**Global Civil Society in Uncertain Times:
Strengthening Diversity and Sustainability**
Montreal, Canada, 12 – 15 July 2021

**ISTR's 14th International Conference
is now accepting submissions for the new sub-theme:**
Collective Action and Responsiveness in the Global Context

DEADLINE FOR SUBMISSIONS: **30 OCTOBER 2020**

Civil society plays a crucial part in how the world responds to crises and in the last year we have seen just how important those responses have been. Every aspect of the third sector has been challenged and affected by recent transnational demands, including the challenges of the coronavirus and other pandemics, climate change and forced migrations. These challenges threaten democratic ideals and can result in the closure of civil spaces. Such complex emergencies are in urgent need of collective action through advocacy, philanthropy, volunteering, social enterprise and partnerships with states. Responses must occur in timely and sustainable ways to address these challenges. This conference is an opportunity to present important research and strategies that are central to the present and future of the third sector.
To read the full call, click **here**.

Virtual Members Meeting

With the absence of our planned ISTR International Conference in Montreal, the Board belived it was important to hold a virtual members meeting. Some 51 members signed up for this – which is a great attendance given the wide disparity in real time for many of our members. The meeting was scheduled for one hour with an agenda of reports from Executive members, President, Executive Direct, Treasurer (finance report) and the Chair of the Publications Committee.

It was very pleasing to see a group of our members in real time from all around the world and there were some very useful questions that allowed elaboration on various issues such as out financial situation, the impact of the pandemic on our plans, the fabulous success of *Voluntas* and details about our changed status to an organisation independent from the Johns Hopkins University.

It was also very pleasing for Margery and me to be able to report on the highly successful Webinars that we have held and upcoming events in our calendar. We received some very positive feedback about the meeting and aim to hold a future members' meeting later in the year. As we become more adept at using the online media for face-to-face communication, we would encourage the Affinity Groups to consider meeting in this way as well. After all, our networks are one of the most valuable aspects of belonging to ISTR.

Ruth Phillips, ISTR President

Civil Society Policy Impact Research Award 2020

We are pleased to highlight one of the award winners (Ines Pousadela) and five outstanding submissions for the inaugural award. Each of these research projects document effective civil society action resulting in a demonstrable public policy change.

How to Change the World: The Experience of the Uruguayan Women's Rights Movement

Inés M. Pousadela, CIVICUS and Universidad ORT Uruguay

"The feminist movement has carried out the most important and least bloody revolution of the past 200 years," a long-time Uruguayan women's rights activist and academic said. As a result of this revolution, eyes were opened, minds were changed and the unseen – be it abortion, femicide or unpaid work – became visible. For many decades, however, the tireless but often quiet work deployed to recast women as fully human – by reconceptualizing women's rights as human rights and turning their attainment into a legitimate object of public policy – remained restricted to very small groups of highly committed activists. Only recently did the situation begin to change.

A key battle within this long-term cultural war was recently won in Uruguay, as the prohibition that made abortion illegal and exposed poor women to unsafe practices that compromised their health and lives was finally lifted in 2012.

This was achieved as a result of a dense and aptly articulated repertoire of actions that included broad alliances; a constant back-and-forth between the domestic and the global, often through regional intermediation; human rights advocacy; online and offline campaigning; research and dissemination; the lobbying of elected representatives; the provision of input for legislative debate and policymaking; gender mainstreaming and public policy monitoring; and, last but not least, street protest.

The legalization of abortion was under debate in Uruguay for over a quarter of a century, starting not long after democracy was restored and as soon as it became apparent that the transition to democracy would not by itself imply any dramatic leap forward regarding the situation of women – not even in terms of political representation, as revealed by the fact that not a single

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female legislator was voted into office in the 1984 elections.

Alongside political representation, equal pay and unpaid work, and gender-based violence, legal abortion came to be seen as one of the most blatant debts of democracy with women. Approximately a dozen decriminalization bills were drafted over the years, but only a few were ever discussed in congressional committees, much less in the plenary of the House or Senate.

Up until the late 1980s, legal abortion was demanded almost exclusively by feminist organizations, which were not in a position to set the public agenda. The salience of the issue increased in the early 1990s, when the 5th Feminist Encounter of Latin America and the Caribbean (EFLAC) declared September 28 International Day for the Decriminalization of Abortion. As a result, the topic eventually captured the attention of actors beyond the feminist movement, such as the Medical Union of Uruguay (SMU).

Public debate intensified in the early 2000s, as an economic crisis steeply increased the number of high-risk

clandestine abortions, which became a major cause of maternal mortality in the country's main public maternity hospital. In this context, two perspectives converged: on the one hand, the classic feminist discourse emphasizing women's right to make decisions regarding their own bodies, placing abortion within the realm of civil rights; and on the other hand, the leftist discourse underscoring social inequalities conditioning access to safe abortions, placing it within the framework of social rights. The pro-legalization movement synthesized both perspectives by asserting the right of all women, including poor women, to autonomy in making their own decisions, as well as the state's obligation to ensure effective access to this right. Success in bringing forward this argument resulted in a broad coalition that came to include the labor movement.

Formed in 2002, the National Coordination of Organizations for the Defense of Reproductive Health encompassed women's organizations and trade unions, as well as neighborhood, professional, human rights, youth and sexual diversity organizations, Afro-Uruguayan advocacy groups, and even some faith-based organizations such as Catholics for Choice (Católicas por el Derecho a Decidir). Later that year, for the first time ever, the House debated and passed a legalization bill – which, although backed by a majority of public opinion, the Senate rejected a year and a half later, in the midst of a presidential election campaign marked by an intense counter-campaign led by the Catholic hierarchy.

The climate of optimism created by the 2004 presidential victory of the left leaning Frente Amplio did not last long: even before taking office, president-elect Tabaré Vázquez announced that, due to his personal convictions as a Catholic and a medical doctor, he would veto any law decriminalizing abortion. Nevertheless, in mid-2006, Frente Amplio senators introduced a new decriminalization initiative, which was passed by the Senate in late 2007 and by the House one year later. However, even intense activism by the women's movement was unable to impede, or later overturn, the presidential veto of the bill's articles legalizing abortion.

A similar bill was reintroduced in September 2010, this time under a new Frente Amplio administration led by José Mujica, who had promised not to exercise his veto power against it. The process was extremely slow, but the Senate eventually passed this bill in December 2011. Once in the House, however, the Frente Amplio was unable to gather enough votes to turn it into law, leading to negotiations with other parties, and eventually to the replacement of the legalization bill with an alternative, milder decriminalization initiative, which was eventually passed.

Despite the efforts of the women's movement to enshrine abortion as a right linked to the recognition of women's autonomy and sovereignty over their own bodies, the new law imposed a number of conditions, which activists deemed excessive, on women who (within the first 12 weeks of pregnancy) chose to have an abortion, including the obligation to attend a consultation with an interdisciplinary team of specialists, followed by a compulsory five-day "reflection period." It also included a conscientious objection clause for health professionals and an exemption from performing the procedure for institutions founded on ideas contrary to it. Moreover, it only made the procedure available to Uruguayan citizens or legal residents.

Even before the president promulgated it, this watered-down version of the social movement's demand was met with revocation initiatives, which were strongly resisted and eventually failed. However, more obstinate foci of resistance emerged around its implementation. Over the past few years, women's rights organizations have closely monitored sexual and reproductive health services and pushed for effective access to abortion rights across the national territory, and particularly in conservative departments of the interior where a majority of providers and practitioners claimed to object to the procedure. As pointed out by the Director of MYSU (Mujer y Salud en Uruguay), an active civil society monitor, implementation is less epic and does not in itself require any street mobilization; however, keeping up the movement remains important because the current abortion law "does not make us proud, and sooner or later it will have to be changed." If history is any indication, this will only happen as a result of irrepressible street pressure.

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Supporting Unintentional Defaulters of the National Health Insurance Service: with a Focus on Policy Enhancement

By The Beautiful Foundation, Seoul, Korea

The Issue

The South Korean health insurance system is renowned throughout the world as exemplary, but social blind spots nevertheless exist.

In 2015, 1.4 million households were local subscribers to the National Health Insurance (NHI), and the amount of arrears totaled KRW 2.45 trillion. People with arrears due to no fault but having little or no income are referred to as 'unintentional defaulters.' Without a formal definition, this project defined them as "low-income households with monthly health insurance premiums of KRW 50,000 or less." Among the NHI subscribers in 2015, 940,000 households were unintentional defaulters.

The NHI Service (NHIS) has a support mechanism for defaulters, but the defaulter must first make an application. In reality, however, most defaulters have no knowledge of this support. Moreover, as the government's given stance is to emphasize sanctions, defaulters of more than six months have limited access to health services and are levied taxes and payments for services during the overdue period. Penalties such as seizure of property and joint liabilities further hinder them from economic independence and employment, resulting in a vicious cycle.

This project tried to bring changes to the related policies, with the view that health insurance is a social insurance that must be guaranteed to everyone as part of universal health coverage.

Key Stakeholders

The main stakeholders were the unintentional defaulters, who were the beneficiaries, and two organizations that specially partnered for this project: The Beautiful Foundation that raised and analyzed the issue and provided the grant, and Health Right Network, a network of civil society organizations promoting health rights.

The Action

The project began with an in-depth study of the conditions and policies related to the arrears. Findings showed the arrears size to be larger than the known figure of 1.4 million households, reaching 2.16 million households, and that 57% of them were unintentional defaulters. The study also revealed that 4,000 minors and 42,000 young people had joint liability with their parents, and that the more chronic the arrears were, the harder it was to end and clear them. The following actions were guided by these outcomes.

The project held two National Assembly (NA) discussions on improving the law and system, and distributed questions to NA members to raise their awareness. Witnesses were made at the NA for cases of damages caused by arrears, and amendments were proposed for the NHI contribution system. During the presidential election period in 2017, policy requests were distributed to each camp, and after the president's inauguration, measures for policy improvement were submitted to the relevant committee at Cheongwadae. The project also monitored NHIS sanctions and deficit-handling, requested the NHIS's disclosure of information, and submitted a statement to the UN CESCR.

In 2018, the project requested the Ministry of Health and Welfare to abolish wage restrictions, held a joint civil society press conference, and made a collective civil petition to the National Human Rights Commission of Korea. Moreover, press releases calling for an improvement of the NHI Act and system were sent to the media. Lastly, a guidebook was published for nationwide training of social workers in assisting defaulters.

Achievements

In December 2016, the NHIS standards for deferment of bank account seizure expanded from local subscribers with monthly premiums of KRW 30,000 or less to KRW 50,000 or less. That same month, relevant forms were edited to include the information that small assets can be lifted under the National Tax Collection Act. In March 2018, Article 81 of the NHI Act was revised to strengthen this 'duty to inform.'

A central achievement was the policy changes related to minors. In September 2016, the government decided to suspend notices to minors with joint liability who had no ability to pay. In April 2017, Article 77(2) of the NHI Act was revised to exempt minors with no income or property from joint liability, and retro-active exemptions were made for arrears imposed when the child was under-aged.

Another achievement was the disposal of deficits. In February 2017, the government announced it would dispose of deficits for defaulters of more than 10 years. Carried out in phases, the plan will eventually dispose 870,000 households of approximately KRW 120 billion. In October

2017, the disposal was expanded to those with 'no property and annual income of less than KRW 1 million.'

Project's Approach and Contribution

This project was carried out through participatory project planning that included all parties concerned. The accounts of more than 1,700 defaulters were received and reflected at every stage, and some defaulters were involved from beginning to end. The stakeholders' sense of ownership enabled delving into the heart of the issue, ultimately leading to the project's success. As a long-term project, the logical framework strategy was used to stay true to the end-goal. The project was monitored and evaluated through a proper index setting, and data collection and analysis for measuring indicators were planned for efficiency.

This project's impact is definable in its creation of social value. It highlighted a blind spot in the Korean social security system, and rather than addressing temporary concerns, identified the underlying problems. Striving for sustainable support, it has left lasting social implications.

A Methodological Contribution to Frame Civic Space Research: The Advocacy Case for the National Early Childhood Strategy in Mexico

By José Manuel Malvido Escobedo, Independent Consultant for Third Sector Organizations, Master in Public Administration and Policy by the Center for Research and Teaching in Economics (CIDE), and in Administration and Social Entrepreneurship by the ORT University Mexico.

The National Early Childhood Care Strategy (ENAPI) approved by the Mexican government is one of the most recent early childhood care services packages approved by a Latin American government (The Dialogue, 2020). Although this policy is still in development and design phase, its origin is based on a consensus and work of more than six years in which national and international civil society organizations (CSOs) have participated, together with the public administration and international organizations.

My research has used Erhard Friedberg's (1997) theory of organized action, and tools of qualitative and quantitative analysis to explore the influence of CSOs in institutional spaces for citizen participation, at the federal level in Mexico, between 2013 and 2019: the Early Childhood

Commission (CPI) and the Executive Secretariat of the National System for the Integral Protection of Children and Adolescents (SESIPINNA).

The research paper frames the political interaction between CSOs and governmental organizations, within the participatory bodies of the Mexican public administration, in a game of strategic relations in which the actors play organized dynamics of autonomy and control. This analysis allows the documenting of cooperative and competitive relationships between actors, who use different strategic resources to promote and establish an advocacy agenda, enlarging the public sphere in policy issues.

The study's methodology has identified the following concrete actions undertaken by three comparable CSOs to influence, from a position of autonomy, Mexico's national early childhood policy: high-impact media campaigns; diagnostics leadership for policy design and evaluation; creation of advocacy coalition of 440 civil organizations to influence the sub-national level; and the holding of national forums with decision-makers for early childhood policy governance.

The logic of CSOs actions are understood in the research as an autonomous and systemically organized behavior, in the context of the struggle for the opening of the civic space in Mexico. This logic interacts with the State, who holds the bureaucratic logic of governmental organizations that reduces uncertainty with formal and informal measures of administrative control.

CSO - Government Strategic Game Logics
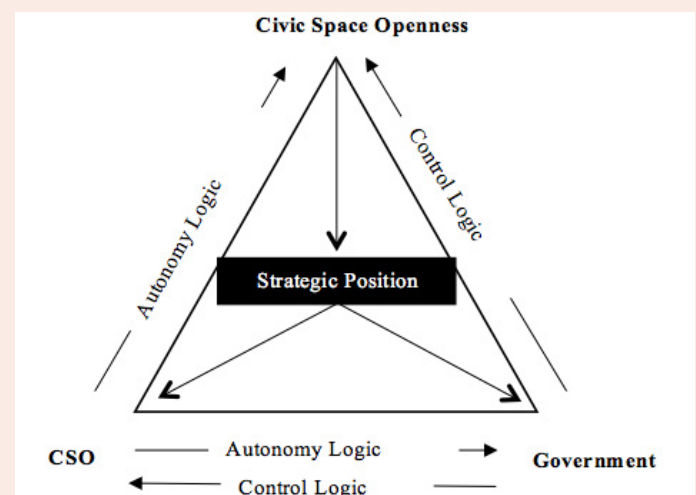
Source: Own Elaboration

By documenting the organized games of autonomy and control among the actors that structure the advocacy processes, the research broadens the view on the process dynamics of the openness of the public sphere in closed, or restrictive civic spaces, and enriches the study of behaviors and concrete actions for the construction of an enabling environment for the work of CSOs.

My research work recalls the contribution of Jennifer Coston (1998), who has suggested four variables to analyze the interfaces that structure the relations between CSOs and government: formality of power relations; openness towards institutional pluralism; intensity or frequency of power relations; and symmetry in power relations. Using semi-structured interviews and an instrument published by the Laboratory for Research on Social Practices and Policies of the University of Quebec at Montréal (LAR-EPPS-UQAM, 2005), the research applies mixed methods to analyze and document organized actions in line with the typology of the interfaces of power relations proposed by Jennifer Coston:
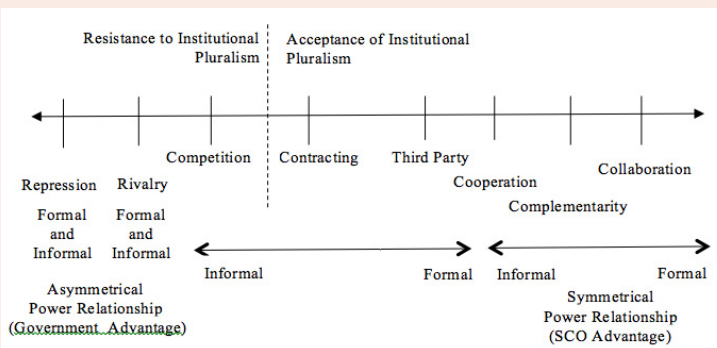
Source: Coston, 1998, 363
Typology of Government – Third Sector Relationships

The work of the Mexican academy in the last fifteen years has very well documented the situation of civic space in Mexico (Sánchez y Cabrera, 2018). These efforts have been replicated in the literature of several authors and international organizations that analyze the working environment of CSOs around the world. A very recent example in the international analysis can be the tracking of the CIVICUS Civic Space Index, which projects a restricted global environment for organized civil society in practically all continents. These conditions underline the importance of CSOs advocacy strategies in public policy as instruments for a supportive change in the civic space.

Research in the field of the openness of civic space needs to take a closer look at the complex processes of in-teraction, taking place between government organizations and CSOs. Jennifer Coston's typology of government-third sector relations exposes the diversity of organized interactions that can occur in the participatory struggle of organized civil society. By analyzing the actions that structure relations between organized citizens and the government, it is possible to identify strategies that strengthen enabling dynamics for civil society's impact on public policies and the openness of the civic space.

In the context of a restrictive civic space such as Mexico's (CIVICUS, 2020), CSOs have built a strategic position based on organized actions that today influence the design, implementation, and evaluation of the National Early Childhood Strategy. An enabling environment for the impact of CSOs on early childhood development must feature supportive conditions to ensure the continuity of CSO autonomy. The case study in my research work provides a theoretical perspective on the effect of the interaction between CSOs and governmental organizations in the openness of civic space.

The research conducted on the impact of civil society on public policy could identify and analyze the concrete actions that promote the construction of an enabling environment for the work of CSOs. Achieving this involves examining advocacy processes and identifying the organized behaviors that favor the autonomy of civil organizations within the participatory environments regulated by the administrative control of government organizations.

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Searching for Impact

Willem Elbers, Radboud University

How do you create real-world impact with academic research on policy influencing and advocacy? I will try to shed light on this question from my experience as the principal investigator of the 'Breaking Down Barriers' project. This project (2015-2019) was a research partnership between the Dutch non-profit organization Liliane Foundation and the African Studies Centre (Leiden University).

According to estimates from the World Health Organization, globally roughly 150-200 million children under the age of 18 have a disability. These children are particularly vulnerable given their dependence on their family and caretakers. They often face severe forms of discrimination and stereotyping, typically based on prejudices, a lack of knowledge and prevailing cultural beliefs. Difficulties in accessing services in the areas of education, employment, healthcare and social and legal support further contribute to their marginalization.

The Netherlands-based Liliane Foundation works towards the inclusion of children with disabilities in the global South. To achieve its goals, it works with a range of disability groups in Asia, Africa and Latin America. While Liliane Foundation and its partners work hard to promote inclusive policies through advocacy, evidence initially did not play a role in their advocacy work.

The Breaking down Barriers project was developed in response to this. It aimed to generate knowledge of the conditions under which advocacy for children with disabilities can be most effective and enable Liliane Foundation and its partners to use evidence as basis for decision-making.

In the period 2015-2019, the project examined a wide range of advocacy interventions in Zambia, Sierra Leone and Cameroon. In these countries, the project worked with local academics and Liliane Foundation's partner organisations. In 2019 the project won the 'Impact Challenge Award' as a successful example of an initiative using evidence to enhance non-profit effectiveness. The success of the project led to the decision to continue with a second phase which is expected to start coming October.

In the project I learned a lot about the cooperation between academia and civil society and the role of academia in producing real-world impact. I have picked three lessons which I hope might be of interest to my ISTR colleagues:

Lesson 1: *Ensure practitioner ownership of the research.* An original, and in hindsight probably somewhat naïve, project assumption was that if you make relevant information on advocacy available to practitioners, they will use this knowledge to improve their practices. In 'Breaking Down Barriers', however, research uptake in many cases either occurred in an ad hoc manner, in ways not originally envisioned or not at all. Over time, I came to realize that practitioner ownership was insufficiently captured in the project-design. As principal investigator, I was basically the driving force behind all aspects of the research such as the formulation of research questions or selection of cases. Consequently, the intended 'users' of the knowledge were insufficiently part of the process of producing knowledge and as such felt little ownership for research findings. This was a clearly a missed opportunity and in the second phase I will ensure that practitioners will be involved from the very start of the research.

Lessons 2: *Research is only part of the story.* In the course of the project it became increasingly clear that producing new knowledge is just one of the ways in which academics can be impactful. Looking back, I think (hope) I have been impactful in several ways, including playing the role of a 'critical friend': a safe person who listens, asks critical (and sometimes uncomfortable) questions and prompts reflection. Another role is that of making existing academic knowledge available and accessible for practitioners. This role is particularly important for practitioners who often have no time to read, don't have access to literature or don't know where to look. Finally, academics can play a role in offering academic education to bridge the gap between science and practice. In the second phase of the project, we will develop a 'professional' course on inclusive development on the basis of the research. This course, which targets professionals, will be offered at universities in Zambia and Sierra Leone.

Lesson 3: *Embrace the unexpected.* In teasing out the conditions under which advocacy for children with disabilities can be effective, I first focused on questions with (at least for me) a familiar focus such as the role of organizational resources, alliances or the political environment. These were also the type of questions the original project-proposal mentioned. Over time, however, the findings pointed to directions which I had not foreseen. A key example is the importance of intersectionality, which is a concept from

gender studies I was previously unfamiliar with. Advocacy strategies are rooted in an understanding of what drives exclusion. Persons with disabilities have multiple, overlapping and interrelated identities. They are not only marginalized because they have a disability, but also because of other identities like their gender, age, sexual orientation or ethnicity. For example, girls with disabilities may not only be marginalized because of their disability, but also because of their gender and age. Addressing the root causes of these girls' marginalization therefore requires accounting for their overlapping multiple marginalized identities. The importance of intersectionality was by far the biggest eye opener for Liliane Foundation and even became the central theme of the project's final conference. We would have never found this if I would not have had the flexibility from Liliane Foundation to pursue 'leads' outside the original project-scope.

More information on Breaking down Barriers:
www.barriersfree.org

I recently wrote a blog with Duncan Green (Oxfam GB) on 'the helpful academic': **https://oxfamblogs.org/fp2p/in-search-of-the-helpful-academic-10-ways-they-can-support-practitioners/**.

Tackling Governance of Risk Management: Civil Society Impact in Mexico City

Mary E. Hilderbrand, Texas A&M University
Mónica Tapia A., Ruta Cívica, Mexico City

On September 19, 2017, a 7.1-magnitude earthquake struck Mexico City, killing over 200 people and causing the collapse of buildings and widespread structural damage. Despite having experienced a disastrous earthquake 32 years earlier, the city was not well prepared to prevent damage, respond in the immediate aftermath, or undertake reconstruction.

Many citizens and nonprofits helped with emergency relief in the immediate aftermath of the earthquake. Several organizations—Ruta Cívica, CartoCrítica and others—along with grassroots groups, risk experts and citizens, were working toward a longer-term goal: improved governance of the risk management system in the city. Overall, they pushed for an approach that moved away from the traditional focus on disasters as relating only to

natural hazards and emergency response, toward a more comprehensive view of risk (and resilience) as a combination of natural, social, and human conditions. In line with their understanding of risk and resilience, as well as with their missions as civil society organizations (CSOs), they advocated for more citizen involvement and more accountability of government to citizens.

The CSOs identified inaccessibility of critical information on risk and vulnerability as a central problem underlying inadequate coordination, inclusiveness, and accountability. They collectively led three major advocacy efforts: 1) a push to make the Mexico City Risk Atlas—with data on natural hazards, social vulnerabilities, and resources—public and usable by citizens; 2) an Open Data campaign focusing on relevant government information, especially on damage to and structural integrity of individual buildings; and 3) pressure for simplification, better coordination, and more transparency of Mexico City government's reconstruction processes.

The main partners

Ruta Cívica is a small backbone organization that carries out campaigns on various issues of importance for Mexico City, including anti-corruption and citizen participation in urban sustainable planning. It advocates for improved governance by talking with people in government, conducting communication campaigns, and bringing public pressure on government. CartoCrítica uses Mexico's transparency and Access to Information legal framework to produce openly available maps of energy, natural resources, government permits and urban planning. Its stated purpose is to support integrated management of Mexican territory, protection of cultural and biological diversity, and protection of human rights. CIUDADanía19s, formed within weeks of the 2017 earthquake, became the coalition under which Ruta Cívica, CartoCrítica, and other actors campaigned in favor of risk management and reconstruction that included civil society participation, access to justice and respect for human rights, anti-corruption, and environmental justice.

The approach

The coalition carried out a wide variety of activities across the three efforts. Communication campaigns in social and traditional media mobilized citizen support through #AtlasdeRiesgosYA (#RiskAtlasNOW), interviews and press conferences, and posters and signs in neighborhoods. They lobbied government directly, holding meetings and discussions with elected representatives and government officials. They called upon the international commitments

made by the Mexican government as a member of the Open Government Partnership. They utilized the Access to Information law, filing requests to local governments, appealing to the National Transparency Agency (INAI) to uphold those requests, and making an Amicus Curiae filing to INAI. They worked to hold government accountable by reviewing reconstruction performance data. They wrote and published reports and papers.

The partners went beyond putting pressure on government and have contributed more directly to the tools available to citizens and even to government. Ruta Cívica produced a manual detailing the steps a citizen had to take to get government assistance for reconstruction and explaining how to identify and reduce risk in their own and neighbors' properties. It was designed as a practical manual—not just the official rules but what had to be done in practice. In addition, Ruta Cívica and CartoCrítica launched a citizen-science geographical platform, with information on urban development, water management, environmental conservation and risk. CIUDADanía19s carried out extensive neighborhood education through workshops and festivals to help people know how to use the Risk Atlas and other tools.

The impact
CIUDADanía19s has had significant impact on Mexico City's risk management and reconstruction policies and implementation. It has helped ensure the public availability of information that citizens need for recovering from earthquake damage and that all stakeholders need for planning for resilience and increasing accountability.

A major success came in getting Mexico City to make the Risk Atlas public. The Atlas maps multiple levels of data, from natural hazards to demographic information to social services and location of organizations. All the data, including the shape files, are downloadable, enabling others—whether civil society organizations, the private sector, or individuals—to produce maps or other tools that are directly useful for their own communities. Along with the Risk Atlas, the city's Open Data Portal and the Ruta Cívica-CartoCrítica open portal on urban planning data have greatly expanded the tools that citizens and civil society can access.

On reconstruction, the newly elected Mexico City administration centralized the various procedures under the Reconstruction Commission and streamlined the property title accreditation process required to start construction. The Commission now posts its performance data on building reconstruction or repair, beneficiaries, and

funding allocation on the Open Data portal, and Ruta Cívica reviews and advises on the data and presentation as part of a scientific and transparency steering committee.

Ongoing challenges
Along with the successes, there are ongoing challenges. There are still limits to the data that are openly available. Although a new risk management law, with some mechanisms for civil society and private sector representation, was recently approved by the Mexico City Congress, it has not yet been implemented. Many decisions are made behind closed doors, and access for CSOs to key decision-makers is difficult.

There are also challenges with regard to citizen utilization of the information. In low-income neighborhoods, most people do not have access to technology so need intermediaries who can translate the information into usable tools, such as creating paper maps that bring together different types of information relevant for the community. Efforts towards relocating vulnerable groups to safer areas is yet to come. Even more significant is a strong distrust of government, based on having received little or disappointing assistance from government in the first two years after the earthquake, questions about fairness of who does receive aid, and doubts about the fit of government approaches to the needs of the communities.

Conclusion
The experience of Ruta Cívica, CartoCrítica, and Ciudadanía19s is a story of CSOs working collectively to strengthen policy implementation and governance, with an emphasis on openness to citizen involvement and accountability to citizens. It demonstrates the effectiveness of a multifaceted advocacy strategy of working closely with government officials and agencies, on one hand, and organizing public campaigns of civil society organizations, experts, and citizens to put pressure on government from the outside. In addition, it shows the potential role of policy advocacy CSOs in serving as intermediaries between government and citizens, or communities.

These efforts also underline the importance of information for citizen empowerment in disaster recovery and risk management, as well as enabling an evolution of approaches toward prevention. They demonstrate how civil society organizations can play a central role in helping to create an environment of information openness that supports more effective disaster response and greater urban resilience in the long run.

Best Paper Award 2019 for *Voluntas*

By Faina Diola, (Philippines) Chair, Voluntas 2019 Best Paper Award Committee

With pride, we present the winner of the Best Paper Award for *Voluntas* (Vol.30) 2019.

For 2019, we had to choose from among 107 original papers from Issues 1 to 6. As always, the papers published in *Voluntas* are of high quality, coming from a diverse geographical sphere and which represent the breadth of both theoretical and practical nuances in Third Sector research.

The Committee members have had to make further deliberation towards the final phase of the selection as there were two papers that came quite close in the rankings. It was then at a virtual meeting in June that we deemed it best to also present the next best paper as Honorable Mention, worthy of its merit.

We present below the Best Paper and the paper that deserves an Honorable Mention.

Best Paper Award:

Purpose, Commitment and Coordination Around Small Wins: A Proactive Approach to Governance in Integrated Hybrid Organizations

By Miriam Wolf and Johanna Mair
Voluntas Volume 30: No. 3 (June), pp. 535–548
(The paper will be open to all on the Voluntas website from September to November 2020)

Research work on hybrid organizations has become a favorite topic by scholars and practitioners alike. The paper by Wolf and Mair on hybrid organizations, specifically on social enterprises, is however more proactive: it makes an original contribution to the study of hybrid organizations by focusing on governance mechanisms that provide a new perspective, away from the traditional control view on organizations.

Indeed, the paper makes a strong focus on a key challenge of social enterprises (i.e., mission drift) and suggests an important approach to expanding governance concerns beyond narrow compliance questions. It brings home the point by drawing on the legacy of the old institutional theory on purpose, commitment, and coordinating around small wins, but treating these as interlocking governance mechanisms that allow social enterprises as hybrid organizations to mitigate the risk of mission drift.

Despite the obvious absence of empirical data, the paper is no doubt theoretically solid, exhaustive, and relevant. Wolf and Mair's paper is solid in its theoretical review and in the use of literature to lodge the new knowledge it has created and by which it weaves the study's discourse and elucidates its theoretical arguments. Based on the objectives and the scope of the paper, the use of theory and related studies nevertheless warranted the analysis and conclusions. Its research methodology is therefore robust, while providing strong analytical frameworks as probable bases for tests in future empirical research.

The paper is highly relevant in terms of policy for the third sector in different countries, giving valuable sense by arguing on the importance of going beyond control and compliance approaches in hybrid organizations. The paper especially stresses on the intertwined mechanisms: coordinating around small wins as a governance mechanism provides the opportunity to align both commitment and purpose over time and to ensure continuous adaptation and development of the organization. Essentially, the paper introduces a governance approach that recognizes features providing for space for proactivity and self-correction. This theoretical argument helps to unlock mind boggling pressures of how social enterprises may cope with how to align multiple institutional pressures and demands within and outside of the organization, that is, a fresh look that focuses on common ends rather than diverging means.

Honorable Mention

The Obligation to Volunteer as Fair Reciprocity? Welfare Recipients' Perceptions of Giving Back to Society

By Thomas Kampen, Lex Veldboer, & Reinout Kleinhans
Voluntas Vol. 30 (2019) : No. 5 (October), pp. 991–1005
(The paper is open access)

The paper's original contribution is its slant on the impacts of mandatory volunteering while bringing in a strong social justice analysis. The paper has clear implications for social justice, welfare states, and touches on broader debates on volunteerism across countries. The paper uses solid research method by adopting in-depth qualitative analysis conducted over an extended period of time (2009 to 2013) and is rigorous and critical in its analysis.

The global pandemic and resultant rise in global unemployment makes this paper more relevant than ever! Its approach to focus on the volunteers is excellent. The different responses and views of volunteers shed light on the practice and the impact of the reward system associated with labor. Indeed, the paper is theoretically sound with clear options for extending the research to other contexts.

This said however, the paper's relevance depends a bit on how prevalent underlying policies may be or become in the future. Also the analytical discussion and social justice issues may vary significantly vary from country to country and whether or not some countries may actually have volunteering policies at all. For other countries, the concept of "mandatory volunteering itself" may also sound controversial. Nevertheless, the paper merits its recognition as Honorable Mention.

Thanks to all our hardworking and conscientious committee members, as this work wouldn't have been possible without the painstaking and valuable work of our esteemed members: Alice Acejas (Philippines), Marzina Begum (Bangladesh), Monica Estudillo (Mexico), Armine Ishkanian (U.K.), Rafaella Rametta (Italy), Kimberly Reed (USA), Itamar Shachar (Belgium), and Hans Schmitz (USA).

Our congratulations to the Top Winners!

ISTR's 5th International PhD Seminar Goes Online
Four students have provided excellent and heart-warming reflections on their experiences participating in ISTR's online PhD Seminar.

Reflection by Avadh Bihari, PhD Student, Tata Institute of Social Sciences, Mumbai, India

The 2020 ISTR PhD Seminar has made its place in the history for going online for the first time, due to the spread of Covid-19 across the world. I was very excited when I got the news in 2019 that I had been selected for the **5th International PhD Seminar** scheduled in July 2020 in Montreal, Canada. My happiness doubled when I heard my paper had been accepted to the **14th International Conference** which was planned immediately after the seminar. I had started my preparations like organising funding, writing my paper draft, browsing how to get a visa and what to do in Montreal, and the preparatory e-mails from ISTR were building the excitement further. Then, in March 2020, came the news of the pandemic resulting in countries closing down their borders. This was followed by the announcement of postponement of the conference to 2021. So, this was not a very happy news as this was supposed to be my first international experience. Then on 4th April, 2020 I received an email that PhD seminar is moving online and that brought a mixed reaction. I would not get to do all those things which were planned such as personally meeting 49 other fellow-scholars, networking with

Avadh Bihari

diverse professionals, attending multiple sessions, enjoying the PhD party, participating in the 3-minute thesis competition and many more such activities. On the other hand, I was eager to still have a chance to discuss my work, learn about diverse perspectives on CSR and philanthropy, and

be part of the ISTR community, in spite of the pandemic.

So, I sent my acceptance to attend the ISTR PhD seminar online. The finalized group included 37 students from universities in 21 countries, representing approximately 23 nationalities working on varied issues such as third-sector organisations, philanthropy, CSR, communities, community foundations, etc. All of us were allotted to small groups of around 8 scholars each with two to three faculty coordinators. We were given a link to go through abstracts of the group members and prepare our comments, feedback, questions. I was amazed to see the range of topics my colleagues were working on; not only in my group but in other groups as well. These ranged from indigenous philanthropy to philanthropy in conflict regions and criminal justice system. I had not come across this diverse a set of topics during my journey in the field of CSR of nearly a decade. And this was from just one group. This gave me hope and showed me the enormous scope of learning that I could expect from this online seminar.

The opening ceremony was planned on 5th of July, 2020. **Dr. Ruth Phillips** (President, ISTR) gave us a warm welcome, shared her thoughts that how this is a new experience for ISTR to take the seminar online and gave us some pointers on how we could enrich our learning experience. This was followed by a guest lecture from **Prof. Deena White** (Department of Sociology, Université de Montréal) where she talked about Canada's third-sector. Her talk focused on how the capacity of third-sector organisations is challenged during Covid-19; what are the conditions that crush the sector's capability; and how there should be organisations of third-sector organisations to collaborate with government and other stakeholders. She also discussed capacity leading to autonomy of the organisations. I got a chance to ask and know her comments on the third-sector organisations in India where the sector was losing its autonomy because of increased institutionalisation and autonomy. This was followed up by Faculty and

Scholars' introductions. The faculty shared their previous experiences of ISTR PhD seminar and advised that this should be a rigorous but fun exercise where we should learn from each other but share light moments as well(the best tip I have heard in any academic forum, I must say!).

The PhD seminar started on 6th July, 2020. All the group members and faculty reported from their respective homes, locked down, nowhere to go but fully focused. We were in different time zones; for one of our faculty it was 0600 hours in Colombia, whereas for me it was 1730 hours in India. I was the first presenter in my group where I used my Conceptual Map to share about my study on community engagement in CSR projects in India: A post-development perspective. I presented for ten minutes after which the floor was opened for comments/feedback/ questions. I would like to emphasise here that I received insightful comments from every single participant and they substantiated their comments. I was asked to narrow down the scope, relook at the methodology (from qualitative to mixed methods), revisit some of the concepts such as indigenous knowledge, exploring models of CSR in India, and so on. We had in-depth and thorough discussion for over an hour. These comments have helped me immensely to revisit my methodology and I am now re-working on it with my PhD supervisor. My colleagues helped me with some references also. This became the norm for every presentation. The scheduled time for a presentation was an hour but we went beyond that for every presentation. It was thoughtful of our faculty coordinators to allow free flow of discussion where we all could engage with each other. Also, the discussions were not only helpful for the presenter but for the whole group, as all of us were working on similar topics but in different countries and continents.

One of the highlights of these group sessions was the positive energy. I always felt welcomed to discuss and comment; the faculty made it a process where we were the primary stakeholders in engaging with the presenter. The

sessions were constructive, encouraging, and with good doses of humour; due to this, I did not feel the 'webinar-fatigue' that we are getting used to in this pandemic period. The best part of the seminar was meeting and talking to so many people who are working on similar topics, which I do not get in my PhD experience. Generally, PhD is an isolated journey and getting so many knowledgeable people to discuss your research interest is a dream come true! Furthermore, the CSR discourse in India is rooted in the disciplines of social sciences and social work; which I found is different in the western countries where CSR is more of a business phenomenon. CSR in India deals with the communities which is not a typical case in developed countries. So, getting primary access to the management perspective was also beneficial for me.

I cannot forget to mention the PhD cafe sessions, which brought all PhD scholars on an informal platform (online) to meet and engage. I joined one of the sessions and shared some lighter moments with several scholars from other small groups; we talked about everything under the sun from our countries, politics, earthquakes, to scenic beauty. There was a natural camaraderie and I did not feel for a moment that I was meeting my colleagues for the first time. This was a wonderful initiative by ISTR to bring the vibe of 'non-pandemic' PhD seminars. With my university campus closed down and having spent four months of strict lockdown in one of the worst affected cities in India, I thoroughly enjoyed the intellectual and emotional space that the ISTR PhD seminar and my colleagues provided me.

Last day was the closing ceremony. The session by **Prof. Susan Appe** (ISTR Board Secretary and Co-Editor of *Voluntas*) on 'Getting Published for PhD Students', was one of the best sessions I have attended on publishing which made 'thinking' about publishing easy. Susan detailed out every single point from abstract to references, how to upload an article and even use classifications. The session was followed by Q&A and I was really happy that I could raise my questions and doubts and got clear explanations. ISTR does not leave you here with only organising the seminar – you become part of the growing pool of ISTR PhD seminar alumni network. Susan told us that as an ISTR family member we could reach out to her for suggestions, comments, and feedback on our writings. This was followed by discussion on emerging themes from small groups and experience-sharing. Margery Daniels shared with us some details about next year's conference and inclusion of Covid-19 as a paper theme. Megan Haddock gave us the details of ben-

efits we get as an ISTR member such as webinars, access to *Voluntas*, etc. With this, the 5th PhD seminar was closed officially.

I will cherish this unique experience and look forward to remaining connected with my new friends and colleagues. I cannot thank the ISTR team enough to make this successful and beneficial for me.

Reflection by Enos Kitambo, PhD Student, Makerere University, Uganda

''My worry was how to successfully engage virtually with poor rural network connection. Without hesitation I relocated to town to seek internet connectivity to capture the benefit from this rare opportunity. It was the first-ever international virtual meeting in my life connecting with peers from all continents. It all started with procuring a modem, setting zoom audios and videos, and praying that the electric power would not disappoint me....'' (**read more**)

Reflection by Keratiloe Mogotsi, PhD Student, University of the Witwatersrand, South Africa

''Covid 19 did not rob us of the opportunity to receive scholarly interaction and feedback on our work. One of my faculty members (Stefan Einarsson) actually took out more time to give me an individual consultation and provide more assistance on my concerns and the feedback that had been provided during my session. This was over and above the 1hr 30 mins session I had. This encouraged me greatly and gave me guidance on how I should proceed in a smart manner and cater for any scholarly arguments that could come about in future....'' (**read more**)

Reflection by Aleksander Bosic, Department of Social Work and Sociology, University of Agder, Norway

"It was vital for me to be surrounded by a group of people who have similar research interests because we as PhD students can often feel quite isolated with our challenging work topics. After an active and inspirational week, I felt that I had finally found my "tribe" of peers and established scholars with similar research interests that I have been seeking for so long. I am thrilled to be a part of the vibrant and diverse ISTR community and am looking forward to having the chance to meet my fellow PhD colleagues in person next year at the conference in Montreal and hearing more about the progress of their amazing projects....." (read more)

The Society is exceptionally thankful to the faculty who facilitated the small group sessions and provided valuable feedback to the students:

Co-Chairs:
• André-Anne Parent, School of Social Work, Université de Montréal, Canada
• Anna Domaradzka, Institute for Social Studies, University of Warsaw, Poland

Faculty:
• Gabriel Berger, School of Business, and Director of the Center of Social Innovation, Universidad de San Andrés, Argentina
• Florentine Maier, Institute for Nonprofit Management, Vienna University of Economics, Austria
• Hagai Katz, Faculty of Business Administration, Ben Gurion University of the Negev
• Paul Dekker, Sociology, Tilburg University, The Netherlands
• Marlei Pozzebon, Department of International Business, HEC Montréal, Canada
• Ruth Hansen, College of Business and Economics, University of Wisconsin-Whitewater, United States
• Stefan Einarsson, Stockholm Center for Civil Society Studies, Stockholm School of Economics, Sweden
• Ali Awni, School of Management and Director of the John D. Gerhart Center for Philanthropy, Civic Engagement and Responsible Business, The American University in Cairo, Egypt
• Carolyn Cordery, Aston Business School, UK
• Santiago Leyva Botero, Department of Government and Political Science, EAFIT University, Colombia

Book Notes

Nonprofit Crisis Management: Response to COVID-19. By Heather Carpenter, Dr. Norman A. Dolch, Timothy J. Hoffman, Roseanne M. Mirabella, & Helen K. Wise. Sagamore. 2020
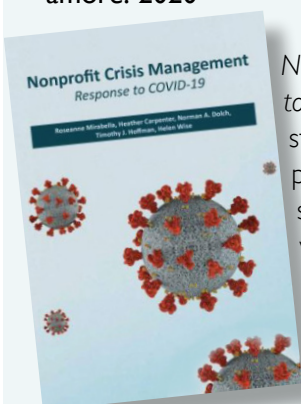
Nonprofit Crisis Management: Response to Covid-19 developed in response to student questions in our classes this past spring when our campuses were shutdown and the whole country was figuring out how to respond to the pandemic. It is a book responding to student interest and embraces stories of actual nonprofit organizations and their responses to those they serve, their employees, and the health challenges of Covid-19 and shelter-in-place orders across the country. It shares insight on a range of topics from leadership, fundraising, personnel issues, and risk management, to name a few.

This book is not a manual on risk management but rather is designed to promote critical thinking about dealing with unforeseen occurrences affecting one's community, one's organization, and those they serve. In the past, nonprofits have experienced crisis management in response to occurrences of a fixed time period such as fires, vehicle accidents, tornadoes, and hurricanes. What may be unique to the Covid-19 crisis management response is the unknown time of the required response.

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Chapter one provides a broad overview of Covid-19 and crisis management by nonprofit organizations. Chapters then shift to a collection of stories about the responses of various types of nonprofit organizations to the health crisis in their communities, the stay-in-shelter orders closing their operations for 8 weeks or more, depending on their location. These are not randomly selected nonprofit stories but rather nonprofits known to the authors and selected because they deal with populations at particular risk of one type or another (mentally challenged individuals, abused women and their children, and homeless persons). The final chapter examines lessons for moving forward and being better prepared for future crises, including the possibility of future rampant Covid-19 outbreaks.

Our hope is that the book will provide instructors an insightful piece for discussing the response of the nonprofit sector to Covid-19. We hope it will stimulate thinking about the importance of leadership by professionals and key volunteers, such as board members during crises confronting organizations. Finally, we hope it will stimulate students to think critically and creatively about how nonprofits respond to their various constituents (clients, funders, personnel, etc.).

We dedicate this book to the many nonprofit professionals and volunteers who have been good stewards to their organizations and strived to serve their constituents, especially those from marginalized constituencies.

International Human Rights, Social Policy and Global Development: Critical Perspectives. Edited by Gerard McCann and Féilim Ó hAdhmaill, Policy Press, April 2020

With international human rights under challenge, this book represents a comprehensive critique that adds a social policy perspective to recent political and legalistic analysis.

Contributors from academia and civil society organisations draw on local and global examples to review the impact of international human rights on social policy development and human welfare. With thorough analysis of their strengths, weaknesses and enforcement, it sets out their role in domestic and geopolitical affairs.

Including a forward by Albie Sachs, this book presents an honest appraisal of both the concepts of international human rights and their realities and will engage those with an interest in social policy, ethics, politics and international relations.

The book will also be of interest to civil society organisations and activists engaged in human-rights approaches to campaigning, advocacy, social policy development and practice.

Essentials of Nonprofit Management and Leadership: A Skills-based Approach. By Richard Hoefer & Larry D. Watson. San Diego: Cognella. 2021

Essentials of Nonprofit Management and Leadership: A Skills-Based Approach equips readers with the knowledge, skills, and competencies they need to serve as effective nonprofit leaders and advance human rights and social and economic justice. The book provides students with a strong foundation in professional values, knowledge development in leadership and management, and opportunities to develop their personal and professional abilities through skill-building activities.
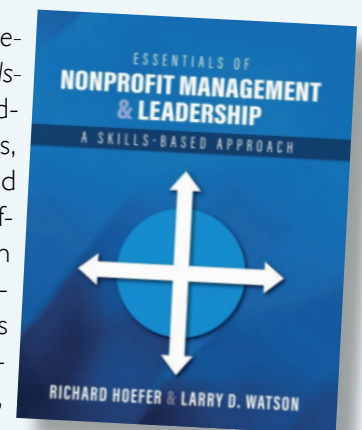
The text balances substantive content with hands-on experiential exercises and assignments to help students develop practical skillsets. It introduces theories and conceptual frameworks related to human behavior in organizational and social contexts. Equipped with this knowledge, future leaders are empowered to engage others, assess agency- and community-level concerns, intervene when problems occur, and evaluate the impacts of programs, interventions, and policies. Topics addressed within the text include personal communication, planning, program evaluation, budgeting, fund development, marketing, advocacy, and more.
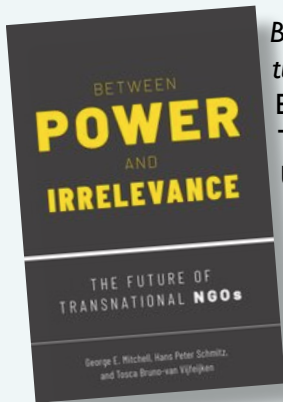
Between Power and Irrelevance. The Future of Transnational NGOs. By George E. Mitchell, Hans Peter Schmitz, and Tosca Bruno-van Vijfeijken. Oxford University Press. July 2020

Geopolitical shifts, increasing demands for accountability, and growing competition have been driving the need for change within transnational nongovernmental organizations (TNGOs). As the world has changed and TNGOs' ambitions have expanded, the roles of TNGOs have shifted and their work has become more complex. To remain effective, legitimate, and relevant in the future necessitates organizational changes, but many TNGOs have been slow to adapt. As a result, the sector's rhetoric of sustainable impact and social transformation has far outpaced the reality of TNGOs' more limited abilities to deliver on their promises.

Between Power and Irrelevance openly explores why this gap between rhetoric and reality exists and what TNGOs can do individually and collectively to close it. George E. Mitchell, Hans Peter Schmitz, and Tosca Bruno-van Vijfeijken argue that TNGOs need to change the fundamental conditions under which they operate by bringing their own "forms and norms" into better alignment with their ambitions and strategies. This book offers accessible, future-oriented analyses and lessons-learned to assist practitioners and other stakeholders in formulating and implementing organizational changes. Drawing upon a variety of perspectives, including hundreds of interviews with TNGO leaders, firsthand involvement in major organizational change processes in leading TNGOs, and numerous workshops, training institutes, consultancies, and research projects, the book examines how to adapt TNGOs for the future.
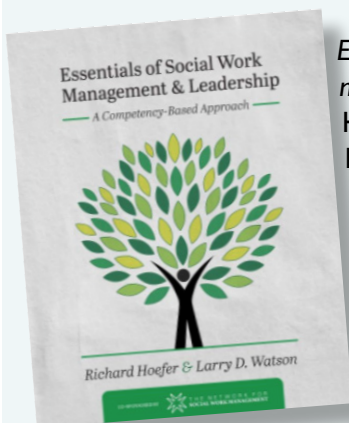
Essentials of Social Work Management and Leadership. By Richard Hoefer & Larry D. Watson. San Diego: Cognella. 2020

Essentials of Social Work Management and Leadership: A Competency-Based Approach helps students not only build critical knowledge but also cultivate the unique skills that will help them develop into competent and successful managers and leaders. Experiential exercises, informative case studies, and carefully crafted assignments based on the 2015 Council on Social Work Education's (CSWE) Educational Policy Accreditation Standards (EPAS) show students how to apply key concepts to gain career success.

Each chapter of the text combines knowledge with competency-building exercises that fit into a newly refined conceptual model of the material. The model places the 2015 CSWE EPAS into strategic categories according to orientation, helping readers better understand how each skill functions within the discipline and how collectively, they can support a thriving and effective social work practice. The text delivers excellent insight, opportunities for action, and material that inspires students to become effective, confident, and capable leaders.

Madam C. J. Walker's Gospel of Giving. Black Women's Philanthropy during Jim Crow. By Tyrone McKinley Freeman. University of Illinois Press. October 2020.

Founder of a beauty empire, Madam C. J. Walker was celebrated in the early 1900s as America's first self-made female millionaire. Known as a leading African American entrepreneur, Walker was also devoted to an activist philanthropy aimed at empowering African Americans and challenging the injustices inflicted by Jim Crow.
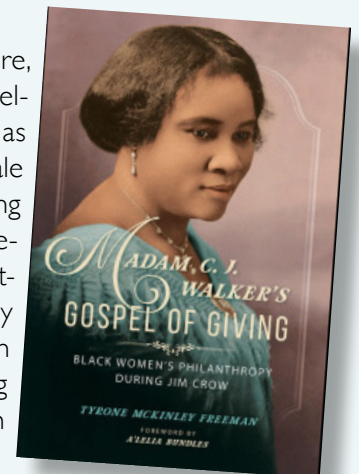
Tyrone McKinley Freeman's biography highlights how giving shaped Walker's life before and after she became wealthy. Poor and widowed when she arrived in St. Louis in her twenties, Walker found mentorship among black churchgoers and working black women. Her adoption of faith, racial uplift, education, and self-help soon informed her dedication to assisting black women's entrepreneurship, financial independence, and activism. Walker embedded her philanthropy in how she grew her business, forged alliances with groups like the National Association of Colored Women, funded schools and social service agencies led by African American women, and en-

listed her company's sales agents in local charity and advocacy work.

Madam C. J. Walker's Gospel of Giving broadens our understanding of black women's charitable giving and establishes Walker as a foremother of African American philanthropy

The Routledge Companion to Nonprofit Management. **Edited by Helmut Anheier and Stefan Toepler. Routledge. April 2020.**
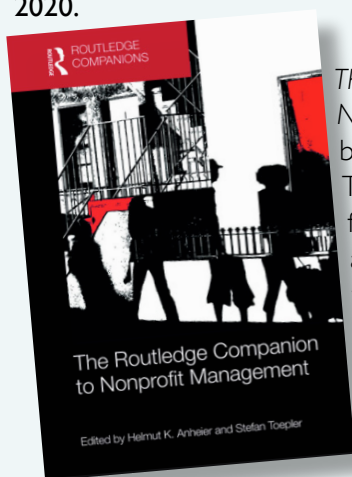
The Routledge Companion to Nonprofit Management, edited by Helmut Anheier and Stefan Toepler, is an internationally focused resource for graduate education and research in the field. It features 35 contributions from more than 60 leading scholars at the forefront of nonprofit management research and provides a thorough overview of the most current management thinking. It contextualizes nonprofit management globally, provides an extensive introduction to key management functions, core revenue sources and the emerging social enterprise space, and raises a number of emerging topics and issues that will shape nonprofit management in future decades.

The first section contextualizes nonprofit management in major world regions. Chapters in this section outline the current state of nonprofit and civil society development and core issues and challenges within the regions with bearing on managing nonprofits, NGOs and CSOs. This serves to sensitize the reader to subtle and not so subtle differences in which nonprofit management paradigms and concepts that largely originated in the Anglo-Saxon space apply and adapt to different social-economic, political, regulatory, cultural and historical contexts. The following three sections focus on the managerial tasks and functions that lie at the heart of nonprofit management.

The second section discusses board governance and composition, leadership, strategy development, and – given the centrality of trust for nonprofits – values and ethical considerations. The third and fourth sections then look at the core managerial tasks. Section 3 discusses evaluation and performance measurement, the marshalling of people for service delivery through staff and volunteer management and client involvement through co-production. For some types of nonprofits, members are a crucial part of the picture. Beyond people, financial management and internal controlling are essential and the use of information and communications technology has rapidly developed into an indispensable support tool. Section 4 then examines the more externally-oriented management tasks. Chapters here discuss collaborations and networks, as many nonprofits are increasingly drawn into New Governance approaches. Essential here is also the intersection with political and policy processes through nonprofit advocacy and lobbying, on the one hand, and engaging political participation more broadly. Marketing and relationship fundraising chapters close the section out and provide a transition to the next one, which is devoted to the major funding sources. Chapters in this section cover individual as well as institutional philanthropy – the latter by foundations and corporations – and the various forms of government support.

Earned income strategies are one element of the broader social enterprise space. Social enterprise continues to be a big tent term that encompasses a significant variety of organizational models and approaches between the ideal typical donative nonprofit, on the one hand, and strictly profit maximizing business enterprise, on the other. It intends to create value towards a social purpose by utilizing business methods and approaches. The value these enterprises can pursue includes the pursuit of social innovation. In support, new forms of social finance are emerging, the financing and investment schemes that seek to achieve social outcomes and financial returns at the same time, such as impact investing and social impact bonds, or provide alternatives to traditional fundraising, such as crowdfunding. Within this overall space, new legal hybrid forms have emerged that could potentially evolve into new competitive threats for nonprofits and the exploration of hybridity and hybridization is rapidly emerging as a key issue.