some Selected Primary Milk Producers' Co-operative Societies in Bangladesh." *Journal of Rural Economics*, Special issue, Proceedings of Annual Conference of the Agricultural Economics Society of Japan, 2000. PP. 286 – 291

Notes

Major user1: Farmers who buys more than 50 per cent of its inputs and services or sell more than 50 per cent of its product to BRAC.

Paper Number: PO023040

Paper Title: Green Global Transformation: The Evolving Role of Civil Society and Transnational Social Movement Organizations in Advancing Sustainable Development

Author(s):

Ms. Vanessa Joanna Timmer, Harvard University, Cambridge, MA, USA

Summary of Research

This research is focused on the evolving role of transnational social movement organizations (TSMOs) in the broad societal transition towards sustainability over thirty years (1972 to 2002). Complex adaptive systems theory and the concept of Panarchy form my theoretical framework as they provide useful metaphors and conceptual models for examining the dynamic interactions of TSMOs over time within changing social and ecological contexts. This research has led me to theorize that TSMOs have institutional characteristics such as adaptability, resilience and flexibility that enable them to be better suited to effectively address the complex nature of social and ecological challenges.

Description

The poster will present the progress on my Ph.D. dissertation that is due to be completed in December of 2002. My Ph.D. research is focused on the evolving role of transnational social movement organizations (TSMOs) in the broad societal transition towards sustainable development and the process of sustainability. Transnational social movement organizations are a special subset of non-governmental organizations within global civil society that operate in more than one country. Their ultimate goal is to bring about social change in international policies, processes and institutions by forwarding a social movement and promoting the common good. Sustainability is an evolving concept in the international arena that describes a process of reconciling ecological, social and economic imperatives to secure basic human needs and the life-support system.

This research has led me to analyze the dynamic trends and trajectories of the past thirty years from the 1972 UN Conference on the Human Environment in Stockholm, through the 1992 UN Conference on Environment and Development in Rio de Janeiro, to the 2002 World Summit on Sustainable Development in Johannesburg. I have selected complex adaptive systems theory and the theory of Panarchy as my theoretical framework as they provide a useful metaphor and conceptual model for examining the dynamic interactions of transnational social movement organizations over time within changing political, social and ecological contexts (Gunderson and Holling, 2001). The term Panarchy was created to describe the nested and evolving set of ecological and social systems within which civil society actors operate. The Panarchy theory highlights the interrelatedness and interconnected nature of these hierarchical systems as they move through an adaptive cycle that includes phases of growth, accumulation, restructuring and renewal. The complex adaptive systems theory and the theory of Panarchy present a comprehensive theory of change. The effectiveness of transnational social movement organizations can be evaluated by their ability to identify periods in the adaptive cycle of a social system where it is capable of accepting positive change. By drawing attention to vulnerable periods in the adaptive cycle of a social system, it becomes possible to identify leverage points to foster resilience and sustainability within a system.

It has become apparent that an analysis of the effectiveness of civil society actors in forwarding a transition towards sustainability can only be conducted with an understanding of the broader complex adaptive system of which civil society organizations are a part. The poster will map the landscape and trace the causal links of the interconnected social, ecological and cultural systems and develop an understanding of common characteristics that govern the functioning of complex systems. The exploration of non-linear dynamics, threshold effects, feed-back loops, hierarchy, networks, scale and emergence is essential for analyzing the ability of institutions to react to these characteristics within the complex structure of their own organizations and networks and within the broader systems within which they are nested. The emerging 'sustainability science' draws on the work of complex adaptive systems analysis to present a new scientific paradigm that focuses the policy implications of self-organizing holistic social and ecological systems and their unpredictable and uncertain nature.

The poster will present how I have further applied systems theory to an understanding of organizational behavior. My analysis examines the shifts in human-nature interactions during the thirty-year period between 1972 and 2002 that has led to a restless metamorphosis or co-evolution of civil society organizational structures in response to the increasingly complex nature of social and ecological issues. I believe that the emergence of global civil society and transnational social movement organizations arose as a reaction to the institutional gap created by the inability of governments to sufficiently respond to the challenge of sustainability. The traditional governance structure of the nation-state is not perceived by the civil society actors to be able or willing to secure essential public goods and the well being of the ecological system. The theoretical framework of complex adaptive systems theory has led me to theorize that transnational social movement organizations have institutional characteristics such as adaptability, resilience and flexibility that enable them to be better suited to address the complex nature of social and ecological challenges. These characteristics include diverse social learning and networking strategies that promote an evolving and adapting institutional structure in response to external shifts and the corresponding need for innovation. Analyzing these characteristics is particularly relevant as the nexus of action for sustainability shifts from the global level to national and local levels. This shift requires different institutional arrangements at this disaggregated scale. By analyzing the nature of the institutional arrangements being developed by transnational social movement organizations, I posit that it is possible to identify institutional characteristics that enable responsiveness to complex system problems. These characteristics can be used as a guideline for assisting in institutional reform within the intergovernmental, public, private and civil society sectors to enable the transition to sustainability.

Gunderson, Lance H. and C. S. Holling (2001) *Panarchy: Understanding Transformations in Human and Natural Systems*. Island Press.

Paper Number: PO023047

Paper Title: Does volunteering contribute to enhanced well-being in older Canadians?

Author(s):

Dr. Donna I Pickering, York University, Toronto, ON, CANADA

Summary of Research

This research assesses the impact that volunteering has on the well-being of older Canadians. Respondents consist of participants aged 45 and older participating in the 2000 National Survey of Giving, Volunteering and Participating (NSGVP). For the purposes of the research well-being is operationalized as responses to three items in the NSGVP focusing on locus of control, life satisfaction, and overall health. Possible mechanisms linking volunteering to well-being are explored. For example, does volunteering allow older adults to utilize their skills and abilities thus contributing to improved well-being such as, a greater sense of control and life satisfaction?

Description

Older adults make important contributions to their communities by giving their volunteer time. Do these contributions not only benefit the community but also the individuals volunteering themselves? This is the focus of the present research.

Little research has focused specifically on the impact that volunteering has on the well-being of older adults. The initial research that has been done suggests that volunteering has a positive effect on the health of older adults (Chappell, 2001). The current research extends past research by exploring possible mechanisms linking volunteering to well-being. This is an important next step to take since it is not only useful to know whether volunteering has positive benefits to the individual but also to understand the mechanisms underlying this relationship.

This research assesses the impact that volunteering has on the well-being of older Canadians. Respondents consist of participants aged 45 and older participating in the 2000 National Survey of Giving, Volunteering and Participating (NSGVP). For the purposes of the research well-being is operationalized as responses to three items in the NSGVP focusing on locus of control, life satisfaction, and overall health. Possible mechanisms linking volunteering to well-being to be explored include the role perceived competence, as exemplified by the NSGVP question asking participants whether they volunteer in order to utilize their skills and abilities, has in linking volunteering to improved health and well-being in older adults.

Another mechanism to be explored is the role that fulfillment of religious beliefs has in linking volunteering to improved well-being. Specifically, volunteering in order to fulfill religious beliefs or convictions may have a positive impact on the health and well-being of the individual.

Multiple regression analyses will be utilized in order to assess the mediating role of possible variables such as perceived competence and fulfillment of religious beliefs in the volunteering-well-being relationship. This allows the role played by various possible mechanisms to be studied.

Key words: volunteering, well-being, health, older adults