



Presents

DEMONSTRATE!

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Te Raupapa

Schedule of Abstracts

**Australia and New Zealand Third Sector Research
(ANZTSR) Ninth Biennial Conference**

Advances in Self-engagement Research Method: the case of this disadvantage Female Entrepreneurs in Auckland New Zealand

First Author - Dr Safia Akhter, Project Manager, Women's Empowerment Foundation "The Trust" and Research Assistant, Business School, Unitec

Second Author - Professor Howard Frederick, Business School, Unitec

The "self-engagement research method" is a set of research procedures, which aims to search latent (hidden) attitudes within a given group of individuals, such as disadvantaged women. This method also examines the research participants practises through an intensive involvement in the process of research. Research on self-regulation has also tended to emphasize having personal control over an event as the primary determinant of whether individuals can effectively monitor and alter their behaviour to attain a desired end state (W. Britt, 1999, 699).

The "self-engagement procedure" originated from fieldwork of social research, especially from the present author's experiences as a researcher and practitioner on women's empowerment under the micro-finance programme in Women's Empowerment Foundation, Auckland and in Grameen Bank Micro-finance programme (Nobel prize winner Professor Mohammed Yunus on poverty reduction through micro-finance).

This technique is based on the oft-cited phenomenon of discrepancies between what research Participants say what they often believe (http://en.wikipedia.org/wiki/Participant_observation).

This follows on Gabriel (1991:123-126) namely that participant observation is a useful technique for gaining insight into facts and is also useful for the rural poor or marginal groups, who are unable to communicate their problems. The problem is that since the 1980s, some anthropologists and the social scientists have questioned the degree to which participant observation can give truthful insight into the minds of other people (Geertz, Clifford, 1984 & Rosaldo, Renato, 1986).

This paper discusses the difficulties found in using participant observation to discover discrepancies between what participants say and what they really believe. It also discusses self-engagement research procedures which the author has developed through the long-term research experiences with disadvantaged groups of women in Auckland. These procedures discover the discrepancies between what participants say and what is in their mind.

These self-engagement procedures were used from the beginning of the fieldwork to locate research areas and get access to the study settings. It was found there are gaps in this method. For example, there are no systematic processes in which researchers can gain access into the community or be welcomed by research participants. It was also difficult to discover the insight into the facts that cause disempowerment and how micro-finance impacts everyday life on research participants. McCracken (1988 cited in Mertens, 1998:321) argued that researchers collect data directly through observation, but it is not possible to imitate, repeat involvement in the experiences of research participants.

This research draws on and extends the long traditional of participant observation in social research. In field research practises, participant observation was used in different ways for gaining insight into different aspects. A good example is the use and mis-use of the "field journal" in this type of research. The journal typically explained and analysed experiences and understanding of participant observation, in-depth interviews and group discussions on the impact of micro-finance on women's lives. However, researchers later realised that there were gaps in collected knowledge that needed to be filled. This led to "self-engagement procedures" which developed greater confidence that collected data could truly give insight into patterns of behaviour.

This paper addresses sensitive issues of women's empowerment under the micro finance programmes and makes a contribution to the literature. The "self-engagement method" detects the "silent facts" of women's lives. In research conducted amongst disadvantaged women in Auckland, New Zealand and Grameen Bank micro-finance programme in Bangladesh. The method of self-engagement led to better data when participants (both research and subjects) clearly perceived the purpose of the research, when participants have control over providing personal information, and when subjects can build trust with researchers. One overall lesson of this research is that research data and findings are more generalisable and valid when the participants in the research process understand the relevancy to his/her disadvantaged position and the causes of this, and when participants perceive that it is an opportunity to voice his/her disadvantages and causes.

The "self-engagement research method" involves a variety of behavioural activities. This paper also attempts to discuss in detail, these activities. This paper attempts to discuss the process of the "self-engagement method" in a systematic way. This has been addressed in the research process, in which research participants and researchers become self-engaged to detect the reality of the impact of micro finance to empower the disadvantaged. The stages of self-engagement procedures were developed and followed throughout field research into entrepreneurial behaviour of disadvantaged women in Auckland.

Research on self-regulation has also tended to emphasize having personal control over an event as the primary determinant of whether individuals can effectively monitor and alter their behaviour to attain a desired end state (W. Britt, 1999, 699).

A suitable research method could identify the empowerment/disempowerment of a disadvantaged group of individuals. The self-engagement procedures create a process, in which research participants and researchers become 'self-engaged' and gain insight into facts.

Towards an Australia Fourth Sector

Alessandrini, Megan - School of Government, University of Tasmania

Research conducted in 1998 in Tasmania indicated that a fourth sector of society distinct from Market, Government and community, was emerging (Alessandrini, 2001). The comparative analysis between 7 Tasmanian and 7 Texan non-government human service organisations showed dramatic differences between the two groups but also common ground. There was evidence of an emerging social group, possibly a new fourth sector of society, calling into question the conceptual adequacy of civil society (Alessandrini, 2002). If these organisations cannot be regarded as government, market or community [or civil society] a new category is indicated. Evidence in 1998 indicated that an 'entrepreneurial civic service' sector was in its infancy in Australia. Ten years on, in 2008, what has happened? Has the anticipated change eventuated and how robust is the concept of a fourth sector? The 7 organisations case-studied and qualitatively analysed in 1998 were recontacted and updated data collected. When analysed, this revised data is revealing in that dramatic change has indeed occurred with significant increases in collaborative and co-operative modes of operation that have accrued benefits to the organisations involved.

A Social Enterprise in Action: A case study
Awan, Bice - Chief Executive, Skylight Trust & Awan, Nazir - School of Business
- The Open Polytechnic of New Zealand

This case study reviews the thematic outcomes on social enterprise business model as a concept for a not for profit organisation. The review takes place in a context of wider discussions/views/opinions through literature review on the respective emerging theme. A case study methodology, semi-structured interviews and thematic analysis are used to allow an examination of a contemporary phenomenon within its real context. The intention of the study is to have an inside look at the reasons why the term social enterprise is considered an appropriate business model in the subject organisation. The theme that emerges is that Social Enterprise is considered an appropriate business model by this organisation because of its reliance on earned income to meet its social mission and the need for it to adopt commercial practices for this purpose. The underlying issues of the theme that the organisation is grappling with are echoed and validated by the wider context of discussions/views/opinions in the related literature reviewed. *Key words:* Case Study, Social Enterprise, Skylight.

The Universal Periodic Review of the NZ Government's Human Rights Record
Baars, Margo & Humphries, Maria

Established in 2006, the Universal Periodic Review (UPR) is a new human rights mechanism whereby the United Nations Human Rights Council reviews whether or not UN member states are fulfilling their human rights obligations and commitments. Under this system, for the first time, the human rights records of all U.N. Member States regardless of their size, wealth, or military or political importance will be regularly examined through a common mechanism.

Through the UPR, the Human Rights Council, made up of representatives of 47 United Nations member states, reviews the fulfilment of human rights obligations by member states every four years. The review covers state performance under the UN Charter, the ICCPR, the ICESCR and other human rights treaties to which the state is a signatory. This process is distinct from the review of state performance under individual treaties, which is done through the treaty bodies, by Committees made up of independent experts who have no state affiliation. The UPR is done by the Human Rights Council – a group of states, and is a broad review covering overall performance. Non-governmental organisations, and civil society more broadly, can contribute to the UPR process by making submissions to the Office of the High Commissioner for Human Rights (OHCHR). New Zealand is due for its UPR in May 2009.

In this session we describe the UPR ideals and processes. The unique challenges and opportunities for effective human rights monitoring presented by the UPR will be discussed. We report on the process whereby a number of NGOs responded with joint submissions to New Zealand's UPR. We summarise where this process is at the time of the conference and we seek researchers interested in examining the process in areas of mutual concern. We invite interested researchers to signal their interest in projects of mutual concern through which we may strengthen the transformative potential of this process. For people not attending the session, but with a research interest in it, please contact Associate Professor Maria Humphries at mariah@waikato.ac.nz. The research might be shaped as part of a Post Graduate project or as a collaboration between the HRF and others.

For more information on the UPR process <http://www.converge.org.nz/pma/nzupr09.htm>

Social Inclusion through Social Enterprise? Examining the impacts of third sector innovation in an era of network governance
Barraket, Jo, Australian Centre for Philanthropy and Non-profit Studies

In recent years, the concepts of social inclusion and exclusion have become part of the repertoire of third way policy discourses that seek to respond to complex socio-economic problems through processes of 'joined up' and 'integrated' governance. As part of this approach, we are witnessing an increased focus on partnerships and networks between government and non-government actors – with a particular emphasis on the role of the third sector – as part of a networked approach to contemporary governing. The presumed virtue of governing by networks is that different sectors bring different resources, relationships and expertise to bear on 'wicked' policy problems.

Within this wider framework, social enterprises – that is, social purpose organizations underpinned by a business vehicle – have been valorized in some jurisdictions as new forms of social innovation capable of facilitating social inclusion. In this paper, I examine the social inclusion impacts of a number of community-based social enterprises in Victoria, Australia. Drawing on interviews with staff, directors and some participants of eleven such enterprises, I consider the ways in which these organizations facilitate social inclusion and the institutional barriers they face in stimulating social innovation in the context of network governance. I find that, while some forms of social enterprise indeed facilitate social inclusion, greater interrogation of the presumed logic of governing through networks is needed by both the third sector and governments if the possible benefits of social innovation through social enterprise are to be fully realized.

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Earth Protect Proposal - "From Image to Action"

Barbeito, Carol, Co-Founder, President and Managing Director of Earth Protect.
Barbeito, Grant, Co-Founder, Vice President and Creative Director of Earth Protect

Earth Protect is a social networking video web site on the worldwide environment, www.earthprotect.com incorporated August 2007 and launched July 2008. This is a fourth sector organization, a social conscious for-profit company which has a double bottom line of raising awareness about the need for people to change how they live on this earth and to connect them to information and effective action while creating financial and other value for all our constituents. We chose this corporate model specifically so we would not compete for the limited philanthropic support available to third sector organizations. We seek to empower ngo's with environmental and sustainable development missions to gain donations, members, volunteers, influence public policy and gain program participants. Earth Protect provides them with free listings in our Resources section plus they can upload or link videos, engage in forums and post articles in the blogs. Earth Protect also engages government and for profit sector organizations through Green Connect directory. Schools and clubs focusing on the environment are listed free in Green Connect. Our revenue comes from sponsorships, advertising, affiliate programs and sale of branded and endorsed products in the Store. Earth Protect is a database project and conducted applied research to:

- understand trends
- determine environmental categories
- determine green business categories
- identify target markets
- learn about market segments Internet usage and social networking site usage
- build the video library
- build databases of environmental ngo's

The session will be presented as a case study including film and video plus oral presentation with a questions and answer session.

The case will focus on Earth Protect as a fourth sector organization with social responsibility written into its mission leading to the well-being of people and the planet and utilizing an applied research approach to planning for and creating Earth Protect.



DEMONSTRATION

“From Image to Action-Its Your World Get Involved”

Presented by: Carol L. Barbeito, Ph.D., President, Managing Director, Grant Barbeito, Vice President and Creative Director

www.earthprotect.com

Earth Protect is a social conscious for profit venture that is raising awareness among the world's people so they live in a sustainable way and connecting them to effective actions while creating financial and other value for all constituents.

Earth Protect's unique Internet social networking video site covers all aspects of the worldwide environment. People can join, post or link videos, use the forums, blogs, list environmental and sustainable development nonprofits, schools, groups or clubs that are hosted free by Earth Protect. Green businesses and government listings on the site help people find green products.

Join-Connect-Get Involved
for Our Healthy Sustainable World

Why Nonprofits Don't Partner with Businesses

***Basil, Debra, Visiting Scholar, University of Wollongong, AUSTRALIA - Associate Professor, University of Lethbridge, CANADA
(co-authors: Runte, Mary, M. Deshpande, Sameer)***

Funding for nonprofits has become increasingly tight, and more nonprofits (NPOs) are seeking business collaborations to help overcome funding shortfalls (Andreasen 2003). Cause-related marketing alliances (CRM) are a popular form of company/NPO collaboration. In CRM companies partner with NPOs and use the NPO image in marketing efforts (Varadarajan and Mennon 1998). Although many NPOs partner with businesses, not all do. Consistent with the conference theme of public/private partnerships, we examine NPO perceptions of the drawbacks of CRM. We compare perspectives of those who have previously participated in CRM with those who have not, to better understand the apprehensions of those who have not partnered. Our results demonstrate resource and logistical concerns on the part of non-participants.

Our research began with two exploratory focus groups, to identify potential CRM drawbacks for use in our survey and to pretest the survey. Next, a survey of US

nonprofit organizations examined NPO perceptions of business/nonprofit partnerships. The survey was conducted on-line, with an existing research panel administered by Market Facts, Inc.

The survey results demonstrated a stronger perception of CRM drawbacks for non-participants, compared to CRM participants. Even so, the scores were not high in an absolute sense. Although non-participants hold a dimmer view of CRM than participants, they do not appear to have a strongly negative stance. Echoing this interpretation, neither group viewed CRM as an exploitation of the NPO.

The data were analysed in the context of Gourville and Rangan's (2004) framework, which proposes first-order (immediate) and second-order (long-term, indirect) outcomes for partnerships. Both groups were significantly more concerned with first-order issues such as the day-to-day operation of such a partnership. There was little evidence in either group of concern over second-order issues such as public perception and philosophical differences.

These results demonstrate that non-participants are primarily concerned with the extra effort and resources CRM may entail; their concern appears to be primarily functional. They are not strongly concerned with the impact CRM has on public perception, nor are they concerned with philosophical or control issues related to working with a business. Similarly, they do not perceive that CRM is exploitive. In sum, non-participants do not appear to be morally against CRM, their non-participation instead appears to be an issue of immediate resources.

We will focus on two issues: method and results. First, we will discuss the benefits and drawbacks of using an on-line sample. We will demonstrate how such a sample can be effectively used, and highlight the potential drawbacks of the approach. Second, we will discuss the research findings, focusing on the implications of first-order vs. second-order outcomes.

Changing relationships: How government funding models impact relationships between organisations

Baulderstone, Jo Dr - Flinders University & Earles, Wendy Assoc Prof - James Cook University

The Australian government's Communities for Children (DFaCSIA. 2006) strategy provides an illustration of the challenges for both public sector and nonprofit organisations (NPOs) which arise when NGOs become funders on behalf of government of other government agencies and of other NGOs. This funding arrangement is an example of the complexity of governance that can arise when the frameworks of New Public Management meet the emerging discourse of partnership

The Communities for Children program operated in 45 disadvantaged communities. In each community the Commonwealth government funded an NPO to work with local service providers and community members to develop a strategic plan and sub-contract other agencies to deliver services to meet identified needs. Sub-contracted agencies include both NPOs and government agencies (state and local), and a cap was placed on the proportion of service delivery that the lead NPO could provide. The funded lead agency (or 'Facilitating Partner') is accountable to the Commonwealth for both the funding and the outcomes achieved. Contracted agencies, whether government or nonprofit, are referred to as 'Community Partners'.

Facilitating Partners are required to undertake a number of new roles including contract management and mediation/translation between the federal funding agency and the

community partners. This project aims to identify the policy and management implications for NGOs whose role is extended in this way and to identify lessons for the future. The project adopts qualitative methodology using in-depth interviews and focus groups with partners to explore fears and expectations about relationships and experiences of relationships at different stages of the contract management process.

This paper raises question for nonprofit service providers and government funders. It reviews the experiences of Facilitating and Community Partners in three distinctive sites to explore the nature of the contractual relationships (using Kramer and Grossman's (1987) model of the stages of contracting) and to identify the extent to which relationships are perceived as more market-like or more like a partnership (using a framework derived from the work of Kettner and Martin (1990), Darwin, Duberley and Johnson 2000), Gooden (1998) and Hardy & Wistow (1998). While this is an ongoing project the findings to date suggest that partnership and network governance requires different types of relationships from those in market-like contracts and that working as partners within a rigid contractual model both leads to considerable challenges for service providers and requires high levels of interpersonal skills to successfully manage.

How Do You Measure Community Activity?

Blake, Marion, CEO Platform Trust

This paper gives voice to the tensions that emerge when traditional evaluation and methods of measurement meet innovative social practise.

In New Zealand much of the innovative service delivery that supports people with experience of mental illness and addiction to engage with the complexity of ordinary community activities occurs in the third sector. Funders from the public, private and philanthropic sectors in New Zealand are increasingly being drawn to invest in innovative projects, however the methods of evaluation of these projects or measuring the return on their investment are limited.

Traditional methods of evaluation or measurements depend on independence, and require regimes that rely on consistency, repetition and often separation. Reliance on numerical and financial data in isolation is a common default when measuring success and this is often inadequate when looking at innovative projects as the dynamics, the systems, the learning ,the interconnections and the understanding of the parts of the environment or emerging impacts are not reflected.

As the discussion about accountability continues third sector organisations that are contracted by the Government funders are increasly needing to be resourced by research that is able to describe the whole and living systems in which we operate and what's working, for whom, in what ways and from what perspectives.

Making the absent visible in poverty research

***Boon, Bronwyn, Department of Management, University of Otago
(co-author - Farnsworth, John)***

"Every day is like an obstacle course and it's just a matter of trying to navigate the obstacles" (Brian)

A key challenge for poverty researchers is making visible the absence of connection. Intuitively, a project that seeks to make visible the non-existent doesn't appear to be either a rational or an easy endeavour. Fortunately we have options when it comes to research process, both in terms of theory and methodology.

This paper explores the quality of the lived experience of poverty: in other words, how those on low incomes navigate the obstacles their circumstances present to them. Our research, part of a major study of poverty based in a New Zealand urban centre, was conducted primarily through focus group interviews with both low income participants and local foodbank staff. It suggests that the experience of poverty is powerfully influenced not just by income but as much by the quality of the connections individuals on low income have: to their communities, to government institutions and to community agencies. It is the strength of these connections that determine whether individuals are tied into important social and institutional networks or simply fall from sight.

In this paper we argue for the simple importance of listening to the actual voices of those living with poverty. We argue there are some things we cannot know *unless* we *talk with* the people specifically living on a low income. In doing so, we become able to trace both an individual's web of connections and the gaps in these networks.

Focus group interviews with those in poverty also highlight how difficult it is to do research with some groups in society. We illustrate this with examples drawn from the interviews. We emphasise, however, that this is intrinsic both to the experience of social exclusion and to the research interview process, and are necessary components in a comprehensive poverty research programme.

The conventional starting place for poverty has been the measurement of household income (O'Brien and Penna 2008). Important as income is, the concept of deprivation poverty has emerged as an effective means of capturing a wider range of dimensions of the poverty experience (Halleröd and Larsson 2008; Townsend 1979). For example, a key dynamic within the deprivation concept is the inability to participate in daily activities that are considered normal for the society in which the individual is located. Enabling a particular focus on the relational dimension of this exclusion, the concept of social exclusion has emerged – and continues to be debated – in recent international literature on poverty (O'Brien and Penna 2008; Room 1995; Wagner 2008). This repeatedly emphasises that social connections and participation are key both to well-being and to an individual being able to make the best of his or her life chances. Following these international trends, the concept of social exclusion is starting to have a presence within New Zealand based social research (Bromell and Hyland 2007; Humpage 2006).

Doherty (2003) argues, how we think about an issue determines how we go about researching it and what we report. If we are to capture and understand impoverished or absent connections to social and institutional networks we need to keep asking ourselves: "what is the most effective theoretical and methodological approach?" Quantitative methods such as Income and deprivation orientated surveys – such as the Ministry of Social Development's (MSD) Economic Living Standards Index¹ (ELSI) survey tool – are an important, new set of tools. But we emphasise, that, like any methodology they have limitations. We argue that they efficiently provide national profiles of poverty-as-a-categorical-status, but cannot capture poverty as an inter-relational process. As Perry (2008:58) suggests in his report for MSD, 'a different type of research is needed to give insight into how this unacceptable hardship is experienced and understood' by those living with poverty.

Through this paper we demonstrate this by illustrating how impoverished or non-existent connections to social communities, government institutions and community agencies can be made visible. We also discuss how both connection and disconnection are material in negotiating the obstacles and difficulties inherent in the experience of poverty.

¹ See <http://www.msd.govt.nz/work-areas/social-research/living-standards/index.html> .

Civic participation in context: the role of social capital production and exchange.

Brown, Dr Kevin - Faculty of Arts and Education, Deakin University

Forms of active citizenship are often championed as effective vehicles for bolstering socially inclusive strategies. However the effects of civic activity and participation tend to be inconsistent across time and space as much of the emerging empirically based literature indicates. While these patterns are often amenable to analysis, their determination is usually complex. In seeking to conceptually clarify these sets of relationships this paper stresses the importance of context and suggests links between the concepts of social capital and active citizenship in a variety of situations of social capital generation and accumulation. /

A framework is developed to address resulting questions of explanation through a reformulation of active citizenship and social capital within a four-fold model of social capital production and exchange. Ultimately, the results of active citizenship will comprise the accumulation of diverse types of actions undertaken in differing milieus and given shape by social closure, social association, class constraint and class enablement. The paper concludes that in order to better understand civic participation, pathways between different types of social capital production need to be contextualized as fully as possible. Work that seeks to specify linking social capital mechanisms such as Wuthnow's (2002; 2003) distinction between status and identity-bridging marks a way forward to these goals.

Action Research for Innovation in the Third Sector

Burkett, Ingrid - Social Innovations Manager, Foresters Community Finance

This paper explores the importance of action research in developing and harnessing innovation and building an enterprising Third Sector. The paper examines the approach of an Australian Community Development Finance Institution (Foresters Community Finance) – a Fourth Sector Organisation – to supporting and developing innovation in the Third Sector (and the Fourth Sector!).

The paper begins with an introduction to social innovation, with links made to social enterprise and an enterprising Third Sector. We then examine the role of research in social innovation and explore why action research methodologies in particular align well with social innovation.

The paper will then explore the particular nature of action research cycles used by Foresters in its work. This will be illustrated with three short case studies from Foresters work:

1. Community Asset Building

This case study focuses on the evolution of Foresters Community Asset Building program over the past decade. The program includes capacity building and training elements, in addition to the adaption of financial tools and mechanisms to ensure that organisations are able to ensure that asset building grows not just wealth but enhances social impacts. Community Asset Building is centred on ownership of physical assets by incorporated community groups and associations. Ownership means they can build financial independence, leverage greater community benefits, and develop capacity to build a sustainable long-term future reducing overall dependence on external sources of income.

2. Developing finance and capital options for and with Social Enterprises

This case study explores an action research project being undertaken by Foresters to develop accessible, ethical and fair financial products designed to cater for micro-enterprises, social enterprises, social businesses and eco-businesses.

3. Developing Investment products for Growing Affordable Housing.

This case study examines the early stages of an action research and product innovation process through which Foresters is designing a social investment product focused on affordable housing. The process builds on a policy initiative of the Australian Federal government and is designing and modelling investment products that combine both long-term social impact and strong financial returns.

The case studies highlight the elements of social innovation processes and unpack the methodologies of action research – and then offer some insights into the links between innovation and action research cycles. Indeed case studies focus on different stages of innovation and action research and illustrate how research methodologies that focus on change and practice can actually enhance and build on the innovation process.

The paper concludes with a discussion of how innovation cycles in the Third and Fourth Sector can be supported by growing organizational cultures that have a commitment to inquiry, disciplined reflection and a capacity for risk and experimentation.

Foresters Community Finance Ltd is a Community Development Finance Institution. Foresters believes that a strong and independent civil society is crucial to a dynamic and vibrant democracy. Third and Fourth Sector organisations play a central role in the strength and fabric of civil society through their diverse form and practice. As a Community Development Finance Institution we assist these organisations to build financial and social sustainability thereby making a contribution to the strength of civil society. This means we:

- Seek to build the skills and knowledge of the Third and Fourth Sectors;
- Invest in the asset base of the Third and Fourth Sectors;
- Account for both the financial and social returns on these investments.

Promoting Generosity

Burns, Tim – Volunteering New Zealand & Jones, Nick - Hayes Knight NZ Ltd

Volunteering New Zealand, Philanthropy New Zealand and the Office for the Community and Voluntary Sector are working together to convene a multi-sectoral Promoting Generosity Hub in order to promote giving in all its forms – the giving of time, money, in-kind and through acts of kindness – from both individuals and businesses. In order to undertake its work the Hub has found that knowledge building must precede and accompany action, in particular, as some perceptions around giving and giving trends in New Zealand are either poorly understood or do not align with the reality.

Although new data on giving is becoming available through research such as the Study of the New Zealand Non-Profit Sector, and Giving New Zealand, the Hub is drilling down further to understand generosity and why it should be promoted. We are also investigating those individuals and businesses that give; why and how they give; and finally, what is and can be done to build greater generosity. This inquiry has involved using both conventional and non-conventional methods of collecting information, such as commissioning a report from Nick Jones & Associates Ltd / Nielson Media Research Towards an Understanding of Generosity in Aotearoa New Zealand; undertaking an extensive literature research; drawing on community knowledge through a communities of interest meeting; discussions within and beyond the Hub; collecting stories of all forms of generosity; and understanding initiatives with similar intentions.

This workshop will involve a discussion of the collaborative process thus far, as well as a presentation of our initial findings and directions in order for participants to be able to play their part in this ongoing dialogue. We invite participants to use the workshop to discuss our thinking and to offer your perspectives on findings to date.

Towards a Blueprint to Dismantle Institutional Racism Came, Heather

This research topic, as a personal and professional interest has emerged out of my day to day experiences of racism working within Maori public health. I identify myself as Tangata Tiriti in recognition of how my ancestors gained access and legitimacy to Aotearoa but also due to my personal (and professional) commitment to a wider social change movement that is working towards a Treaty-based future. This research utilized a kaupapa Maori framework where by Maori worldviews were privileged and positioned as ordinary. Within kaupapa Maori theory I found a role for non-Maori through the work of Royal (1998) who makes the distinction between kaupapa Maori which works with a Maori world view and has political analysis and matauranga a Maori which works with Maori cosmology and is tikanga based. Within the New Zealand context I contend that institutional racism is shaped by our colonial experience, with government infrastructure historically established to advance colonial policy. Within this research I define institutional racism as the systematic, inequitable treatment regarding discriminatory policies, practices, resource allocation and outcomes. It is caused by both action and inaction. It is a collective failure to do the "right" thing. This working definition was developed through a review of both international (particularly the writings of black power movement leaders, public health academics, human rights covenants, enquiry findings) and local literature (predominately Maori writers and activists). In delving further into the literature I identified a variety of sites of resistance to institutional racism. These included; the development and use of international human rights instruments, the Maori sovereignty movement, Pakeha anti-racism activism, the tradition of cultural safety, the use of cultural and treaty audits, the writings [and actions] of Dr Camara Jones and systems change praxis. Through a critical appraisal of these traditions key elements of a possible transformative process were identified - a tentative blueprint for change.

The development of a new social movement analysis tool

***Carling-Jenkins, Rachel - Research Fellow, Monash University, Victoria, Australia
& Earles, Wendy - James Cook University, Cairns, Queensland***

This paper presents an analysis tool designed to inform and analyse new social movements. This tool was developed to deepen understandings of the positioning of people who have been othered; and to facilitate learning from other new social movements. A preliminary analysis of two new social movements, the Australian Women's Liberation and the Indigenous (Australians) Rights Movements, formed the basis for the emergence of this analysis tool. The analysis tool is presented as three separate but interrelated parts named: domains, details and dimensions. Domains provides insight into the positioning of people who have been 'othered' within an hierarchy of dominance, and contributes three domains of oppression – medical, professional and market. Details investigates the voices, the events, and the visions of new social movements within their local and international context. Dimensions asks how a movement can be defined as a new social movement and looks at areas of new social movement development, through phases of individual, group and public consciousness. This analysis tool has a wide scope for application. It is presented as a series of questions which can be applied, for example, to documents (monuments of movements) or interviews of movement participants.

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Human Rights Community Development: A Developing Praxis

Chrisp, Jill – Human Rights Commission



The New Zealand Human Rights Commission is piloting a human rights community development approach that aims at building community capability to identify, advocate for, and resolve local human rights issues, and to include human rights approaches in local planning and decision-making. Taku Manawa (My Human Rights) is both a process and an outcome encouraging a human rights approach to community transformation. In this session the Human Rights Commission will provide an overview of Taku Manawa and of the human rights community development approach. Participants will then be invited to take part in a "deliberative dialogue" process that will further demonstrate and enhance our praxis.

A research note: Direct financial costs in volunteering

Cordery, Carolyn - School of Accounting and Commercial Law, Victoria University of Wellington

Statistics New Zealand (2007) stated that more than a quarter of New Zealanders donated over 270 million hours of unpaid labour to third sector organisations in 2004. It is also estimated that 41 percent of Australians volunteered in 2005 (Lyons 2006). Volunteering is, however, not without costs. Often volunteers purchase goods or services to be used in organisations they volunteer for and they often incur expenses in travelling to and from their volunteering role, as well as during volunteering. Anecdotal evidence suggests that frequently these volunteers are not reimbursed for these expenses and, even when they are, reimbursement does not cover the full costs incurred. This paper reports on a survey of New Zealand volunteers undertaken in 2007. The prime reason for the survey was to corroborate (or otherwise) anecdotal understandings in respect of volunteers; expenses and reimbursement patterns. In this paper, analysis of the impact of out of pocket expenses on volunteering is considered, the differences between rural and urban volunteers' expenses highlighted and the correlation between income and expenses is assessed. It was found that, while un-reimbursed costs are unlikely to stop a committed volunteer, these findings are a reminder that third sector organisations should design reimbursement processes to support their volunteers.

Recent and proposed changes in financial reporting for not-for-profit organisations in NZ and Australia

Crofts, Ken - Charles Sturt University, Bathurst & Cordery, Carolyn - Victoria University Wellington & Sinclair, Rowena - Rowena Sinclair - AUT University

This is a one hour workshop reviewing the state of play in financial reporting and disclosure in the Australian and New Zealand context. There is an increasing demand from stakeholders for increased accountability from not-for-profit organisations due to concerns over the public benefits that most not for profit organisations attract, such as tax exemptions, tax deductibility of donations, and use of public monies through grants and service agreements with government. The Senate inquiry into disclosure requirements of not for profit organisations in Australia, and the consideration of not for profit reporting by the MED in NZ indicates the importance of such issues to regulators and standard setters on both sides of the ditch. The workshop will discuss implications for not for profit organisations and together we will formulate ideas on how the third sector organisations can have their voice heard within the debate.

Structure:

- 10 mins Australian reporting
- 10 mins New Zealand reporting
- 10 mins Complexities of reporting
- 5 mins International standard setting bodies/ Professional accounting bodies
- 20 mins Open dialogue on how ANZTSR and third sector organisations can have their voice heard when reporting changes are formulated.
- 5 mins Summing up and conclusions

Achievement of Social Outcomes by NFPs: A Vital Disclosure

Crofts, Ken - Charles Sturt University, Bathurst

Accountability reporting by not-for-profit organisations (NFPs) has increasingly come under the spotlight due to criticism of the current NFP disclosure regimes operating in Australia. Critics argue that the growing influence and economic significance of NFPs requires more detailed disclosure to improve accountability and transparency – a point reflected in the current Senate Inquiry into disclosure regimes for charities and NFPs. While improved financial reporting would be beneficial, it is argued in this paper that (1) the key disclosure of an NFP should be a measure of its effectiveness in achieving social outcomes, consistent with the mission and objectives of the organisation, and (2) such disclosure should not be mandated by either legislation or accounting standards.

In determining what disclosure requirements should be adopted, it is appropriate to consider the views and perspectives of managers of NFPs since these managers represent the 'bridge between governance and operations' (Baulderstone 2007, p.11) and possess an overarching view of the multiplicity of stakeholders to whom the organisation is accountable. The research reported in this paper involved a series of semi-structured interviews with ten managers from three large human service NFPs. Seven managers were responsible for running substantial programs, while the other three occupied a financial role, including preparation of the Annual Return. Interviewing both types of managers allowed the views and perceptions of financial managers, who are aware of the benefits and limitations of the current reporting regime, to be considered, whilst including program managers captured broader accountability obligations owed to a range of stakeholders including clients.

The research results have important implications for revised reporting and disclosure regimes for charities and NFPs. Firstly, the managers believe that fiduciary accountability is important and that a level of consistent financial disclosure based on accounting standards is necessary. Secondly, the managers considered that it was vital to report

effectiveness in achieving social outcomes in accordance with the mission and objectives of the organisation. Due to the unique mission of each organisation and the current array of methods available to measure or report social outcomes, it is impractical to mandate reporting standards by way of legislation or accounting standards. Instead, NFPs themselves must take the lead and look to voluntarily develop world class methods of reporting the effectiveness of social outcomes.

The primary limitation of this research is that it provides managers' perceptions and views of stakeholder reporting requirements and does not address stakeholders directly. However, the research highlights the views and perceptions of those on the ground dealing closely with a multiplicity of stakeholders including clients. It is important these views are secured when reviewing disclosure regimes for NFPs to ensure the debate is not captured by standard setters, technocrats or those who may be unsympathetic to the notion that the objectives of NFPs are fundamentally different to those of for-profit organisations.

Characteristics of Non-paid Work Volunteers

Crothers Charles, Auckland University of Technology & King, James, Office of the Community and Voluntary Sector

The recent censuses have included a question on non paid work activities, but this has not been extensively analysed so that we still know little about the social background characteristics of volunteers, the (volunteering and other) activities they most participate in, let alone the spatial variations in volunteering which differentially affect the community capacities of different types of social area. This paper will examine the extent to which major theories concerning the social characteristics of volunteering are supported (or not) by the NZ census (and relevant survey) data, and will provide a series of 'social atlas' maps of the distribution of volunteering, and other tables describing their social characteristics.

Values and Attitudes of Non-Profit Sector Employees and Volunteers

Crothers, Charles – Auckland University of Technology.

A widely shared ideology holds that those involved in the third sector (either as employees or volunteers) cleave to a more community-orientated set of values and attitudes, as well as disporting a wider range of viewpoints since this sector is less constrained than either the government or capitalist sectors. In turn, scholars might expect that volunteers and non-profit employees might tend to reject both capitalist and state-centered definitions of social issues and their solutions. NZ survey data (especially the NZES study) is used to examine this issue and also to test for alternative explanations for differences in values between those involved in different employment sectors.

Marketmorphism: Valuing all things Corporate

Dalton, Bronwen - Centre for Australian Community Organisations and Management & Green, Jenny - University of Technology, Sydney & Edwards, Mel - University of Technology, Sydney

Many contributors to nonprofit related literature have argued that there has been widespread legitimisation of the business model within the nonprofit sector (Kenny 2002; Frumkin 2003). The relevant trends include growing reliance on – and pervasiveness of – commercially generated revenues, an increasingly entrepreneurial culture within the nonprofit sector, growing involvement of nonprofits with corporate partners, and intensifying competition with for-profit service providers. Positive assessments of

nonprofits adopting for-profit managerial techniques and engaging in commercial activity are prominent in a range of literature but in particular found in the social entrepreneurship literature which refers to a broad set of entrepreneurial strategies to address social goals (Boschee 2001; Borgaza & Defourny 2001; Simons 2000; Thompson 2002). In a similar vein, much of the fundraising and resource development literature is focused on resource mobilisation targeting the market sector rather than donors or the state (Reis & Clohesy 2001 and Frumkin's 2003 discussion of this trend). These positive assessments have been influential with many nonprofit executives feeling they must meet expectations that their organisations will be considered to be more disciplined and effective if they appear more business-like (Frumkin 2003). In this paper we argue that much of the appeal of for-profit practice for nonprofit managers lies in the perceived novelty of such practices. A view that " as it is new it is therefore worthy of replication." To demonstrate this we look at two trends in the Australian third sector. The first is the expansion of nonprofit lead commercial activity in Australia as evidenced in data available through the Australian Bureau of Statistics' (ABS) first Non-Profit Institutions Satellite Account 1999–2000 (ABS 2001) and an analysis of local media coverage of other high profile cases. The second trend relates to nonprofit executive recruitment practices in Australian and draws on an analysis of 512 recruitment advertisements for managers in nonprofit sector community service organisations that appeared in The Sydney Morning Herald, the leading newspaper in New South Wales, over a five-year period (2002 to 2006). The analysis finds that values receive little attention in the advertisements, and that a trend towards valuing professional qualifications and industry experience, including experience in the corporate world. We argue that together these trends reflect and affect what is important to the sector in particular that "going commercial" is a desirable end in itself. The paper concludes with a discussion about the true novelty and value of corporate managerial practice for the third sector. In particular we discuss the potential for this trend to generate a value shift within nonprofit organisations that may undermine the capacity of nonprofits to realize their social mission. . The paper concludes with a brief case study, presenting a snapshot into recent developments at Greener Pastures Aged Rights and Services under a new management team led by CEO Max the Axe Turnball former Chief Ethics Officer at James Shardie.

Valuing Community Support Work – the ongoing and invisible battle
Kerry Davies, National NGO Organiser, Public Service Association of New Zealand & Janice Burns, Top Drawer Consultants

The PSA recently commissioned a job evaluation comparing the work of Community Support Workers (CSW) working in intellectual disability support services with Health/Therapy Assistants and Corrections Officers.

The purpose of this job evaluation was to use an objective tool to compare community support workers with occupations of similar skill levels to accurately determine the size of the community support worker role. This exercise was supported by two major disability support providers, Spectrum Care and Healthcare NZ.

It is proposed that the PSA along with other organisations such as the National Residential Intellectual Disability Providers group and the CTU utilise this information to provide objective evidence to support an increase to the level of funding for wages for workers providing disability support services.

This presentation will discuss the findings from this study and discuss some of the ways forward for sector organisations and their staff.

Against the tide – research into Third Sector participation and communication in Geelong’s post-Fordist future
Demetrious, Kristin - Deakin University

In 2007, Ford Motor Company announced its plans to close its six-cylinder plant in the regional centre of Geelong, Victoria, by 2010. It was one of many such announcements for the region that year entailing significant job losses in the manufacturing industry, some others were Alcoa Rolled Products, Goodman Fielder and Henderson Automotive Technologies. My work in investigating this event is part of a wider Deakin University cross-discipline study seeking to understand the social, cultural and economic transitions and relations involved within context of globalization and a mindset of ‘inevitable’ industrial decline. My work within the research group will investigate third sector relations and public communications surrounding the plant closure both between key stakeholders and the media.

This paper, however, will demonstrate how my research into the role of grassroots community action groups such as Save Geelong Manufacturing (SGM) and more generally in public communications, applies to the development of Geelong’s post-Fordist future. In particular, it shows how a greater understanding of the key drivers in the closure and some of the reasons behind the formation of different groups and their interactions benefits decision-making. It will also show how evaluating stakeholder groups and analysing their use of media and political processes reveals constraints and advantages within the public debate. This is significant because it will shed light on communicative power relations that determine thinking and action in a local regional Australian context and in particular, examine any dominant hegemonic views that shut down innovation and possibility. Finally, the paper will demonstrate that research of a bottom-up grassroots group brings to light particular social and cultural resources that enriches debates and may prove beneficial and influential in post-Fordist cultures.

Third Sector Workforce Dilemmas

Earles, Wendy & Lynn, Robyn - School of Arts and Social Sciences, James Cook University, Cairns

This research explored the current demand-supply disjuncture for appropriately qualified and experienced staff for community services and addressed the question – How can a local service sector respond locally to this emerging issue?

In 2006 the Australian Institute of Health and Welfare undertook a review of the available literature on the community services workforce and identified shortages of qualified staff and skill deficits among current staff as common themes (Vaughn 2006). The Australian Community Sector Survey (Queensland) (2006) also found that (58%) of respondents indicated that they experienced difficulties in attracting appropriately qualified staff in the previous year. While workforce development has emerged as an area of research interest within organisation studies there is little focus on third sector organization workforces which is a critical component of community services workforce development. Nonprofit organizations are major providers of government funded community services alongside some government provision in mainly statutory areas.

There are four aspects to workforce issues: a quantity concern (planning the workforce), a quality (training the workforce), a performance issue (managing the workforce) (De Geyndt 2000) and a context issue (sustaining and retaining the workforce). There are also three types of responses to these issues: longer term strategies to attract workers with a focus on reward and satisfaction; longer term strategies to enable structural change in the community services sector and workforce; and strategies to develop the capacity of organizations and individuals in the short term to deal with the shortfall in qualified and experienced staff. The predominant focus in literature and policy is on the

long term response that involves workforce planning, structural change and strategies to 'attract' in order to affect the demand-supply disjuncture. Little attention has been given to short term strategies to support local 'agency'/action.

This research involved a cooperative inquiry (Heron & Reason 2001) between a regional university and local community service providers to map the local experience of the current demand-supply disjuncture of appropriately qualified and experienced staff; identify and develop local 'agency'/action to support capacity-building of individuals and organisations within the context of key national and state strategic initiatives; and develop a wider research and action agenda in partnership. A co-operative inquiry group was established to share experiences of (and local strategies to tackle) issues relating to the current demand-supply disjuncture. Data was collected through participant observation in, and audio-taping of, the group dialogue. Interested senior managers from Cairns-based community service agencies and JCU researchers formed the group. The main process used within the group was exploration of strategies developed to date and proposed in response to the issue. The data included information on the nature and extent of the local issue and strategies and findings from the shared inquiries of the co-operative group. The data set was analysed for local themes in constant comparison with national and international themes. The findings informed immediate local practice and the development of a targeted research and development agenda in partnership with local community service agencies.

When Interests Collide: Analysing Private Equity Intentions the Aged Care Sector.

Edwards, Mel - University of Technology, Sydney

Ownership in the aged care sector has changed remarkably with the entry of private equity and the growth of private ownership. This paper provides an overview of these changes in Australia and provides an overview of the main providers. We frame our analysis within the literature which examines the effectiveness of human services related to ownership type. Our case studies demonstrate a dramatic change in ownership which raises alarm for further investigation regarding the quality of service provision in a sector traditionally dominated by non-profit organisations. The imposition of a market framework suggests the emergence of a two-tiered sector with an immanent impact upon the service provision quality as illustrated in recent Australian examples.

Emergent Organisation for Sustainability.

Edwards, Mel - University of Technology, Sydney

Seeking solutions for complex sustainability issues requires input from diverse participants. There are difficulties surrounding complex issues as this intersectorial field represents an 'underorganised domain' (Gray, 1999). Such domains are characterised by "diverse stakeholders" acting in "uncorrelated ways to deal with a problem that affects them all" (ibid). Sustainability issues are globally linked and cross many geographic, cultural, political and economic boundaries (Dale, 2001). They are issues that arise out of 'messy' situations and issues characteristic of 'organized' complexity (Gallopín, 2001:221). Organising around these issues requires open and flexible processes that encourage participation, enable local-global connectivity and allow open space for the development of local solutions.

This paper discusses some of the organisational processes of four emergent organisations that have organized within their local community to find solutions to complex sustainability problems. Key processes identified in the interviews are local identity formation connected to a global movement, consensus decision-making, open space technology and action in absence of structure and role definition. Findings are

drawn from preliminary findings derived from analysis of twenty open-ended interviews with members of these organisations. Discussion of these findings suggests the significance of the complexity metaphor for understanding the emergence of such organisations within the broader sustainability movement. The paper concludes by suggesting civil society provides a worthy field for enabling the emergence of organizational forms that can

Mauri Oho, Mauri Tu, Mauri Ora (poster presentation)..

Ellis, Riri - Post-graduate Research Fellow with Te Whare Wananga o Awanuiarangi and Te Runanga o Ngai Te Rangi & Mikaere. C - Post-graduate Research Fellow with Te Whare Wananga o Awanuiarangi and Te Runanga o Ngai Te Rangi & Humphries, Maria - Convener of Post Graduate Studies in Social Enterprise

This Poster is a panel of three paintings hung together to make one image and to represent one main concept.

These collection of three paintings are supported by the published version of a PhD Thesis set on a lectern before the Panel – opened on a page with a gorgeous piece of art by the same artist - titled: Te Hokinga MaiMauri Oho, Mauri Tu, Mauri Ora is the title of the thesis, the artwork and the Poster.

Conference delegates are encouraged to dip into the thesis and to read aspects of the research position and analysis. When read by the artist, this research gave rise to the images and visual narrative expressed in the paintings. The thesis, the paintings and the changes in thought and deed that are generated from research such as this, may inspire more community driven, action oriented research at all levels. A PhD is a research narrative, depicted in this Poster as a vibrant canvas!

Nonprofit arts festival management in Jakarta and Perth: a tale of two social enterprises

Eng, Sharon - UniSA (Adelaide, Visual and Performing Arts Faculty, Jakarta International School & Boyle, Stephen - Associate Professor and Head of School of Management, University of South Australia

In their creative fundraising and marketing of arts programming in local communities, NGOs managing arts festivals often appear to resemble business enterprises in many ways. The reality, of course, is more complex than a classic business/market transaction. While partnerships among local governments, businesses and NPOs in shaping and sponsoring arts festivals are essential, they are often complex and problematic. Some NPOs have developed income enhancing profit centers so successfully that the boundaries among the public, private and NPO are blurred, while others endeavor to remain at arms length from private and public sector influences.

This paper explores the issues described above as it demonstrates how two NPOs involved in the management of international arts festivals in the neighboring countries of Australia and Indonesia have evolved into a business social enterprise on the one hand and a radical civil society arts advocacy enterprise on the other hand. How they remain viable and still embrace the mandate of contributing to the well-being and common good of their communities; how arts festival organizers survive in a hostile economic environment; how they are able to represent their constituency's values and norms; and how they maintain their independence and yet are accountable to diverse stakeholders--the state, the artists, the audience, corporate supporters, and their boards are addressed in this paper. The paper examines the activities of these arts festival

organizers focusing on the internal organization; external relations with constituents; and program performance/implementation.

Both arts management organizations--one based in Jakarta, the other in Perth--have enjoyed years of success in terms of public outreach and manifestation of core institutional values, goals and mission. But they have deployed very different strategies to reach their current status. Information gathered from interviews, observation and websites of the two organizations as well as communications with other arts management organizations around the world have helped to inform and shape the authors' conclusions that the differences between the Jakarta and Perth entities have less to do with inner processes (sustainability) or external constituent relations (accountability), but rather, macro issues—in particular, the external operating environment of the state, and issues of legitimacy and influence (political representation).

The Jakarta group effectively employs a distinctive Guerilla-style type of management while maintaining a high profile international following. The Perth group, considerably older and well-established, is an international icon and is managed like a well-developed business enterprise. In Indonesia, desultory state involvement; government corruption; inconsistent enforcement of tax codes; and inadequate social capital among certain factions are some of the factors that weigh heavily on the Jakarta group's ability to function optimally. Differences in the two organizations' management styles are also framed within a discussion of western-defined normative functionalist models of governance vs. radical organizational models that eschew conventional management wisdom, but which provide synergistic, people-empowering, platforms on which civil society groups are able to launch and realize their social objectives.

**Perception of 'good governance' in New Zealand not-for-profit organisations
Erakovic, Ljiljana - The University of Auckland Business School & McMorland,
Judith - CO-LEARNZ Ltd**

This study seeks to ground our understanding of governance issues in the context of New Zealand not-for-profit organisations (NFPs), and within the changing regulations brought on by the Charities Act (2005). In the first stage of the research we designed a questionnaire and sent it to 200 NFPs. The main purpose of the survey was to find out how NFPs themselves define 'good governance' and what views the Boards of Trustees use in determining their roles, responsibilities, work and accountabilities. The survey was distributed to a wide spectrum of organisations with governance bodies. We were targeting about 17 types of NFPs. In the second stage of the study, we conducted case study research of a number of self-selected NFPs in order to obtain in-depth insights into the significant issues identified in the survey.

This paper mostly reports the survey results with some insights from the case studies (which is still a work in progress). Total average response rate was 25.3%. Our major focus relates to governance profile and governance processes. Governance profile provides a portrait of the size, composition and selection methods of boards, and the descriptive picture of board members' and managers' perceptions of board members' skills and motivations, roles and responsibilities. In the governance processes section we inquired into a wide range of activity, policy and process issues. More specifically, we were interested in governance working relationships, governance policies and procedures, and board members' training and development

The combination of the survey and case studies has not only shown a good method of data collection, but also a good way to communicate ideas and real life issues in governance of these organisations. In their written answers and oral communications, our participants have emphasised issues beyond our questions. They have provided very

useful general and specific comments regarding the topics of interest. From their answers, and communication in general during the period of data collection, we have become aware of how big and real the need is for help in these organisations. More than 80% of those who responded to our survey expressed the willingness to participate in further studies. We argue that this willingness was backed by their expectation that this research and we as researchers would help them to improve their governance structures and processes.

With this paper we attempt to identify the major issues in governance of New Zealand NFPs from our sample and to show how our research can be of real value to these organisations.



DEMONSTRATION

'Growing research in practice': playing the partnership game

Beddoe, Elizabeth – School of Counselling, Human Services and Social Work, University of Auckland

There is a growing agenda internationally for a closer relationship of social services and research, including evaluation of interventions, evidence-based practice and the demonstration of effectiveness. There is also increasing emphasis on partnership and collaboration in the planning and conduct of research. There are however numerous barriers that continue to exist around research conduct and use in practice.

An innovative model of academic-practitioner partnership was implemented by a group of researchers in partnership with groups of social service practitioners.

This demonstration focuses on a discussion of the project - 'Growing research in practice'. Learning from this project in terms of benefits to practitioners, researchers and agencies, challenges of such partnerships and potential opportunities and pitfalls to grow research in practice, will be shared. Strategies to grow research capability and activity through academic practice partnerships will be explored.

Applications of social media (Web 2.0) in the community sector

Grant, Suzanne - Waikato Management School, University of Waikato

'Social media' is the term applied to the emerging range of low cost internet services promoting open, interactive, collaborative applications such as those bewildering sounding wikis and blogs. While still relatively unknown by many, initial applications suggest the participatory nature of these technologies can be applied by organisations to enhance communication, facilitating the creation and sharing of knowledge (B., 2007; McAfee, 2006). A team of researchers at Waikato Management School is specifically interested in how these tools may be able to be used by third sector organisations to collaborate, build community, acquire resources and deliver services.

In April 2008, a one day conference/workshop designed to introduce tangata whenua, community and voluntary workers to social media was held at the University of Waikato, providing hands on opportunities for these groups to explore how low cost (or in some cases no cost) social media technologies may assist them engage with their communities. A key objective of the conference was to provide participants with introductory hands on skills and ready to launch applications, which they could then take back to their organisations and continue to develop and implement. In this paper I

report on an action research project in progress, considering specifically the experiences of members from a local (Waikato) branch of a large national community organisation who attended a range of workshops and sessions offered at the conference.

Our preliminary analysis demonstrates how simply providing 'skills' through a conference such as this is not enough – in essence it only begins the story. Although participants reported the introductory ICT workshop sessions to be enjoyable and informative these attributes are not sufficient to ensure continued and sustainable applications within their organisation. Limited benefits will be achieved if participants and their organisations are not also aware of, and able to access, relevant resources once they leave the conference venue. Constraints identified by participants include perceptions of a lack of training, personal confidence and time; compounded by a need for ongoing information technology (IT) support. Knowledge sharing, networking and shared costs/resourcing (the very same benefits attributed to social media), may be able to address these challenges. Without targeted support this research demonstrates a risk that the strengths and capabilities these technologies seek to deliver may paradoxically inhibit their application in the community sector.

LESS THAN CHARITABLE: An assessment of the 2005 Charities Act with particular regard to the definition of Charitable Purposes.

Hanley, Pat

This paper will examine the New Zealand Charities Act 2005 in terms of its "fit for purpose" and will argue that the legislation fails to reflect the nature, scope and roles of the Third Sector in New Zealand in the twenty first century due primarily to the limitations of the definition of Charitable Purposes as set out in the Act. In assessing the definition of Charitable Purposes the author will provide an historic overview of the major influences which have shaped the sector over the past two hundred and fifty years. The paper asserts that the definition fails, in particular, to provide for Third Sector organisations engaged in the promotion of social justice and environmental sustainability. The definition is seen as an interpretation of "charity" largely reflecting an outmoded, nineteenth century construction intended to control rather than support and advance the interests of the sector. The paper concludes with an examination of the implications of the Act's provisions for Third Sector organisations in the current complex and challenging environment. The paper will draw in particular on the work of Charles Taylor, Eric Hobsbawm and Kerry O'Halloran among others. The author was a member of the Registration, Reporting and Monitoring of Charities Working Party and the Charities Commission Establishment Group and currently chairs the Social & Civic Policy Institute.

DEMONSTRATION

Working in UNISON: Sector Employment in Scotland and Aotearoa NZ

Hawker, Glyn – Unison Scotland & Twyford, Conor – Workplace Wellbeing Project



Building a more sustainable employment environment is a critical challenge for sector organisations both here and in Scotland. In both countries, a range of competing pressures on voluntary organisations have serious implications for workforce sustainability. Yet there are ways forward for both countries that could allow us to retain our skilled, experienced workforce.

UNISON is one of the largest public sector unions in the United Kingdom. UNISON Scotland in particular has distinguished itself by developing organising strengths within its own community and voluntary sector. We invite you to join Glyn Hawker, UNISON Scotland's Organiser of Bargaining and Equal Pay, and a community development worker by trade, and Conor Twyford, from the New Zealand Workplace Wellbeing Project, to discuss research and work being done in each country on sector workforce issues – such as the impact of contracting on sector workforces in the UK; collaborative work being done in the Scottish community and voluntary sector to progress employment issues – and some new findings from New Zealand on what motivates our own tangata whenua, community and voluntary sector staff to stay. This will be a dynamic discussion that explores what we can learn from each others' experiences.

The Rise and Demise of the Special Benefit – a result of third sector research *Howell, Graham*

Two pieces of independent research undertaken in 2000 into the take-up of the Special Benefit, described by Social Welfare Minister, Jenny Shipley, shortly after the 1991 benefit cuts as the "safety net", by myself while working for the Downtown Community Ministry, and Stephen Ruth, of the Wellington People's Centre resulted in a fivefold increase in the take-up, but then ultimately, the removal of this form of assistance by the government.

The following paper fits within the first and third themes of this conference. Under theme one, the research undertaken clearly related to the well-being of New Zealand's poorest as my and Stephen's research, using different methodologies, discovered that about 100,000 of the poorest beneficiary households were missing out on average by at least \$20 per week because of what I described in my later Masters thesis as the "maladministration" by what is now known as Work and Income. That research resulted in very positive results, at least in the three years from 2001-4. That is, the research had a very direct, positive impact in that it allowed several tens of thousands of households to claw their way up to the poverty line, rather than remain below it.

Under the third theme, that of the public-private partnership/corporate responsibility and agents of social change, the paper describes more the process of how the Beneficiary Advocacy groups around the country, as a result of the research being made public, were able to force changes in to the administration of the Special Benefit. This included setting up a working party of advocates and Ministry of Social Development officials that

designed and implemented further changes and then monitored the effectiveness of the changes. However, while there was a fivefold increase in the take-up of the Special Benefit over three years 2001-4 the government, more than likely on the advice of officials, behind the backs of the advocates, changed the law and did away with the Special Benefit replacing it with a far harsher form of assistance for the poorest of the poor which automatically reduces the amount people can receive by \$22 per week. The removal of the Special Benefit from the legislation was done under the smoke screen of Working For Families thus very effectively nullifying the ability of the Beneficiary Advocates to gain publicity or political mileage against the move.

The example – the research, the publicity and political pressure saw both the rise and demise of the genuine safety net. It was an exercise that was gratifying, chilling and frustrating. The changes did manage to improve the lot of tens of thousands of the poorest households in the country missing out on average by \$20 a week yet in the end saw that very form of assistance removed and replaced by a much meaner piece of social security assistance.

The lessons to learn from the rise and demise of the Special Benefit example is I suspect (1) a need to keep the political pressure on the system and (2) the need to ensure genuine partnership when a working party is set up – not just to exhaust an over-stretched group (the beneficiary advocates) with bureaucratic hurdles, barriers, stonewalling while awaiting some other public policy vehicle with which to smokescreen the opposite what the working party is trying to achieve.

Demonstrating 'multiple accountabilities' in a results based accountability (RBA) framework.

Houlbrook, Mick - University of Western Sydney & Losurdo, Maria: Family Worker Training and Development Program NSW

Within New South Wales, results based accountability (RBA) has become an ascendant framework for the funding, by government, of community based programs. This paper reports on the outcomes of an action research project on the practice of RBA in an assets/strengths based community development context. The project involves community development workers from three local government areas (LGAs) of Western Sydney and is the result of a University/'industry' partnership aimed at facilitating critical engagement with RBA. The paper describes, firstly, how the action research process is utilised to develop an expression of ontological, epistemological and methodological confidence for participants in practical/everyday terms. It then presents the critically reflective process by which practitioners developed on-the-job tools and strategies to engage with RBA concepts, as applied to their work. Some of the outcomes of the action research are also presented in terms of participant development, practical applications and conceptual ideas. Two outcomes of particular interest are discussed, firstly the expression of the value of critically reflective practice - and the relative paucity of opportunity for its practice in 'normal' circumstances - secondly, the development of the concept of 'multiple accountabilities' and the problems/importance of incorporating these into an RBA framework. Finally the paper describes ongoing developments in the action research process which attempt to build stronger engagement with RBA.

DEMONSTRATION

Making New knowledge for Pakeha through Participatory Action Research

Huygens, Ingrid Dr – Tamaki Treaty Workers and University of Waikato

In the 1980s, Maori challenges for Pakeha to 'honour the Treaty' received an organised response from Pakeha in the form of Treaty education and implementation in organisations. In the absence of international theory about decolonisation for culturally dominant groups, and as a Treaty educator myself, I undertook a co-theorising investigation of local knowledge about Pakeha change processes.

In this session, I demonstrate how Treaty educator groups around the country worked together to record 30 years of accumulated knowledge in visual and action imagery. I concluded that Treaty educators and te Tiriti adopters in Third Sector organisations have contributed significant new knowledge to a local and international agenda for decolonisation. The latter part of the session will involve discussion and strategising about ongoing journeys in response to te Tiriti o Waitangi. The educators' book and DVD will be available at the conference.

Philanthropy – An Aid or Barrier to New Zealand Not-for-Profit Organisations Achieving Financial Sustainability?

Jefferies, Lindsay – Unitec and Small Business Enterprise Centre, Christchurch

Not-for-profit organisations are often viewed by the private philanthropic sector as a means of meeting the unfilled needs of specific communities. Yet at the same time they are often asked by the same philanthropists to become more financially sustainable and not to expect on-going funding support. This contradiction raises questions about whether it is the role of the private philanthropic sector to provide funding in emergency situations or to provide long-term investment funding that builds community capacity and financial sustainability. Also what are the effects on the not-for-profit sector when this role is not clarified?

Contents The focus of the paper will be an examination of the role philanthropy play in assisting or hindering New Zealand not-for-profits from becoming financially sustainable.

The paper will be based on academic and practitioner literature and will consider the philosophy, values, funding criteria and practices of several major NZ philanthropic organisations to determine whether in the area of organisational financial sustainability they act in the best interests of the funder, the recipient of the funds or the community itself.

The paper will examine whether in New Zealand philanthropy tends to provide not-for-profit organisations with short-term funding for remedial or emergency situations or long-term investment funding that enhances organisation development and builds social capital in the community. It will also consider whether philanthropy, in the form of grants and donations, is a means of control by funders over the operation of not-for-profit organisations and therefore creates dependency that hinders their development and restricts their opportunity to become financial sustainable.

The challenges, opportunities, policy and operational implications that financial sustainability means for both funders and the not-for-profit sector in the New Zealand context will be discussed and contrasted with overseas developments. The paper will conclude by considering whether an enabling funding environment is required to support community development and in particular the trading or social enterprises spectrum of the not-for-profit sector.

Talking past each other: who owns the data – funders, researchers or participants?

Jefferies, Lindsay – Unitec and Small Business Enterprise Centre, Christchurch

Measuring the impact of the third sector, and indigenous organisations often involves academic research methods. It is frequently undertaken with participants situated in the third sector, and often involves evaluating programmes or projects implemented by third sector organisations. This research is often funded by agencies such as government departments or philanthropic trusts. It is often commissioned to provide validation to the working of the third sector organisation, government department, or philanthropic trust. This point is often not made explicit to the researchers and the participants when the research is commissioned. Academic research processes require data to be collected, analysed and reported using internationally recognised and validated methods and methodologies. Funders pay for the intellectual property of the researchers who provide the research findings. Intellectual property (IP) is the generic term used for the range of property rights that protect creations of the mind. Like real and personal property, IP can be bought, sold, or given away. Research participants provide the research data and give permission for the researchers to manage the data and create the research findings.

Aim: To use a case study approach to present issues of data ownership and the implications of such ownership to each of the parties.

Content: Using the lens of the researcher, this presentation will attempt to show how ownership is understood by the researchers, funders and participants. It will address issues of: consent; role of the Privacy Commission; ethics and the role of ethics committees; intellectual property (who owns what and when); implications of funder control over findings and findings dissemination; the role of scientific method in knowledge advancement and the role of contractual law.

Significance: Researchers are generally members of the dominant culture and are often unaware that their work could be owned by others and used in a way that does not benefit the advancement of knowledge or protect the rights of the participants and the third sector organisation. The authors contend that there are practical and policy implications of current New Zealand practices for people involved in third sector research to consider.

When caring is linked to social capital it is generally assumed that the nature of the relationship is that social capital is a resource that can be used for care work. When there is inadequate funding of aged care services by the State then social capital might be seen as a substitute for economic and human capital. Caring therefore is seen as a drain on capital, whether it be economic or social capital. However this does not have to be the case. A comparison of two countries Sweden and Australia has revealed some models of elder care which specifically address the involvement of the wider community and therefore the generation of social capital. These examples cover both aged care facilities and home care contexts. Home care is not necessarily a model that contributes to social capital as it can be isolating for both client and carer without services to help mobilise the local social networks. In contrast, a well-placed aged care facility can be a hub of community life. In each case the services and facilities have been developed by third sector organisations with a strong community development focus often in the face of resistance from more conventional state run or medically oriented services.

Shining a Spotlight on the Hidden Skills of Community Sector Workers
Anne Junor, Industrial Relations Research Centre, The University of New South Wales

Working in human services calls for the ability to integrate technical, organisational and social skills, with different jobs calling for varying combinations of these three skill types. Aspects of technical skills are most likely to be recognised and rewarded through qualifications frameworks, and such jobs are likely to be called 'specialised'. Because organisational and social skills are context-specific, they are less likely to be included in qualifications frameworks and (paradoxically) more likely to be called 'unspecialised' and hence 'low skill'. Qualifications frameworks are like skill anatomies. They tell only part of the story: there are also skills that are like the physiological systems animating work processes. The problem of non-recognition becomes serious in jobs relying mainly on poorly-described context-specific organisational and social skills, such as many community sector jobs. Here, a whole raft of skills may be bundled together under generic names such as 'interpersonal skills', or they may be described as personal qualities such as 'integrity' or 'sense of humour'.

The presenters are part of a team that has undertaken a project for the Department of Labour Te Tari Mahi to construct a research-based framework designed to bring under-specified 'process' skills into clear view. Importantly, the framework allows these skills to be recognised at five proficiency levels, based on workplace learning. The framework thus has the potential to contribute to equity in both pay and career paths.

The Spotlight is a practitioner tool. It was developed in the public sector, and is now being trialed in the community sector. Kerry Davies and Janice Burns, who were members of the project reference group, used an earlier draft of the tool in collecting job data for the Community Support Workers job evaluation exercise. More recently, the tool is being trialed as part of development work being undertaken to develop a multi-employer collective agreement for Community House Managers in the Waikato.

Participants in this session will be asked to test-drive parts of the framework and provide commentary.

Hardship and Sustainable Livelihoods in Tonga in a Time of Change
Katoanga, Alisi – University of Waikato

The boundaries between the third and other sectors as typified in this call for papers does not easily fit with the ways in which Pacific communities understand, enact, and value community commitment and research. While our research is framed as a longitudinal study of the top secondary students of Tonga since 1976, it is the effect of their careers on the development of the socioeconomic future of Tonga that is of interest in this presentation. Although these top students have significant commitments to their own career, they actively participate in the enhancement of their communities through a variety of ways whether they are living in Tonga or overseas.

After the burning of Nuku'alofa on 16 November, 2006 the livelihoods of the Tongan communities have been under pressure. The hardship experienced need strategies to encourage sustainable livelihood for the people. Hardship refers to 'an inadequate level of sustainable human development' (ADB, 2003). Transformation of such hardship involves opportunities to develop and improve health, knowledge, skills and the environment. Such development must be based on awareness that Tongan people are more than economic, monetary beings, but are, each one, cultural, spiritual, social and political beings.

Like all other Pacific countries, Tonga has been undergoing wide reaching changes. Since November 2006, these changes have included an intensified demand for fast economic growth and political reform. 'Top Students', students who have achieved the awards of Dux and Proxime Accessit, from five secondary schools in Tonga have been involved in a research project that explores their contribution and involvement in civil society, to minimize hardship and to improve sustainable livelihoods. They are good role models for encouraging success in education. Education is one of the crucial factors in transforming hardship to wellbeing. These people contribute to the Tongan economy through remittances. Remittances comprise 39% of Tonga's GDP (Gibson J., 2007), Tonga's second largest income. Such contributions support marketing, private businesses, extended families, villages, old schools, churches, and other NGOs. This is one way they contribute to alleviating hardship. The research also shows that 29.6 % of 125 top students donate other things apart from money, like a machine for the village water supply for example.

While neither the words 'Third Sector, or even the concept of civil society sits well within a Tongan orientation, these ideas are becoming more prevalent as democratic style governance becomes established. The people involved on our study are now also involved in political reform. They have demonstrated leadership qualities and many are exposed to and experienced in the processes associated with democratic societies. They may have influence through the formal organizations that constitute this newly articulating Third Sector in Tonga. They may help to educate communities to know their rights, to challenge hardship, and to hold onto and enhance Tongan culture, values and beliefs, as well as to hold on to the land, 'fonua' as their source of pride and wealth. Through the third sector, the community can access to various services through UN, Red Cross, CEDAW and other civil society. However, more research is needed to find out what are the opportunities and the risks for Tonga people as the society is reorganized from traditional modes of governance to caring for each other through the forms of social services that are developed in conjunction with an intensified globalization. Top students may be a reliable instrument for this reformation.

In this discussion, I invite all those interested in the Pacific, to come and explore the implications of the growing formalization of a "Third Sector' in the context of rapid globalization. I will present my questions, and invite discussion.

The role of the third sector in Indonesia

Kenny, Sue – Director, Centre for Citizenship, Development and Human Rights, Deakin University

Amidst the many disheartening prognoses for the twenty-first century presented by social scientists, one idea stands out as offering a positive way forward. This idea holds that informed, free citizens, operating in the sphere of civil society, have the capacity to work co-operatively to steer human endeavour in a direction that produces enlightened, tolerant and sustainable societies. The promised power of civil society, operating through one of its key institutional forms, third sector organisations, has universal application. It is also a key idea for advancing the developing world. As Edwards (2004) argues, civil society provides practical support to problem solving in both established and emerging democracies. This paper investigates the burgeoning role of the third sector in Indonesia, as this country embraces principles of democracy and struggles to construct sustainable development. Drawing on research into capacity building in Indonesian NGOs over the past six years, the paper identifies some of the challenges to the third sector, by reference to the role of third sector organisations in the reconstruction of post-tsunami Aceh, the growth of Islamism and the destruction of Indonesian forests.

Demonstrating difference: Recruiting and retaining workers in third sector community services organisations

King, Sue- University of South Australia

Third sector organisations operating in the community services sector are heavily dependant on their ability to attract and retain workers who will deliver high quality services to their clients. The pool of potential workers from whom they must draw their workforce is influenced by a range of circumstances outside their control and in particular by the state of national and local economies.

In South Australia third sector community organisations are facing a future in which the workforce is ageing and the mining boom is resulting in highly lucrative jobs being offered to people with no formal skills in these industrial areas. The tightened labour market is impacting the availability of potential workers in urban, regional and rural contexts. At the same time changing funding models are creating a pressure for organisations to demonstrate the effectiveness of their service delivery to ensure their ongoing existence.(Meagher and Healy 2003)

Organisations risk both being unable to attract the workers they need and being unable to retain those they do employ (Carson, Maher et al. 2007). This will create a negative spiral as the cost of replacing workers depletes the already small bucket of money for human resources in these organisations. How then can organisations which are limited in their capacity to match the salary levels offered in the booming economies, compete to attract and retain workers?

This paper explores the role of organisational mission as an asset available to organisations to attract workers from a range of ages. It considers the evidence base that is available to Human Resource Managers (often also the CEO) in community service organisations about employee decision-making and what this evidence base suggests about how third sector organisations can become competitive by demonstrating their difference.

Corporate volunteering: Considering multiple stakeholders

Lee, Louise – Massey University

Many businesses demonstrate their role as responsible corporate citizens through corporate volunteering. Assisting staff to volunteer through corporate volunteering programmes, enables businesses to actively support the well-being of local communities. Furthermore, studies indicate that corporate volunteering is becoming one of the fast-growing areas of voluntary activity with businesses in the UK (Tuffrey, 2003), Western Europe and North America (Cihlar, 2004).

The importance of corporate volunteering has been acknowledged internationally, particularly in practitioner literature relating to corporate social responsibility (Muthuri, Moon and Matten, 2006; Korngold and Voudouris, 1996). However, corporate volunteering is still very much under-researched. Much of the literature has focused on the benefits of corporate volunteering initiatives with practical suggestions of how these benefits might be increased. Furthermore much of the discussion to date has been linked to business interests and goals for such programmes. For example, corporate volunteering has been linked to human resource development strategies (Peterson, 2004) and corporate community involvement strategies (Centre for Corporate Public Affairs, 2007). In contrast, few studies examine ways community interests are reflected in corporate volunteering programmes and practices.

This paper explains research which used stakeholder analysis to examine corporate volunteering from the perspectives of community interests, as well as the business involved. The study involved 36 in-depth interviews with managers from 29 business and community organisations involved in corporate volunteering. In addition to examining

how corporate volunteering programmes were designed and managed, the study also investigated the role played by Volunteer Centres in brokering and supporting corporate volunteering programmes.

The study's findings show that, while corporate volunteering initiatives were designed to meet the needs of community organisations, few strategies were in place to assess if these community outcomes were actually achieved. A key emphasis in corporate volunteering initiatives was on satisfying employee interests and desires, often in ways that furthered business interests. Results also indicate that Volunteer Centres played a critical role in fostering effective business-community engagement through corporate volunteering. The paper draws implications for community sector managers who work with corporate volunteers and managers in business organisations who wish to satisfy the needs of communities as well as their own business needs.

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The Role of Leadership in the Enactment of Social Capital in Small Communities
Leonard, Rosemary – Social Justice and Social Change Research Centre
University of Western Sydney & Onyx, Jenny - UTS

We report the outcome of research designed to explore the dynamics of community development from the perspective of social capital. We have conducted a number of case studies in Australia, Sweden and South America. For each case we ask: How is social capital used in this instance? What other factors facilitate or impede its use, and with what kind of outcome? While social capital may be essential for small communities, we know little of how this works. Nor can we assume that high levels of social capital will necessarily lead to good developmental outcomes. We explore some of the complexities of social capital in practical contexts. While many small communities, especially those with a population below 5,000 appear to be in decline, others are able to "reinvent themselves", develop alternative industries and lifestyles, and thrive. This raises the question "why"? What makes the difference between one town that is in decline, and another under similar circumstances that thrives? In this paper we particularly focus on the role of human capital, and specific forms of leadership in the enactment of social capital for social and economic development.

In particular we are interested in how human capital in the form of leadership is utilised. Under the capitalist model development generally takes the form of economic capital being used to exploit natural or human capital and models of management and leadership are developed with this in mind. There is a top down approach in which management requires the commitment of workers to their predetermined plan in return for economic rewards. Speed is valued as companies desire a rapid return on their investments. Management needs to be distant and "scientific". There is usually little consideration of the consequences for social capital.

When the main resource available is social capital the management and leadership must be very different. Clearly the most important rule must be not to destroy social capital and preferably to build it. What evidence is there that a different kind of leadership pattern is possible, and effective?

In this paper we examine several case studies from Australia, Sweden, and South America. Each case involved observation of the community, interviews with key informants, and a variety of secondary source data. A thick description was developed for each. The choice of case studies was determined by colleagues with a detailed knowledge of each location. The main criteria are that there is a definable small community (<4000 people) that has demonstrated community development capacity and a relevant organisation that is willing to auspice our visit.

We report summary findings from several cases with particular reference to leadership. In summary we found the following elements to recur in cases of successful development: The leaders are located within the networks of close bonded relationships within the community. They are not located in positions of formal authority, at least initially. From the outside they do not appear to be leaders at all but the authorised leaders turn to them when they want something done

They have a broad vision for what is possible in the future for the community. They are able to articulate this vision, and demonstrate a commitment, a determination to achieve it. That is, it is not simply a dream but one that can be actualized. They have great energy and commitment, and are able to persevere when things go wrong, and others are discouraged. They do not make decisions alone. Key decision making is always shared, usually following considerable discussion and debate and usually based on consensus rather than a majority vote. The leader attempts to negotiate a shared position with all relevant stakeholders. They have the skills and knowledge to manage the project, and in particular to allow others to take on responsibility. They are well connected through bridging links to potential sources of resources and skills outside the community. They are able to use those ties to bring in the resources that are needed, and fill the gaps within the community.

Neoliberalism in Disguise? The Third Way and its New Sibling: 'PPP' (Public Private Partnerships)

L'Huillier, Barbara & Humphries, Maria – University of Waikato

In the late 1980s a group of politicians and economic policy makers in New Zealand argued that the economic situation in this country was at a crisis and that a radical solution was required (Douglas, 1988). Influential leaders in the fourth Labour Government and in all subsequent governments chose to commit to a programme of radical structural realignment. The State sector underwent a rapid dismantling of the protectionist regulatory system that had been crafted over decades. Keynesian welfarism was now 'out'. Neo-liberal economic directives were now 'in' - posited as the 'saviour' for the New Zealand economy and, the New Zealand way of life.

As part of this rapid and extensive reconfiguration of the policy landscape, there was a redrawing of the boundary between the public and private sectors smoothing the way for a radical change in the government's portfolio of core activities. Any State activity able to generate income separate from taxation was corporatised or sold to private investors. After 15 years of being the "guinea pigs in a failed free-market experiment" (Kelsey, 2002, p. 49) the Prime Minister Helen Clark (2002) had to admit that neo-liberalism had failed and that New Zealand had made a 'fresh start' at getting it right! Neoliberalism was 'out'; the way forward was to adopt a 'third way'.

Advocates such as Giddens (1998; 2002), claim third way politics to be a viable alternative to the fundamentalism of neoliberalism and to the previous Keynesian cradle-to-the-grave welfare state. Kelsey (2002) claims, however, that the third way is not so much a transformation from failed neo-liberal policy directives but rather political management resulting in a more "deeply embedded form of neoliberalism that perpetuates the tensions which the Government was elected to relieve" (p. 50). She argues that the third way is not an attempt to "revisit the neoliberal economic paradigm" (ibid, p. 51) but is an attempt to built and strengthen it. Lerner (2005) agrees. She claims that the third way is not so much a 'fresh start' as an attempt to "articulate neoliberalism to social democratic aspirations" (p. 11).

A new balance between social and economic aspirations was to be achieved through greater attention to the relationship formed between public and private organisations that together will shape our future. The Third Sector is named as a significant partner.

However, there are whispers of 'rationalising' the sector to achieve efficiencies, of closer relationships between the state and private philanthropists, and for corporations to contribute more to beneficial social outcomes in the form of Public Private Partnerships (PPP). We invite investigation into these PPP arrangements. Some suggest that they may be detrimental to the influence of community organisations by galvanising the Third Sector as a form of 'Super Contractor' that will draw on resources previously available to community groups. We suggest that, as PPPs have a tendency to socialise losses and privatise profits, public and community sectors will be required to absorb any losses incurred but, profits will accrue to the corporate involved.

DEMONSTRATION

Involving Young People in the Research Process

The youth researchers presenting this session are Sasha Raveora, Norman Tuimalu, Teresa Vailahi, Trent Faliv and Renee Haiu.



Youthline is a youth development organisation. Youth development is about being connected, having quality relationships, fostering participation and being able to access good information. Youthline brings innovation and experience to its research, evaluation and advocacy functions and has been involved in a number of research initiatives in its nearly 40 years of operation.

This presentation looks at involving young people in the research process, taking young people from simply being researched to being researchers. It will cover best practice around involving young people in your projects and the benefits and challenges that this can bring. Finally, the presentation will briefly cover the process of developing an NGO into a learning organisation.

This group of young people are all graduates (05-07) of the youthline youth leadership development programme VOICE. All graduates of the VOICE programme are invited to be a part of the CMDHB/YL Youth Advisory group, and as members of this group have worked on projects such as developing a youth code of rights, and have participated in research projects such as the Manukau City Council 10 year plan, Ministry of Health Sexuality Project, CMDHB One Stop Shop research and many more.

Dimensions of the Growth in Australia's Nonprofit Sector 1996-2007

Lyons, Mark - UTS

The first attempt to measure the dimensions of Australia's nonprofit sector was undertaken by Lyons and Hocking for 1995/96 (Lyons and Hocking 2000). The Australian Bureau of Statistics (ABS) was a partner in this effort. In 2002 the ABS published a satellite account for Australia's nonprofit institutions for 1999/2000 (ABS 2002). This was not as detailed as the earlier effort but showed a modest increase in the size of the sector, though only a little more than the increase in the size of the economy. Nonprofit growth had been greater in some industries than in others. As part of the preparation for a new satellite account, for 2006/07, to be released in 2009 or 2010, the ABS recently made available the results of a survey of a random sample of nonprofit institutions on its business registers. The detail is still not as fine grained as the original 1995/96 study, and because the sample now includes some non-employing

organisations, it does not easily allow comparisons with the earlier studies. However, after additional checking against administrative data, some of the changes that have occurred since 1995/96 can be measured. In turn, this allows some tentative conclusions to be drawn about the experience of the nonprofit sector during the period of the Howard government. The paper outlines the major methodological problems, reports some of the changes in the size of the sector that have occurred over eleven years and suggests reasons for these.

Telling the story of transformation

Maddock-Pattillo, Maree & Blake, Marion - Platform

We will demonstrate how two community agencies used an innovative research, evaluation and reporting process to tell the story of how community support work is contributing to the recovery of people who experience mental illness and addiction. We will share our insights into gathering, analysing and presenting research findings using contemporary and collaborative group participation processes. Community support workers form the largest occupational group within New Zealand's mental and addictions third sector organisations. This workforce has emerged over the past fifteen to twenty years following the closure of large psychiatric hospitals. Support work is synonymous with community. Community organisations have adopted a socio environmental approach to improving health where the criteria of success are linked to reducing social inequalities. This evolving workforce operates in a complex environment and uses a range of approaches to service delivery such as recovery, resilience, empowerment, community development, strengths building, social inclusion therapeutic communities' health promotion, Te Whare Tapa Wha and Fono Fale.

The approach and methodology used in this project included appreciative enquiry, programme logic, stories of significant change, evaluation summit technique and a performance story report. The participatory techniques developed by Dr Jesscia Dart from Clear Horizon Australia were used as they were able to engage and involve the multiple perspectives of community support; peer support, employment workers, consumers, family whanau, addiction, Maori, Pacific, and Asian. This mix of stories and data, qualitative and quantitative, is critical for planning the future mental health and addictions workforce and enable the results to be accessible to a wide audience.

Community Responsiveness for effective practice in Social Services

Betsan Martin, Researcher, New Zealand Council of Christian Social Services.

In a recent study of 'Grassroots' experiences of social services, and the challenges faced by families using social services, recurring themes of poverty and being isolated from support and disconnected from social networks runs through the challenges that families face.

This presentation will elaborate forms of responsible and effective practice in responding to families who come for social services, as identified in the 'Grassroots Voices' research study undertaken by the NZ Council of Christian Social Services. Restoring links with communities, resourcing people to access resources, and collaborative practice are key priorities.

In line with the Conference theme of linking human and planetary wellbeing, the presentation will invite discussion of the wider implications of relational ethics and holistic social work practice.

Responsiveness to Water: Integrated Governance and Management.
Martin, Betsan - Convenor, RESPONSE, a Trust for Earth Responsibility and a Charter for Human Responsibility

This presentation will focus on environmental responsibility as part of a relational paradigm linking human and environmental wellbeing. Environmental responsibility leads to decision-making processes and forms of governance which entail inter-sectoral engagement and wide spectrum thinking, and reference to geographies of catchments and ecosystems.

Development of institutional capacity to draw together environmental and human wellbeing is a challenge outlined in this presentation. Areas that have been identified for holistic practice include involving all parties in decision making and interdisciplinary engagement. These priorities highlight the importance of working relationally, including ensuring effective participation of those with local and traditional knowledge, most importantly tangata whenua/indigenous communities, along with other areas of expertise. This paper will give a rationale for this integrated method of working, indicating challenges, and working with Responsibility as a form of engagement for environmental and human wellbeing.

The material for this paper is drawn from an international programme on Responsibility, and an initiative on responsibility for water based in Aotearoa-NZ and with a Pacific regional focus.

Partnership across sectors: collaborative online spaces for Third Sector community groups.

Marriott, Phillip - Alice School of Communication, University of South Australia & Hamilton, Andrew - Office for Volunteers State Government of South Australia

The University of South Australia has been partnering with the State Government of South Australia on a long term project (2001-8), Sustainable Online Community Engagement, to develop the capacity of South Australian Community groups (~400 groups) to operate and maintain an online presence - to strengthen the operation of these groups. This work has been done by University of South Australia students (~360 students) who have entered into a partnering relationship with a community group over a semester (14 week) period to build websites. Participating groups are regularly surveyed on a number of quality issues and arising from research into this survey data it was decided to provide and support a number of community groups with collaborative wiki-spaces (in the style of Wikipedia) instead of a website from 2006 to 2008. These collaborative sites have been monitored, and the respective groups have been surveyed, and a number of key findings relating to the deployment, operation, support, and effectiveness of this measure are presented. These findings are then situated within the broader context of the literature on collaborative technologies and the development of sustainable online communities for the third sector. It was concluded that while these wiki-spaces enabled improvements in the operation of the respective groups, the full potential of distributed authorship according to an individual's role within the group, and the large scale reciprocal involvement of group members was not fully embraced. This may point to a need to better equip the participating student partners with both an understanding of the diverse conditions in which community based organisations operate, as well as the skills to coach and later mentor groups in the use of wiki-spaces as the major online tool of the group.

Building Aboriginal community control: a case study of Gurriny Yealamucka Health Service in Yarrabah, Australia

McCalman, Janya – James Cook University, Queensland

Despite activism from the nineteenth century onwards to improve Indigenous health standards and support empowerment (Mitchell, 2007), until recently, Indigenous Australians have had limited opportunity, structural support or capacity to address their own health issues. It was not until 1971 that the first Aboriginal community-controlled health service was established in Redfern, Sydney (NACCHO 2007).

Since then, Indigenous people have built a robust and influential community controlled sector, and the importance of community control is now well recognised in Indigenous health policy (Parliament of Australia 2004). However, a recent analysis of articles in the leading Australian nonprofit organisation studies field found that there were no papers on Indigenous community controlled services, demonstrating a clear gap in the literature describing their efforts and outcomes (Earles, 2007).

Since August 2001, James Cook University (JCU) and the University of Queensland (UQ) have been facilitating and analysing a Participatory Action Research (PAR) process designed to support Gurriny Yealamucka Health Service Aboriginal Corporation (GYHS) in Yarrabah, north Queensland, to develop and implement appropriate community-controlled social health programs. The PAR process aimed to assist GYHS programs work towards taking greater control and responsibility for the factors influencing health and wellbeing.

By describing the results of a meta-synthesis of our published papers and reports related to GYHS's social health programs since 2002, this presentation will provide a history of GYHS's development as a community controlled organization, the outcomes of its social health programs (as described in the original research), and third order interpretations that describe how the social health programs have informed a ground-up definition of community member's priorities, and GYHS's purpose as a community-controlled organisation, principles, programs and practical management issues.

Finally, the presentation will describe the reflections of GYHS managers to the results of the metasynthesis. The implications of the third order interpretations for GYHS's organizational governance, decision making practices, transition processes towards community control, and program development will be examined . Questions will include what is community control in the Yarrabah context? What are the elements of community control that make it work/not work? And how can GYHS incorporate the learnings from its social health programs to work towards more effective governance and decision making in the future?

Is Civil Polity, a useful concept for Environmental and other Activists?

McGregor, Ian - School of Management, Faculty of Business, University of Technology, Sydney, NSW, Australia

My research has focused on the role of two contrasting network NGOs in the global politics of climate change, an environmental network NGO – Climate Action Network (CAN) and a business network NGO – the Global Climate Coalition (GCC). My conclusion is that in understanding and trying to influence policy, it is more useful to think of society as consisting of two sectors, political society (governments and government bodies and agencies at all levels – local, state, national, international) and a broad civil polity including for-profit as well as non-profit organisations and citizens acting independently of government. Within these two sectors, various actors have different degrees of agency, influence and power.

One advantage is the reduction of complexity that stems from focusing on only two sectors (government and broad non-government) rather than three. The major advantage is that on major issues, policy advocacy coalitions normally span profit and non-profit organisations as well as parts of government. For example in the climate change field, Environmental NGOs have been allied with renewable energy businesses, government scientists and governmental environmental departments and agencies in pushing for more effective action to address global warming. Initially this was resisted strongly by many Business NGOs and corporations. More recently, less stringent climate change policy options have been promoted by many Business NGOs, particularly those with close links to fossil fuel and transport industries in partnership with corporations in these industries and Government Economic and Industry Departments and Agencies.

This two-sector model also has advantages where the issue is international, which is clearly the case for global warming. Both not-for-profit (CAN and its larger members – Greenpeace, WWF, Friends of the Earth) and for-profit (GCC and its members – Exxon, BP, Shell, GM, Ford) aim to influence political society across many nations. The development of international climate policy can be seen as a political battle between the Green Coalition led by CAN and its allies (including political society and civil polity allies in many countries) and the Black Coalition led by GCC and its allies (including civil polity and political society allies in many countries, but particularly in the US, Canada, Japan, Australia, Kuwait and Saudi Arabia). Regrettably for the sake of human civilization, the Black Coalition has been effective in ensuring that global political society has not taken effective action to address the problem of global warming. The much-contested Kyoto Protocol will only reduce global greenhouse gas emissions by 2012 by about 1% below business as usual. By 2012, global greenhouse gas emissions will be 30% above the level in 1990 when global scientists in the InterGovernmental Panel on Climate Change (IPCC) first confirmed the global warming problem.

To address the problem of climate change and many other major issues, we need to mobilise the political influence of both the business sector and traditional third sector organisations to influence the government and political society. A two-sector model, focusing on political society and the civil polity, may be more useful for many types of activism and social movements.

DEMONSTRATION

Aroha tetahi ki tetahi - Using Research to Grow Champions

McGlinchey, Trevor – EO, NZ Council of Christian Social Services

The New Zealand Council of Christian Social Services critiques policy, advocates for change and undertakes research in order to promote a more just and compassionate society in New Zealand Aotearoa. In 2008 the Council with the support of its member Church Leaders issued a 'call for more action' on social justice issues.

This demonstration focuses on how we used our research to inform this call for more action and to grow champions of social justice issues amongst our member congregations and within our social services networks.

Relational Contracts and Joint Ventures

McGregor-Lowdnes, Myles - Australian Centre for Philanthropy and Nonprofit Studies | Faculty of Business | Queensland University of Technology

In Australia, the funding agreement with community service providers is the principal written document governing the relationship and is essentially a legally orientated document. In the United Kingdom, the Compact and its codes play a more central role and have a significant influence over the content and construction of funding agreements (Home Office 1998, 2002). Although written compacts between the sector and various state have arisen in Australia (Melville 2008, Casey & Dalton 2006), their influence appears ceremonial at best when compared to the United Kingdom compacts and codes of conduct. The United Kingdom compacts and codes are more dynamic and dominant, specifying the nature of the legal relation supported by independent reviews of its implementation and annual reports to Parliament (Lyons & Passey 2006; NAO 2005).

The aim of this paper is to use socio-legal theory (Macneil 1980) to indicate more constructive forms of legal relation for collaborative endeavours in community service provision. First the paper identifies two main drivers of departmental bureaucrats when constructing the specific legal relationship with community service providers. These are the trend to New Public Management and the demands of government scrutineers. This assists in explaining why departments have used their power to impose a certain style of contractual relation on community service organisations in response to these drivers. Second, the elements of discontent of service providers are summarized and provide a contrasting perspective to that of government scrutineers. This provides the context in which to develop an analysis of legal agreements in the current environment and paths to improved legal arrangements. Third, classical and relational contract theory is introduced to provide an analysis of the current legal relationship and a direction for improved relationships. Finally, it is contended that the legal form of a joint venture is a concrete example of a legal form that offers both parties greater positive outcomes than the substance of the present legal relationships.

Job Categorisation and Relationship Building in Aid Organisations

McWha, Ishbel - Poverty Research Group, Massey University

Organisational psychology can play a key role in understanding and improving the experiences of people at work in aid organisations. Seventeen expatriate and local aid workers working for local and international non-government organisations in Phnom Penh, Cambodia, were interviewed. Thematic analysis of the interview data found that workers were positioned by themselves and others into groups based on their job category: consultant, volunteer, and permanent staff, regardless of experience. These categories logically reflect the pay level, purpose, and role of the workers, but may also have an implicit power meaning which reinforces group differences and inhibits inter-group relationship building. Relationship building was reported to be the most important factor contributing to the success of capacity development initiatives. Four subthemes underpinning relationship building were identified: communication, friendship, reciprocal learning/teaching and confidence. This research is the first of three studies examining the impact of job categorisation on relationship building in aid work. It is hypothesised that job categorisation negatively affects relationship building, and that successful relationship building positively relates to work engagement.

This research aims to use the lens of organisational psychology to examine the often arbitrary categories of workers which exist within the aid system, and how the categorisation of workers may actually constrain rather than support development initiatives in aid organisations. The results of this research will provide a better understanding of how working environments in the Third Sector can be improved, and ultimately therefore, how overall aid initiatives can be improved.

If yes, why does it work?

Michelsen la Cour, Annette - Ph.D.-student, Department of Exercise and Sports Sciences, University of Copenhagen

Question

How does the management by sports clubs of sports initiatives for overweight and ethnic children affect the participants? Is this type of management of social well fare and governance of volunteers successful because members accumulate social capital through their membership? Or does the management of social well fare projects by the 3rd sector influence the outcome of the projects in regards to accumulation of social capital at all? Is the governance of the projects making capable citizens?

Theoretical background

My Ph.D. falls in 2 parts: firstly it is an evaluation of 2 groups of sports projects, namely those for obese children and ethnic children from disadvantaged families. I'm asking the simple question: does it work?

Secondly to find out why or why not it works I intend to analyze the management and governance of the sports clubs involved in what I understand as social work.

Methodology - Projects for over weight children:

Among the 38 projects for over weight children I've singled out 10 projects, to make a pilot survey.

Next I singled out another 10 projects, hereafter called peer projects. The singling out has been done on the basis of the results from the pilot survey. I have carried out as many as 3 consecutive visits in every one of the 10 sports clubs over a 7 month period, as well as interviews of health nurses, doctors and municipality project managers of the projects.

The result has been an even representation of the clubs according to characteristics mentioned.

Methodology - Projects for ethnic children

I have visited all 14 projects for ethnic children as they were not divided into age groups, or geographically significantly diverse and more important because they were all managed by the sports clubs by way of a municipal manager, a professional. This difference gave me the possibility to study whether this made a significant difference with respect to the feasibility of the projects.

For both overweight children and ethnic children

On my fieldtrips I have conducted

1. Focus group interviews.
2. Participant observation
3. Observation

Ad.1 Focus group interviews:

I have conducted more than 50 focus group interviews on location. I've conducted the interviews in groups divided according to their affiliation with the project:

1. with children and parents participating in the project,
2. project managers and team members,
3. local government workers, health nurses and consultants in the field of integration.

Ad.2 Participant observation (only overweight projects)

I have participated in the training with the overweight whenever possible, as I'm a PE-teacher. It gave me the possibility to get closer to the children and feel the spirit during training sessions.

Intended contribution to the field

- To gain knowledge as to whether or not the management of 3rd sector sports clubs serves the inclusion of marginalized children in society
- To gain knowledge as to whether or not it produces social capital
- To gain knowledge as to whether or not the involvement of parents benefits the inclusion of socially marginalized families

Entrepreneurial Activity in Not for Profit Organisations: Evidence from New Zealand

Mikoz, Judith – Volunteer Service Abroad Inc. & Cameron, Alan – Massey University

Not for profit (NFP) organisations make up the 'third sector' of the economy. These include charities, incorporated societies and community groups founded with a social purpose in their mission. The underlying drive in NFPs is to create social value rather than personal and shareholder wealth. Reduced funding from traditional, philanthropic and governmental sources has forced many NFPs to be more entrepreneurial. Innovative ways have to be found to retain traditional donors and reach new funding sources. The growing demand for NFPs' services has increased competition for donor funds. The aim of the study is to assess the level of entrepreneurial activity in NFPs, to identify motivators and barriers to success, and to identify the influence of internal and external stakeholders in harnessing or encouraging entrepreneurial spirit.

A qualitative methodology was adopted. In-depth interviews were conducted with senior management of six NFP organisations involved in caring for the terminally ill, supporting the blind, promoting young enterprise, providing mental health and suicide prevention services, providing health education for children, and helping youth, community and family development.

It was found that high levels of entrepreneurship and innovation are evident among NFPs. To achieve their goal of creating a better future for their beneficiaries NFPs constantly seek new opportunities and ideas. Entrepreneurship was spread across all levels of the organisations. Key motivators were passion for the organisation's mission and wanting to make the world a better place. Internal stakeholders (board, staff, volunteers, members) had a key role in fostering entrepreneurial behaviour, especially encouragement of participation and collaboration. External stakeholders (sponsors, donors, service providers, community organisations and the general public) also exerted an important influence on NFP's entrepreneurship, especially in collaboration in joint projects. NFPs were risk takers rather than risk seekers. Opportunities were assessed in terms of their congruence with the organisation's mission and values, reputation, and accountability to donors.

Maintenance and enhancement of an entrepreneurial culture amongst NFPs is vital in their perennial struggle to raise funds to allow them to ameliorate society's problems, especially when many NFPs are experiencing reduced funding from traditional sources.

The requirements of leadership within civil society organisations operating within new governance spaces: Comparing the experience of Bulgaria, Nicaragua and the UK.

Miller, Chris - Flinders University, Faculty of Social Sciences, South Australia & Petrov, Rumen

The increasingly global shift from government to governance is well-documented. At the local, regional, national and even international levels new governance spaces are opening up to which both non-governmental organisations are invited to join with those

from state and private sector agencies in a joint and collaborative venture of strategic policy making and the management of policy implementation. At the same time there are an increasing number of scholars who assert that we are witnessing the emergence of a 'global civil society'. Those non-governmental, voluntary or third sector organisations participating in new governance arrangements include small, informal community or citizen based organisations as well as the larger, professional, more formalised NGOs. Where such invited spaces do not yet exist or fail to meet expectations non-governmental actors are creating their own 'popular' spaces and inviting others to join them or using them as a way of holding others, particularly state bodies, to account. In such a rapidly shifting and uncertain period the nature of leadership within civil society organisations becomes ever more critical.

This paper draws upon a two-year UK Economic and Social Research Council research project 'Navigating the tensions within new governance spaces'. The research is comparative and examines developments in Bulgaria, Nicaragua and the UK and conducted by researchers based in each country. The paper argues that whilst the emergent new governance arrangements continue to vary considerably in different parts of the world - according to the historical and contemporary relations between state and civil society, local cultures and habitus - new leadership capacities are required in all such arrangements.

The move from government to governance across the globe, as evidenced by the growth of partnership working, the transfer of public services to non-governmental providers and other policies to promote community participation means that third sector organisations are expected to play a greater part in policy processes. While many third sector actors welcome this opportunity, these new governance spaces also pose a number of dilemmas in relation to effectiveness, autonomy, voice and legitimacy. Research has, for example, suggested that non-governmental players are marginalised in these new spaces. It has also highlighted inherent tensions for non-governmental actors, between autonomy and incorporation, between confrontation and co-operation, between service delivery and advocacy roles and between conflicting accountabilities and sources of legitimacy.

Governmentality theory suggests that these new governance spaces are still inscribed with state agendas, making NGOs responsible for tackling disadvantaged, but circumscribing them with conditions that perpetuate state control. However, it also allows for the possibility of resistance and for non-governmental actors to become 'active subjects' within these spaces. Social movement theory, meanwhile, offers some insights into how this might be achieved, as new political opportunities offer the possibility for new resources, new allies and realignments of power. Our research drew on these theories to explore the factors that enable non-governmental actors to become active subjects in these spaces.

The paper will explore the nature of leadership within civil society organisations. It will argue that traditional leadership models do not work well for collaborative structures and new governance arrangement in particular require specific leadership capacities. It will argue that the exercise of leadership is complex. Leadership is related in part to the context in which it occurs and that different leadership qualities are required according to the existing civil society formation, as for example the three formations of 'disciplined', 'manipulated' and 'contentious' as found in the UK, Bulgaria and Nicaragua respectively. However, people work not only with what they find but also with where they wish to be. In other words they also work with a desired or espoused model of civil society, a civil society 'in the mind'. Finally, the paper will suggest that the uncertainties associated with working in emergent contexts that challenge previously held assumptions and practices demand certain personal capacities developed through personal experiences in those who take up leadership roles.

The paper will illustrate the argument by drawing heavily on examples from the research data gathered from Bulgaria, Nicaragua and the UK. The paper will provide participants with an opportunity to critically engage with such arguments. Do they apply equally to the Pacific Rim countries or is it possible to identify other local civil society formations that suggest different types of leadership capacities? What can be learnt from leadership as practiced amongst indigenous peoples?

Affiliations

Thinking Strategic Ability: A Case Study of eight Charitable Organisations, preparation for new Charities Act, Charitable Purpose opportunities and Tax Exemption obligations

Mulligan, Wayne – FOMANA Capita & Rangī Reddy – Tui Ora Ltd

The implementation of the Charities Act 2005 and the charitable registration process has for non profit organisations integrated the securing of “tax exempt” status and monitoring mechanisms under one structure. This has created both threats and opportunities for governance and management within the sector in terms of raised transparency, accountability and compliance issues. Through a small pilot survey of registered Charitable organisations this research analyses the process of charitable registration and assesses the critical success factors in the organisation (governance, management, financial and operational processes and policies and involvement of professionals) needed to facilitate their survival and maintenance of charitable status.

The Seduction of Accountability

Nowland-Foreman, Garth - Unitec

‘Accountability’ is frequently assumed to be an unmitigated ‘good’ in tangata whenua, community and voluntary organisations (“community organisations”) – the more the better. (The only qualification is the increasing recognition that some sense of ‘proportionality’ is required in the dead weight compliance costs compared to the outcomes delivered, for example see Bearman (2008).)

At the same time accountability is also assumed to be a ‘problem’. Without the in-built spur of the profit motive to maximise returns to owners or investors, efficiency and accountability of community organisations are sometimes feared to be suspect. Extra structures and processes – often on a public sector model – are assumed to be needed to buttress organisational accountability (for example, Working Party on Charities & Sporting Bodies, 1989, and Newell, 1996). This insecurity was at least one of the motivations behind the establishment of a Charities Commission in Aotearoa New Zealand in 2005.

In fact, there is a wider literature that recognises that accounting and accountability is much more than a ‘technical’ task and is essentially about power and control, shaping the environment not merely reporting on it (Power, 1994). Lyons (1996) highlights crucial contesting paradigms for community organisations – non-profit sector or civil society. Each with very different assumptions about purposes, and hence criteria for evaluation and forms of accountability. Is it possible that a powerful ‘non-profit sector’ paradigm can make invisible and ultimately squeeze out the ‘civil society’ attributes of voluntary organisations through the vehicle of accountability requirements? Elsewhere I have identified how particular funding technologies – especially the growth of purchase-of-service contracting – and associated accountability requirements can indeed undermine many of the very features that attracted governments, for example, to use community organisations to provide social services in the first place. These accountability requirements are especially dangerous in undermining the wider role of voluntary organisations in helping to build stronger communities, social cohesion and a vibrant civil society (Nowland-Foreman, 1998).

We also know that imposed external monitoring, evaluation and other classic 'rational' accountability mechanisms can impede learning; an excessive focus on projects can undermine purposes; effectively minimising risks can also minimise opportunities; assuming the worst in people can ensure bad behaviour; an excessive focus on outputs can undermine results (Smillie, 1995); and an emphasis on narrow accountability can undermine responsibility (Kearns, 1996). A typology of 'funder capture' is developed, and I argue that perhaps the most insidious impact of imposed 'vertical' accountability systems (from government and other major funders) is to undermine proper 'horizontal' accountability arrangements to boards and members, peers and the communities served. And furthermore the latter, high context 'accountability of a thousand eyes' is far more effective and far less destructive and distracting.

What is the alternative – faith and hope in charity? I argue that one of the reasons government and other major funders have often been able to impose inappropriate reporting and other requirements has been a relative vacuum of robust and systematic accountability arrangements developed by community organisations themselves. The challenge then is to establish such accountability to the people and communities served.

Building Capacity As If We Meant to Make a Difference

Nowland-Foreman, Garth. Unitec NZ & Director, Community Solutions & Goble, Andrea, Chief Executive, Social Services, Waikato

There has been considerable interest, especially since the early 1990s, in the idea of learning organisations, including its application to tangata whenua, community and voluntary organisations ("community organisations") - for example, Korten & Klaus, 1984, Aiken & Briton, 1997, Edwards, 1997, Briton, 1998, and Smillie, 1999. By the end of the decade Fowler (2000) was able to conclude that there is a general consistency in what is understood by community organisation learning, how it happens and why it is blocked. He goes on, however, to observe numerous studies, publications and meetings on the topic have found that community organisations are generally not happy with their ability to learn.

Using Fowler's (2000) three-stage schema for describing the learning process in community organisations, potential barriers and pitfalls are identified in each of the stages of (i) gathering information, (ii) generating relevant knowledge, and (iii) applying organisational wisdom. Many of these barriers to learning are linked to organisational culture, and often the funding environment in which community organisations operate. As a result a number of mutually reinforcing internal and external factors are identified as hindering community organisation learning.

In part, our paper argues, these are in turn linked to two different views on what is community organisation capacity, and what is it for? In identifying this widespread (but often under articulated) divide in approaches to capacity building, the paper draws both on international comparative research (Tandon & Bandyopadhyay, 2003), and the recent reported experience of community organisations in Aotearoa New Zealand (Community-Government Relations Steering Group, 2002, Mika, 2003, Family & Community Services/Office for the Community & Voluntary Sector, 2005, Nowland-Foreman, 2006). Because the two different approaches are usually not made explicit, they can talk past each other and fail to communicate – often using the same language to mean different things. Funders typically appear to be more interested in supporting one approach (which might be called a 'technical assistance' model), despite community organisations themselves expressing a demand for a different approach (which might be called an 'empowerment' model of capacity building).

Social Services Waikato was recently evaluated (Nowland-Foreman, 2006), and demonstrates how it can effectively deliver 'technical assistance', based on a solid 'empowerment' philosophy. An outline of Social Service Waikato's pragmatic approach will be provided, and linked to a proposed hierarchy of capacity building that may help us understand the effectiveness of this approach.

Rather than seeing 'technical assistance', and 'empowerment' approaches as a dichotomy, it may be more useful to consider that each is part of a wider capacity continuum. A model of non-profit capacity developed by Kaplan (1999) is utilised to understand how these two different approaches may be considered to fit together. While both approaches are incorporated in this model, it does not mean that all capacities (or parts of the capacity continuum) are equal. In fact, Kaplan explicitly argues from his experience in working with community organisations over many years in Eastern and Southern Africa that, for example, more funding and training are the least important capacity inputs – though often the first identified. Instead he argues that aspects such as ensuring an explicit and agreed conceptual framework, world view and 'theory of change' are fundamental. These aspects form the less visible, but more important foundation for sustainable community organisation capacity – as if we really wanted to make a difference!

DEMONSTRATION

New Zealand's Not For Profit Sector - The National Study - Findings and Issues

O'Brien, Mike – Massey University & King, James - OCVS

The New Zealand study for the international project on the not profit sector was completed earlier and published earlier this year. The National report identifies a range of key issues for the sector arising from its historical development and its current directions.

This presentation will explore these issues, the strengths and limitations of the national study and the implications of the study for research and work in the not for profit sector. The study involved detailed statistical work from Statistics New Zealand and a research team from Massey University; the two groups will share the presentation and lead the discussion. <http://www.ocvs.govt.nz/>

Community Sector recognition and the challenges involved: A case study exploring the emergence of Voice for SONG.

O'Shea, Peri - Social Justice and Social Change Research Centre, University of Western Sydney

This paper will explore this emerging theme of recognising, acknowledging and distinguishing the commonalities of community organisations. Driven by a concern that they were being forced into partnerships that were less than ideal and that the competitive model could destroy collaboration, there is an emergence of formalized networks that recognise the unique contribution that community organisations bring to human services. A strong emerging theme in this study was the setting up and formalizing collaborative networks which promote and celebrate the special contribution community organisations make. These networks were aimed at augmenting commonalities for the benefit of community organisations, the community sector and the communities they serve. One example of this is a consortium of small community

organisations called Voice for SONG (Small Organisations Non-Government)*. Voice for SONG (VfS) aims to provide a voice and platform for 'small', 'local' community organisations (VfS 2006).

Setting up or formalising collaborative networks presented a number of challenges particularly around inclusive and exclusiveness. At the time of this study there was no one consortium or lobby group in NSW that recognised all community organisations as more similar to one another than dissimilar to other types of organisations. Consortiums or action groups tended to define themselves more specifically – either by size, service type or region. However, there was increased recognition that there was a community sector and that community organisations could offer communities more than other types of service providers – i.e., private, government or other non-profit organisations. One participant described the potential power that community organisations could muster when they recognise themselves as a single sector. [Community Organisations] are part of one very big industry. If it can be seen as a very large part of the Australian economy and that people can be confident to become involved because they can see a career path there. It would be something we are setting up for our staff, because there is a career path. Maybe starting as a field worker, working through the program, then maybe as a team leader, then ultimately as a CEO. If that is there, then people can actually do that - the opportunities are still here. I think people at the moment are not recognising non-profit organisations as any more than a little organisation down the road that is going to manage a few government dollars.

This paper will explore the challenges and the potential advantages in setting up sector wide networks. This paper will examine the evolution of Voice for SONG as a case study to explore these themes.

The Code of Practice - what is it for?

***Pahau, Iris - Tangata Whenua, Community & Voluntary Sector Research Centre
Coote, Pania - CoChair Tangata Whenua, Community & Voluntary Sector
Research Centre***

The Code Of Practice describes the optimum practices in community research as outlined for the Tangata Whenua, Community and Voluntary Sector Research Centre ("the Research Centre"). It has been released by the Research Centre's Governance Group.

To date, a range of researchers and others from communities, government and academic sectors have contributed to this document during its consultation round from April 2007.

The purpose of the Code of Practice (COP) is to provide benchmark principles and standards by which researchers can measure their work. It represents what contributors consider to be important when doing research. The COP is unique. The COP was developed by the Tangata Whenua, Community & Voluntary Sector, a range of researchers, government and academic sectors. It draws on the insights from kaupapa Maori and community research methodologies to guide good research practice. Come along and discuss this Code of Practice and learn from each other's experiences in putting such values into practice – both the challenges and the benefits thereof.

Pania Coote

**Ko Ngai Tahu me Ngati Kauwhata oku iwi,
Ko Hananui me Ruahine oku maunga,
Ko te Ara o Kewa te moana me Oroua te awa,**

* Voice for SONG (VfS) has developed a significant strategy in trying to ensure the sustainability of small community organisations. The researcher is an Executive member of VfS.

**Ko Takitimu me Tainui oku waka,
Ko Te Rau Aroha me Ngati Kauwhata oku Marae,
No Motupohue toku papa kaianga,
Ko Pania Coote ahau**

I am a born 'Bluffie', the eldest daughter and one of seven children of Hoeta (known as Dick) and Ann Simeon. I reside in Bluff with Russell, we have three children and one mokopuna/grandchild.

I have over twelve years experience as a Social Worker and approximately eight years experience in various management/supervisory roles along with twenty years experience working with and in the Voluntary Community Sector at a Local and National Level.

I am the Co-Chairperson of the Tangata Whenua, Community & Voluntary Sector Research Centre, one of the many community initiatives the Taskforce supported. I have served on the Community Sector Taskforce since 2004.

I am the Maori Health Manager for the Southland District Health Board (covering the whole Southland Region and a member of the Bluff Community Board. With a Masters in Social Welfare, I extended my interests in research, management, supervision and counseling.

E hara taku toa i te toa takitahi, Engari he toa takitini

My strength is not that of a single person, but that of many people.

Beijing Platform for Action Prichard, Jane

The paper and accompanying power point presentation will describe the process for designing, administering and analyzing results from a short Questionnaire in simple English in 1999 to prepare for the Five Year Review of the Beijing Platform for Action. The Questionnaire covered broadly the 12 critical issues of the Platform to assess concerns for New Zealand women still outstanding five years after the Fourth World Women's Conference in Beijing. The sampling was relatively small – 260 responses from throughout New Zealand were evaluated. Results informed the New Zealand country report prepared and presented in June 2000 at the United Nations General Assembly special session on women which carried out the Beijing Five Year Review. The same Questionnaire entitled How are We Doing was used again in 2004 over a larger national sample for the Ten Year Review of the Beijing Platform for Action. This data was valuable in making comparisons over a ten year period thus creating a measure to assess changes in the status of New Zealand women. In both samples the respondents were from many cultures, age groups and economic levels.

In 2009 the same Questionnaire will be used again over as wide a sample as possible to gather data from women throughout New Zealand for the Beijing + 15 Review. The same measurable data informed the Pacific Women's Watch (New Zealand) NGO Alternative Report to the CEDAW Committee (Convention on the Elimination of All Forms of Discrimination against Women) presented in New York in August 2007 at its 39th session.

Not just a tool: Nonprofit relationships with governments. Procter, Alison - PhD Candidate, Political Science, Research School of Social Sciences, Australian National University

In the political science and public administration literature there are currently two key ways of understanding service delivery, or social policy implementation. One is that human and community service delivery via third parties is one of many implementation "tools" of government (Salamon, 2002, Osborne and Gaebler, 1992). The second, within the framework of networked governance, is where service delivery is negotiated by a range of players interacting in complex horizontal relationships (Rhodes, 1996,

Considine and Lewis, 2003, Kickert et al., 1997). Despite the popularity of these contrasting theoretical frameworks for understanding service delivery via third parties, such descriptions rarely include the experiences of the third parties themselves.

So, what is the experience of third party human and community service organisations and those who lead them? Based on the findings of empirical ethnographic research from three case studies of nonprofits in the community services sector, this paper describes the experiences of those people responsible for leading, managing and coordinating the organisations which are contracted to government to provide a range of human and community services.

The findings suggest that some nonprofits operate in a space somewhere in between these contradictory paradigms, and that their operational and organisational response to being neither a tool of government nor an insider in "governance" networks is to:

Establish and maintain a culture which is focused on the internally-derived mission of the organisation.

Ensure that organisational operations and growth opportunities align closely with this mission.

Work through a variety of avenues – including relationships with public servants, politicians, third sector peers, advocacy and industry peaks and engagement with the media, commissions and inquiries – not only to influence policy and implementation design but also to reinforce their distinctiveness and autonomy. In this way, the leaders of the nonprofits sought to show their organisation as more than just a "tool" of government, but with its own distinctive and niche value. However that they were operating in an environment where the rules of engagement were still set and led by governments; and not in a way that reflects academia's descriptions of the to-and-fro of networked governance. The particularly interesting aspect of the findings of this research is the similarity in cases, in response to the relationship with government, despite great diversity in organisational and contextual characteristics.

Settling in: Community efforts to integrate Somali refugees in New Zealand (poster presentation)

Quinn, Shardell - Infogen

Resettlement issues for refugees from war-torn countries stretch well beyond the point of arrival, and involve work, family, education and welfare matters that cannot be segregated. Participants in this research identified the following key needs for successful settlement of refugee families: a national mindset supporting multicultural sensitivities; the creation of more community liaison positions and mentors; capacity building within the refugee community; long-term induction courses for all new settlers; extension of ESOL funding; and more bilingual and first language support in schools. Cross-cultural workers are needed to carry out inter-generational work. Absence of accurate statistics hinders access to funding. Factors contributing to high levels of unemployment among the refugee community include: shortages of free interpreters for service providers; the non-recognisability of their qualifications; difficulty in transferring previous employment experiences of refugees (that were often informal and unregulated in their home countries) into their new country; and refugees lack of local social knowledge and networks. Most employment initiatives have centered within the refugee community, not the broader community, and are not sustainable. Key barriers to employment differed from men to women.

Counting for Something...Counting for More

Reid, Tina - NZ Federation of Voluntary Welfare Organisations

This presentation will outline two stages of a research project aimed at identifying and costing the inputs, outputs and outcomes of voluntary agencies. This is the results of the

VAVA study (Value Added by Voluntary Agencies) undertaken by PricewaterhouseCoopers for the NZ Federation of Voluntary Welfare. From a range of case studies, this study demonstrates that: For every \$1 provided to a voluntary agency, between \$3 and \$5 worth of services are delivered

Donations of time (volunteering) money and goods make significant contribution to the delivery of services of all voluntary organisations. The return on investment in terms of public outcomes over time periods of 15 -30 years (for different types of services) show returns of between \$14.30 and \$39. The net economic benefit of the selected activities was estimated at \$750 million, from an investment of government funding of less than \$50 million. The figures are only the start of the story – they provide a practical contribution to development of understanding and dialogue about the place of outcomes in planning and management of social services. This presentation will outline the two research studies which make up this project, and explore the policy and management issues they raise for voluntary organisations.

Shall we dance? High performance work systems and employment relationships in Social Services NGOs in New Zealand

Dr Rose Ryan, Research Director, Athena Research Ltd

Over the past 15 years, the industrial relations literature has argued about the extent to which employment relationships and human resource management practices have been re-oriented around a model of "high performing work systems" (HPWS). Features of this model include improved product and service delivery standards through greater discretion for employees in the way that they carry out their work, high levels of trust between employees and managers, a focus on team work, and greater employee "voice" in managerial decision-making.

The HPWS model is one that emerged from the manufacturing sector, and there are many debates as to its applicability in services and in the non-profit sector. This paper argues not only that the HPWS model can be applied in the NGO sector, but that service users, employees and employing organisations all stand to benefit from improved service delivery, higher quality jobs, and a more professional standing with funders.

Synergy and the Third Sector? An indigenous viewpoint on Māori community enhancement

Simon, Katarina - Ngāti Hikairo (Waikato), Ngāti Manawa, Ngāti Tuwharetoa, Ngāti Porou ki Harataunga ki Matāora

In this paper, I present initial masters research of the Third Sector, focusing on pros and cons related to Māori community enhancement. My comparative analysis draws from synergistic insights of the doctorate. At the crux is an authoritative Māori standpoint on synergy. On the positive side, Māori empowerment can be achieved through decolonised theorising, one's own cultural lens and sophisticated research which is multi-dimensional, comparative, evolutionary, cross-cultural and inter-disciplinary. On the negative side, the advancement of Māori remains held back by an oppositional dogma, a prevailing viewpoint of te ao Māori as backward and non-synergistic; and unsophisticated theorising of indigenous knowledge and western science. Thereby, synergy and Māori community enhancement are correlated between both of these pros and cons. Thus, this brings forth new knowledge about Third Sector research, as compared from the doctorate in relation to sustainability, ecological governance, capacity building, social justice, and searching for synergistic balance.

Love Doesn't Pay the Bills! Critical Knowledge in Negotiating Remuneration Contracts

David Shannon, Strategic Pay Limited

Many organisations in the Not for Profit Sector (NfPs) receive a significant portion of their funding from various Ministries, e.g. Health or Social Development, or DHBs in the form of contracts for services. These contracts are drawn up in good faith by both parties and typically include provision for paying the NfP employees based on current pay rates for those jobs at the time of the contract. This would seem fair to all as it provides sufficient funding for the NfP to employ qualified staff at salary levels on broad parity with what these same employees could receive working in the public sector.

That was acceptable as long as salaries in the public sector remained at levels broadly stable. However, salaries in the public sector have not stagnated over recent years. They continue to move upwards at 3% to 5% per annum for roles below the managerial level. In addition, union awards have resulted in significant movements for particular employment groups. Where these salaries have moved substantially, NfP employees paid at the older salary levels now find the substantially increased margin unsustainable – no matter how much they love their work. The temptation to leave for higher paid employment in the public sector – often with the very agencies that contracted for their services – becomes increasingly potent. As long as the NfPs remain bound by contracts where salary rates reflect an earlier day, they will struggle to retain the staff required to deliver the services.

This makes it more crucial for these organisations to have access to reliable information on current market rates for the roles they employ. While it would be wonderful for a Not for Profit Agency to operate in a bubble where staff worked for whatever the organisation can afford because they love their work so much they will never leave, such is not the way of today's market. When NfPs must renegotiate their funding contracts, they must do it in full knowledge of the market remuneration rates that may apply both then and in the future.

This workshop will:

- discuss ways in which sound market data can assist NfPs to prepare for effective contract negotiation and provide for on-going equity in remuneration levels for staff in their organisations;
- discuss some of the findings of the most recent Strategic Pay Not for Profit Remuneration Survey.

DEMONSTRATION

Bermuda: Social Economy - Social Justice - Social Enterprise

St Jane, Michelle – Principal, Kairos Philanthropy



Bermuda has the third highest per capita income in the world - 50% higher than that of the United States. In the face of Bermuda's corporate economic success there is the rampant and egregious growing poverty despite the efforts of the Bermuda Government corporate social responsibility and the non profit sector. This session brings a global perspective to the consideration of market oriented economic policies on social outcomes.

Michelle is investigating how Bermuda can change from a country where successful market orientation now negatively impacting the well-being of some of her most vulnerable people, can be transformed through collaborations between the Bermuda Government, business and the non profit sector with the support of Bermuda's Premier Dr. Ewart Brown.

This investigation entails the exploration of the potential and the risks of taking a social enterprise approach to addressing these issues. Michelle will describe her work. She will then invite discussion of the systemic connections between economic success for some and poverty for others; the experiences of New Zealand in addressing the effects of a neo-liberal driven context, and explore the potential and risk of pursuing a Social Enterprise strand to social transformation.

Manaaki the Māori Third Way.

Te Momo, Fiona - Massey University, College of Humanities and Social Sciences, School of Health and Social Services.

The Māori Third Way seeks recognition of existence in the Third Sector and a commitment from government to acknowledge that it operates in communities across Aotearoa/New Zealand. The Māori Third Way is a political philosophy that asserts the principles of the Treaty of Waitangi and the fusion of capitalism and socialism in a harmonious way that prevents harm to the wellbeing of people, land, sea, waters, animals, and mother earth. Its origin can be found in the heart of community development principles and indigenous lore. It is a phenomena that operates silently and unnoticed in communities. It is a philosophy that needs nurturing and caring so it can grow.

The Māori Third Way philosophies affirm the progressive values of iwi to embrace the challenges of the information age. It has three main foundation stones: the idea that government should promote equal opportunity for all while acknowledging that Māori have a significant place in society as a treaty partner and indigenous to the land; an ethic of mutual responsibility that equally accepts the politics of entitlement on a needs basis and rejects the politics of social abandonment; and, a new approach to governing that empowers and embraces tino rangatiratanga. The values of the Māori Third Way are to provide bottom-up approaches to social and economic development. It honours cultural diversity and the importance ethnic identity is to the well being of a community.

It resists imposing cultural customs on others in society, rather it commands cultural respect.

The Māori Third Way is not a repetition of the First or Second Way. It is an alternative approach to the First Way policies of "traditional statism" and the Second Way policies of "free market". Instead it is similar to the Third Way "revisionist social policies" that calls for changes to the way government make policies that alter, change, or inform Māori knowledge, Māori culture, Māori wellbeing, and Maoridom. This paper presents a Māori Third Way position. It invites researchers to critique and discuss this philosophy. Throughout discussions it provides reasons and examples where the Māori Third Way exists silently. Since it contributes to the wellbeing of people, land, sea, waters, animals, and mother earth it presses upon society to manaaki the Māori Third Way.

Various ways that NGOS are assisting women to have or restore their voice in the direction of Vanuatu

Thomas, Andriana

Aid donors such as the NZAID and AusAID have continued to assist the Vanuatu Government and other NGOS in Vanuatu to build a demand for and improve governance, accountability and community safety. NZAID's focus from 2000-2005 was on developing the provincial governments in Vanuatu as well as providing increased support for civil society in Vanuatu (NZAID/Vanuatu Development Programme Strategy, 2006-2010). AusAID on the other hand recommended that core funding for civil society groups be made available as they cannot fund themselves. They recognised the benefits of development of a civil society with diverse viewpoints and areas of interest. They indicated that they will fund lots of different organisations, not just those organisations that can write good project proposals (Australia Council for International Development PNG-Pacific Working Group, Briefing Paper to AusAID Australia-Vanuatu Joint Aid Strategy 2005-2010).

Various non-governmental organisations (NGOS) operating in Vanuatu have been active in furthering their corporate missions particularly in highlighting issues that affect Vanuatu's social, political, cultural, educational, religious or spiritual enhancement and environmental restoration. These organisations have a desire to make a difference in social aspirations for the people of Vanuatu as well as help strengthen accountability, the democratic process and legitimacy in government as well as encouraging poverty alleviation for a vibrant community sector. The Vanuatu Government established the Ombudsman's Office in 1995 and it was headed by a woman Ombudsman – Marie Noelle Ferrieux-Patterson. It is one of the first institutions established in Vanuatu to combat corruption (Annandale, 1997; Barcham, November 2003; and Rawlings, February 2000). The Ombudsman's Act together with the Management Code Act continued to expose Vanuatu leaders and public servants' irregularities and conduct under various activities (ibid). Despite the lack of support from the Vanuatu Police to convict offenders, the Ombudsman's Office does pride itself in providing the needed awareness through its reports to the citizens of Vanuatu concerning its role to help deter and stamp out maladministration, corruptive practices, promote good governance, accountability and transparency. A local NGO, the Turaga Philosophy on Peace and Human Security, Tu Vanuatu Komiuniti, the Melanesian Institute of Philosophy and Technology and the Tanbunia Tanmarahi indigenous banking system demonstrates how the Tu Vanuatu Komuniti "a network of indigenous leaders and communities from throughout Vanuatu, wishing to preserve Vanuatu indigenous philosophy of peaceful co-existence, based on collective ownership, shared responsibility and community accountability" (Huffer and Molisa, 1999; and VNCW, 2005, p.8) have been teaching students attending the institute traditional mode of governance. Hilda Lini, a woman leader heads the institute and has been vocal in fighting for the rights of women to be heard and their empowerment to the decision-making process in Vanuatu. Wan Smol Bag Theatre (WSB) has been

instrumental in promoting publicity of matters relating to social life in Vanuatu such as political corruption; good governance; environmental preservation; and the identification and prevention of sexually transmitted diseases including HIV/AIDS awareness. WSB is managed by a couple: Peter Walker and Jo Dorras and employs male and female actors as well as unemployed youths who are trained to be actors in the organisation. WSB plays have been very successful in Vanuatu as well as in the Pacific region as a whole. The Vanuatu Rural Development & Training Centers Association (VRDTCA) headed by another woman leader, Kathy Solomon, has worked in partnership and consultation with members of various organisations such as the: Women's Advocacy Coalition of the Vanuatu Association of Non Governmental organisations (WAC/VANGO); Port Vila Town Council of Women; Community Paralegal Association (CPA); Vanuatu Teachers' Union; Liave Association; Church of Christ Women's Fellowship; Anglican Mothers' Union; Port Vila Business Women's Association and the Vanuatu Society for Disabled People to produce the Vanuatu NGO Shadow Report on the Implementation of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) which was submitted to the 38th CEDAW Session in May 2007 (VRDTCA, May 2007). The report discussed the general discrimination against women; violence against women; leadership and political participation of women; women, law and justice; and education and employment opportunities for women in Vanuatu. VRDTCA also has a mission to provide training for both Ni-Vanuatu men and women in their centres located in the six provincial centres of Vanuatu. The New Zealand civil society organisations (CSO), such as the Volunteer Service Abroad (VSA) has continued to work with Vanuatu CSOs to improve governance, accountability and community safety. VSA volunteers are also working with Ministry of Women's Affairs staff to strengthen the participation of Vanuatu women in civil society, leadership and to meet Vanuatu's obligations to CEDAW (NZAID/Vanuatu Development Programme Strategy, 2006-2010). The Foundation of the Peoples of the South Pacific International (FSPI) has been assisting the FSP Vanuatu with its mission, educational and consultancy projects in addressing problems and issues relevant to Vanuatu as well as the South Pacific region.

The Transparency International Vanuatu (TIV) headed by another woman leader, Blandine Boulekone, has also been active in Vanuatu especially in identifying corruption and malpractice and providing education "aimed at developing policies to tackle corruption" in Vanuatu (VNCW, 2005, p.56). TIV has established programmes and civil education to produce more information on how to promote a sense of integrity in a society (ibid). The Vanuatu Association of Non-Governmental Organisations (VANGO) headed by Henry Vira is representing all NGOs in Vanuatu has been instrumental in highlighting social, political, cultural, educational, religious or spiritual enhancement and environmental issues that affect the people of Vanuatu. VANGO was behind an anti-presidential protest in April of 2004 against the late Alfred Maseng when he was requested to resign from his presidential position after it was revealed that he was serving a suspended sentence for three counts including receiving stolen goods. As such, Mr Maseng resigned from his position because of the civil society's protest (Radio New Zealand International, 30 April 2004). The VANWODS a UNDP initiative was established as a commercial approach to microfinance for the poor and disadvantaged women in Vanuatu. VANWODS Microfinance Incorporation is now a fully self-sustainable microfinance organisation in Vanuatu that attends to the needs of the poor women in Vanuatu (UNDP Fiji MCO Country Program Profiles, 15-17 November 2006). The Vanuatu Women Centre (VWC) headed by another women leader, Merilyn Tahī, has received funding from various institutions to provide a safe house as well as legal counsel to women suffering from domestic abuse. They have been instrumental in advocating for the Vanuatu's Family Protection Bill which has taken over 10 years to be accepted but was successfully passed in the recent Parliamentary session in June 2008 (Pacific Regional Rights Resource Team, October 2006-March 2007). Finally, although various NGOs are working effectively in Vanuatu; they continue to need financial assistance from various aid donors as well as encourage more female participation to be able to fulfil

their civil society obligations to the people of Vanuatu and encourage good governance, accountability and transparency in the nation.

DEMONSTRATION

WOMEN ON WHEELS: CYCLING LOCAL RESEARCH THROUGH INTERNATIONAL INSTRUMENTS FOR DOMESTIC POLICY IMPLEMENTATION

Todd-Lambie, Anne - Family Lawyer, Nelson, Member of NGO delegation to UN CEDAW Committee in 2003 and 2007 & Elizabeth Bang, National President of the National Council of Women of New Zealand (NCWNZ)



Following on from one of the most successful NGO presentations to the United Nations CEDAW (Convention on the Elimination of All Forms of Discrimination Against Women) Committee, representatives of the National Council of Women of New Zealand will present the model used for the CEDAW Project 2005/07. This model outlines the methodology used for consulting the more than 100 NGOs (including Nationally Organised Societies and Umbrella NGOs) involved in the project; the various consultation mechanisms used such as regional consultation meetings, three separate submission stages, and targeted surveys.

The role of communication systems for the delivery of messages to participants, advocates and key decision-makers will be outlined through discussion on the "virtual", (website, and e-groups) to "actual" (face-to-face, lobbying and media work) communications. What is involved in driving local research via an International Instrument for re-delivering back into domestic policy implementation will be demonstrated by a visual presentation and summation of the CEDAW Committee recommendations to Government.

It's more than talk: A status report from the Building Better Government Engagement Reference Group: Options for building knowledge, skills and values in the public service to support effective community engagement
Tweedy, Roger – Wellington City Council & Suggate, Diana – Office of the Community and Voluntary Sector

The Building Better Government Engagement project seeks to respond to continuing calls from the community and voluntary sector for change in the culture of government agencies towards more respectful and collaborative approaches to community engagement.

The reference group's progress report discusses current engagement by government agencies with citizens and communities – the issues, existing resources and initiatives, and possible actions to support better practices. This is preliminary research to the aim of provoking further discussion.

The underlying assumption is that citizens and communities have a right to participate in defining the problems and decisions that affect them, and that the outcomes achieved by more effective community-government engagement benefit society as a whole. Addressing complex issues within a community requires combined skills from central and local government, business, and the community and voluntary sector. To achieve joint

goals, it is necessary to develop active relationships, genuine and effective consultations, and more collaborative and deliberative approaches to decision-making.

Government agencies need organisational commitment and responses that ensure staff have effective engagement skills and knowledge. Government needs to show its commitment by ensuring accountability to the Statement of Government Intentions for an Improved Community-Government Relationship and developing ways to assess changes in public sector culture.

Vision for community-government engagement

The reference group's vision for community-government engagement is:

Central government engages effectively with citizens and communities, recognising the interdependence of government and communities in achieving the best outcomes for society.

Project scope

The role of the group is to report on priorities to strengthen government engagement processes, taking into account issues identified through previous community-government dialogue processes and current government initiatives related to this area. The project primarily focuses on central government engagement with citizens and communities (particularly non-profit organisations and networks representing communities of interest, identity and place). The synergies with community engagement processes in local government and with businesses are also recognised.

Process of developing this report

In addition to reviewing issues raised by early working parties and forums, information was sought on current skills, knowledge and values in the public service about effective engagement, emerging patterns of change, and what could be learnt from them. It was not possible in the timeframe of the project to carry out a detailed survey. However, information was gathered by a scan of existing guidelines, resources, and training opportunities, and current activities by government agencies to build better government engagement interviews with a sample of central government agencies and training providers.

Next steps

Consultation on the report will be held with government and community and voluntary sector representatives during October – December 2008. A final report including feedback and the results of related work and the ongoing role of the reference group will be presented to the Minister for the Community and Voluntary Sector early in 2009.

Members: Tina Reid (NZ Federation of Voluntary Welfare Organisations), Tony Mayow (Community Waitakere), Mary-Jane Rivers (Delta Networks), Charlie Moore (Families Commission), Roger Tweedy (Wellington City Council), Sue Driver (ChangeMakers Refugee Forum), Anne Shaw (Department of Internal Affairs), Hata Wilson (Te Puni Kokiri), Nikki Wright (Department of Conservation), Rosemary Hannah-Parr (State Services Commission). Chair: Diana Suggate (OCVS) with secretariat support from Judith le Harivel (OCVS contractor) and Kathryn King (Department of Internal Affairs).

DEMONSTRATION



Valuing the Work of the Tangata Whenua, Community and Voluntary Sector

The Workplace Wellbeing Project developed organically from a series of conversations in Aotearoa New Zealand about employment conditions in our sector. It is a collaborative piece of action research, involving a wide range of participants at local, regional and national levels.

At this conference, we are presenting a work stream of papers on employment-related issues.

We will begin with a roundtable discussion on sector employment at 9.30am on Tuesday, where we will be asking panel members and conference delegates, 'what would successful employment look like in our sector?' Facilitated by Grant Duffy from the Partnership Resource Centre, roundtable participants will include:

- Tina Reid, Executive Director of the NZ Federation of Voluntary Welfare Organisations
- Richard Wagstaff, National Secretary of the Public Service Association
- John Ryall, National Secretary of the Service and Food Workers Union
- Dr Philippa Hall, Director of the Department of Labour's Pay and Employment Equity Unit
- Dr Bev Gatenby, Executive Director of Trust Waikato
- Jane Stevens, Community Waikato/NZCOSS/Workplace Wellbeing

A range of other presentations will flow from this theme over the following day and a half, including a presentation by visiting guest speaker Glyn Hawker from UNISON Scotland, and workshops and presentations on job evaluation, high performing work systems and sector remuneration. [<link to Panui>](#)

Unleashing capacity for high impact tangata whenua, community and voluntary sector organisations

Wehipeihana, Nan – evaluation and research consultant & Malcolm, Margy-Jean – Unitec & Shepheard, Miles - Synergia

In this workshop you will hear about three areas of work underway seeking to demonstrate and build understanding of the process of organisational, community and sector capacity strengthening in an Aotearoa context. The format will be a 60 minute workshop, with three short presentations from the presenters, followed by participatory workshop space where there will be an opportunity for participants to contribute their insights around factors that support the greatest leverage for organisational learning, development and adaptation in the tangata whenua, community and voluntary sector.

What makes high impact, highly effective tangata whenua, community and voluntary sector organisations? How do these organisations balance internal organisational focus with external collaboration, advocacy and community engagement? What does it take to grow such an organisation effectively impacting on social change?

This workshop canvases some findings from recent international research to assist our understanding of what practices contribute to high impact civil society organisations (for example Crutchfield & Grant 2008; Collins 2005; Letts, Ryan & Grossman 1999); and what nurtures and sustains the development of such organisations as dynamic, complex systems (for example Baser & Morgan 2008; Hailey 2006; Westley, Zimmerman & Patton 2006). If capacity is as much the energy within these systems, as it is the skills and resources, then what helps this energy flow? What supports the inherent strengths within an organisation or community to self-organise and thrive?

Margy-Jean Malcolm will present some preliminary findings from NZ research based on the Unitec Not for Profit Management programme experience, that contributes towards an understanding of these questions, along with an outline of some directions for further research, using systems thinking and appreciative enquiry approaches. How might specific programmes to develop the capability and capacity of groups of people within this sector have a broader more systemic impact? Miles Shephard reports on two evaluations which have taken a 'whole system' view of the methods and impacts of the programme they were evaluating. This paper outlines the conceptual approach taken (a combination of appreciative enquiry, success focussed investigation and systems thinking), the methods used and the conclusions reached. It also comments on how these approaches might inform practice. Nan Wehipeihana and Fiona will draw on their evaluation and capacity building work over a five year period with iwi and Māori providers of social services. In particular, the use of an organisational self-assessment as a tool for organisational reflection, self assessment, planning and development.

Improving Sustainability of Community Development Initiatives: Lessons from on-going practices in developing countries
Widana, Anura Dr

This paper highlights a number of issues pertaining to the successful engagement of community based organizations (CBOs) in development initiatives. It is based on the analysis results of pilot experiments and outcomes of projects that have been implemented in several Asia-Pacific countries during the past ten years. It argues that the mixed results of sustainability relating to the engagement of CBOs is entirely in the making (eg. China and Vietnam) rather than in their functioning. On the other hand, there is clear evidence leading to the sustainability of development initiatives following the active participation of CBOs as part of project development itself such as in Sri Lanka and Nepal. The analysis of cases reviewed indicates four key-areas leading to the active participation of the community. They are in the design, planning, implementation and post-project activities. The paper also pinpoints that the implementation is comfortable with a viable outcome following community engagement through organized groups (i.e. CBOs) rather than when actioned either on individuals or as a "loose" group.

The paper distinguishes "true and active engagement" from mere "consultation" of CBOs and, the sustainability of the introduced practices is higher in the former, though there is evidence in the improved implementation of field activities resulting from community consultation. Several reasons underlying the non-engagement of CBOs in development practice as well as the role of donor agencies in rectifying the current situation are highlighted in this research. Finally, the paper identifies several useful guidelines for the successful engagement of CBOs in partnership with formal agencies leading to sustained community livelihoods through the introduced initiatives.

Canterbury Pasifika Ltd, a Digital Demonstration
Winter, Michael & Smith, Toi- CORE Education Ltd

The Government's Digital Strategy states that 'ICT offers new ways of connecting people, strengthening communities of all kinds, enhancing the democratic process, and opening the door to new opportunities'. Traditionally, communities such as Pasifika, Refugees and Migrants have had limited opportunities, and have been disadvantaged with respect to new technologies. One of the goals of the Strategy is 'to enable communities to use technology to achieve their social, cultural, and economic aspirations'. CORE Education has worked to help identify the level of ICT access and skills within two ethnic communities in Christchurch – the Christchurch Muslim community, and Canterbury Pasifika. This research, which was funded by the Community

Partnership Fund, was designed to underpin initiatives to improve provision within these communities.

Our methodology for carrying out the research was based on a survey of ICT access, skills and needs within the communities, backed up with face-to-face interviews. The surveys were carried out by members of the communities, and were analysed by the CORE research team. The Pasifika research was used as the basis for applying for further funding to open a Canterbury Pasifika e-learning Centre in central Christchurch. This centre, which has been in operation for a year, exists to support the Pasifika community in making the most of the Digital Revolution. Its activities include provision of programmes in literacy, numeracy and digital skills, and supporting artistic and musical creativity of Pasifika people. The centre is also involved in providing computers to Pasifika families, both locally, and in the islands. Canterbury Pasifika's website is located at: <http://www.canterburypasifika.org.nz/pasifika/>. Canterbury Pasifika and CORE Education have recently completed a Strategic Plan that charts the future of the Centre over the next five years. Canterbury Pasifika recognises the significant role that research has had in its establishment, and is committed to ongoing research and evaluation to ensure that it sustains its ability to make a difference to local Pasifika and to Island communities. Our demonstration will be in the form of a 60 minute engagement to demonstrate how research carried out in partnership between CORE Education and the Pasifika community has led to significant improvements in access to ICTs and development of digital and educational skills.

DEMONSTRATION

Using Ideas and Film to Create Change

Wong, Qiuqing – Founder of Borderless



Borderless is a New Zealand Screen Production Company that generates and researches ideas for the production of films with the purpose of enhancing positive changes in the care for people and planet. Borderless creates and produces documentary films, viral video for internet distribution, television commercials and privately commissioned videos. In this workshop, Qiuqing Wong, Founder of Borderless, a Social Enterprise with a number of commercial and Philanthropic dimensions, will introduce the art of creating films that intend to contribute to positive change. She will explain the levels of accessibility now available to people to use filmmaking to research, educate and motivate individuals to take their own personal action towards a better world. We will also discuss the distribution opportunities now have available to reach our communities of interest - from easy to create u-tubes to world-class films.

When Grandparents Take Custody/Changing Intergenerational Relationships: The New Zealand Experience

Worrall, Jill - Honorary Research Associate at Massey University New Zealand

The achieving of grandparenthood is usually a cause for celebration. However, for some grandparents, expectations of time-limited caring for the children and sending back to parents to do the 'hard work' of raising is not the reality. There is now an increasing international phenomenon of grandparents taking full responsibility for the raising of their grandchildren. The concept of 'family continuity' and the sustaining of family links and identity for children unable to live with their biological parents is now internationally seen as good child welfare practice (McFadden and Worrall 1999, Child Youth and Family Evaluation Unit, 2003). Data from Canada, Great Britain and the United States show significant increases in relative care for children in need of care and protection, ranging from 55%-100% increases over the last decade. Canadian 2001 census data showed that there were 56,700 grandparents raising their grandchildren compared to 27,000 in 1996. According to the 2005 United States census data 2.5 million children were living with a birth relative caregiver, predominantly grandparents, a 55% increase from census reports in 1990. In New York City approximately two-thirds of foster children in 2003 were in extended family care, the majority being cared for by grandparents (Linares & Montatlo, 2003). In Great Britain the number of children in extended family care increased by 34% from 1997-2001, compared to a 15% increase in all foster placements in the same period (Department of Health, 2002). According to the Australian Bureau of Statistics there are 14,000 Grandparent families nationally, 65% being over 55 years of age and almost half being single, while 11% have three or more children in their care (The Age August 9th, 2008).

The New Zealand Children Young Persons and their Families Act (1989) was a leader in international child welfare legislation mandating the seeking of extended family placement for children in need of care and protection. The Act, formulated on Maori concepts of family/whanau decision making, follows the cultural value held by Maori and Pacific Island cultures that the children are seen as belonging to the wider family/whanau/fono group. It must be questioned, however, whether European extended families are as willing to accept responsibility for kin children. Maori children needing care and protection are now almost twice as likely to be placed with grandparents or other extended family members than European children. In 2005, the Grandparents Raising Grandchildren (NZ) Trust completed an in-depth postal survey of a random sample (n.790) drawn from its 2800 members. Demographic and experiential data was collected from 323 care giving families who responded, representing 526 caregivers, 492 children and their biological parents. The sample yielded an under-representation of Maori and Pacific Island respondents and therefore cannot be taken as representative of the total New Zealand grandparent carer population. This paper will discuss the relational, cultural, legal and socio-economic issues that impact on how care is experienced by these caregivers, in order to gain insight on the affect of taking custody on expected stage of life experience and the general well-being of all concerned.

Preparing a code of ethics for working with volunteers and applying it in the field: An Israeli example

York, Alan, S & Guttmann, Merle

A sub-committee of the National Council for Voluntarism in Israel (a voluntary, non-government, representative organization), of which the presenters are board members, completed in 2005 a comprehensive code of ethics for volunteers and those working with them. The document, a manifesto for volunteers, has two central aims: to protect volunteers by stating their rights and thus helping them to perform their jobs within organizations using volunteers; to strengthen voluntarism and volunteer organizations by making volunteers aware of their obligations. The code has been

presented to the member organizations of the National Council (the majority of voluntary and public organizations deploying volunteers in Israel) and we are now in the process of attempting to publicize it and lead to its application throughout the country. An English translation of the Code will be available to all the participants in the conference session, and the presenters will discuss issues and dilemmas in preparing the document for national use.

These include the following: *Descriptive or prescriptive?* Should the document limit itself to describing the state of the art in the field and to the conditions prevailing in most organizations that employ volunteers, or should it attempt to "raise the bar" and to put forward conditions that the Council feels are necessary for volunteers? Thus, should volunteer training and supervision be mandatory? Should all volunteers have a written contract? Should refunding of volunteers' expenses be clearly recommended?

Who is a volunteer? Some of the member organizations of the Council were eager that the definition include people working with them, eg pupils in a national program which is not voluntary and students in various programs who receive stipends. Should the definition be rigorous or should it compromise? *"Regulating volunteers" – an oxymoron?* Is it a contradiction in terms to try to regulate volunteers? Is not the primary attraction of the volunteer his/her spontaneity? Can we demand training and supervision at a professional level? Do all volunteers, even those not giving services, need this professionalization? *Transparency and accountability* Not all the agencies employing volunteers, from all three sectors, were happy with the proposed code's demands for the right of the volunteer to have access to information on the agency, including financial affairs.

Discrimination - Is it ethical for an agency, particularly a voluntary organization, to prefer volunteers of a particular gender, age, religious group or ethnic population? Having accepted volunteers, may agencies dismiss them on the grounds that they are not suitable, by age, religiosity or other criterion, to continue to work with their clients?

How do we apply the code? Should the code become mandatory and, if so, by whose authority? How do we bring it to the consciousness of volunteers and agencies? What should be the process of review of the code from time to time? We shall outline measures that we have taken and invite discussion on them.

DEMONSTRATION

The changing nature of community activism & infrastructure in Manchester, UK & Auckland, NZ

Robin Kearns, University of Auckland



This DEMONSTRATION presents, and seeks reactions to, findings from a comprehensive cross-national analysis of how new sites of local governance (especially partnerships) act to encourage or discourage voluntary activism. It draws on findings from a 2-year research project conducted in Manchester UK and Auckland, NZ 2005-07. Themes covered include: effects of the new landscape of local governance; and factors sustaining and constraining community-based organisations.