

# ARNOVA-Asia Conference Paper Abstracts

## ARNOVA 亚洲会议论文摘要集

The Nonprofit Worlds in Asia:  
Diverse Perspectives from a Fragmented Field of Study  
亚洲的非营利世界：碎片化研究领域中的多元视角

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# **Toward New Totalism: the "Government-absorbing-society" Perspective Revisited**

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## **Abstract**

In the recent years the Chinese government has instituted a series of laws and policies that aim to regulate the Non-Profit Sector (NPS), among which one of the most important is The Charity Law of the People's Republic of China promulgated in 2016, and has at the same time facilitated the specification process and enforcement of relevant rules and regulations. Accompanied by such legal efforts have been the government's increasing supporting measures in many other aspects for the Chinese Non-Profit Organizations (NPOs). However, all these administrative efforts, which were in theory intended to offer assistance and support for the NPC, have puzzlingly caused unprecedented pressure for most Chinese NPOs in practice.

To understand the puzzle on the misconceptions between Chinese laws and the regulation of the NPS in practice, one must study the nature and characteristics of the state-society relationship in contemporary China. We also need to look carefully at China's political regime as well as China's emerging and evolving economic order in the reform era.

Briefly summarized, the administrative policies adopted by the Chinese government to regulate the NPS reflect the core institutional mechanism of what I term as "Government Absorbing Society" that will be explained in detail in the following pages. The gradually emerging "neo- totalitarianism" in the political-economic order of today's China has strengthened the core features of the governance pattern of "Government Absorbing Society." Thus, I argue that the empirical puzzle mentioned above in China's NPS is a direct outcome of the institutional arrangement of "Government Absorbing Society" under the neo- totalitarian regime.

In this essay, I will reveal the political logic of the administrative policies of regulating the Chinese NPS and their changes. Section II examines the institutional background where the governance pattern of "Government Absorbing Society" has come into being, the structures of "Government Absorbing Society," and their functions. Section III depicts three phases of the evolution of the governance pattern of "Government Absorbing Society" including its nascent bud-break, theory-molding, and

institutionalization. Section IV analyzes the emerging neo-totalitarianism and how it has shaped the NPS. The final section concludes on the future trajectory of China's neo-totalitarian regime.

# Charity Law, Charity Organizations, and the New State-NGO Relationship

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## Abstract

This paper analyzes the characteristics of charity organizations, charity ecology, and welfare system by interpreting the charity law and its innovative role to discuss the emergency of new state-NGO relationship in China. This paper argues that the charity law has successfully built a new system based on information technology, which aims to make charity organizations get rid of the state control and release the active power of the society. The law has created a new kind of social organization in China called "charity organization." Compared with the traditional types of NGO, charity organizations are more public and have a higher legal rank, greater transparency as well as a stronger social impact. The connection of charity organizations with each other can form a new fund resource distribution system and new charity ecology, which will finally lead to a new institutional arrangement for social groups. Based on the platforms with an openness of information and International Technology, charity organizations help promote the existing State-NGO relationship gradually to a new kind of relationship, which combines three parts: the state, platforms, and NGO. While the platforms provide a space for charity organizations to share their information, the public, as well as the government, will try to supervise the NGO to make sure they obey the law. Although the transitional from the old institution to the new one may take some time, it will be finally realized with the promotion of the charity law and value, which will also lead to the whole social reform. We can expect a new state-NGO relationship with a value of philanthropy as well as a collaboration system among NGO, the government, and the enterprise in the future.

# **Chinese Nonprofits in the Shadow of the State: A Literature Review, Synthesis and Research Agenda**

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## **Abstract**

Chinese scholars from various disciplines and fields have paid increasing attention to the important roles of the nonprofit and voluntary sector in society and particularly its relationship with government. Although largely unknown to Western scholars, this burgeoning body of literature has accumulated important baseline data on the scope and function of the sector, and offered refreshing perspectives on a wide variety of nonprofit policy and management issues. No research, however, has ever comprehensively examined this body of literature.

In this study, we fill this gap by providing a systematic review of the Chinese nonprofit literature. We do so by including all nonprofit research articles published in the China Nonprofit Review (CNR) from 2007 to 2015 and selected Chinese Social Sciences Citation Index (CSSCI) journals from 1994 to 2015. A total of 1380 Chinese language research articles on the subject have been published during this period of time. Based on content coding and analysis of this literature, we first depict the general state of Chinese nonprofit research by the number, evolution, and distribution of publications. We then identify the common themes as well as important gaps in the existing literature. Our study helps gain useful insights from this research on how the lack of independence compromises the role of Chinese nonprofits in providing social services and advocating for social change, and how these organizations respond strategically to institutional pressures. It also suggests promising avenues for further research. In particular, we identify two major research agendas for the future: develop compelling middle-ranged theories, and improve the rigor of empirical research.

# Social Capital and Pro-social Behavior: Evidence from Japanese Data

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## Abstract

### 1. Aims and Scope of our Research

This paper aims to explore the relationship between social capital and pro-social behavior. Pro-social behavior, in other words giving and volunteering may enrich social capital, namely social trust, social network, altruism, public awareness, etc. On the other hand, rich social capital may encourage pro-social behavior. Pro-social behavior can be divided into monetary giving and volunteering as time giving, also divided into secular and religious giving. We would like to investigate this relationship empirically using Japanese micro data set.

### 2. Research Questions

Our research questions are as follows:

1. What are the relationships between giving & volunteering and various independent variables?
2. Can we determine the direction of causality between pro-social behavior and social capital?
3. Does social capital affect secular giving and religions giving differently? If so, why?
4. Do various social capital related variables have different effects on pro-social behavior? If this is the case, why so?

### 3. Data Set and Econometric Modeling

We used the data from the nationwide survey organized by Osaka University and the Japan Fundraising Association, and conducted by Intage Co.

The survey was conducted in 2013, responded by internet monitors, and collected the individual sample of approximately 5,000. Using this data set, models for empirical testing are as follows:

Dependent variable: experience of giving or volunteering, religious or secular (all binomial, yes/no)

Variables related to preferences as independent variables: general trust, trust for organizations, network, norms, altruism, public awareness, etc.

Individual attributes as in independent variables: sex, age, income, educational attainments

#### 4. Preliminary Findings and Beyond

Preliminary findings at this stage are as follows:

1) Individual preferences have statistically significant effects on secular giving and volunteering.

2) Income has no significant effects on giving and volunteering, if taking preference into account.

3) General trust has significant positive effects only on secular giving.

4) Trust for nonprofit organizations has significant positive effects only on secular giving and volunteering.

5) Network has significant positive effects on both religious and secular giving and volunteering.

6) Norms have significant negative effects on secular giving and volunteering.

7) Altruism has significant positive effects only on giving.

8) Public awareness has significant positive effects only on secular giving and volunteering.

We need to investigate the reasoning behind the econometric results carefully.

# Reflections on Civil Society-State Relations in Turkey

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## Abstract

In the last two decades or so, perhaps similar to major trends worldwide, there has been a significant growth in the number studies focusing on different dimensions civil society in Turkey. Nevertheless, there is still a strong need to identify and discuss several aspect of this topic, including the roles of civil society organizations (CSOs) in development and democratization in the country. Meaningful debates on these issues, however, are difficult to sustain without asking a few questions, or at least holding a number of assumptions about civil society-state interactions therein.

The chief purpose of this study is thus to explore the possibilities for providing new perspectives and policies related to civil society-state relations in Turkey. The presentation, first, will provide a succinct summary about major developments and debates involving civil society and civil society organizations (CSOs) in Turkey. Secondly, it will briefly and critically examine the current state of rhetoric and research related to civil society-government interactions in Turkey. Thirdly, it will develop and discuss a framework about civil society's various positions and functions vis-à-vis state. The proposed framework involves the following four categories: a) concentrated-possessive b) counterbalancing-constrictive c) watchful-advisory d) supportive-solidarist. The article ends with a brief discussion about the proposed framework.

# Reconciling Theory and Context in Comparative Nonprofit Research

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## Abstract

The comparative study of the nonprofit (or non-governmental) sector presents formidable challenges to social scientists. The latter are often in quest of theories that have universal applicability. Yet as scholars study topics such as volunteerism, donations, governance, management, advocacy, accountability, and the like in different national and regional contexts, they often are frustrated because they find more differences than similarities. Salamon and Anheier's (1998) social origins theory acknowledges that context matters and that 'local' nonprofit forms and practices will vary. It gives us direction for thinking about how these contextual influences interact and how they matter, but there is much more work to be done on theory and context.

Recently, scholars who do research on Chinese management have confronted this problem. At the 2008 meeting of the International Association for Chinese Management Research western and Chinese management scholars tackled the problem head on and subsequently published their debate in their journal *Management and Organization Review*. Unlike much of nonprofit research which is focused on description and explanation at best, the management literature is also charged with prediction and generating practical knowledge for managers. Thus to them theory really matters...and it has to be right. Two papers stood out. The paper by Jay Barney and Shujun Zhang (2009) made the distinction between theories of Chinese management and Chinese theories of management. The former applies theories developed in the West and tests them in the Chinese context. A recurring complaint by China watchers is that this happens often and is encouraged by current institutional arrangements. The latter are theories that are specific to the Chinese context, which may be applicable to the West as well, but only really 'work' in the Chinese context. This approach is more revolutionary, but difficult to implement because many Chinese management scholars were trained in the West and thus think about problems in western ways. The other paper, by David Whetten (2009), explored in great depth the various ways that context can be treated theoretically. Typically, context refers to culture, material conditions, local history, and institutional arrangements and outcomes would range from negotiating strategic alliances to rewarding performance, making decisions, motivating workers, increasing productivity, securing financing, etc.

Our paper explores many of the ideas introduced by Barney and Zhang and Whetten to see what this means for comparative nonprofit research. On one extreme, researchers might want to use a western theory, such as World Society Theory, to explain what happens when NGOs enter into a 'foreign' environment like China. The theory essentially has the same prediction across contexts, e.g., adoption of western norms and homogenization. On the other hand, researchers might want to study some phenomenon which is unique to a specific context. For example, guanxi in the Chinese context or keigo (respectful language) in Japan.

We believe there is something in-between these two extremes, and we will use Whetten's ideas, examining the interface between theory and context, to chart out a course of action. On the one hand, he talks about contextualizing theory, seeing theories as embedded in context, and context embedded theories. There is no universal theory and even the so-called staples of social science such as exchange theory, neo-institutional theory, dependency theory, and world society theory are contextually dependent. Essentially this is an effort to "use novel insights generated by a 'foreign' organizational theory to inform 'local' organizational research" or "use novel applications (i.e., 'local' organizational research results) to improve 'foreign' organizational theory (p. 37)." On the other hand, he purports to theorize about context, develop theories of context or context effects theory. Here context matters in shaping theory. The focus is more on some phenomenon, e.g., giving, volunteering, accountability, relations to the government, and the idea is to explore inductively the factors that explain how and why these phenomena manifest themselves the way they do without pre-conceived theories. Obviously such research can best be done by 'locals'. However, the outcome here is not to describe some unique context specific phenomenon, but to "use novel insights generated by a context effects theory to inform 'local' organizations' scholarship" or "use novel applications (i.e., new combinations of contexts) to improve context effects theory (p. 37)." In other words, to build a new theory where context is part of the explanation.

The paper will not only expose the audience to these issues and different approaches. We will also try to present examples of how nonprofit scholarship in East Asian countries has dealt with the problem of theory and context. Finally, the paper will conclude with some cautionary remarks.

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David A. Whetten. 2009. "An Examination of the Interface between Context and Theory Applied to the Study of Chinese Organizations." *Management and Organization Review*, 5(1): 29-55.

# **Rationalization of Nonprofit Organizations in China: A Moderated Mediation Model**

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## **Abstract**

Utilizing institutional logics perspective and the concept of imprinting, this study examines and extends Hwang and Powell's (2009) theoretical argument of nonprofits' rationalization in the Chinese context. Based on a survey study of 179 nonprofit organizations across Zhejiang province of China in 2014, we find that nonprofits led by individuals with prior business experience and with more extensive business networking are more likely to adopt rationalized rules and practices. Moreover, the results indicate support for the mediating effects of business networking on the relationship between prior experience and rationalization. We also find the moderating effects of management training: first, it moderates the direct effect of prior experience on business networking; second, it moderates the indirect effect of prior experience on rationalization via business networking. Drawing on additional qualitative study, we illustrate these mechanisms in detail. Our findings contribute to explaining the formation of rationalization in Chinese nonprofit sector and also provide some implications for managerial practices.

# **Rethinking the Role of Members in Charity Governance in China: From Economic and Comparative Perspectives**

LI Dejian, University of Liverpool

## **Abstract**

For a long period, the special role of members in charity governance has been ignored in the design of legal rules governing charities in both China and England. However, English law has changed recently since the establishment of a new form of charitable organisation, charitable incorporated organisations (CIOs), in the Charities Act 2006, which requires members to further the purposes of a CIO in good faith. This rule challenges the traditional approach in this area, and so it becomes important to distinguish CIOs from other membership charities.

It has become necessary to rethink the role of members in charity governance. Thus, this paper explores the characteristics of charity governance, compares charity members with shareholders in a for-profit company, members in a mutual benefit organisation and donors, evaluates the current legal rules governing charity members, and accordingly suggests some specific measures to improve those legal rules.

This paper takes an economic and comparative approach. For example, in those charities where members have voting rights, so as to reduce excessive costs of moral hazard of themselves, the costs of collective decision, the costs of supervision and the costs of negative effects of external intervention, it is argued that the law should rationally distribute decision-making rights between charity members and charity trustees and limit the supervision rights of members.

In addition, from an economic perspective, members are not owners of the charity in question. In order to avoid the costs of moral hazard of members themselves, the law should draw on the legal rules governing CIOs, requiring the members to 'exercise the powers that the member has in that capacity in the way that the member decides, in good faith, would be most likely to further the purposes of the CIO' (Charities Act 2011, s 220), and further clarify its legal consequences. Accordingly, relevant procedures promoting the effective exercise of the rights and duties of members should be put in place.

# **Restricting NGOs' Foreign Connection in India and China and the Implication on NGOs' Role Seeking**

ZHANG Wenjuan, Jindal Global Law School

## **Abstract**

The week before the 2017 New Year is especially interesting to observe the government attitude toward NGOs' connection with the western world in India and China. On Dec. 27th, India media released the data that among 33,000 Indian NGOs, 20,000 of them would lose their qualification for receiving foreign funding after the year-long review under the Foreign Contribution (Regulation) Act. Meanwhile, the PRC Law on the Management of Foreign NGO Activities within Mainland China takes effect on Jan. 1st 2017, which draws another round of wide discussion about western NGOs' concern of operating in China.

It is interesting to find that restricting NGOs' foreign connection happens in both leaders' governance transformation agenda. Both Xi Jinping and Modi have set specific political agenda for governance transformation such as the law-based governance by Xi Jinping and the creation of National Institution for Transforming India under Modi in which they have pretty good emphasis on the role of civil society. They have also tried to ease NGOs' operation in domestic surroundings such as passing the Charity Law in China and creating the NGO Partnership System in India. Meanwhile, they have serious steps to restricting foreign NGOs' influence on domestic NGOs.

What are the similarities and differences for both countries to restrict the NGOs' foreign connection? How to understand government concern of developing countries toward the NGOs' foreign connection? What would be the challenges they face in restricting NGOs' foreign connection while trying to get FDI? From NGOs' perspective, could this become an opportunity for them to imagine role in a new way such as from being critic of government to be co-creators? The paper will try to answer the questions with in-depth analysis.

# **Stories of Non-traditional Leadership in the Social Justice Work of Filipino Civil Organizations**

Ralph Brower, Adela Z. Ghadimi  
Florida State University

## **Abstract**

Recently some scholars have challenged conventional models of professionalism involving development civil society organizations (CSOs). Fowler and Malunga (2010, pp. 5-6), for example, draw a distinction between professionalism and managerialism. A managerial approach assumes that development is “plan-able,” and managers simply direct development activities logically toward achievable, measurable outcomes. A competing view sees development as riddled by complexity and uncertainty, and presumes monitoring and evaluation must rely on continuous learning and making adjustments as circumstances change. In this view professionalism implies a varied set of competencies for anticipating and responding to change and engaging stakeholders in collaborative rather than logically managed activity.

Following this distinction we propose a continuum of approaches to professionalism that run from managerialism, emphasizing “plan-able” approaches and efforts to control uncertainty and complexity, to a learning approach that embraces uncertainty and diverse experiences and viewpoints. We suggest that the learning end of this continuum generally cultivates dialogue that is present in an active civil society and in the activities of public managers who actively engage with communities.

We apply this discussion to the challenging problems of disaster risk reduction in an urban setting in Manila. In 2016 De La Salle University (DLSU) initiated its “UTown” program to embrace the challenges of communities adjacent to its Manila campus. This program promotes community empowerment activities for local barangays to get community members civically engaged in interactions with the Manila City planning office and Office of Disaster Risk Reduction and Management (DRRM). It appeared to staff at DLSU’s Jesse M. Robredo Institute of Governance that little interaction existed between the communities and these public managers. Thus leaders from JMRIG invited planners and city officials to a focus group to solicit their perspectives on the underlying issues and enlist their support in the ongoing project.

As the project unfolds, we undertake a field study in which scholars from Florida State University and JMRIG collaborate to investigate the emergent and interactive leadership patterns among community members, community-based CSOs, city officials, and DLSU

personnel. We focus our data gathering and analysis especially on the ways that emergent leaders from the four roles subscribe to, develop, and perpetuate flexible, participative, “learn-how” modes of leading.

# **Downward Accountability: Examining Voluntary Financial Disclosure in Chinese Nonprofits**

HU Ming, University of Wisconsin-Madison

ZHU Jiangang, Sun Yat-Sen University

KONG Dejie, Plymouth University

## **Abstract**

Accountability of nonprofit organizations has increasingly been an important concern in nonprofit sector in the past two decades. While previous studies have scrutinized nonprofits 'upward accountability' to regulators, governing bodies, donors, and even peers that determines their lifeline, little is known about how nonprofits perform 'downward accountability' to less privileged stakeholders which have little power on them to demand accountability (O'Dwyer & Unerman, 2010). However, performing downward accountability is critical for increasing stakeholder engagement and empowering nonprofits to improve efficacy and sustainability. We aim to enhance our understanding of this critical issue by examining the determinants of voluntary downward financial disclosure to three groups of stakeholders, including staff (including employees and volunteers), beneficiaries, and the general public.

The survey data we use to analyze is part of 'The Chinese NGO Development Research Dataset', collected by the Sun Yat-Sen University Institute for Philanthropy in 2011. 317 valid responses of Chinese nonprofits are included in our analysis. As a result, we find that a significant proportion of non-profits within the sample organizations do report disclosing financial information to their employees and volunteers, beneficiaries, and the general public in a legally voluntary context. However, our logistic analyses suggest that different decision patterns of financial disclosure exist across stakeholders and between volunteer organizations, which are completely operated by nonpaid volunteers, and professional organizations which are operated by at least one full-time paid employee. In addition, our finding suggests that organizational culture, along with organizational strategy, capacity, governance, and environment, influences nonprofits' voluntary financial disclosure.

This study has significant theoretical and empirical implications. First, it contributes to our understanding of nonprofit financial disclosure specifically by adding the organizational culture perspective and thus enriching the four-factor (strategy, capacity, governance, and environment) model developed in Saxton and Guo's (2009) study. Second, it also sheds light on non-profit's downward accountability for improving

financial transparency and sustainability. The limitation of the study and future research are also discussed.

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# **Theoretical Analysis on Fragmented Legal Personalities and Accounting Standards in Japan**

Masayuki Deguchi, MINPAKU and SOKENDAI

## **Abstract**

Third sector organizations (TSOs) are, more or less, regulated by the governmental entities in any countries. Two major theories for regulations on the TSOs are, generally, speaking, taken in relation to the drive for regulations and the costs brought by regulated entities. They are public interest theory and public choice theory (Christensen & Læg Reid, 2006; Peltzman, 1976). At the same time, tax theory is also applied to the TSOs.

The legal system for the TSOs, as a single system, in Japan had launched in 1898 influenced by the German Civil Code. It has been, however, diversified into ministerial regulations and legal personalities after the Second World War (Deguchi 2016). They are including General Corporations (GCs), School Corporations (SCs), Social Welfare Corporations (SWCs), Specific Nonprofit Activities Corporations (SNCs), Religious Corporations (RCs), and Medical Corporations (MCs), and they have their own legal status and accounting standard. A legal personality is fundamental regulations in Japan.

On the other hand, tax system is also fragmented by legal personalities. Especially, Tax exempt from corporate income tax (TEC) status and Deductible gift recipient (DGR) Status are obliged to the classification of the legal personality. Concerning DGR, Public Interest Corporations (PICs) are derived from GCs. Authorized Specific Nonprofit Activities Corporations (ASNCs) are derived from SNCs. Concerning TEC, Social Medical Corporations (SMCs) are derived from MCs.

These complicated system has own path dependency and trails of political actions. However, they are not far from any theories.

This paper applies tax theory, public interest theory, and public choice theory to the distinctions among Japanese six nonprofit legal personalities and 3 tax additional categories.

As the result of this theoretical application to the TSOs, this paper makes clear of lacking of principle of proportionality in Japanese TSOs policy and future directions of simplification.

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# **The Effect of Project Grants on Nonprofits' Additional Resource-Raising Activities: The Evidence from China**

YU Jianxing, SHEN Yongdong  
Zhejiang University

## **Abstract**

Despite the role of public financing for the nonprofit sector has received considerable attention from researchers, little is known about the influence of project grants on nonprofits mobilizing resources in China. This article seeks to address this gap by using a five-year panel data of the central finance project supporting nonprofits to deliver public service in China. It explores the influence of the central project grants on nonprofits' additional resource-raising.

Relying on the analysis of the structural equation modeling, variables are operated as follows. The central project grants, the independent variable, includes the project funding type and amounts. The additional resources-raising, dependent variables, are measured as how much additional funding nonprofits raise from the local government, donators and others. Nonprofits' service types, grants years, areas and others are set as control variables.

Findings suggest that the project grants improve the additional resource of nonprofits rather than decrease it. Controlling for other relevant factors, the reliance on government funding increases the likelihood that nonprofits will increase the additional fund-raising effort. The pressure of having more resources to accomplish granted programs might attribute to it. This study implies that the use of project grants is a strategy for governments who wish to stimulate private provision of public service from nonprofits in China.

# **Seeding Community Foundations in China: Did Government Support Promote Voluntary Action?**

WANG Xiaoyun, Indiana University Lilly Family School of Philanthropy

## **Abstract**

In the U.S., the founding of charities is usually through bottom-up voluntary action. However, in China, the establishment of charities is often the results of top-down government initiation. Government either establishes charities by themselves, i.e. GONG, or reaches out to potential founders and provides them financial and policy support. However, it is unclear whether top-down initiation promotes bottom-up voluntary action. Did government initiation generate charities that are autonomous in governance and supported by voluntary action?

Previous theory provides conflicting arguments. On one hand, government support may undermine voluntary action because extrinsic incentive may crowd out intrinsic incentive. In authoritarian countries like China, government support often comes with control and intervention, which contradicts the spirit of volunteerism. On the other hand, government support improves the legitimacy of voluntary action, and social origin theory indicates that voluntary action is most active in countries with a supportive political environment.

To understand these questions, I examine the government initiation of community foundations in Shenzhen city. In 2014, Shenzhen government encouraged the establishment of community foundations. In one year, over 12 community foundations were founded at the district/street level because of this policy. In 2015, I interviewed government officials, scholars, and founders or executive directors of newly-established community foundations in Shenzhen. I studied under what conditions government initiation can generate autonomous community foundations governed by community volunteers.

Research finds that in the 12 community foundations, 2 were governed by community volunteers and actively serve the communities. 6 community foundations became quasi-government organizations, and 4 foundations didn't actively function. Two factors explain the differences among these foundations. The first factor is the attitude of street-level bureaucrats. In general, the policy improved legitimacy of voluntary action and created a favorable environment for community foundations. However, if the district/street level bureaucrats believed the success of community foundations had a positive impact on their promotion, they would intervene in foundations and make it

quasi-governmental. Two autonomous community foundations in my case grew in areas where the street level government did not pay much attention. The second factor is community social entrepreneurs. If government did not pay attention and no social entrepreneurs wanted to manage the foundations, the foundations would not function well. Having social entrepreneurs who take the policy opportunity to realize their philanthropic goals are the key for the creation and operation of autonomous community foundations.

# Understanding Nonprofits' Funding Configurations and Factors Associated with Them

LI Hui, University of Central Florida

## Abstract

Nonprofits draw their revenues from three broad categories: donations (private), government grants and contracts (public), and earned income (market). Donations come from individuals and organizations, such as corporations and foundations. Government grants and contracts are also important sources of nonprofit revenue. Program service revenues, such as fees, tickets, or tuition, and other earned income generated through rents and commercial activities are a third source of funds.

Existing studies on nonprofit finance have mainly focused on revenue strategies, revenue diversification, and the antecedents and consequent effects of such behaviors (Carroll & Stater, 2009; Chang & Tuckman, 1994; Frolich, 1999; Frumkin & Kim; Yan, Denison, and Butler, 2008). While this approach is insightful, it does not fully capture the configurational patterns of nonprofit funding. Suppose that among the three types of funding sources, organization A derives 80 percent of its revenue from the government and 10 percent each from donations and service income, and organization B derives 80 percent of its revenue from donations and 10 percent each from government funding and service income. According to the HHI calculation method, organization A and B will have the same diversification score. However, these two organizations exhibit two distinct funding patterns.

This study seeks to identify nonprofits' funding pattern and examine how institutional and organizational factors contribute to the various funding patterns in nonprofit organizations. The study seeks to address two research questions,

1. Do nonprofits exhibit distinct funding configurations, and if so, what do they look like?
2. How do nonprofits' institutional and organizational characteristics affect their funding configurations?

# More Dialogue, More Funds Raised? Effectiveness of Social Media for Nonprofit Fundraising

Yu Ishida, Miyagi University  
Aya Okada, Kanazawa University

## Abstract

### Background and Research Question

One key feature of social media is its capacity to facilitate dialogue. Compared to traditional tools of communication, social media enables nonprofits to have two-way communication with existing and potential donors/supporters. Such interactivity is believed to bring about positive impact, facilitating trust, satisfaction, and commitment (Schultz et al., 2011). This paper builds on this claim and asks whether use of more dialogic communication leads to positive impact on fundraising, key facet of nonprofits' work. Do nonprofits that send out dialogic messages via social media raise more funds? We ask this question in the context of Japan where nonprofits are keenly exploring how to utilize social media. The paper expands studies on social media and nonprofits, where majority focus on American or European contexts.

### Knowledge to Date

Studies have found that nonprofits have not fully gone dialogic in its communication via social media (Lovejoy and Saxton, 2012). This is particularly so among membership organizations, organizations with larger number of board member, and organizations with high donor dependence (Nah and Saxton, 2013).

Underexplored in prior studies is the effect of dialogic messages on performance of nonprofits such as fundraising. Besides rich set of case studies (Asencio and Sun, 2015), few studies delve into the details of such use.

### Data and Methods

We examine 389 nonprofits that made response activities for the 2011 Japan disaster. These organizations had responded to a survey conducted by The Japan Institute for Labour Policy and Training (2015). We draw financial data as well as data on organizational attributes and marketing strategies from this survey. Information on fundraising outcomes were collected separately, and dataset on social media use was developed using NVivo 11 Plus. Facebook posts and Twitter tweets between March 1 and 31, 2014 were coded into informational, promotional, and dialogic. We then ran regression models to examine whether more dialogic messages lead to more funds raised.

## **Findings**

Two major findings are drawn from four regression models. First, nonprofits with strengthened strategies on Facebook/Twitter use had successfully raised more funds. The same was not true for websites/blogs and newspapers/magazines/TVs. Second, organizations that had sent out more dialogic messages had raised more funds. Those that had sent out more informational messages were also successful, but the outcome was not the same for promotional messages.

## **Implications**

Our findings recommend nonprofits in Japan to be strategic about using social media and to post/tweet more dialogic messages.

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# Shaping Public Opinion and Policy Advocacy: Strategic Public Policy Action of Civil Society Organization in China

ZHANG Yiran, University of Pennsylvania

ZHANG Chao, Tsinghua University

## Abstract

The new ICT allows vulnerable groups to express opinion without mass media. Citizen's political claims control is not a simply a facet of authoritarian politics, but a fundamental factor that determines the survival of the regime (Lorentzen, 2014). However, the political engagement of citizens through public opinion is paid little attention. Some literatures researched the impact of social media on policy-making only based on the search volume and reading amount. This perspective lacks specific mechanism. China's government faced public opinion would think it lacks representative and credibility, which is easily overlooked, just like Internet users' emotional expression (Su & Meng, 2016). What's more, the government officials even selectively delete citizen's expression (King, Pan & Roberts, 2013). In the past two decades, more professional public opinions are coming up. There is virtually no discussion of how citizens engage policy advocacy through CSO shaping public opinion, and which insider and outsider tactics they adopt.

This study fills these gaps by providing empirical qualitative research on how CSO mobilize the vulnerable citizens together to collective expression and policy advocacy in an authoritarian state? How can make the public opinion into the process of the public policy-making in a weak responses government (Zhang & Guo,2012)? What tactics CSO adopt and why? The following sections provide the empirical basis of the special mechanism, drawing on ethnographic fieldwork and depth semi-structured interviews in disabled organizations from 2015 to 2017.

The findings show the specific strategies adopted by citizens, experts and government officials. First, the organized individual interests. Based on the WeChat of the real community from different cities, Citizens began to discuss the policy issues and make consensus. Second, the formation of community agenda. CSO invited marketing research firms to interview experts on specific policy issues, government officials, and stockholders. They formed the basic opinion poll content, constructs the preliminary policy agenda and the alternative plan.

Third, the self-construction of representativeness. CSO collected questionnaire data in social media. Then, they release public opinion and policy report. Finally, policy

advocacy through the institutional approaches. Citizens gave policy makers policy advices based on the successful local policy and express policy advocacy through social media. Meanwhile, the CSO tried to influence the policy agenda through an institutional system and held some press conferences by citizens' social network.

The study of participants' interaction strategy is undoubtedly more practical for the process of public opinion formation based on social media context. We believe that this research not only contributes the scholarly understanding of the policy advocacy by public opinion, but also sheds light to the current debate over the transformational ways of governance and NGOs in China.

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# **Political Institution and Non-Governmental Organizations' Advocacy in Authoritarian China**

ZHANG Changdong, Peking University  
SU Zheng, Chinese University of Hong Kong

## **Abstract**

Do China's NGOs advocate government policies, if yes, how do they make their voices and how effective are their efforts? These are important questions that reflect the status quo of state society relationships after decades of market transition and rapid economic growth. The authors develop an institutional explanation of NGOs' advocacy tactics and channels, examine political institutions at macro, meso and micro levels and discuss how NGOs' advocacy tactics and channels are influenced and constrained. Hypotheses are built and tested against a three-province survey data of 1,050 registered NGOs. We find China's NGOs prefer political advocacy to social advocacy; are more likely to lobby via government branches and supervisory units than legislature and judiciary system; and interestingly, the less autonomous NGOs tend to lobby more frequently. These findings help us better understand the scope and strategies for social actors to participate in policy-making process under authoritarian regime.

# **Institutional Context and Organizational Strategy: Development NGO Engagement in Advocacy.**

Mary Kay Gugerty, David Suárez  
University of Washington

## **Abstract**

The institutional context for nongovernmental organizations (NGOs) has shifted dramatically over the last few decades. NGOs have proliferated worldwide and they have permeated a diverse array of fields, a process that has been characterized as a “global associational revolution.” Due to the growth of contracting for public services and other reforms that spurred public-private partnerships, NGOs also have become more integral to core activities of government. The extensive legitimation of managerialism, especially professionalization and rationalization, marks yet another important trend that has altered the institutional environment for NGOs. Finally, NGOs have become increasingly relevant to public policy, propelling social change through advocacy.

We explore development NGO engagement in advocacy using a sample of 135 domestic and international NGOs operating in Cambodia, treating advocacy as a dynamic tactic available for any NGO to incorporate into its repertoire. We model participation in advocacy, advocacy toolkit breadth, and the use of “insider” and “outsider” tactics. We argue that NGO advocacy will be influenced by public sector resources and relationships, civil society resources and relationships, and organizational mission and management structures. We find support for our arguments, although the results are not consistent across all specifications of the dependent variable.

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# **Many hands make light work? An investigation into Nonprofit Organizations in Taiwan's Catastrophic Services**

WU Wei-Ning, National Sun Yat-sen University  
Chang Fisher S., National Taipei University

## **Abstract**

This study aims to explore the disaster services in which nonprofit organizations (NPOs) engage and the strategies NPOs utilize for network building and resource integration. Utilizing a survey on NPOs' strategies for resource sharing and service integration in Taiwan, this study finds nonprofit managers utilize include low-density strategies (information exchange, project collaboration, and advocacy of common concerns) and medium-density ones (sharing of management functions and the establishment of strategic alliances). Practical implications and significances of this study are discussed.

# **Strategic Ignorance: The Tension between State and Society at the Grassroots Level in China's Social Reform**

WEN Zhuoyi, Lingnan University  
King Lun NGOK, Sun Yat-sen University

## **Abstract**

Under the policy guideline of “building a harmonious society”, the Chinese government has recently adopted purchase-of-services to support the development of social organizations and social services. Purchase-of-services is the signature initiative of “the enabling state” for empowering societal actors to share social provision responsibility. However, several empirical studies suggest, there is a lack of successful state-society collaboration at the grassroots level in many China's metropolises. Then, a new puzzle emerges: why does the extent of collaboration vary across grassroots governments under the proactive purchase-of-services?

Based on the social origins theory and state in society theory, this study adopts comparative case study design to explain this new puzzle. It chooses the integrated family services centres in Guangzhou city as the field site. Guangzhou, the capital city of Guangdong province, is one of the pioneering metropolises in this wave of social reform in China. And the project of integrated family services centre is the flagship initiative of Guangzhou's purchase of services from social organizations.

14 integrated family services centres, operated by different social organizations with different social origins and from different areas in Guangzhou, are selected for case study. The study reveals, grassroots governments' indifferent attitudes to social organizations widely exist. The indifferent attitude could be conceptualized as “strategic ignorance” (Bishara 2015; Gross 2010; Hasmath and Hsu 2015). The comparative study suggests, since social services and social work profession are newly developing in China, street-level bureaucrats with better knowledge of them would collaborate better with integrated family services centres. More importantly, apart from background knowledge of street-level bureaucrats, structural factors, including prior collaborative relationships and close ties with grassroots governments, shape the current collaborative partnership between street-level bureaucrats and social organizations in purchase-of-services.

In the eyes of street-level bureaucrats, the newly developing social organizations, as emerging power holders, not only share but also challenge street-level bureaucrats' traditional power and authority at the communities. As a result, they adopt “strategic ignorance”, in the name of the incapability of the new social organizations, as a

response to the new political mission of purchase-of-services assigned by the superior governments.

# **Voluntary Sector Organizations Lost in Corruption: Comparative Cases from Korea and the Philippines**

Rizalino B. Cruz, University of the Philippines

Ralph Brower, Florida State University

Byung Hee Min, Florida State University

## **Abstract**

Recently David Horton Smith (2017) has advanced an examination of misconduct and deviance in and by voluntary sector organizations (VSOs). In the cases he examines the abusive actors are managers or agents of the organization. Our study examines another category of VSO abuse, in which the exploitive actors are outside the VSO. We present two prominent cases, one from Korea, and one from the Philippines. The Korean case is part of the hotly debated “Choi-gate” at the center of impeachment activities directed at President Park Geun Hye. From the Philippines we draw on the 2013 “Pork Barrel Scam,” which saw the imprisonment of three sitting Senators, several members of Congress, and an assortment of public managers and private actors.

In the Philippine example the VSOs were 20 fundamentally non-existent NGOs; so the exploitive agents merely used the myth of these organizations in a broader ploy to establish an extensive fraudulent network of members of Congress and various budget and agency officials, who all shared in the proceeds of corruption. The Korean case involves the Mir and K Sports Foundations, which figured in a broader story involving President Park, her longtime confidante, Choi Soon-sil, and such prominent institutions as Samsung and the prestigious Ewha Woman’s University. The broader malfeasance involved approximately \$72 million extracted from large Korean conglomerates and distributed to loyal insiders. The Mir and K Sports Foundations appear to have benefited from favored treatment in the roles they were to play in the Korean Winter Olympics.

In the Korean case exploitation occurred arguably because ostensibly hybrid organizations created a blurring of the “functional” purposes of these organizations. That is, whereas conventional models of the three sectors suggest distinctive functions – remunerative, coercive, and normative – hybridity arguably allows the undermining of distinctive functions, and in this case the remunerative disposition of private interests overpowered the ostensibly normative disposition of the two voluntary associations.

We employ three theoretical lenses in our case studies, i.e., a socio-ecological approach, institutional analysis, and social networks, to unravel the patterns of corruption in existing and emerging forms. We conclude with comparison to

conventional Western cases of VSO deviance by Smith (2017) and others for the purpose of examining how prevailing voluntary organizing systems and voluntary sector regulatory patterns may explain differences in varied forms of VSO deviance and corruption.

# Transforming Seoul: Rethinking Neighborhood

Hee Soun Jang, Jung Wook Kim  
University of North Texas

## Abstract

This case research explores the Seoul city government's Community Building Policy (CBP) and spotlights some projects and activities in urban neighborhoods of Seoul. This study provides opportunities to learn about the meaning of community and the importance of social capital as a key component to neighborhood as well as how government policies may support community building processes and what benefit government can offer for more effective community building initiatives. The collaborative governance model proposed by CBP provides a useful guide for understanding relationships between government agencies, nonprofit mediators and citizens and the way the Seoul Community Support Center links government and citizens and supports the growth of citizen initiatives. In addition, this study suggests specific factors that are critical for the success of community building initiatives and challenges to community building. The review of Seoul's CBP fills a unique niche that offers theory-driven public policy practices and analyses of real applications of policy intentions in a diverse urban context.

Urban communities in the city of Seoul are suffering from severe conflicts and social exclusion caused by rapid urbanization and pro-development focused urban planning practice. Responding to these problems, the City of Seoul has initiated Community Building Policy to cultivate civic health, self-governing capacity, and livable communities. The basic approach of CBP is a citizen-led and government-supported model of government-citizen partnership. The Seoul city government and local governments have helped groups of citizens to promote citizen initiatives for community building projects with financial and administrative supports such as leadership training, counseling, and coordinating to match community needs and government aid through the Seoul Community Support Center established to develop and support CBP programs.

Some communities have experienced positive changes in their neighborhoods that have made a real impact on social capital building. The SPOTLIGHT stories in the case study demonstrate that CBP contributes to:

- Civic culture nurtured (Dobong-gu neighborhood association)

- Sense of mutual understanding and tolerance promoted (Hanyang apartment complex)

- Community capacity built (Seongbuk-gu, Doosan apartment complex)

Community leadership trained and developed (Seongdong-gu, local community manager system).

Democratic practices developed (Seongbuk-gu neighborhood association)

Trust rebuilt (Dobong-gu, social club)

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# What Drives Nonprofit Growth in Local China

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## Abstract

The size, scope, location, prevalence, density, and growth of nonprofit organizations (e.g., associations, civil communities, and philanthropy) vary substantially across countries and localities, which has been extensively documented in the literature. The existing studies, however, are primarily cross-nation analyses and in Western countries (i.e., the US), while our understanding of nonprofit growth in authoritarian regimes (e.g., China) is still in a nascent stage. Despite nongovernment organizations are under strict control and surveillance (e.g., unfriendly registration and fundraising procedures, exclusion from tax exemption, and paternalistic government regulation), the past two decades have witnessed an unprecedented boom of nonprofit sectors in China. It is interesting that some cities are hotspots of nonprofit sectors, whereas others are deserts of civil engagement. Why cities differentiate in nonprofit growth? What can explain the variations of nonprofit growth in China?

In this paper we combine government failure, issue salience, government funding, organizational ecology, and institutional isomorphism theories to explain the variations of nonprofit growth across Chinese cities. We draw on panel data of China City Philanthropy Index (CCPI) 2014-2015 developed by China Charity Alliance (CCA) to empirically examine local nonprofit growth. The data are from information disclosure of local agencies of civil affairs, and are cross-validated by CCA. The dataset covers 256 cities in China, including three provincial, 153 prefecture-, and 100 county-level cities and accounting for 87.5 percent of provinces and 39 percent of cities at county-level and above. We use the number, revenues, and assets of social organizations, in per capita and annual growth term, to measure nonprofit prevalence and growth respectively. Key independent variables include local affluence, economic structure, ethnic and socioeconomic attributes of local population, social capital, and government support. We report one of the first empirical studies to document the growth of nonprofit sectors in local China. The findings help interpret the growth of nonprofit sectors in China, and contribute to the nonprofit literature. The results also generate helpful policy implications for the government to grow nonprofit sectors.

# From heaven to earth? Institutional changes' impact on the ecology of NGOs in Yunnan

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## Abstract

Yunnan used to be acknowledged as NGOs' heaven<sup>1</sup> for its witness of early, diversified and prosperous NGO activities in China. This can be attributed to its rather open and loose institutional environment in which NGOs are embedded. However, as what Teets (2014) has documented, Yunnan's social management is gradually moving from a more autonomous model to a more supervised model, with the latter one featuring both restrictions on NGOs' acquisition of resources from international NGOs and enhancement of local government's support for NGO development.

How does this change in institutional environment influence the survival and development of NGOs in Yunnan? Does it accelerate local government's cooptation of grassroots NGOs or indicate a new development opportunity? Two theories have offered different answers to these questions. From a perspective of institutional theory, a more supervised social management model will reduce the diversity of NGOs and result in a homogeneity of NGO-government relationship, which is government's cooptation of NGOs (Heurlin, 2010; Scott, 1995). Meanwhile, organizational ecology theory highlights the inertia of organizations and perceives that in order to maintain their organizational identity, NGOs will not easily change their core structure, thus impeding government's cooptation measures (Hannan, 2005; Singh & Lumsden, 1990; Tucker, Singh, Meinhard, & House, 1988).

Employing data collected from archive documents and key informant interviews undertaken between Aug.-Oct. 2016 in Kunming and Beijing, this study provides empirical evidence to testify which theoretical explanation is more powerful. Findings show that although Yunnan government intends to coopt grassroots NGOs through restricting their acquisition of resources from international NGOs and providing more government resources instead, the cooptation process is held back by provincial government's poor financial situation and unexpected political change, such as the top leader's corruption case. Moreover, while admitting that the resource environment has been vastly confined by the institutional change, NGOs in Yunnan have explored new ways to gain resources, such as public fund raising. Additionally, for those experienced

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<sup>1</sup> Author interview with staff member of Yunnan industry development NGO, Kunming, 1<sup>st</sup> August 2016.

and reputable NGOs, their explicit organizational identity contribute greatly to their development.

While previous researches have provided sufficient explanation for how NGOs survive under an authoritarian regime, this study moves one step further to focus on the change of institutional environment and its impact on the development of NGOs, which contributes to our understanding of state-society relation in China.

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# The Gap between the Distribution of NGOs and Population Need In Mainland China: A Geographic Analysis

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## Abstract

### Research Background

Nongovernmental Organizations (NGOs) have played an increasingly important role in development and are commonly rooted in where vulnerable populations' needs are. However, research are found that in many countries especially in developing countries in South America and Africa, NGOs are unevenly distributed and most of them are not located at where most needs are. The same situation also happened to the mainland China. However, little research has been conducted on where the NGOs are distributed and whether NGOs are addressing the population need.

### Research Questions

This research is going to examine the gap between NGO distributions and the population need in Mainland China. The questions below will be answered

1. Where are the NGOs located in mainland China?
2. Are NGOs located where population needs are mostly at? If not, what will be the possible reasons to explain the existing gap?

### Research Methods

Geographical Information System (GIS) analysis and spatial statistics models (multiple regression) will be used in this research.

Population need will be measured and mapped by poverty levels, health conditions, and educational levels.

### Data Source

The NGO data of Mainland China we will use for our research come from Research Infrastructure of Chinese Foundations, <http://ricf.org.cn/>, Foundation Centre <http://www.foundationcenter.org.cn/>, <http://www.ngocn.net/>, and <http://www.chinadevelopmentbrief.org.cn/>. Poverty data comes from The Yearbook of China's Poverty Alleviation and Development, and health data education data come from China Statistical Yearbook (County-Level) and China City Statistical Yearbook.

### Findings

The distribution of NGOs in China is not associated with poverty levels. The distribution of NGOs in China is not related to health conditions. The distribution of

NGOs in China is not related to educational resources. NGOs is reluctant to locate at the most impoverished and neediest areas. The reasons may be rooted in complex contexts in mainland china such as governmental funding regulations, the gap between rural and urban areas, lack of coordination among NGOs and funders, etc.

**Implications**

Current policies need to be adjusted to reduce the gap between NGO distributions and population need.

# The Impact of Non-Profit Sector on Regional Equity: The Spatial Distribution and Social Resource Transformation

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## Abstract

It has been widely recognized that the non-profit sector can make up for the negative impact of market failure and government failure to some extent, thus promoting social progress. They provide appropriate support for the society when government and market are unavailable (Weisbrod, B. A, 1974, 1977, 1986, 1988). According to this theory, the more imperfect the market mechanism and the weaker the government's capacity to provide public services, the more projects the non-profit organizations should implement. On the other hand, the establishment and operation of non-profit foundation need stable financial support, and the higher the level of economic and social development of a region, the more abundant the resources and funds it has. Therefore, the more economically developed an area is, the more foundation projects it should have (Guo, C., 2006).

Based on the above two premises, we should draw the following hypothesis: there should be significant spatial distribution differences between the location of the foundation and the location of their projects in some fields at least. To put it simply, the foundation is locating in the economically more developed regions, and the foundation's projects are often locating in less developed areas. This spatial difference is essential because of the transfer of social wealth from developed areas to less developed areas, thus to some degree alleviating the regional inequity of economic and social development (Brass, J. N., 2012). However, some studies suggest the opposite view (Allard, S. W., Tolman, R. M., & Rosen, D., 2003; Joassart-Marcelli, P., & Wolch, J. R., 2003).

Is it really the case in China? To explain this, this paper is using the panel data provided by the China Foundation Center (CFC) from 2005 to 2014 to conduct a test of the above assumptions and inferences. The preliminary results show that most of foundations are locate in economically developed regions, and most of the charitable projects implemented by the Foundation are locate in the areas where the foundations are operated. It shows that there is no significant spatial distribution difference between the location of the foundation and the place where projects are located, which means that nonprofit programs have not contributed to significant regional transfers of

the social resources. The explanation of this mechanism and the robustness test will be expected in the full paper.

# **How Do Private Nonprofit Nursing Care Facilities Get Resources within the System? The Effects of Social Capital in Different Patterns of Partnerships with Government**

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## **Abstract**

This study aims to investigate the effects of social capital on the management resources of private nonprofit nursing care facilities (hereinafter called “PNNCFs”). It also examines the difference in these effects with respect to the different patterns of partnership with the government.

The Chinese government has gradually promoted the policy of Government Purchasing Public Service (GPPS) from the 1990s onward. This policy encourages the development of PNNCFs and has resulted in notable improvements in recent years. But prior studies, such as Lin (2001), have not identified the concrete effects of social capital in the process of getting these resources from the government and the mechanism of these effects. The examination of these effects can specify the characters of facilities that can obtain high resources via social capital and clarify the process of accessing these resources.

We interviewed and collected the qualitative data of leaders of 12 PNNCFs in Tieling of northeast China to analyze the social capital effects. We have confirmed the significance of the professional network via the training attendance and found that the resource disparity resulted from attending training organized by the government. Due to the lack of training attendance (hierarchical connections), PNNCFs, which have rare communications with the government or other facilities, lack the opportunity to access resources within the system. In other words, social capital is one of the main causes of disparity in accessing resources in elderly welfare services. The analysis of the relationship between resource accessing and the size of PNNCFs showed that resources can affect the size of PNNCFs and that social capital can reduce transaction costs of accessing resources.

We have also explored three patterns of partnership between PNNCFs and the government: 1) subsidy type, 2) training-subsidy type, and 3) advanced collaboration type. We found that the effects of social capital effects differ across the three patterns.

The policy implications are as follows: The management of PNNCFs should be taken into account not only for the quality of service but also for the social capital and the partnership with the government.

This research is significant as we found the three patterns of partnership with the government and determined the different effects of social capital on these patterns, which had not been previously clarified.

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# **NGOs' Framing Strategies and Effects in Collaborative Process: A Field Experiment**

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J.J. Po-An Hsieh, Georgia State University

## **Abstract**

In this research, we conducted a field experiment to examine environmental NGOs' framing strategies and effects in collaborative process. We collaborated with a Hong Kong- based environmental NGO to deliver two environmental education programs in a wild giant panda habitat in western China. 747 students participated in the two programs with different framing strategies: one-sided and two-sided frames. We found that both one-sided and two-sided programs were effective in stimulating attitudinal changes towards ecological conservation among participants. However, the one-sided program is more likely to generate an anti-development attitude, while the two-sided program is a relatively more balanced approach in stimulating attitudinal changes towards conservation without generating anti-development attitudes. We also studied how the framing effects are moderated by the community attachment of information recipients. Overall, our research contributes to a better understanding of the effects of framing on stakeholder learning outcomes in collaborative governance processes.

# **The Roles of Community-based Nonprofits in the Context of Collaborative Governance in Hong Kong and Taiwan**

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## **Abstract**

Social services are increasingly delivered through social service providers across sectors at the local communities. Essential social policies, such as elderly care and low-income assistance have been carried through the community-based initiatives in Taiwan and Hong Kong. For instance, in the past two decades, reforms of the Long-term Care Policy in Taiwan (Nadash, Pamela, and Shih 2013) and the Lump Sum Grant Initiative in Hong Kong (Lee 2005) further increased the roles of community-based organizations (CBOs) in the provision of social services at the local community level (Lee and Liu 2012). However, sometimes, these policy initiatives might overestimate the capacities of those CBOs. Thus, there is a need for further investigation of the roles of CBOs in the local communities, especially in the context of collaborative governance.

Chaskin and Greenberg (2015) provides a framework to illustrate the roles of community-based organizations in the context of governance, namely resource provision and allocation, representation, and deliberation. First, through contracting with the local government agencies or foundations, CBOs carry out policies and delivery essential services to the local residents (Smith and Lipsky 1993; Gronbjerg and Salamon 2002). Secondly, through sitting on the boards of the local policy committees or conducting advocacy activities, CBOs also play a role of representing the local residents (Marwell 2007; Mosley 2009) and further negotiating decisions that are relevant to their community interests (Ostrander 2013). Thirdly, through engaging the local residents, CBOs provides a space for deliberation among the residents and further setting agenda of the community affairs (Chaskin 2001; Chaskin and Greenberg 2015). This conceptual framework not only enhances the understanding of the roles of CBOs, but also addresses how CBOs building different external relationships might influence the governance issues of the local communities.

The purpose of this study is thus to investigate the roles of CBOs in the context of governance. In particular, applying Chaskin and Greenberg's (2015) recent framework, this study will explore the roles CBOs in Taiwan and Hong Kong in terms of the extent of service provision and allocation, representation, and deliberation in the local communities. Following methods in Galaskiewicz's (1979) and Liu and Chan's (2015)

studies, we selected approximately 96 to conduct in-depth, face-to-face interviews with directors or top managers of each CBOs in four urban poor communities in both Taiwan and Hong Kong. Interview questions include organizational functions and basic information, advocacy and public policy participation activities, as well as their external relationships with governments, funders and other nonprofits. More specifically, given the information, our study examines to what extent do CBOs in Taiwan and Hong Kong play into these three roles identified in previous studies in the U.S. Also, we explore factors that might influences the roles of these CBOs in Taiwan and Hong Kong in terms of their resources and external relationships.

Preliminary results show that CBOs serve the roles of social service provision and allocation, representation, and deliberation, yet with variations of CBOs between Taiwan and Hong Kong. Furthermore, the extend to what CBOs have been involved into the policy making process or advocacy activities also vary depending on the resources, community influences of the CBOs and their external relationships with the government. This study hopes to provide further implications in community governance in the Greater China region through studying the CBOs in Hong Kong and Taiwan.

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# Exploring Factors that Influence Donations to Chinese Foundations

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## Abstract

Chinese foundations dedicated to multiple social courses, including education, health care, poverty reduction and so forth, have grown rapidly in recent years. As shown in Figure 1, by 2013 foundations of all kinds have been operating in every province in China's mainland. Donations are an important financial resources for foundations in China. Without stable private endowments and government financial support, most Chinese foundations have to collect donations and raise funds from wealthy individuals and organizations to finance their project operations. Public donors have a reasonable right to request information to guide their giving and to make sure that their money has been used in the designated way. Because of a series of recent scandals, public dissent has risen, particularly with regard to foundation's opaque donation collection and dispense. Therefore, it has become more important than ever to study the factors that influence the donations to Chinese foundations and take appropriate strategies and policies to ensure a sustainable growth in the future. Why some foundations received more donations than others? What did they do better? We intend to answer these question in this paper.

The main dataset for this project comes from the Research Infrastructure of Chinese Foundations (RICF) (Ma, Wang, Dong, & Li, 2015). In addition, we will retrieve data on other necessary information such as local economic growth, population, education level etc. from Statistical Year books. The analytical method to be employed to test our hypotheses is multilevel SEM model. Other statistical tools, if necessary, will also be employed to mitigate bias and ensure the robustness of the estimation results.

Figure 1: Geographic distribution of Chinese foundations in 2013



Data source: RICF (2015).

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# Celebrity Philanthropy in China: An Analysis of the Impact of Social Network on Philanthropic Engagement

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## Abstract

### **Research purpose:**

Celebrity philanthropy is a recent but widespread phenomenon in China. Despite its visibility, few data exist regarding factors at the micro level affecting celebrity philanthropy in China including Taiwan and Hong Kong. Additionally, none of previous studies have mapped charitable behavior across social networks using social network analysis. This paper addresses the gap by using a sample of Chinese celebrities in entertainment industry to answer three key questions: What are characteristics of Chinese celebrities engaging in philanthropic activities? What are the personal factors impacting celebrities' philanthropic engagement in China? How does social network contribute to celebrity philanthropy, and in what capacity?

### **Research methods and sample:**

Literature regarding the associations of philanthropic engagement with social network and demographic variables is reviewed, based on which relative hypotheses regarding the associations are proposed. The hypotheses are tested using a sample from "celebrity relationship database". There are 15054 entertainment celebrities with different nationalities and 92409 undirected relationships in the database. Data are captured from publicly available sources using custom Python code. 4710 (50%) individuals are randomly selected from 9420 Chinese celebrities in this study. Network centrality for each individual is calculated using network analysis with Gephi 0.9.1. Regression models are used to test hypotheses with SPSS23.0.

### **Findings:**

Gender, age, and social network effect contribute to celebrity philanthropy significantly. Females are more likely to engage in philanthropic activities, and philanthropic engagement increases in the early part of the life cycle before declining. Philanthropic behavior is both more prevalent and more likely to be shared among those at the center of the social network than among people on the periphery. Individuals who serve as the "bridge" of structural holes are more likely to have experiences of philanthropic engagement. Those who have more close or strong social ties are more likely to engage in philanthropic activities.

**Implications:**

The study demonstrates how celebrities' personal characteristics, particularly social network, should be valued in the process of mobilization of philanthropic engagement. It would be helpful for maximizing the star power of leveraging "fame" to raise public awareness of philanthropic causes and activities through media publicity.

# **Social Environment and Charitable Giving: Evidence from Multilevel Analysis in Japan**

Yu Ishida, Miyagi University  
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## **Abstract**

### **Background and Research Purpose**

A series of studies regarding charitable giving and its private and individual behavior have been done in many countries, especially a view point of western cultural environments. While large studies are seen regarding charitable giving in the wide range of disciplines in the western contexts as Bekkers & Wiepking (2010) describes, the articles considering the Asian contexts are not so many. Indeed, more actions regarding fundraising and cloud-funding have been taken at practice. Currently, the fundraisers are seeking triggers to drive people contribute to the nonprofits in the own cultural context. Thus, this paper aims to examine the context of local response to gain the clues for the practice field.

### **Prior research**

In Japan, several investigations have been implemented to grasp the individual charitable giving behaviors such as the Japan Fundraising Association (2012) as well as the research articles including Yamauchi (2003) and Ishida & Okuyama (2015). Regarding social environments which this paper will pay attention as the influential factor, Inaba & Yoshino (2016) and their colleagues are currently analyzing the impacts of social capital in a variety of social outcomes such as the economy, education (Tsuyuguchi, 2016), political and voluntary actions, and so on. They are, however, not examining charitable giving behaviors. And, some of other studies examines social contexts, but do not have a view point of multi-contexts such as individual factors and social environmental factors.

### **Data and Methods**

This paper uses the collected data over 3,500 individual response from 100 cities all over Japan after randomly sampling and sending 10,000 questionnaire sheets to households at the 100 cities and towns. The survey was implemented by the research project led by Professor Yoji Inaba as the primary investigator and the authors have been involving it (Inaba & Yoshino, 2016). This paper employs the multilevel analysis to identify the impact of individual factors and social environmental factors on the

charitable giving behavior especially regarding community development in order to utilize the advantage of the data.

### **Findings**

Firstly, this paper finds there are large gap of charitable giving behaviors among the cities. On the high end, more than 60 percent of people in a certain city contribute to the community development as the donors while less than 20 percent of residence give. Secondly, after running regressions of the multilevel analysis, this paper finds some individual factors to affect the individual giving as well as local context.

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# Does Religion Make the Good Samaritans in Contemporary China?

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## Abstract

With the rapid economic growth over the last three decades, Chinese people become richer and richer. However, individual's involvement in philanthropic activities falls far behind the income growth. At the same time, the Chinese society is becoming increasingly pluralist. Religion has revived among Chinese people. Previous studies have highlighted religion as an important contributor to individuals' prosocial behaviors in the western literature. However, given the different institution and cultural background in China, whether findings in extant studies is applicable, has not been much explored. In this paper, we aim to examine whether religion in China can cultivate people's philanthropic activities, especially the charity giving.

China differs from western countries at least in three respects in terms of the relation between religion and philanthropic activities. First, while many western societies are becoming increasingly secular, the number of religious adherents in China has kept growing rapidly in recent decades, as the collapse of the traditional ideology left many Chinese in a spiritual vacuum. Second, compared to many western societies, China is a secular country and religious adherents in China are a minority group. In addition, religion in China is often stigmatized in the official propaganda and is less organized due to the state regulations. Third, unlike many developed countries, most charity projects in China are operated by governments or government-affiliated organizations instead of independent foundations. Thus, many charity giving activities may not be involuntary and thus cannot reflect people's true level of altruistic tendencies.

In this paper, using a recent representative survey data, we find that religious people are more likely to make charitable donations and also donate more in monetary terms. Furthermore, by distinguishing voluntary charitable giving from government/employer-mobilized charitable giving, we show that the positive impact of religion manifested only in the former domain. We use several econometrics techniques to deal with the truncated nature of charitable giving data. In addition, by using historical distributions of religious sites in a respondent's city of birth as instrument variables, we test the robustness of our results using instrument variable analysis. To the best of the authors' knowledge, our paper is the first to systematically analyze the impact of religion on charitable giving among Chinese people. The study echoes an

emerging trend in studying the role of informal institutions such as religion in the formation of a civil society in China.

# **Mapping Social Economy Networks Self-organized on Social Media: Evidence from Facebook Groups of Civil Society in Seoul, South Korea**

Eunsun Lee, Korea University

## **Abstract**

While the term social economy has been widely attracting public attention since social enterprises emerged around the world, it has rooted in diverse social and cultural backgrounds. It has been well-known that European social economy has been developed by the third sector. In the United States, on the other hand, social economy has been considerably promoted by philanthropic culture, donation, and a venture friendly market. Despite that, inevitable development on social economy in Asian countries has not been systemically investigated yet. To fill this niche, this research aims to investigate the ecology of social economy by analyzing critical stakeholders and keywords embedded in self-organizing networks on social media.

Since Korean government enacted Social Enterprise Promotion Act for fostering and supporting social enterprises, a discourse on social economy has been proliferated quantitatively and qualitatively. For instance, rapidly growing numbers of social enterprises have expanded across national and regional boundaries to contribute to reducing poverty and/or environmental problems by spreading key strategies out. One explanation about this phenomenon is that government-driven policies have dominantly led social enterprise to the ecology of social economy. To cope with wicked problems such as unemployment, growing demands for welfare, and the widening gap between the rich and the poor, however, it cannot be underestimated that social activists and nonprofits also have facilitated development of social enterprise through building online and offline networks.

Using social network and contents analysis with social media data collected from Facebook fan page of the Seoul Innovation Park in which over 500 social enterprises are settled down, this research answers two research questions: (1) Who leads and develops a discourse on social economy in Seoul, South Korea and (2) What are the patterns and structures among stakeholders in self-organizing social economy networks. This case is critical and attractive to researchers and practitioners not only because the discourse on social economy has not been intentionally examined, but also because self-organizing networks on social media as social capital among stakeholders present a clue to the wicked problem of government-driven policies. By Analyzing the evolution of

self-organizing social economy networks within the Seoul Innovation Park, this research provides policy implications for other Asian countries with underdeveloped social economy and theoretical contribute to the field of public policy analysis and management.

# **Process and Outcome of Nonprofit Alliance: Case Studies from Ya'an Earthquake in China**

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## **Abstract**

Nonprofit alliance has characterized the dynamic of nonprofit sector over the past three decades. While much scholarly attention has focused on formation and evaluation of alliance, less is known about the processes of alliance. As regards the alliance process studies, one of the critical questions is whether the alliances could achieve their goals or dissolve before reaching the goals (Das and Teng, 1997). Nonprofit organizations in China have experienced a dramatic growth in number over the past two decades (Deng, 2013). In the Ya'an Earthquake in 2013, numerous nonprofit alliances emerged to join the disaster relief and recovery efforts. Through the frameworks developed by Das and Teng (2000) and Vangen and Huxham (2003), this study analyzes 11 cases of nonprofit alliances in Ya'an earthquake in China, and examines what factors influence the outcome and duration of the alliance process. Specifically, we employed media coverage, disaster relief briefings and program reports for literature review, and conducted multiple focus groups and interviews from July 2013 to October 2016 for field research. Our research demonstrates that nonprofit alliances with long-term orientation, resource cooperation, structural rigidity, and higher mutual trust, are more likely to carry on their goals or evolve for further cooperation. The dissolution of alliances before reaching their goals attributes to multiple factors. In addition, goal setting, governance structure, and trust management are correlated. Adjustments to the goal setting and governance structure may enable the nonprofit alliances to realize evolution. Engagement policy and fundraising policy of nonprofits exert indirect influence on the maintenance of alliances through resource allocation. This study contributes to our understanding the relationship between process and outcome of nonprofit alliance and provides implications for practitioners on improving the likelihood of successful alliance.

# Grassroots Mobilization: The Mechanism of Society Shaping State

ZHANG Jingwen, Tsinghua University

## Abstract

While researches on state-society relations recognize the dominant role of state control on NGO, less attention has been given to the agentic role of social forces in shaping aforementioned relations. Although the government management of NGOs varies in different ways, current study often presupposes the Chinese government has sufficient administrative resources to decide what kind of control they take. However, in grassroots communities, insufficient administrative resources and limited capacity impede the top-down control of neighborhood committees. On the other hand, NGOs gradually form the capacity to provide public services, mobilize residents to participate in community activities, to rebuild the interpersonal relationships in the community, to participate in community public affairs, and thus shape the state-society relations actively. By comparative case study, this paper summarizes six types of interaction between the neighborhood committee and the NGOs with three dimensions which are the strictness of neighborhood committee control, the mobilization capacity of NGOs and the involvement degree of consultation mechanism. This classification enriches the measurement of the "state-society" relationship at the micro level. It also shows that NGOs with higher mobilization capacity could formulize consulting rules in community. Such social organizations could provide public service and self-management capacity to residents. The analysis of six types further indicates that in the context of the "political and social separation" policy, neighborhood committee's goal is not to grasp the power and resources to manage residents directly, which aims at promoting mobilization capacity of NGOs, to maintain their own capacity to mobilize the residents indirectly, so that they can achieve the grassroots community governance and superior performance appraisal. Mobilization Capacity has become the core element of state-society relations in grassroots communities, also, the core political resource of NGOs in shaping aforementioned relations.

# Changes in Citizen Participation in Japanese Civil Society

Yuko Suda, Toyo University  
Koichi Hiraoka

## Abstract

The retrenchment of the welfare state led to a restructuring of the relationship between governments and the private sector. Japan is no exception and, as a result, has faced drastic policy changes, especially in the area of long-term care. The purpose of this study is to deepen the understanding of the impact these policy changes has on citizens' organized activities. It focuses on the 2016 revision of Long-Term Care Insurance (LTCI) system, which urged citizens to organize activities to support the frail seniors in their communities.

Researchers conducted interviews in the Tokyo from February–March 2016. The subjects were six local officers in charge of LTCI implementation and ten community members who led the voluntary activities organized as a response to the 2016 systemic revision.

The findings resonate with Putnam's seminal work (1996), which described the "strange disappearance of civic America." This study finds that those leading voluntary activities are primarily baby boomers, who were born between 1947 and 1949. After beginning "new voluntary activity movements" in the 1980s, they continued to be actively involved in volunteer and nonprofit activities. These range from supporting the underserved in the community to urging local governments to improve educational systems and anti-nuclear movements. As these baby boomers reach the age of 65 or older, they become more focused on developing a comfortable space and collaborating with those similar to them: those who are college graduates, middle- to upper-class, and hold white-collar jobs.

The study's observations lead to another interesting implication: all these voluntary activities emphasize residents' differing income brackets rather than reaching beyond that difference. In fact, the study found a striking difference between two municipalities with differing resident income levels. In a municipality where residents had a higher average income, the policy of the 2016 revision was being implemented. On the other hand, in another municipality, where residents had a lower average income level, the local government was having a hard time finding citizens willing to participate in the voluntary activities. This support the argument that Japan's social policy and the restructuring of the existing welfare state regime benefits middle- to upper-income citizens (Fujimura, 1998).

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# **Collaboration between NPOs and Governments in Time of Crisis: Findings from a Study of Funding Tornado in China**

LU Yana

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## **Abstract**

### **The Question**

On June 23, 2016, a powerful tornado struck Funing County in Jiangsu Province, China. Within minutes, it caused 99 deaths, 846 injuries, and 28100 homes to collapse. In China, NPOs have played an increasingly important role in disaster management; however, little research has been conducted on collaboration outcomes in disaster management between government agencies and NPOs. Drawing from the literature on collaborative governance and emergency management, this research will identify the major factors that can explain the outcomes of cross-sector collaboration in disaster management in China. Our study provides good lessons for risk management by showing the critical need for cross-sectoral collaboration in addressing the gaps in emergency management.

### **The Literature**

Salamon (1995) pointed out that government and NGOs have become partners. In a study of local government-nonprofit partnerships in emergency management, Gazley (2010) argued that both the structural and interpersonal qualities of partnerships can influence collaborative outcomes. Hu, Knox, and Kapuca (2014) found that intergovernmental coordination and integration of inter-agency communication systems can explain the performance of cross-agency and cross-sector collaborations in emergency management.

### **The Framework**

Drawing from the literature and our own field research, we identify four important factors which can influence the outcome of cross-sector collaboration in disaster management within the Chinese context: including the network, the mechanism, the information sharing, and the willingness of collaboration. Through a case study of tornado disaster in Jiangsu province, we will explore how these factors shape the collaboration outcomes between various public agencies from different levels of government and NPOs in the aftermath of Funing tornado.

### **Data and Method**

This research uses the case study method to investigate collaboration outcomes between government agencies and NPOs (Yin, 2008). We will analyze secondary data

collected from the media, news reports, and government documents. We will also conduct in-depth interviews with government officials and volunteers from NPOs who have participated in the relief operation. we have collected first-hand data through conducting interviews in Beijing, Yancheng city, Funing County.

### **Contribution**

This research contributes to the literature on collaborative disaster management by presenting an analytical framework to examine the collaboration between government agencies and NPOs in disaster management within the Chinese context. Our study also identifies the major factors which can facilitate or hinder the collaboration between the government and nonprofit sectors.

# **Nonprofit-Government Collaboration: An Empirical Examination of the Factors Associated with Trade Associations' Collaboration with Government in China**

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## **Abstract**

Nonprofit organizations have been increasingly working with government in service delivery and policymaking worldwide. Numerous studies have examined nonprofit organizations' collaboration with government in service delivery in China (Jing, 2008; Zhao, Wu and Tao, 2016). However, only a handful of studies have examined Chinese nonprofit organizations' role in advocacy (Zhang, 2015; Zhang and Guo, 2012). The tremendous economic growth in China since the reform and opening-up policy has transformed the Chinese business sector. Privately owned business and corporations have grown significantly. Trade associations, as representatives of corporate and business members, started to play an increasingly visible role in bridging government-business interactions (Zhao, Wang, and Thomas, 2016). This study will extend the literature of nonprofit-government collaboration by examining trade associations' collaboration with government in service delivery and policymaking in China.

Prior studies show that nonprofit organizations' characteristics are related to their collaboration with government and their participation in varying levels of advocacy (Child and Grønbjerg, 2007). Using data collected from 212 trade associations in Shanghai in 2011, this study examines the factors associated with trade associations' ability to provide services for the government, their effort to participate in the policymaking process, and their ability to influence government policies. Preliminary analyses show that the age of the trade association, the leader's background, the number of full-time employees, the share of professional staff, the membership size of the trade association, and the fundraising ability are associated with trade associations' abilities to provide service for government and engage in advocacy activities, respectively. The study also reveals variation in the ability of trade association to collaborate with government across industries. Theoretical and practical implications are discussed.

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# Japanese Government-nongovernmental Organization Relationships

Hitomi Sato, Tsinghua University

## Abstract

There are some models, typologies or theory of government-nongovernmental organization relationships which were developed in the past by western scholars, such as Gidron (1992), Salamon (1992, 1995), Coston (1998), Najam (2000) and Young (1999, 2000). However, instead of arguing these present models, most scholars studying Japanese government-nongovernmental organization relationships focus on the difficulties of maintaining equal relationships between government and nongovernmental organizations. They mentioned that a Japanese traditional idea, which the status of “public” is higher than that of “private” and so nongovernmental organizations are supposed to follow the government as a subordinate, becomes an obstacle against building equal relationship.

Yet, it seems that some nongovernmental organizations, which engage in international development issue, establish an equal relationship with the Ministry of Foreign Affairs. How did they build such an equal relationship with the government? What factors did help them keep the balance in Japan, where most people recognize that government is more dependable than nongovernmental organizations?

To examine the relationship between the nongovernmental organizations relating to international development issue and the ministry of foreign affairs, the dialogue system between the Ministry of Foreign Affairs and NGOs (NGO/Gaimusho teikikyogikai) from 1996 to 2016, in which they discuss the NGO support programs and the policy of Japanese Official Government Assistance (ODA) will be analyzed and the recent two year observation of the dialogue, interviews to NGOs, and other events such as reduction and reform of ODA , which occurred in the twenty years will be referred as well.

Consequently, it will be discovered how the nongovernmental organizations relating to international development issue built the equal relationship with the Ministry of Foreign affairs and what kind of factors keep them autonomous. Then, a specific partnership model will lead to be generated depending on the dialogue system between the Ministry of Foreign Affairs and NGOs.

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# **The Effect of Volunteer Activities on Psychological Well-being in People with Physical Disabilities: Evidence from a National Study in South Korea**

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## **Abstract**

Volunteering has been shown to be beneficial to the volunteers in their personal and social life. Previous studies have found that volunteers experience improved subjective well-being after volunteering activities (e.g., Meier & Stutzer, 2008; Binder & Freytag, 2013). The volunteering process model (Wilson, 2012) suggests that one may choose to volunteer to achieve the positive outcomes, as a volunteering program is effective as an intervention for enhancing the well-being of people suffering from psychological or physical difficulties. For example, the elderly experiencing sense of loneliness or meaningless are more likely to experience positive well-being effects of volunteering (e.g., Greenfield & Marks, 2004). Also, in Hong Kong, Parents of people with intellectual disabilities achieved positive change in the protective factors of social resources and meaning of the life after joining the volunteer program (Wong, Fong, & Lam, 2015). Despite the rapid development of intervention programs for the disabled in South Korea, only a single study (Choi, 2004) has focused on individuals with mental illness to examine the beneficial effects of volunteering. As a result, the effectiveness of volunteering on individuals with physical disabilities remains underexplored.

The research question is straightforward: For individuals with physical disabilities, does volunteering increase their happiness? To address this question, we will apply Propensity Score Matching that allows the causal interpretation of the results with the secondary data. The data of the study are drawn from the 2014 Korean National Survey on the Disabled. With the final sample of 3,437, we first will estimate propensity scores of the disabled volunteers by running a logistic regression analysis. Based upon the estimated individual PSs, we then will apply different types of matching techniques to achieve similarity with observed background characteristics. This will compose matched subsets in which each matched subset contains one individual from the treatment group (i.e., volunteers) and one or multiple individuals from the control group (i.e., non-volunteers). Last, weighted regression analyses with the matched data set will be applied to estimate the effect of volunteering on life satisfaction among the disabled.

This study will shed light on the understanding of the protective role of volunteering can play for individuals with physical disabilities in the face of adversities. The findings of this study will also provide context for more tailored interventions and policies aimed at promoting the well-being of individuals with disabilities.

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# Is Volunteering a Real Benefit for Health? Evidence from Analyses of Treatment Effects

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## Abstract

Numerous previous studies have found a positive correlation between volunteering and health, and inferred that volunteering could be a benefit for individuals' health. A few studies have used longitudinal datasets or adopted instrumental variables to explore the causal relationship, while some issues, such as self-selection bias, are still not addressed well.

Using a dataset from a national representative survey in urban China, this study adopted several treatment effect approaches (including propensity score matching, nearest neighbor matching, and coarsened exact matching) to detect the net effect of volunteering on individuals' self-rated health. Analyses of different treatment effect approaches all show that volunteering has some pure positive effect on self-rated health after dealing with the issue of self-selection bias. It means that after conditioning on the covariates, on average, the treatment group (individuals' who volunteered in the last 12 months) has a higher self-rated score than the control group (individuals' who did not volunteered in the last 12 months).

The estimated coefficients from all the three treatment effect approaches are consistent with each other (all are about 0.13), and are smaller than the estimated coefficient (0.16) from normal multiple regression analysis. Though the difference between the coefficients from treatment effect approaches and normal multiple regression is relatively small, it still provides some evidence of upward bias by normal multiple regression on the positive effect of volunteering due to the biased self-selection process of volunteering. In a word, these findings show that volunteering is a real benefit for health, but the beneficial effect is usually overestimated when the issue of self-selection bias exists.

# Volunteerism and its Health Benefits to the Elderly in Japan

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## Abstract

The number of volunteers has been steadily growing since the 1995 Hanshin-Awaji Earthquake in Japan. Moreover, just fairly recently, the government has implemented the policy "Ichioku sou katsuyaku syakai" which means "Dynamic Engagement of All Citizens". The Ministry of Health, Labor and Welfare also promotes a "Community Care System" and with such, more can be expected of volunteers for encouraging preventive healthcare in each community. According to "An Aging world: 2015" by the US Census Bureau, Japan is currently the oldest population of the world with 26.6 per cent of its population aging 65 years or older. Moreover, the longevity and the healthy life expectancy is forecasted to be longer in the future (Cabinet Office, Government of Japan, 2015). Thus it can be expected that older adults would have much more opportunities to engage themselves in volunteer work.

The concept of "volunteerism" is originally unique in this country. Volunteering in Japan means completely unpaid work and has been being done in order to have better harmony with the community (Wilson, J., 2012, Taniguchi, H., 2013). This means that Japanese people, including even older adults, tend to volunteer merely for the purpose of improving their well-being by making their own networks, and they never feel that it is burdensome in any way even if it is unpaid work (Taniguchi, H., & Marshall, G A., 2016, Matsushima, M., & Matsunaga, Y., 2015). In line with this, it may be necessary to divide volunteer work between "formal care" and "informal care" (Smith, SH., Stebbins, RA., and Grotz, J, 2016). It can also be useful to consider "Informal help" and "Care" as part of equation (Hank, K., 2008).

This presentation aims to analyze the transition of the socioeconomic status of Japanese volunteers at a later point in their lives. The author uses datasets from "2005 Japanese General Social Survey (JGSS)", "2010 JGSS", and "2012 JGSS". The hypothesis is based on literature such as Einolf and Chambre, 2011, Tang, F., 2008, Duty, S., Donder, L D., Witte, N D., Buffel, T., Jacquet, W., & Verte, D., 2014. This study contributes to 1) increase the number of adult volunteers, and 2) share this idea of a community-based care by older adults with other aging countries from the viewpoint of welfare.

# In Search for An Organizational Identity of Social Enterprise in China: Unpacking Institutional Influence

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## Abstract

### **Introduction**

Organizational identity is crucial to organization development. We use qualitative methods to interpret how social enterprises in D City, China respond and enact their organizational identities. Based on 18 samples, within case analysis yields discrete prominent factors on organizational identity, and cross case analysis leads to the emergence of a theme.

### **Narrative description**

Vaguely depicted to meet a double bottom line principle, social enterprises face an intransigent question of “who are we”. Organizational identity is “central, enduring, and distinctive” to an organization (Albert & Whetten, 1985). Organizational identity largely determines what an organization does, and what an organization does reflects and shapes the organizational identity. This social construction process is demonstrated in how organizations interact with and respond to their stakeholders and environment. This study aims to explore how social enterprises manage their missions, strategies, operations, and communications to enact the social enterprise concept (Young, 2001). Social enterprise in this study is defined as nongovernmental social service organizations with commercial revenue (Dees, 2006).

### **Methodology**

The case study is pertinent to investigate a social phenomenon and its context. We use multiple holistic case design in this study. Cases were selected based on maximal variation sampling. Transcripts were coded and analyzed using NVivo. We use within case analysis to typify in-depth accounts of the examined dimensions, and we use cross case analysis to identify themes and propositions (Miles, Huberman, & Saldana, 2014).

### **Conclusion**

We find there are two streams of understanding of social enterprise. One stream embraces value over strategy but only implicitly. The other stream refuses the legitimacy of commercial strategy even though they have a pragmatic justification for their actual engagement in commercial strategy. Both are not helpful to organizational identity construction and enactment of social enterprise.

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# Process of Social Enterprises Building Cognitive Legitimacy in China

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## Abstract

The ultimate goal of business is becoming social enterprise', which was claimed by Jianlin Wang, the Chairman of the Board of Dalian Wanda Group, in '2016 China Brand Forum' on November 8th, 2016. At that time, the word 'social enterprise' grabbed China's official news headlines. Afterwards, this concept was blooming in China and the public were aware of it gradually. Actually social enterprises are a specific type of organizations which primarily pursue social mission while engage in commercial activities to sustain their development (Battilana&Dorado,2010; Galaskiewicz & Barringer,2012; Hoffman, Gullo&Haigh,2012) Since 2004, social enterprises have been sprung up throughout China. After a decade, social enterprises obtained the unprecedented development in China. Especially, they dedicated in solving diverse areas' social issues, which include food safety, traditional cultural inheritance and environmental protection. Besides, they have become the main strength to promote social innovation and development.

Organizational theorists have argued for a long time that for accessing to core resources, organizations comply more readily with those multiple constituencies that they depend on, and they will serve constituencies' demand. The external actors of organizations will exert institutional demand on the social enterprise. But social enterprises contain the well-established categories of business and charity (Austin, Wei-Skillern& Stevenson, 2006), and they can not be recognized as nonprofit organizations nor business corporations. Therefore, they are hardly obtaining the commercial capital investment because social enterprises may put the social mission ahead of business mission. Otherwise, they achieve social mission through commercial activities. These hybrid logics cannot be accepted by the third sector (Pache&Santos,2010).

Social enterprises contain the well-established categories of business and charity can not be recognized as nonprofit organizations nor business corporations in China. The existence and approach of social enterprises function illustrate an interesting conceptual question that how they can gain cognitive legitimacy. To solve this problem, we choose four social enterprises cases from Guangdong, Shanghai and Hangzhou to explain their legitimacy building behaviors in the perspective of social network by

multi-case study. We find that social enterprises try to cooperate with various kinds of organizations including enterprise, nonprofit organizations and government departments in its different development stages. We also find that over time, by maintain relationships with its stakeholders in diverse intensity, social enterprises try to build a moderately fragmented network to reduce the institutional logic conflicts, which make them to gain cognitive legitimacy. This research has implications for understanding the development of social enterprises and highlight the central role of network governance in successfully operation of it.

# Models and Strategies of Social Enterprise in China

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## Abstract

During the historical development of traditional charities towards nonprofit sector, three important entities have performed important functions, status groups, professionals and the state (Dimaggio & Anheier, 1990). Driven by these three entities, the nonprofit sector transformed from charitable organizations to voluntary organizations and then to third party government. Currently, the market becomes the most crucial entities underlying the development of nonprofit sector, and the social enterprise emerged as a new organizational form of the entities consisting of nonprofit sector (Tian, 2016). Alter (2004) proposed 11 types of models of social enterprises, which was applied by scholars to examine the development of social enterprise in different cultural contexts like US, Taiwan and Hong Kong (Cooney, 2011; Cheng & Wang, 2010; Chan, 2006).

This paper examines the transformation of nonprofit organizations towards social enterprise organizations, and the factors underlying the transformation. Different models will be identified through the application of Alter's typology to the Chinese context with a particular focus on the relationship of the SE organizations to the government. Alter's typology mainly focuses on different input-output flows between the social enterprise and umbrella organization, market, target population and business sector with regard to finance, service and products. This article argues that the state plays an important role during the nonprofit sector changing towards social enterprise, particularly in a strong-government context like China. This article will enrich Alter's model by considering the factor of state as a critical player in models of social enterprise in China.

Supported by National Philosophy and Social Science funds, this study applies a comparative case study approach to three cities of Yangtze River Delta of China. The selected cities (Huangzhou, Nanjing, Shanghai) reflect different government-market-civil society configurations offering natural variation in local approach.. Data from primary data collection (expert interviews with organizational leaders) and document analysis of organizational operational material and local NGO policy are used to examine the transformation of non-profit organizations to social enterprise organizations and the relationship between the SE organization and government. We argue that local NGOs are embedded in the local context, and that emerging social enterprise models reflect

variation in government openness to the civil society. Government openness is characterized by two dimensions, (1) government regulations on NGOs including registration, supervision and other regulations such as fund raising or management practices, and (2) government funding system and practices and related between government and NGOs. Additional factors reflecting the openness of local government is related to the way the government seek its legitimacy which is influenced by the central- local government relation and local social, economic and cultural context.

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# **Embedded Structure, Resource Mobilization and Contract Performance: An Empirical Analysis from Outsourcing Social Service Delivery in China**

YANG Bao, Chongqing University

## **Abstract**

Present studies mainly explain contracting performance from institutional perspective, such as “contract management” and “interorganizational network”. However, it is extremely difficult to understand a strange phenomenon why there are striking differences in contracting performance among different communities under the same institutional conditions. This paper analyzes the project operation process of three typical cases in C city, and proposes the “resource attribution” of contracting performance. This study finds that: (1) Outsourcing has created social service network which transcends the “contractor-employer” binary relationship and embeds many social service resources. Mobilization ability of nonprofit organization directly affects contracting performance. (2) There are correspondence relationships between embedded structure and resource mobilization in the social service network, which means mobilizing authoritative resources with the strong tie between government and nonprofit organization and mobilizing free-floating resources with the weak ties supported by structural embeddedness. (3) When embedded failure leads to insufficient resources, nonprofit organization relationally make a “scarecrow phenomenon” as a landscape to respond to the ambiguous performance evaluation from government. This paper provides an important perspective for understanding contract performance, and it has the guiding significance for improving social service contract performance.

# The Influence of State-market Ambidexterity on Performance of Social Organizations in China

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## Abstract

An increasing number of scholars focus their research on the development of nonprofits in China. In the state-society relations research, the literature has highlighted the influence of distinctive institutional environments on the nonprofits development in China. A substantial body of research suggests that, the authoritarian government used to restrict nonprofit organizations. It suggests that the most of nonprofit organizations are semi-governmental, and they can't be survival without the support of government under the background of "Strong State and Weak Societies". Another stream of research underlines market foundation of civil society development in China. It is argued that market-oriented economic reforms over the past three decades have triggered remarkable economic growth and made Chinese society more pluralistic, which establish the resource and cognitive foundation for the nonprofits development.

From the organizational perspective, all organizations-profits or nonprofits are embedded within state and market environments and thus are subjected to constraints from both environments. They can be seen as situated along a continuum of relative embeddedness in the market or the state, and characterized in terms of their primary institutional locus. This study attempts to analyze the characteristics of Chinese nonprofits in the perspective of the organizational ambidexterity. Organizational ambidexterity refers to an organization's ability in its management of the tension between two distinct capabilities, as people being able to use both hands adroitly. Thinking in this way, the adaption to political and market environments of Chinese nonprofits can be regarded as the ambidexterous. Consequently, these nonprofits pose an interesting question to organizational theory and state-society relations research: What is the performance effect of ambidexterity strategy on organizational level for the nonprofits in China?

In order to address this question, we used a database of Chinese foundations, and proposed the balanced and combined effects of state-market ambidexterity, and explores the relationships between state-market ambidexterity and the nonprofits performance. The regression results support our predictions and show that combined

effect is positively associated with nonprofits' performance, while balanced effect is negatively associated with it.

This research could make two potential contributions. First, viewing state–market ambidexterity as a bundle of adoption strategies of nonprofits in China, we contribute to the literature by linking two kind of institutional logics of civil society development. This contrasts with the relatively one-sided emphasis on state control or market base. By viewing governments and markets as a paradox, we move beyond the traditional either/or thinking and articulate the both/and nature embodied in state-market ambidexterity.

Second, by empirically test the influence of state-market ambidexterity on nonprofits performance, this research will identify critical success factors of nonprofits and help them to manage their institutional environments, which may provide managerial and policy implications for future civil society development in China.

# The Reciprocity of Financial and Social Performance in Social Enterprises: Evidence from MFIs

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## Abstract

### Introduction

The recent phenomenon of achieving both financial and social goals simultaneously within an organisational structure points to an attractive intervention approach that addresses the unmet social needs of communities in the form of social enterprises. In the area of poverty alleviation, an example of social enterprises is microfinance institution (MFI). As a hybrid organisation, an MFI is characterised by how it pursues both its social mission of reaching out to the poor as well as its financial goal of reaping profits to support its social cause and even provide financial returns to its investors. Within an MFI, social value and commercial revenue generation are interdependent, such that the integrated hybrid model produces social value and commercial revenue through one unified strategy. The vectors of social value and commercial revenue creation can reinforce as well as undermine each other. A positive correlation between financial and social goals is plain and obvious, especially in many of the case studies of successful social enterprises. On the other hand, a negative correlation may surface in the form of tensions and mission drift at the organisational level or even crisis such as the scandals of mass defaults as seen in the “2010 Andhra Pradesh Crisis”. Therefore, the social and financial goals can be both complementary as well as conflicting.

### Description

This study aims to explore how the dual mission of hybrid organisations such as MFIs interact over time and how the prioritisation of logics affects their performance. The data used is downloaded from the MIX market ([www.mixmarket.org](http://www.mixmarket.org)), which is a data hub for MFIs and supporting organisations from 2005 to 2012. We have three research questions:

- 1) Does the financial performance of an MFI leads to better future social performance.
- 2) Does the social performance of an MFI leads to better future financial performance.
- 3) Do the reciprocity relations vary across different types of MFIs in terms of their profit status (i.e., for-profit or non-profit)?

The understanding of the interaction of financial and social performance has important implications for different stakeholders. First, it enables managers of social

enterprises to understand the potential effects of prioritising one logic over the other and the resulting implications for managing dual goals over time. Second, it assists the suppliers of capital to appreciate the financial and social implications that are associated with different profit status and thereby enable them to select the structure best suited for their objectives.

# **Human Resource Management System in National and International NGOs in Bangladesh: A Comparative Study**

Mokbul Morshed Ahmad, Asian Institute of Technology

## **Abstract**

According to NGO Bureau Report there were 22,000 NGOs in Bangladesh in 2016. These NGOs were engaged in a number of activities including adult education, capacity building, childcare, community development, early childhood development, education, entrepreneurship, health, job creation, research, rural development, and the empowerment of women and young people. In recent years, there has been an explosive emergence of Non-governmental Organizations (NGOs) playing major roles in development activities. NGOs are usually engaged in development and poverty reduction work at local, national and global levels.

This paper investigates the extent to which HRM differs between National and International Non-Governmental Organizations (NGOs). A Control-Commitment Continuum consisting of several HRM dimensions is proposed. To test to what extent HRM systems and specific practices in National and International NGOs differ with respect to commitment-orientation, use is made of a panel of 3 National and 3 International NGOs and 150 respondents of mid and management level employees. Contrary to what is generally believed, we find that HRM in National level NGOs is more control-oriented than in International NGOs.

Research in the field of human resource management (HRM) has demonstrated that the shaping of HRM practices depends upon factors, such as the sector in which activities are undertaken social service strategy and organization size. Small organizations usually face impediments structuring HRM practices because they lack the time, money and employees to formalize these issues.

This article picks up two priorities identified by the researchers. The first priority is to analyze the staff opinions about their organizational management. The second priority covering quality benefits available to help employees in improving their human resource capacity. The present study explores the effects of NGO types in HRM in Bangladesh. The research question in this study is whether HRM practices in National and International NGOs differ on the Control-Commitment Continuum. Hypotheses are formulated on the influence of types of NGOs on both the HRM system and a range of HRM dimensions. These hypotheses are tested using data collected from the employees of National and International NGOs in Bangladesh.

# **Salary Curse and Employee Turnover in Nonprofit Sector: Evidence from China National Survey 2014**

YANG Bao, Chongqing University  
WANG Bing, Northwest A&F University

## **Abstract**

This study examines the effect of salary on employee turnover intention in nonprofit sector in China. Based on career aspirations and image theory, as work experience grows, career orientation would be clearer. Meanwhile, the effect of value identification would be reduced, whereas the importance of material interest would be increases. So we hypothesize that salary has positive effects on turnover intention only when the level of value identification is low. Using 500 samples from China national survey 2014 in nonprofit sector, the article find that: (1) For the whole samples, both salary and value identification have effects on employee turnover intention in NPOs. (2) The effects of salary and value identification on turnover intention are moderated by work experience. For those working less than five years, value identification has a negative impact on turnover intention while salary has no significant impact. For those working more than five years, salary has a positive impact on turnover intention while value identification has no significant impact. (3) The gap between expected salary and real wage is the mediator variable that explains the effect of salary on turnover intention. People with more than five years of work experience tend to have higher salaries, smaller salary gaps and stronger turnover intention. We use “salary curse” to describe the phenomenon that senior staffs with high salary are more likely to leave NPOs. salary curse is rooted by the low-level development of China's nonprofit sector, in which senior staffs are pessimistic about the sector development. The paradox of the higher salary and the stronger turnover intention hinders the development of nonprofit sector. Due to the limitations of the survey, the conclusion may not apply to Foundations, GNGOs and other types of nonprofit organizations.

# How Clients Trust Volunteers Versus Paid workers: An Experimental Study

LI Xiaoqian, LIU Qiushi  
Tsinghua University

## Abstract

Previous research has shown that clients have a higher affect-based trust in volunteers compared to paid workers (Hoogervorst, Metz, Roza, & van Baren, 2016). However, it is still not clear how clients trust volunteers and paid workers in other dimensions such as competence. It has been suggested that paid workers are often perceived as more professional and competent (Netting, Huber, Borders, Kautz, & Nelson, 2000; Hoogervorst et al., 2016). Would clients trust more in paid workers than volunteers on their competence especially for high-skilled services? The present research was therefore set out to investigate if and how clients' trust in volunteers and paid workers differs in other dimensions as well as with different service types.

With a 2 (worker type: volunteer vs. paid worker) × 2 (service type: high-skilled vs. low-skilled) between-subject design, we conducted a survey experiment in Tsinghua University. Four different versions of scenarios were designed, varying in whether the service was provided by volunteers or paid workers, and whether the service was high-skilled or low skilled. The dependent variables trust measurement with three dimensions of perceived competence, perceived benevolence and perceived honesty was adapted as and separately analyzed in the current research. We hypothesized that participants would in general perceive more benevolence from volunteers than paid worker, but for high-skilled services, participants would perceive more competence of paid workers than volunteers. 200 graduate students were recruited online, and randomly divided into four groups. Each group of participants were asked to read one scenario and answer the following questions in 9-point scales.

As expected, the results showed that participants perceived higher benevolence from volunteers than from paid workers. However, no difference was found on perceived competence as well as perceived honesty between paid workers and volunteers for either high-skilled services or low-skilled services. In addition, it was found that in comparison to high-skilled services, participants perceived higher competence, higher benevolence and higher honesty of both volunteers and paid workers when they provided low-skilled services. The present results suggest that regardless of service type, clients' trust in volunteers and paid workers only differs in the perception of their

benevolence, which is consistent with previous findings that clients have a higher affect-based trust in volunteers than paid workers, but not in the perception of their competence and honesty. Implications and limitations of the present study are discussed.

# **Does Discrepancy between Expectation and Satisfaction Affect Turnover Intension of Non-Profit, Public and Private Employees?**

Kwang Bin Bae, North Carolina Central University

Hyungjo Hur, The Ohio State University

Kyujin Jung, Korea University

## **Abstract**

Using data from the 2014 Graduates Occupational Mobility Survey (GOMS) conducted by the Korea Employment Information Service, this study analyzes how intrinsic and extrinsic expectations correlate with the choice among public, nonprofit, and profit employment. This study finds that whereas community college and university graduates with intrinsic expectations are more likely to choose jobs in nonprofit or public sectors, those in the private sector seem to value extrinsic expectations. We also analyze the turnover behavior of employees in each sector. This study contributes to studies on turnover by adopting the concept of discrepancy between perceived job expectation and actual job satisfaction. Job discrepancy is defined as a difference between what people value, need, expect, desire, or have and what they experience, perceive, or feel in their employment roles (Chang, Johnson, & Lord, 2009; Edwards & Parry, 1993; Porter & Steers, 1973). We attempt to examine the effects of 1) discrepancy between intrinsic job expectation and satisfaction, and 2) discrepancy between extrinsic job expectation and satisfaction on turnover intention of public, non-profit, and private employees. This study finds that both intrinsic and extrinsic discrepancy between expectation and satisfaction positively affect turnover intention behaviors of non-profit employees. Furthermore, the result shows that extrinsic discrepancy is a more significant factor on non-profit employees' turnover intention than intrinsic discrepancy. The discrepancy between extrinsic job expectation and satisfaction explains public employees' turnover intention.

# Leading with Limited Authority: An Empirical Study of Leadership Style on Volunteers Effectiveness

LIU Ying, WANG Zhe  
Renmin University of China

## Abstract

Given the significant number of organizations that rely on volunteers to provide labor in the process of society governance, it is essential to explore the role of leadership in reaching volunteers' maximum potentials. The current study aims to examine the importance of leader's identity in the contexts that both leaders and followers are volunteers, and to investigate the effects of leadership styles on motivated behaviors of volunteers.

The sample consists of more than 400 volunteer leaders and followers in a central city of China. Semi-structured interview questions were asked to get the volunteers' perception on different leadership styles. Based on previous theory and interview analysis, we developed a hypothesized model to address the relationships among leadership styles and volunteers' working effectiveness. Paired survey data from both supervisors and followers were collected to examine the direct and indirect relationship addressed in the model, and we proposed the following hypotheses: (1) leader identity would affect leadership styles among volunteers; (2) four different leadership styles (human-oriented, task oriented, authentic, and charismatic) would lead to difference level of motivated behaviors (e.g. proactivity), which in turn impact communication styles and quality; (3) leadership styles would affect performance and work engagement; (4) motivated behaviors mediates the relationship between leadership styles and the outcome variables; (5) Perceived fairness moderates the relationship between leadership styles and motivated behaviors.

The findings could capture the leading and motivating process among volunteers, and could identify the most critical impact factors on volunteer task performance and work engagement. Practical implications are provided to leaders in the nonprofit areas where not much authorities are involved.

There are limitations of the study. First, the sample size was relatively small and was not geographically representative of nonprofits across China. And the instrument was a collection of multiple measures developed for the for-profit sectors.

# Public Service Motivation of Volunteers: A Look at the Last Half-Century of Research

WEI Na, LIU Ying  
Renmin University of China

## Abstract

Public service motivation (PSM) is one of the most enduring constructs in the public management literature. Articles on PSM appeared frequently in many major public management and public policy journals both in China and across the whole world. Today, interests in PSM research remains keen, and the topic has also attracted vigorous discussion from researchers and practitioners in the field of volunteer management. The purpose of the current study is to take stock of public service motivation of volunteers (PSMV) research, reviewing both the theoretical models and empirical investigations, to map the historical tracks of related research and show how they tend to cluster.

We will examine published theoretical and empirical research over the last 50 years from all the core journals that are published in Chinese and English. We then examine the abstracts of these journal publications with regard to the study's theoretical framework, research context, methods and data analyses, and modeling of antecedents, outcomes and processes of PSMV. Iterative process will be used to develop our coding scheme, moving between the published abstracts and the theorization of the topic. Coding will be performed using EZ-Text (Carey, Wenzel, Reilly, Sheridan, and Steinberg, 1998). Frequencies will be calculated to capture the prevalence of different research perspectives, and the social network analysis will be conducted to investigate patterns among the codes to see if particular methods were tied to particular theories.

The findings could provide evidence of a prototype design in PSMV research, and capture both the contributions and limitations of the first half-century of public service motivations among volunteers. The current study could also compare different methodologies Chinese scholars use to those of international scholars. Finally we conclude with a discussion and agenda for future research from different perspectives.

# Is a Volunteer a ‘New Citizen’? A Case Study on a China NGO's Volunteers and Their Social Assistance Practices

CUI Haiyan, Shanghai University

## Abstract

Is there a civil society in China? Although some argue that while there is not ‘a civil society’, there is ‘the germination of a civil society’, many academic works have been employed to explore the NGO(s), even it has been questioned rationally: could NGO be an ideal represent of the civil society? Those works explored NGOS from diverse perspectives such like the relationship of the ‘state-society’, social capital and strategies of organization. Rare attention had been on the civility (gong min xing) or citizen disposition (gong min jing shen). Let’s take social capital for example to see the importance of civility research. The social capital might lead ustake action together, but it could not determinate the direction of the coaction. Hence this case study on volunteers.

This paper argues that citizenship is a Bourdieu-style social relationship and considers civility as consequences of social practices, emphasizes the dimensions of norms, practices, meaning and identity rather than the legal provisions. Therefore, in some extent, study on citizenship needs to jump away from the simply theoretical political dimension, and pay more attention on empirical research and filed work.

From 2014 to 2017, the author interviewed 58 volunteers who come from all over the country and have different status. Each of them has at least 10-months voluntary activities within D organization to help Chinese pneumoconiosis patients. By exploring their voluntary practices, we found that effective social assistance practices mostly rely high on professional skills , knowledge and good communicating tactics especially the understanding of civil rights and multi -sectors’ social responsibilities. Theoretically, this provide plenty opportunities to cultivate a civility for volunteers, but in fact, two dimensions (kinds) of citizens were both obviously manifested. One is mostly influenced by the discipline or ruling from state power, ‘the traditional nice person’, they seldom care about political or public issues. The other is the ‘civil right defender’ who tend to have reflective practices and value the self-governance, and usually be alert to the state power disciplining However, the latter one is still lack of sufficient capacity to mobilize in a large scale currently. Education is a sensitive approach to create a new citizenship culture, especially the peer education among volunteers who are involved in professional social projects.

# **A Qualitative Analysis of Pathway toward Social Entrepreneurship from Volunteering**

XIN Hua, Tsinghua University

## **Abstract**

Under the social background of intensively promoting public entrepreneurship and innovation, many researchers discuss social entrepreneurship and volunteering, but the field is still fragmented and rarely explored. In the society of China, volunteering plays an important role in the initiation and development of social entrepreneurship. However, the theoretical explanation about the significance of volunteering in the development of social entrepreneurship is still lacking. Thus, this research aims to shed light on the connection between volunteering and social entrepreneurship, which is a both theoretically and practically important subject in modern China.

This article is exploratory research, which focuses on the research of entrepreneur spirit and entrepreneurship practice based on the framework of the volunteering process that identifies three stages (antecedents, experiences, consequences). Through in-depth interviewing of 26 social entrepreneurs with volunteering experiences, this article applies the research methodology of Grounded Theory in a three-level coding process, which based on the interview documents, the transition from volunteering to social entrepreneurship consists of three phases: the intervention phase which mainly includes significant events and organizational arrangements, the experiencing phase which consists of a spirit of delight, self-exploring and knowledge accumulation, and the social entrepreneurship phase with its characters of ‘spirit delight to sharing good’, ‘knowledge accumulation to occasion trigger’. It focuses on the qualitative analysis of volunteering occasion and the process of entrepreneurship, abstracts the codes of occasion, process, personality and etc.; and then forms a story line which consists of “fortuitous model” and “Inevitable model”. Therefore, research that relates to social entrepreneurship requires integrating theory and practice, or value and self-interested perspectives. It’s the main points that the paper tries to explore the connection between individual volunteering experience and social entrepreneurship.

Finally, the mechanism of pathway from volunteering to social Entrepreneurship was discussed in the paper. With the findings, there will be some implications for the policymaker to formulate and implement national wide Entrepreneurship and voluntary service policy, procedures and program to encourage the youth to get involved in volunteer work according to the findings in current China.

# **The Two Faces of Political Embeddedness: Fundraising Performance of Charitable Organizations in Emerging Economies**

Ni Na, Shenzhen University  
Weiting Zheng

## **Abstract**

Political connectedness is a widespread global phenomenon (Faccio, 2006). Management research has identified performance benefits associated with being connected to the state. However, recent studies demonstrate downside of political connectedness where connected insiders engage in value misappropriation detrimental to organizations. Therefore, it is puzzling how such dual sides of political connectedness are perceived by organizational stakeholders, which in turn influence an organization's resource acquisition and performance.

We investigate the under-researched phenomenon of political connectedness for charitable organizations, asking the question: how does political connectedness influence charitable organizations' fundraising performance? We aim to address the duality of political ties by arguing that politically connected charities are not equally attractive or risky, as political ties are created through a variety of channels and connected to different political actors and institutions. We draw on the political embeddedness perspective (Michelson, 2007; Okhmatovskiy, 2010) to show that, political ties formed through different channels exhibit differing levels of attractiveness and liability, which in turn creates divergent influence on fundraising performance of charities. Furthermore, this variance is, in turn, contingent on several factors.

We examine the heterogeneity of political ties and charities' fundraising performance using panel data of 2054 Chinese charities for the period of 2005-2012. Our findings highlight the distinct impact of organizational and personal political ties, showing that political embeddedness through formal government affiliation has a strong positive effect for charities' fundraising performance, whereas no effect is detected for personal political ties established through board members. The positive effect of government affiliation is relevant for both foreign and domestic donors, but stronger for domestic donors. Moreover, politically connected charities attract more donations from foreign firms if they are more visible than those that exclusively focus on local communities.

Our study makes several contributions to the literature of political ties. First, we contribute to the research on political ties by distinguishing ties created at different levels of the organization and showing their divergent impact on organizational

performance. Second, focusing on both the benefits and costs of political connectedness from organizational stakeholders' perspective, our study highlights the contingent nature of political connectedness. Third, our finding that political ties in the non-profit context are not universally beneficial in emerging economies enriches our understanding of the conditions in which political connectedness is beneficial to organizations.

# Fundraising in Japan: A Decade of Challenge

Takako Nakajima, Osaka University of Commerce  
Tamaki Onishi, University of North Carolina at Greensboro  
Takayuki Yoshioka, Okayama University

## Abstract

### **Background:**

Securing funds is a challenge that every nonprofits face around the world. Nonprofits in Japan are no exceptions, consistently seeking for effective fundraising strategies. For example, adoption of innovative tools has captured much attention among practitioners in the recent years (Salamon 2014, translated into Japanese in Kobayashi 2016). Despite ample reports of individual cases and analyses from the perspective of individual donors (Japan Fundraising Association 2015), we lack a comprehensive picture of fundraising in Japan from an organizational perspective. Despite long history of charitable fundraising in Japan (Imada 2006), academic research on fundraising is still at an early stage (Onishi 2005). Our paper aims to capture the changing trends of fundraising as well as challenges that Japanese nonprofits have faced in the past decade.

### **Research Questions:**

First, what is the status of nonprofit fundraising in Japan today? For example, how many organizations have in-house fundraisers? What techniques do they use? Second, how has the status of fundraising changed in the past decade? We compare our findings with results of a survey conducted with common interest twelve years ago (Onishi 2005). Given the development of fundraiser trainings and available techniques/tools today, we aim to capture the changing landscape of nonprofit fundraising in Japan.

### **Data and Methods:**

A team of international researchers and practitioners developed a questionnaire based on several resources, including the Nonprofit Research Collaborative's Nonprofit Survey Studies and Onishi (2005). As we intend to expand this project as comparative studies with United States and other nations, US-based scholars (Wolfgang Bielefeld, Melissa Brown, and Dwight Burlingame) were involved in this process. Our chief of Japanese researchers conducted an online survey in November 2016 and compiled response data. Participation was sought in two major listserv of nonprofits in Japan: CANPAN and NOPODAS. Responses were provided from 1,755 nonprofits active in Japan.

**Findings:**

Analysis of basic statistics are currently underway. As preliminary findings, we found that 29.39 percent of responding nonprofits have fundraisers. In 24 percent of them, representatives of the board play the role of fundraiser. Given the complex and diverse legal status among Japanese nonprofits, we apply cross analyses by legal persons and field of activities.

**Implications:**

Findings from this study provide direct hints for necessary policies and interventions in strengthening fundraising in Japan. We hope to learn what implications the findings have for other Asian nations at this ARNOVA conference, and to encounter interested scholars for future cross-country comparison.

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# How Does Online Fundraising Platform Promote Public Donation in China?

XU Wenwen, China University of Mining & Technology

## Abstract

At present, one of the problems for the development of Chinese NPOs is the lack of public donation resource. In accordance with “China Charity Donation Report (2015)” which was released in December, 2015, 70.72% of the charitable donation in China is from enterprise and industry while only 16.38% from public. For one thing, NPOs do not prefer to public donations because they are lower in individual amount and more difficult in management. For another, the motivation for public donation is negatively affected by the defect in creditability of Chinese NPOs.

Against this background, with the development of Internet technology, the newly appeared Online Fundraising Platform indicates some possibilities in overcoming the obstacles for public donation. The first 13 fundraising platforms recognized by the government were publicized by the Ministry of Civil Affairs on 22nd August, 2016, among which Tencent Online Fundraising Platform aroused wide concern due to its high efficacy in fundraising. Hence, it would be of great significance to further study promoting mechanism of online fundraising platform in public donation with Tencent Online Fundraising Platform as the sample.

Finding and improving the influence factor of public donation is the root of promoting public donation. So how Online Fundraising Platforms improve the influence factor of public donation is the main content of promoting mechanism of online fundraising platform in public donation. Based on the above analysis, we need to go through three steps to answer “How does Online Fundraising Platform promote public donation?”. The first step is creating the framework of influence factor of public donation which contains influence factors as many as possible. The second step is studying how Tencent Online Fundraising Platform improves the influence factors in the framework. The third step is analyzing the similarities and differences between Tencent and the other online fundraising platforms and generalizing the Promoting Mechanism of Online Fundraising Platform in Public Donation.

The conclusion is that based on the advantages in information transmission, payment system, economies of scale in fundraising and the professionalism of fundraising, the Online Fundraising Platform can improve lots of influence factors including Policy Environment, Charity Atmosphere, Public Values in Donation, Well-knownness and

Credibility of NPOs, Costs and Benefits of NPOs through reducing the cost of obtaining information and donation of public, enhancing the transparency of charity projects, promoting the spread of fundraising information and cooperation among NPOs.

# Involuntary Donation – An Empirical Study in Shanghai, China

XU Jialiang, Shanghai Jiaotong University  
Greg Chen, City University of New York  
HAO Bin, LU Yungpin, Shanghai Jiao Tong University

## Abstract

In recent years, natural disasters such as earthquakes and floods have repeatedly harassed multiple regions of China, threatening lives and livelihoods. Although philanthropy has become an important source of financial support, studies, especially on the willingness of charitable donation is still very scant. This paper investigates policy relevant variables on involuntary donation, using structured interview data. The sample is randomly selected from all sixteen administrative districts in Shanghai, with a population of more than 20 million people in 2013. The survey collected 1048 questionnaire returns wherein 1030 are usable, with an effective rate of 98.28%. Thirty-six relevant variables representing donor satisfaction with fundraising events/environment, donor concerns with beneficiary and fundraising information, purposes and forms of donations, sponsors of fundraising event, and key demographics are included in the study are correlated to the propensity of involuntary donation and policy relevant information are extracted to inform future decision making. The study shows donations under external pressure increase the likelihood of involuntary donation. The quality of fundraising event, media sponsorship, donation to healthcare services, donors being religious, and high income are associated with willingness or voluntary donation. Conversely, concerns with the proper use of the fund raised, when fundraising activities were sponsored by governments or enterprises, the lack of transparency of fundraising activities, and the restriction to only cash donations are associated with high propensity of involuntary donation. From a policy perspective, the study suggests that future fundraising should be conducted in more information-transparent and de-bureaucratic fashion with diversified donative options (money vs. non-monetary contributions).

# Research Trends in Nonprofit Graduates Studies in China: Based on 2000-2014 CNKI Dissertation and Theses Data

YANG Li, BAI jing, ZHANG Na, Beijing Normal University  
YOU Fei, Beijing Municipal Social Development Office

## Abstract

The nonprofit research has become a fully fledged academia area and shown a growing interdisciplinary research trend in the universities of Europe and North America since the late 1980s (David Lewis, 2014; Micheal L. Shier and Femida Handy,2014). How about it in Chinese universities? This article examines the growth of the academic study of the formal nonprofit (Social organization or Shehuizuzhi in Chinese) sector in China by focusing on dissertations and theses written between 2000 through 2014.Using keyword and subject search, we find and examine 4,727 abstracts available in the CNKI Dessertation and Theses database. There has been an increasing number of theses and dissertations since 2000. Thematic analysis also found five main themes although emergent themes showing a little different from those in English context:

- (a)Resources(human and financial);
- (b)Organizational effectiveness and performance;
- (c)Organization development(context, process, and culture);
- (d)Intra-organizational context(leadership, structure, etc.);
- (e) Interaction and collaboration(with other organizations, government, Communist Party of China, etc.).

Findings also demonstrate an emerging interdisciplinary field in the study of the formal nonprofit sector in China. Trends across the 15-year time span relating to provinces/ municipalities/ autonomous regions of origin, theme, and subject are explored and discussed.

# Chinese NPO Registration and Other Legitimation Pathways

David Horton Smith, Boston College; ICSERA  
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## Abstract

Most people are aware that Post-Mao China now has the world's second largest economy in terms of GDP. Fewer are aware China also has the second largest Nonprofit Sector (NPS) in terms of numbers of Nonprofit Organizations (NPOs). Few also are aware of the complexities of the NPS in China, or of how much the Chinese NPS has changed in the past few decades---especially since 1988-1989, when new government NPO Regulations were issued that legitimated NPOs as a special type of organization in Post-Mao China, now usually termed "social organizations" in Chinese. Even more changes have occurred in the past several years, with loosening restrictions on pathways to some legitimation for aspiring NPOs, especially the recently permitted listing of new NPOs with local MOCA offices.

This paper presents a "grounded" NPO Legitimacy Pathways Theory that explains how Nonprofit Organizations (NPOs) in Post-Mao China seek government acceptance or alternative kinds of legitimation by pursuing various approaches (pathways) in a somewhat ordered temporal sequence. This theory, developed by the first author, emerged mainly from qualitative interviews with founders/leaders of a diverse, purposive sample of 50 NPOs in China (84% from Beijing), and also from prior research by others. The small minority of all NPO leaders in China who seek formal legitimacy apply initially for registration at the Ministry of Civil Affairs (MOCA), but seldom receive it. Some founders/leaders then drop their NPO legitimation ideas and stop seeking to be an NPO. Others decide they do not need formal legitimacy and continue their NPOs informally, even though unregistered NPOs (USOs or Unregistered Social Organizations) are technically illegal. Alternatively, the founders/leaders of many aspiring NPOs, especially social service (nonprofit, paid staff-based) agencies, continue their quest for formal legitimacy.

Many groups register commercially as for-profit companies that operate as NPOs, even though this too is illegal. The founders/leaders of many other NPOs seek affiliation with a non-MOCA organization as a formal patron (sponsor) that already has a legitimate government affiliation. If neither of these pathways is successful, some NPO leaders find alternative, often tricky or "shady," ways of re-applying for MOCA registration (for instance, doing so in Hong Kong, where requirements are less stringent). Other NPO leaders may take the easy way out in the past several years, and simply "file"

or record their existence with local MOCA offices, which provides minimal legal recognition. The effectiveness of this approach is as yet unclear.

# **To Visualize Nonprofit Organization Research in China: A Co-Citation Network Analysis**

XU Chengxin, Rutgers University-Newark

## **Abstract**

This research will provide a visualized bibliometric review on the development and research edges of studies on nonprofit organizations in China by co-citation network analysis using CiteSpace, a java based software for bibliometric analysis. The scope of literature covered in this analysis entails all studies from Web of Science (WoS) about NPO research in China (indexes covered by WoS: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH, BKCI-S, BKCI-SSH, ESCI, CCR-EXPANDED, IC).

As nonprofit research in China is new and growing, scholars in this field should be particularly interested in learning the path and trend of their major research area. In *The Structure of Scientific Revolutions*, Thomas Kuhn proposed the development of science as a process of developing and overturning scientific paradigms, which requests firstly the understanding of current research landscape and major theories. Thus, systematic reviews are necessary to clarify the structure of knowledge, core theories (or even paradigms), and unsolved questions.

Scholars use different types of systematic literature review to capture the structure and cutting edges of certain discipline, and co-citation network analysis provides the field with a significantly different tool, taking advantage of more and more accessible literature databases and information technology. Small (1973, 265) maintained that “networks of co-cited papers can be generated for specific scientific specialties”. Conceptually, co-citation means one study has been cited in different articles in a certain time period. The analysis aims to collect all highly cited studies in the field of NPO research in China, and to visualize a network with nodes (studies co-cited by other papers) and clusters (a bunch of studies cited by others, classified by common terms or keywords). In this analysis, central studies and highly cited articles will be identified, and top research areas under the topic of NPO in China will also be recognized. In addition, the visualization will be presented in a chronological way, which help us to discover the cutting-edge research trends in this field. An example of citation network produced by CiteSpace can be found in the Appendix. It is believed that is research will provide scholars a more clear way to understand the path and trends of NPO research in China, and in turn, discussions are to be initiated about the gap between NPO research in China and that in other, especially, western countries.

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# Community Foundations: A Literature Review

Hyung-Jin Lee, SungKonghoe University

## Abstract

This literature review is a preliminary work to explore and develop models in Korea, as well as further studies for Asian countries, on the one hand, to build information network or online/offline clearing house such as European Community Foundation Initiative, one the other hand.

Community foundation is one of the fastest growing forms of nonprofit organizations during the last decade in the United State. In 1990, approximately 328 community foundations have been established in the U.S and the numbers have more than doubled in 2014 (approximately 763 community foundations), according to Foundation Center statistics. Worldwide, the number of community foundations has grown throughout the international communities. According to Worldwide Initiatives for Grantmaker Support, a total of 1,441 community foundations have been identified in 51 countries and the number of the foundation have globally grown by 21% since 2005.

In Korea, there are largely two kind of community foundation: public supported community foundation and government supported community foundations in terms of where resources come from as well as who govern the organization. The first one is similar to US community foundation model in sense that they are categorized as public charity rather than private foundations because they raise funds from many people rather than a person, a family, or a company. However, it is not given favorable legal treatment such as greater tax deductions for donors than other philanthropic organizations.

Although the study on community foundation is not as many as other nonprofit organizations, there have been a number of studies so far empirically and theoretically regarding issues of legitimacy and accountability, role and function, civic engagement and civil society, governance and board of directors, relationship between trustees and CEO & staff, efficiency, performance and effectiveness, leadership, decision-making behaviors and processes and so on. Thus, this study will review, analyze and compare them whereby they will be classified. By doing so, it seeks to find clues and implication for models fitted to the historical and cultural contexts in which they work.

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# How Does Institutional Pressure Effect Supporting-non-profit Organizational Development in Shanghai and Taiwan?

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Rui Chuan Yu, Third-Sector Study Center (Institute of Public Welfare Development)

## Abstract

Non-profit organizations have been developed over two decades in China. More and more social organizations have been developed to take social responsibilities. Supporting-non-profit organizations play an important leadership role in the progress which not only make social organizations coming true, but also facilitate them from “A” to “A-plus” (Brown & Tandon, 1990; Brown & Kalegaonkar, 2002; Connor, Kadel-Taras, & Vinokur-Kaplan, 1999; Wu, 2013). They provide consultant and training services for other social organizations, especially to connect with new policies, laws, and regulations (Kilby, 2008; Smith, 2008; Snyal, 2006; Xu, 2010). People all understand this issue and usually would like to follow the big trend of the industry. However, rear people discuss the relationship between these governmental system and social organizational management through development perspective(Matthew & Wesley, 2010), based upon the Chinese academic journal literature reviews (Hey, 2012; Liu, 2012, Wu, 2013; Zhang, 2012). How does institutional pressure effect supporting-non-profit organizational development? Institutional pressure theory has been studies since 1983 (DiMaggio & Powell). The finding supports that organizational leaders have to consider institutional pressure before making the decision for the organizational development. Based upon the key, three dimensions have been proved by North (1990), Scott (1995), and Kostova (1997) continuity and used in different sectors of organizational development.

This research is a mix-method study which has three steps. The first step focuses on the definition and functions of the supporting-non-profit organization through literature reviews. There is not any comprehensive study doing the comparison of this kind of NPOs between Western and Eastern. Doing the questionnaire survey by using institutional pressure model (Scott, 1995; Kostova, 1997) from 10 different support-non-profit organizations (5 organizations coming from Shanghai and Taiwan) is the second step. To consider the different institutional pressure, doing the research between Shanghai and Taiwan could give us a better chance to find out the differences. These supporting non-profit organizations are all success in local as well as have been worked for several years. The last step is qualitative research. 10 interviews would have

a chance to understand what institutional pressure meaning for all of them and what the reasons are behind the data.

The research team has completed first step of the study. The second is going to finish and the third step would plan to complete in early March. Data analysis would be done at the beginning of April as well as the full paper. Researchers are looking forward to find the conclusion of how strong institutional pressure effect supporting non-profit organizations' developments and how these ten organizations face the pressure, especially when the new laws continue releasing. The results of this study could use for organizational development not only for the supporting non-profit organizations, but other non-profit organizations and the government for better society building.

# Organizational Scope and Capacity

Khaldoun AbouAssi, Nadeen Makhoulf, Long Tran  
American University

## Abstract

Existing literature indicates that scope and capacity can separately impact organizational performance. This paper examines the correlation between organizational capacity of nonprofit organizations and the scope of their work, and their impact on organizational performance.

Organizational capacity refers to an organization's ability to fulfill goals and perform effectively (Christensen & Gazley, 2008; Eisinger, 2002). Organizational capacity is a multidimensional concept, comprised of human resources, financial resources, and information resources (Chen & Graddy, 2010). As Sowa et al. (2004) note, the operationalization of organizational capacity makes is a concept comprising of both "processes" and "structures" that is critical to the overall functioning of an organization. Organizational capacity has significant implications for service provision (Eisinger, 2002; Fredericksen & London, 2000); with adequate capacity, organizations won't be able to deliver services or effectively administer projects over time; consequently, public policies risk failure since these services are often contracted out by government agencies.

Performance can also be impacted by the organizational scope. A narrow or broad scope has different effect on social or economic performance (Porter 1985). In organizational ecology (Hannan & Freeman, 1977), generalist organizations depend on a wide range of environmental resources, thus maximizing exploration but meantime increasing risks. On the other hand, specialist organizations depend on specific environmental condition, or within narrow range of environmental resources, thus reducing exploration but maximizing security.

In this paper, we aim to examine the correlation between organizational scope and capacity, their separate impact as well as interaction effect on organizational performance. To do so, we rely on a panel dataset of environmental nonprofit organizations in Lebanon. The data includes various variables of 1) scope (geographical operation and domain of work); 2) capacity (human, financial, and information resources); and 3) performance (number of projects implemented, number of beneficiaries reached, and organizational effectiveness assessed by the extent to which an organization can respond to its beneficiaries' demands (Eisinger, 2002), and involvement in the policy arena).

We expect that organizations with narrow scope (more local and specialists) will have limited organizational capacity and a low number of beneficiaries and will be less involved in the policy arena, but might have more projects and be more responsive to demands from beneficiaries. In comparison, we expect that organizations with broad scope (national and generalists) to have a strong organizational capacity, more projects, and a high number of beneficiaries, and to be more involved in the policy arena, but might be less responsive to demands from beneficiaries.

# **An Empirical Study on the Impacts of Organizational Innovation on Performance of Nonprofit Organizations Based on QCA**

CAI Yuanqing, Renmin University of China

## **Abstract**

Organizational innovation is particularly important as the soft power of nonprofit organization. This paper disclose that the improvement of performance of nonprofit organizations depends on the combination of different elements of organizational innovation instead of the strength of an element in organizational innovation; and the strength of organizational innovation elements in different nonprofit organizations varies. Based on 23 tertiary hospitals in Beijing, it employs qualitative comparative analysis to make an empirical study of the impacts of organizational innovation on performance of nonprofit organizations. The study proves that the main factors to promote performance of nonprofit organizations are the combination of different elements of organizational innovation, including product innovation, process innovation and management innovation.

# **Does Context matter for Resource-Acquisition of ENGOs to Influence Corporations? Evidence from China**

ZHANG Yi, University of International Business and Economics

## **Abstract**

Along with the rising of cross-sectorial alliance of NGO-corporation, NGOs play a key role in cross-sector relationship, they are not only being chosen by corporation but also having power or capability to choose cooperator and exert influence on them. Concerning how to externally control organization, RDT and stakeholder theory's approach is that power(of interdependence) matters, the alliance formation is motivated by exerting influence to or modifying partner (Shumate and O'Connor 2010) with controlling resources accompanied by power.

Frooman's (1999) and Jemie's (2006) NGO-centered researches contribute to furthering understanding of action of NGO by linking strategy choice with the typology of interdependence power unbalance around inter-organization. But one important question has been ignored or untouched that how NGO change the imbalanced power relationship if firm power dominates the relationship. It is better to go back to the original point that RDT highlights that organizations is active one, attempt to manage their external dependencies or to control or reshape the environment, taking action by employing diverse strategy (Aldrich and Pfeffer 1976, Hillman, Withers et al. 2009). Resource acquisition is one of the directions when organizations react to given situations, if we refer to resource in a broader way.

Cross-sector collaboration scholars investigate the generalized strategy and behaviors of organizations but typically do not question the context underpinnings of resource acquisition of NGO. What kinds of resource and what access to resource provided either effectively or ineffectively with institutionalized logic in context became the more central issue. As such, Cross-sector relations research needs propositions about the ways in which context factors constrain the structure of organizations (partner) and the behavior of organizational participants, including the resource acquisition.

Two variables are selected to categorize situations which shape the resource acquisition strategy of ENGO, embeddedness and autonomy, respectively refers to the nature of state control (Ho 2007) and organization's freedom to formulate and pursue a self-determined agenda without undue external pressures, wherever the pressure comes from (shaoguang Wang, 2006).

To ENGO, the institutional context where the state dominated society of China is of characters, categorized control and priority assignments of Central government, the extent to which ENGO embedded with the state agency varies from extreme value to another shape the resource acquisition strategies of ENGO to influence corporation, differed enough along key dimensions to allow us to test. Most cross-sector research use case study, in that the resource acquire process was not well-enough understood to develop a survey and collect quantitative data. I follow the convention and use comparative case study to address the issue, collecting qualitative data by interview.

# **A Narrative Inquiry on Self-transformation of NGO Workers of Post-1980s Generation in Beijing**

SUN Guoyuan, Lingnan University, Hongkong

## **Abstract**

This is a narrative research on values and behavior transformation of NGO workers born in 1980s. Its problematics is to understand the phenomenon that since 1990s there are a small proportion of post-1980s generation youth choose to work in the field of NGOs as fulltime workers in the context of rapid economic development and the dominant cultures of regarding earning money and becoming rich or gaining stable and decent jobs as success. It inquires that the social context for their career choice and the impacts of their work on their values and behaviors. The research questions are: how post-1980s NGO workers negotiate with dominant cultures such as developmentalism and de-politicalized youth culture as well as the everyday practice of NGOs? What values and behaviors have they formed and reformed.

By collecting 10 life stories of post-1980s NGO workers in Beijing, this research explores their values and behaviors in the childhood and teenager period, their college period engaged in volunteering and the period of working in NGOs. With the theoretical lens of “figured worlds” by Dorothy Holland (1998), this research argues that: on one hand, it is through working in NGOs as fulltime workers that they have gained more self-understanding, self-development, more critical understanding on social issues and more social engagement for social justice. On the other hand, the everyday practice of some NGOs do not encourage learning diverse intellectual resources, critical thinking and debate and tends to analyze the social issues with simplified and dualistic ‘mainstream/alternative’ (NGOs/non-NGOs) lens which unintendedly builds the obstacles for NGO workers’ self-transformation.

# **Understanding the Role of Volunteerism in Government Performance: Evidence from Public Manager and Citizen Perspective in South Korea**

No Won, Arizona State University  
Kyujin Jung, Korea University

## **Abstract**

Social impacts of volunteerism have been widely studied – it is believed that volunteerism could strengthen connection between community members, increase attachment and awareness in the communities, and understand more about the importance of participation. In contrast to the US, volunteerism and service sector in Asian countries are in the promising stage yet. Still many social problems are expected to be solved by the traditionally centralized government, rather than finding solutions from collaborating with other sectors. Utilizing volunteers is sometimes challenging to public managers because there is often lack of long-term volunteers who are well-trained, and/or there is no time/resources to train new volunteers. Thus, public managers commonly find it time-consuming to work with volunteers, particularly, when there is an urgent need of efforts in natural disaster responses. In this regard, we question what role volunteerism plays in the process of governments' emergency management.

This study tests the impact of voluntary actions in emergency management on 1) government performance and 2) future intentions to volunteer in the context of emergency management. Again, we hypothesize that citizens' experiences in voluntary actions and civic engagement, i.e. volunteering at the natural disaster sites, cash or necessary material donations, and being involved in volunteer organizations, are positively associated with 1) the perception of government performance and 2) future intention to volunteer. In addition, we propose that the relationship between the experience of volunteering and the intentions to volunteer in the future is mediated by perceived government performance. Having involved in the natural disaster recovery processes, citizens have opportunities to interact with the government either directly or indirectly.

In order to test theoretical considerations, the 2016 National Survey on Emergency Management, officially conducted by the Korean Institute of Public Administration, is used. A total of 1,600 citizens and 200 public managers were randomly selected, and the survey was administrated through two stages: sample selection and survey

administration. The analysis results of generalized linear models present strong statistical evidence supporting the notion that citizens' voluntary actions in disaster response and recovery play a critical role in enhancing government performance of emergency management. More interestingly, there is a significant difference between public managers and citizens' perspective to the mediating effect of government performance in the association that citizens' experience on voluntary actions have a positive effect on the future intentions in future disasters.

# Exploring the Motivation and the Involvement of Volunteers: A Study of Chinese Youth Volunteers

XIN Hua, Tsinghua University

## Abstract

Unlike the situation of universal volunteer service in western countries, the main group of volunteer service in China is young people. Therefore, it is of great theoretical and practical significance to study the motivation and incentives of young volunteers. Using data collected from 4279 young volunteers aged between 18 and 34 in China was investigated through network survey tools, we conducted a study on motivations of Chinese youth volunteers to analyze the relationship between motivations and involvement of volunteers. The paper explored the types of youth volunteers' motivations, as well as the relationship between the motivations and the volunteering involvement under the social context of China within the framework of Self-Determination Theory and Function theory.

By factors analysis the volunteer participation motivations fall into four categories such as endogenous self-interest, exogenous self-interest, endogenous altruistic, exogenous altruistic etc. The result shows that there was a positive correlation between endogenous self-serving, exogenous altruistic volunteer motivations and job satisfaction. There was a negative correlation between the self-interest and the altruistic volunteer motivations and job satisfaction.

Furthermore, it has been tested in the paper that the relationship between the time length of volunteering and the types of volunteers' motivation, and the relationship between the satisfaction of volunteers and their volunteering projects. In addition, the report also by connecting the macro system of social context and micro individual motivations, the paper compared the different types of motivation related, combining with China's community volunteering organization to explore the environmental factors, as well as related volunteering documents of social policy.

Draw on the above analysis, the paper put forward to the condition and volunteering dynamic mechanism, with which the volunteers' extrinsic motivation could turn into their intrinsic motivation. And theoretical and practical implications of the study are discussed in the end. To this end, it should be aimed at the needs of young volunteer groups to carry out relevant work. For example, the design of volunteering policies should be from the point of view of endogenous self-interest and exogenous altruism to guide and encourage volunteering.

# **An Effective Honeycomb-shape (EHS) Model for Governing Charities: An application of EST and QCA Method**

HUANG Qiang, Renmin University of China

## **Abstract**

This study was conducted in order to build an effective dynamic model for governing charities. According to the data from Master Card, 53% of Asia Pacific citizens donate to charity and this makes it much more sensitive for donors likely to lose confidence if charities were not well governed. The study reviewed 15 Annual reports (from 2001 to 2015) by the Commissioner of Charities (COC) published by the Ministry of Culture, Community and Youth of Singapore, found that during the 15 years period, the average annual growth rate of income of all charities was 12.4%, while in the same duration, there were only 11 violation cases processed by COC, all the cases were under control in short-term. It meant that the governance practice on Charities in Singapore were effective. In line with this facts, the study adopted Ecological System Theory (EST) and built the Effective Honeycomb-shape (EHS) Model for Governing Charities. The model is a dynamic one which can explain the growth progress of donors in a decade or life time with the intersection between sub-systems in the model. The study also made reference to Japanese information on governance of charities. EHS Model is a generic model which can be adopted by other Government in its country to improve the governance of Charities. The study further examined the 11 violation cases occurred in Singapore and found the critical independent variables and paths leading to the violation cases by application of Qualitative Comparative Analysis (QCA) method. It will be helpful for authorities to tighten governance on the critical variables to save public resources.

# Examine the Female Path to Leadership Positions in Chinese Nonprofit Organizations Introduction

XIE Ming, University of Nebraska at Omaha  
PANG Minghui, Beijing Sport University

## Abstract

### Introduction

Women's role in today's organizations is increasingly important. Gender diversity represents the organizations' capacity to sustain continuous innovation, competitiveness, and responsiveness to change workforce demographics. However, many women still face barriers when seeking to advance in their organizations. Moreover, most of the attention regarding the female leadership has been paid to the business area. Compared to business sectors, previous studies found the greater proportions of women in full-time and mission-critical positions in nonprofits (Mastracci & Herring, 2010). In contrast, according to the Nonprofit Compensation Report released by GuideStar in 2014, the number of female nonprofit CEOs is decreasing while a pay gap between men and women in the nonprofit sector persists.

Besides the U.S., the development of nonprofit organizations has been a global phenomenon. Although the definition and operation standard of nonprofit organizations is different in different regions and countries, it is necessary to understand and analyze the similar issue in different context.

Eagly and Carli (2007) examine why women's paths to power remain difficult to traverse and argue that women face barriers which are more like a labyrinth rather than "a glass ceiling." The labyrinth conveys the idea of a complex career journey with obstacles along the entire path, not just prior to attaining that top spot.

### Research design and method

This research will explore the qualities and experiences that contribute to women's leadership and advancement in nonprofit organizations in China and explore different influencing factors on women's advancement in the unique Chinese social-economic and cultural environment. The research questions are:

RQ 1: Is gender in nonprofit organizations an impediment for advancement to a leadership position?

RQ 2: How is the finding relating to the position of women in nonprofit organizations pertain to cultural and social biases?

The research will conduct a survey and a questionnaire to identify the influencing factors, and interview six female leaders including CEOs, committee members, and board members of nonprofit organizations in China. Based on the interpretive phenomenological approach (IPA), this study explores different influencing factors on female leadership.

By outlining the challenges and opportunities confronted by female leaderships in decision making level, the purpose of the phenomenological study is to describe the situation of female leadership of nonprofit organizations in China, to offer concrete advice that can be taken to move more women into leadership positions, and to offer empirical evidence for further research and comparison.

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# **Service Provider? or Government Partner? The Roles of Neighborhood Associations in Urban Governance**

Jung Wook Kim, University of North Texas

## **Abstract**

Neighborhood associations serve residents in metropolitan areas as mediators and conduits to local government officials. Although some existing literature examines the importance and activities of neighborhood associations in urban governance (King 2004; McCabe 2011; van Houwelingen 2012), there is still much to learn about the roles of these associations. This research considers neighborhood associations in Seoul, South Korea and examines the local ordinances encouraging their civic roles of the associations. The research uses 2016 survey data from board members of neighborhood associations to shed light on their and roles in urban governance. Our findings show that the roles of neighborhood associations are extending into areas such as service providers and partners. The factors that facilitate these roles are especially important to understanding local governance strategies.

# **Dispensing Justice to the Poor: The Village Court, Arbitration Council and NGO Mediation in Bangladesh**

Mokbul Morshed Ahmad, Asian Institute of Technology

## **Abstract**

Some NGOs in Bangladesh work with people whose lives are handicapped by extreme poverty, illiteracy, lack of knowledge regarding their rights. Women are more vulnerable especially in the rural areas where in some cases husbands are unable to support the family in the face of increasing landlessness, unemployment and illiteracy. The resultant tensions and frustrations are often vented in assaults on wives, the most accessible victims. With multifaceted activities some NGOs strive to bring about a positive change in the quality of life of the poor and disadvantaged people of Bangladesh. For example, providing legal aid to poor litigants to safeguard their fundamental rights through judicial system, conducting mediation, or protecting women's rights, NGOs play a significant role in empowering women.

This article is based on interviews with NGO managers, clients, local leaders and lawyers, judges at the district level working on legal issues of poor women. It shows how the NGOs are making a positive impact on the lives of the rural mass by providing legal aid and mediation. It will also show how they are helping women in particular through economic empowerment. Likewise, the Village Court and the Arbitration Council are also capable of imparting justice to the doorsteps of the rural people and thus making a positive impact on their lives. Keeping this in mind the article assesses the importance of Village Court and Arbitration Council and how they can benefit the rural mass in the whole of Bangladesh even in the absence of NGOs. It is noteworthy to say that by re-activating the Village Court and the Arbitration Council not only the rural people will benefit by amicable settlement of dispute locally, it will also empower them socially and economically. The Arbitration Council and the Village Court give opportunity to the people to locally settle their grievances without going to the formal court. This saves them from harassment, unnecessary economic expenditure and waste of time.

# **Legitimacy, Worthiness and Social Network: An Empirical Study on the Key Factors Influencing Crowdfunding Outcome for Nonprofit Projects**

YE Shihua, ZHOU Huiquan  
The Chinese University of Hong Kong

## **Abstract**

Crowdfunding opened up new opportunities for nonprofits to mobilize resources in the increasingly competitive world. Systematic knowledge regarding key factors linked with funding outcome is lacking, making it hard to offer practical suggestions to help nonprofits launch successful crowdfunding campaigns. In this study, we looked at 109 nonprofit campaigns on Tencent Philanthropy, one of China's largest nonprofit crowdfunding platforms. We investigated to what extent demonstration of legitimacy, arguments for worthiness and social network influence campaign outcome. Results show that Chinese donors do not care much about the organization's legal status or accountability measures. Demonstration of organizational competence, the use of concrete personal stories in the pledge, and to offer low risk solutions (such as direct cash and in-kind assistance) are linked with campaign success. Comparing with the pledger's own social network and marketing capacity, viral network and viral marketing are more important in crowdfunding.

# **From Whose Service to Purchase to Whose Service Citizens Trust More: An Experimental Study on How Citizens Trust NPOs and For-profit Organizations in Government Procurement**

LI Xiaoqian, LIU Qiushi  
Tsinghua University

## **Abstract**

During the recent decade, more and more public services in China have been outsourced by government. The outsourced public services are mainly carried out by NPOs and for-profit organizations. When a service could be provided by both NPOs and for-profit organizations, how to decide whose service to purchase is still an unsettled problem for government purchasing services. The present research looked into this issue from a novel perspective that how differently citizens trust these service providers. Do people trust NPO more (or less) than for-profit organizations? Furthermore, do citizens trust service providers differently under different conditions? For instance, does the service type moderate citizens' trust to service providers? Are citizens' trust to service providers influenced by their roles of being service clients or not?

By a 2 (service provider: NPO vs. for-profit organization) × 2 (service type: low-skilled service vs. high-skilled service) × 2 (service clients: yes or no) mixed experimental design with service provider and service clients as two between-subject factors and service type as a within-subject factor, we conducted a survey experiment in Tsinghua University. Four versions of questionnaires were designed. In each version of the questionnaire, two scenarios about university purchasing services were included, with one scenario for low-skilled service condition and the other for high-skilled service condition. Different versions of questionnaires varied in whether the services were provided by a NPO or a company, and whether the services were to be provided to the participants' own university or some other university. Questions about participants' trust to the service providers were asked after each scenario. The trust to the service providers was measured from three well-defined dimensions as perceived competence, perceived benevolence and perceived honesty in 9-point scales. Besides, participants were also asked to indicate to what extent they would like to support the university purchasing the service from the service provider in each scenario. 200 graduate students were recruited online, with 50 students for each version of the questionnaire.

These overall findings suggest that even though NPOs and for-profit organizations could provide similar services, people have a slightly higher trust to NPOs in terms of

their benevolence and honesty, and they place a more conservative trust to service providers when they are the service clients.

# How Efficient is Statutory Body in Policy Implementation? A Transaction Cost Approach

Man-Fai Lee, Renmin University of China

## Abstract

Through the transaction cost (TC) approach, this paper's objective is to examine the institutional design of one of the nonprofits – statutory bodies in Asian countries, particularly Hong Kong (HK) and Singapore. I would illustrate that the organizational choice of statutory body is more efficient than government bureau and private corporation in terms of operational autonomy and policy implementation, taken the development of West Kowloon Cultural District (WKCD) in HK as an example.

New institutionalism aims at developing a positive theory of the agency design. This paper asks two questions. First, how do different institutions, including nonprofits, affect policy? Second, how do politicians design institutions that implement policy?

Based on Horn (1995), I would introduce TC analysis into the abovementioned three organizational settings and examine the contractual relationship among the public, government and legislators. The development of WKCD, which is a nonprofit project aiming at establishing a vibrant quarter of arts and culture, furnishes us with a relevant scene to examine the relationships. In fact, the HK Government has been developing the WKCD since 1990's with organizational form shifting from private corporation to statutory body controversially. Moreover, debates on governance, staffing, funding, land use and current controversy on public consultation demonstrate the contractual dynamics among the public, government and legislators, i.e. intertemporal distribution of benefits among stakeholders, election and support to legislators, as well as accountability and control over administrators, etc.

This paper studies the situations where TCs – decision-making costs, agency costs and commitment costs – are the deciding factors in explaining the institutional choices. Qualitative data mainly from legislation, government papers and surveys would support my research. The main finding is that stakeholders in HK prefer the statutory body, a “readily available institutional evidence” in the current WKCD Project, and those contractual relations which can economize on TCs.

The implications of our finding are beyond the choice of institutional form. In fact, statutory bodies are common in English-speaking countries but not other Asian countries. This paper would illustrate the different structures, legal power, control, staffing and funding of this type of nonprofits and its advantages on moving certain areas of administration or social development, which would be promising for

agencification of Asian countries in terms of operational autonomy and policy integration.

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# Civic Engagement in Urban China: From Non-political to Political?

WU Zhongsheng, University of Maryland

ZHAO Rong, Columbia University

## Abstract

Generally, civic engagement includes both political and non-political participation. In the context of China, Political participation mainly includes participating in the Chinese Communist Party (CCP), citizens' committee elections and voting, and all levels of political representatives' elections and voting. Non-political participation not only includes membership-based involvement in civic associations, such as all kinds of formal civic associations and clubs, and informal community groups, but also comprises activity-based involvement in charitable actions, such as volunteering and giving.

Although previous research examined the relationship between non-political participation and political participation, the debates of whether individuals' non-political actions affect their political behaviors are far from achieving agreements. More specifically, only a limited number of studies have explored this topic in the context of China.

Using a dataset from a national representative survey conducted in 27 cities in China, this study examines the impact of urban citizens' non-political participation on their political involvement. Through analyses of generalized ordered logit models, this paper finds that different types of non-political participation may have different effects on different types of political participation.

Specifically, engaging in formal civic associations, volunteering, and giving are positively associated with individuals' participation in meetings and activities of the Chinese Communist Party (CCP), but involvement in informal community groups has no correlation with it. Volunteering is positively correlated with engagement in residents' committee elections, but participation in formal civic associations and giving have no significant relationship to it. Engagement in community mutual-support groups and giving are positively linked to involvement in representative elections, but volunteering is negatively associated with it. Membership in formal civic associations and informal community recreational groups has no effect on involvement in representative elections.

In general, this paper can contribute to the current literature in the following aspects. First, this study verifies the impact of urban citizens' non-political participation on their political participation in China. It adds empirical evidence to the research on the relationship between non-political participation and political participation. Second, this study extends current research by adding involvement in

charitable actions into the concept of non-political participation and reveals some new findings as pointed out above. Lastly, this study contributes to the current research by considering the impact within different types of political participation and avoids the problem of omitting variables.

# Grassroots Sex Education for Young People via Social Media in China

ZHOU Wenjia, University of Oslo

## Abstract

### Background

In this project, I want to study the phenomena of grassroots organizations promoting sex education for young people by using social media in China.

The situation of Chinese young people lacking basic sex education is quite serious. The sex education is taught inadequately in school. Meanwhile, grassroots sex education for young people by many grassroots organizations has been developing rapidly with the rapid development of social media. There are quite a few social media accounts gaining popularity among young people, such as greenxxoo.org, Queen c-cup, chinakinsey, lovematers.cn, imingbai, etc. They are actively promoting sex education mainly via WeChat and Weibo, that both are widely used Chinese social media platforms. By posting articles about basic sex knowledge, answering young people's confusions regards of sex, inviting young people to share their personal experience regards of sex, these sex education social media accounts are playing a more and more important role in supplementing the lacking official sex education in China.

### Hypotheses, Approaches and Choice of Method

What interests me in this project is that the combination of grassroots organizations and social media has offered an opportunity for gender equality oriented sex education. My hypothesis is that the online sex education has offered an alternative discourse on sex, gender, and sexuality, challenging the dominant discourse in China. I want to answer the following questions by conducting my research:

- What kinds of information on sex, gender and sexuality are grassroots organizations trying to convey comparing to official sex education?
- How is the information produced by grassroots organizations regulated by state power, for example, national censorship mechanism? How is the information regulated by social morals?
- What kind of alternative discourse on sex, gender, and sexuality is framed in the whole process? How does the alternative discourse challenge the current dominant discourse? On the other hand, to what extent does the alternative discourse replicate the dominant discourse?

I would like to introduce text analysis to review the differences between information conveyed by grassroots sex education social media accounts and official

sex education textbooks. I will mainly focus the content about 1) attitude towards sex, 2) attitude towards LGBTQ+, 3) Education of masculinity and femininity.

Theory of power, knowledge and discourse will be introduced to examine the production and consumption of information (knowledge), the tension between grassroots organizations and national censorship mechanism, the power relations between alternative discourse and dominant discourse on sex, gender, and sexuality.

# **Independent Public-Services Providers: A New Form of Cross-Sector Collaboration? Evidence from China**

WENG Shihong, Tongji University

## **Abstract**

There are growing calls for new theories to be more extensively deployed in public governance practice and research. In this paper, I develop a formal framework for whether and how Independent Public-Services Providers (IPSPs) change the way of cross-sector collaboration. This article examines the new form of collaboration in non-profit organizations (NPOs) area in China. Based on the discussion on the effectiveness of public service delivering by community social service organizations in Shanghai and other cities in China, the analysis reveals that the new type of collaboration entity is attempting to meet unfulfilled public needs. Outside the government's hierarchical structure, public, non-profit and for-profit actors jointly form an independent organization to address public issues. However, because in China public governance systems are more centralized than many Western countries, it faces big challenges in the production or delivery of public goods or services reforms. This paper extends the existing research discourse domain of public governance and cross-sector collaboration.

# From Environmental Conflict to Collaborative Governance: The Role Of ENGOs in Path Evolution

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## Abstract

Due to the presence of market failure and government failure, market or government cannot solely tackle environmental issues essentially. Therefore, the involvement of society plays a significant role in promoting and implementing environmental governance. Nevertheless, with more involvements of the public and the increasing awareness of safeguarding rights, there are more mass incidents, which trigger a hot discussion surrounding the participating way of the public. It cannot be denied that government tends to regard ENGO as the opposite of the state on "stability" grounds in this context. But In fact, many ENGOs are "governance" organizations, the existence of such organizations not only not lead to mass incidents, but are conducive to the resolution of social conflicts, and guide the public from the environmental struggle toward rational cooperation way.

This paper takes the evolution between two participating paths—environmental conflict and collaborative governance as framework, and carries out a case study in order to illuminate the role of ENGO in dealing with mass incidents when villagers cannot receive positive response concerning their appeal to environmental rights from government and enterprise.

Combined the “collaborative governance” theory, this study found that: ENGO contributes to 1) construct the common goal; 2) balance the power pattern. Through these two functions, ENGO helps meet the two prerequisites for collaborative governance, which is beneficial to mediate intensive environmental conflicts and makes a disordering, emotional, and violent scenario become an ordering, rational, and win-win one so as to reach collaborative governance.

# Relational Based Advocacy Activities in China

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## Abstract

The fast expansion of NGOs in China and much more complex environment NGOs facing compared with their western partners attracts more and more scholarly attention, particularly on their interaction with Chinese governments. A number of studies illustrate various strategies adopted by Chinese NGOs to co-opt with governments by pointing out the importance of leaderships, personal connections, organizational resources, and political opportunities from resource-mobilization perspective and institutional theory. However, much of these captioned work focus on service deliver oriented groups and haven't examined dynamics overtime. This paper aims to explore the development and dynamics of advocacy oriented Environmental NGOs in China and the governments by utilizing comparative case studies. Two cases are examined carefully, including well-known dam-building case in Nu River, Yunnan province, and the polluted land public litigation case in Jingsu Province. The finding shows that although formal law and regulations have been established to facilitate the participation of social actors into the policy process, the actual actions taken by Environmental ENGOs in China is still relational based. With the development of public awareness of environmental protection in China, collaborative action is much more adopted by involved actors. However, the governments are also learning skills to deal with protest and advocacy activities. The outcome of the advocacy activities is still very situation and relational based.

# **An Overview of the Development of Social Impact Investment**

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CHEN Shen

## **Abstract**

With the development of the global economy and society, in the face of endless social problems, the concept of "social impact investment (SII)" was put forward and put into use. As a combination of business and social benefits to achieve the value of the way, the specific activities of social impact investment focus on the pursuit and achievement of the integrated value that composed of economic, social and environmental elements, which can effectively promote the sustainable improvement of society. That's why social impact investment wins the government, the society and the market's favor. Moreover, at present the global social impact investment market is showing a rapid expansion trend, many excellent cases have appeared in some western countries. In China, the market has provided a better investment conditions and opportunities, and launched a series of practice as well to make a strong impetus to social impact investment. Social impact investment's origins and ideas seem to have a long history, however, in the specific investment behavior, although it has various investment methods and means and attracts diverse social subject participate, its model, after all, is still in the initial and growth stage. Therefore, there are many difficulties in the short term that cannot be overcome in terms of investment object selection, fund raising, project operation and management, and performance evaluation. But what is foreseeable is that in the next few decades, attention to social impact investment will be a significant trend. To explore the logic and mode of social impact investment, to master its core content, and to guide its changes in the economic and social patterns or transformation from the theoretical and practical aspects could provide a new way of thinking for global governance.

# San She Lian Dong-An Innovation of China Social Welfare Service Delivery

LIU Fengqin, Beijing Normal University

## Abstract

School of Social Development and Public Policy, Beijing Normal University "San She Lian Dong"(三社联动) is an innovation in community governance and social welfare services provision in the period of social transformation in china. In 2004, the Civil Affairs Bureau of Shanghai put forward the concept of "San She Lian Dong" to address that NGOs, communities and social workers should work together to provide social service. Then "San She Lian Dong" was promoted by the central government from top to bottom throughout the country. By the end of 2016, there had been 25 provinces and cities conducted "San She Lian Dong" projects.

As exploratory research, this paper applies qualitative methods and stratified purposive sampling strategy to select 57 social service agencies which have carried out "San She Lian Dong" projects in 2016 in Beijing. This paper tries to answer two questions:(1) As social services provided by NGO, how does "San She Lian Dong" be embed in the whole social welfare system in China; (2) How does "San She Lian Dong" affect China's social welfare delivery innovation?

# Understanding the Social Enterprise Ecosystem-From a Multi-layered Perspective

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## Abstract

Social enterprises as hybrid organisations, aiming to achieve double or triple bottom lines, have become increasingly important vehicle to address a variety of social problems. Early writings have made great contributions to the theoretical development in regard to its definition, characteristics, model comparative studies, and managerial concerns in western countries, the ecosystem of social enterprise was less discussed compared with above conventional researches. The scarce discussion of the ecosystem of social enterprises (Bloom and Dees, 2008; Roy et al., 2015, European Commission, 2014; 2016) stress the importance of external environmental impacts, including policy support, institutional environment, market and non-market conditions, in shaping the performance of social enterprises in the context of European countries. Few studies had shed light on the institutional context of China and how social enterprises worked under this context (Doherty et al, 2014), the dynamic of 'agency' of single social enterprise in respond to the external environment were also remain under studied.

This research discussed an ethnographic study of two community based social enterprises working with children who migrant within China. The chosen two SEs aim to promote social inclusion and improve unmet child well-being by providing community centre services, outreach activities and after-school services. This paper is going to answer three questions: What do social enterprises do to respond to the unmet needs of migrant children? What social impacts does SEs actually make on migrant children? And lastly, how do agency and structure shape the performance of social enterprises? The researcher was immersed in each social enterprise for six weeks. Acting as a full-time volunteer, she was able to observe daily practices and the interactions between different groups (social enterprise employees, volunteers, migrant parents and children, and local authority officers). Data from these observations was triangulated with data from interviews and focus groups with members of these groups and document analysis.

The key contribution of this paper is to introduce a multi-layered analytical framework to explain the ecosystem of social enterprises by looking at its external environment and internal organisation structures as well as the interactions and relations between social enterprises and their stakeholders. This framework highlights the constraints of institutional context of China and the powerless of researched community based social enterprises in respond to the uncertain policy

environment. By looking at their daily practice, this research also discussed the 'need-driven' mission drift, which is less discussed from previous studies.

# **Assessing the Impact of Social Enterprises: An Exploration of the Methods and Criteria Used by Impact Investors and Venture Philanthropists in Asia**

Frank Hubers

Asia Centre for Social Entrepreneurship & Philanthropy (ACSEP), NUS Business School

## **Abstract**

With the number of social enterprises in Asia rapidly expanding, there is a growing interest in determining the social impact of their activities (Ang et al 2016). Social enterprises are considered different from traditional enterprises in that they attain social goals besides their financial goals, which fuels the expectations that these enterprises can make a social impact that a traditional enterprise cannot (Lam et al 2014; Ang et al 2016; Zahra 2009; Seelos & Mair 2005; Santos 2012). However, measuring – and thus showing – their social impact is a difficult task for most. Moreover, there exists ambiguity about the term ‘social impact’ as well as what an assessment of it should enhance. Some refer to the regular monitoring of social objectives using particular metrics as social impact assessment (e.g. Bertoti et al 2011). In this field social impact assessment is considered similar to ‘social accounting’ (Gibbon & Affleck 2008; Gibbon & Dey 2011; Darby & Jenkins 2006) or ‘social performance management’ (Luke 2016, Arvidson & Lyon 2013, McWilliams and Shrader 2012). According to others a social impact assessment refers to a post- or mid- project evaluation of the causal effects of the intervention on society (Gertler et al 2016; Hulme 2000; Roche 1999). This study will be a critical exploration on how affect investors and venture philanthropist that support (or invest in) social enterprises in Asia assess their social impact.

This paper will consist of two sections. The first section contains a literature review on social impact assessment. I explore the concept of social impact from a variety of perspectives, using literature from the fields of management, accounting, economics and econometrics. This literature review provides a framework with criteria for valid social impact assessments. This framework will be applied in the second session, in which I will analyse how impact investors and venture philanthropist in Asia assess their social impact in practice. For this, I will use publicly disclosed data, collected from websites and annual reports. I expect to have a sample of approx. 75-100 organisations. I will analyse their social objectives, frameworks for social performance management and reporting, evaluation techniques, and the standards the social enterprises have to meet in order to receive funding – testing them against the theoretical framework.

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# **Mobilizing Capital: The Renewal of Business Model for Social Enterprises**

JIA Zhengyu, Asia-pacific Innovation Economic Research Institute of Guangdong

## **Abstract**

Literature about social enterprise management abounds both at home and abroad, but rarely involves the capital operation of social enterprise. This study holds that capital operation is critical to improving business mode, and interprets matters concerning about the capital operation of social enterprise by taking the example of China. In capital operation, social enterprises need to successively define business objectives, manage client relations and fulfill social responsibility. Restricted by professional experience and capital market development level, Chinese social enterprises have not broadened financing channels yet. Based on simulating the dynamic game between Chinese social enterprises and investors, this study puts forward several strategies for China to better the capital operation mode for social enterprises.