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GOVERNANCE ET INTÉRÊT GÉNÉRAL

Governance and general interest / Gobernanza y interés general

Managerial Objectives and the Governance of Public and Non-Profit Organizations

Van Puyvelde Caers and Du Bois Jegers. Public Management Review, volume 8, issue 2, pages 221-237, February 2016.

<http://www.ingentaconnect.com/content/routledg/rpxm/2016/00000018/00000002/art00003>

Abstract excerpted from the URL cited above: "By investigating managerial objectives, we test the simultaneous need for both control (agency theory) and collaboration (stewardship theory) in public and non-profit governance. We construct a discrete choice experiment to elicit preferences of managers in Belgian public and non-profit nursing homes. The results confirm that boards of nursing homes may experience pressure to simultaneously control and collaborate with their managers, thereby suggesting that agency and stewardship theory can be combined into a more general internal governance framework. We conclude by providing some policy implications to improve public and non-profit governance."

Contingency, Behavioural and Evolutionary Perspectives on Public and Non-Profit Governance (book)

Fabio Monteduro, Alessandro Hinna and Luca Gnan. Emerald Group Publishing Limited, Series of Studies in Public and Non-Profit Governance, volume 4, 320 pages, November 2015.

http://books.emeraldinsight.com/display.asp?K=9781785604294&cur=GBP&sf1=kword_index%2Cbarcode%2Cseries&sort=sort_date%2Fd&st1=Contingency%2C+Behavioural+and+Evolutionary+Perspectives+on+Public+and+Nonprofit&sf2=eh_cat_class&button_login=Go&m=1&dc=1

Abstract excerpted from the URL cited above: "This volume accesses governance in public and non-profit organizations. Building on and challenging recent research in this area, this volume critically examines the contextual, behavioural and historical factors of governance."

Stratégie et gouvernance des institutions financières mutualistes (livre)

Michel Roux. Editeur : *Revue Banque*, 216 pages, septembre 2015.

<http://www.lgdj.fr/strategie-et-gouvernance-des-institutions-financieres-mutualistes-9782863256480.html>

Résumé issu du l'URL Ci-haut: « Au cœur d'une actualité bouillonnante, l'ouvrage pose des jalons permettant de repenser et refonder la sphère financière de demain pour la banque coopérative, les sociétés d'assurances mutuelles et les mutuelles de la complémentaire santé. De nombreux facteurs tant juridiques que technologiques exacerbent la concurrence et le taux d'attrition : lois Hamon, loi santé de Marisol Touraine, actions de groupe, ANI, comparateurs prix, développement du digital. Après les craintes liées à l'arrivée d'Internet en matière de paiement, « les Fin. Techs » menacent les professions financières sur leur métier de conseil. Les approches commerciales classiques comme les outils ou les métiers sont aujourd'hui bousculés. L'innovation, correctement pilotée, doit être un formidable levier pour réinventer la finance et le modèle de protection sociale de demain. Dès lors, à l'instar de leurs consœurs du privé, les banques coopératives, les sociétés d'assurances mutuelles, les mutuelles de la complémentaire santé et les institutions de prévoyance se doivent de revisiter leur stratégie de la relation clients et de transformer leur gouvernance. À défaut le risque est réel de voir les valeurs du mutualisme remise en cause. Comment mieux saisir les nouveaux comportements des clients, des sociétaires et des adhérents? Comment repenser un modèle mutualiste impliquant davantage des administrateurs, des collaborateurs et des sociétaires devenus plus exigeants? Comment, dans un cadre budgétaire contraint, faire en sorte que le marché ne règne pas en maître? Pour préserver et développer le mutualisme, vecteur d'une éducation démocratique et d'une pratique citoyenne, ces questions sont autant de défis à relever. L'ouvrage y apporte des réponses lucides et porteuses d'espoir. »

Government–Nonprofit Cooperation: Anomaly or Necessity?

Lester M. Salamon and Stefan Toepler. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 26, issue 6, pages 2155-2177, December 2015

http://link.springer.com/article/10.1007/s11266-015-9651-6?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: “This paper challenges widespread philosophical and conceptual theories of the nonprofit sector and the state that question, or leave little conceptual room for, extensive cooperation between nonprofit organizations and government. To do so, the paper calls attention to shortcomings in the prevailing market failure/government failure theories of the nonprofit sector that have obscured recognition of key features of the sector that make cooperation with the state a natural and necessary path to effectiveness, and to certain inherent limitations of the state that make engagement of nonprofits a natural and useful path to state effectiveness. The article then outlines a set of conditions that must be met by both nonprofits and governments for this partnership to achieve the promise of which it is capable.”

The Governance of Mandated Partnerships: The Case of Social Housing Procurement

Muir Jenny and Mullins David. *Housing Studies*, volume 30, issue 6, pages 967-986, August 2015.

<http://www.ingentaconnect.com/content/routledg/chos/2015/00000030/00000006/art00008>

Abstract excerpted from the URL cited above: “Partnership working is nowadays a seemingly ubiquitous aspect of the management and delivery of public services, yet there remain major differences of opinion about how they best work for the different stakeholders they involve. The balances between mandate and trust, and between hard and soft power, are crucial to current debates about public service partnerships. This paper explores the example of social housing procurement in Northern Ireland, and the requirement to form mandated procurement groups. The research shows that the exercise of hierarchical power is still important in network governance; that mandated partnerships alter the balance between trust and power in partnership working, but the impact is uneven; and that these relationships are (re)shaping the ‘hybrid’ identity of housing associations. The balance between accountability for public resources and the independence of third sector organisations is the key tension in mandated partnerships. The Northern Ireland experience suggests that trust-based networks could provide more productive working relationships in partnerships for service delivery.”

Collaborating across sector boundaries: a story of tensions and dilemmas

Jacklin-Jarvis Carol. *Voluntary Sector Review*, volume 3, issue 3, pages 285- 302, November 2015.

<http://www.ingentaconnect.com/content/tpp/vsr/2015/00000006/00000003/art00003>

Abstract excerpted from the URL cited above: “This article explores collaboration between voluntary and public sectors through the lens of theories that surface the tensions of inter-organisational collaboration. These theories identify the tensions that actors experience, the inherent tensions that underlie these experiences, and the ways in which actors manage these tensions. Drawing on a study of children's services in the United Kingdom, the article identifies three inter-related tensions experienced by voluntary sector participants – tensions between agency and dependency, values and pragmatism, and distinctiveness and incorporation. While these can be seen to relate to the inherent unity/diversity tension identified in the literature (Ospina and Saz-Carranza, 2010), the article argues that they also relate to inter-organizational context, and more specifically, to the power asymmetry between sectors.”

Gouvernance de réseaux interorganisationnels : Cas d'un réseau d'organisations sociales et collectives

Tassadit Zerdani. *Cahiers de recherche du Centre de recherche sur les innovations sociales (CRISES)*, collection : thèse et mémoire, numéro TM1501, 530 pages, Novembre 2015.

http://crises.uqam.ca/upload/files/publications/Thses_et_Mmoires/CRISES_TM1501.pdf

Résumé issu de l'URL ci-haut: « En réalisant une étude longitudinale en profondeur d'un cas de réseaux d'organisations sociales et collectives, le Réseau de la finance solidaire et responsable au Québec (Réseau FSRQ), l'étude explique l'évolution de la gouvernance de réseaux interorganisationnels (RIO), son passage d'un mode informel à formel. En plus d'identifier les mécanismes reliés à ces deux modes de gouvernance, montrer la complémentarité et la linéarité entre eux, et révéler l'importance des mécanismes informels pour la formalisation de RIO, l'étude montre, en mobilisant le néoinstitutionnalisme sociologique (particulièrement le concept du travail institutionnel), le rôle des pratiques de création institutionnelle (normatives, cognitives et politiques) que développent les membres du Réseau FSRQ, comme collectif institutionnel, dans la dynamique de sa gouvernance. L'étude révèle également que ces pratiques d'institutionnalisation s'entrelacent et se tricotent, et sont reliées aux étapes de développement de ce réseau. Plus encore, elle explique comment des acteurs aux logiques différentes ont travaillé ensemble pour formaliser et construire la gouvernance de leur réseau, et ce, dans une visée de créer un nouveau champ institutionnel, celui de la finance solidaire et responsable. Pour y arriver, ils ont collectivement développé plusieurs pratiques institutionnelles. L'étude révèle donc que la gouvernance de RIO est une construction collective menée par un collectif d'acteurs qu'on peut qualifier « d'entrepreneur institutionnel collectif et solidaire ». Cet entrepreneur a mis en place sa gouvernance interne et vise construire son champ institutionnel afin d'influencer le système financier conventionnel. Avec ces résultats, cette étude apporte des contributions théoriques à son champ d'étude en émergence, celui de la gouvernance et de la dynamique de RIO. Elle contribue également à la théorie néoinstitutionnelle sociologique qu'elle mobilise en proposant le concept de l' « entrepreneur institutionnel collectif et solidaire » et en révélant de nouvelles pratiques pour le concept de travail institutionnel. Sur le plan pratique, cette étude propose également des résultats intéressants; elle révèle des pratiques de gouvernance qui peuvent inspirer les gestionnaires et animateurs de RIO, particulièrement ceux des réseaux d'organisations collectives et sociales. »

MODES DE DÉVELOPPEMENT ET DE FINANCEMENT

Modes of development and financing / Modos de desarrollo y de financiamiento

Nonprofit Financial Vulnerability: Testing Competing Models, Recommended Improvements, and Implications

Ettie Tevel, Hagai Katz and David M. Brock. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 26, issue 6, pages 2500 - 2516, December 2015.

http://link.springer.com/article/10.1007/s11266-014-9523-5?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: “We examine the predictive validity of existing models used by researchers and by professional rating agencies of nonprofit organizations to assess financial vulnerability, on a sample of performing arts organizations. The models tested include Ohlson's (J Account Res 18 (1): 31–109, 1980) “business” model, Tuckman and Chang's “nonprofit” model (Nonprofit Volunt Sect Q 20:445–460, 1991), and a “practitioner” model based on the guidelines of two nonprofit ranking and rating agencies (Copps and Vernon, The little blue book, NPC's guide to analyzing charities, for charities and funders. New Philanthropy Capital, London, 2010; Midot, Midot guide for effectiveness. Midot—Analyzing and Rating NPOs. Tel Aviv, 2013). Since there is considerable criticism over the effectiveness of existing models in predicting financial distress, we propose that a new model is needed which can improve our ability to predict financial vulnerability. The findings

reveal that the Tuckman and Chang model provides the best prediction of financial vulnerability; and a reduced version offers an even better prediction. Implications for financial management and particularly for revenue diversification, increased overhead costs (particularly management costs), and surplus accumulation are discussed.”

ÉVALUATION

Evaluation methods / Métodos de evaluación

Measuring Value Creation in Social Enterprises: A Cluster Analysis of Social Impact Assessment Models

Cecilia Grieco, Laura Micheleni and Gennaro Iasevoli. Nonprofit and Voluntary Sector Quarterly, volume 44, issue 6, pages 1173-1193, December 2015.

<http://nvs.sagepub.com/content/44/6/1173?etoc>

Abstract excerpted from the URL cited above: “The relationship between business and community is becoming increasingly important, especially with the current blurring of the boundaries between profit and not-for-profit sectors, and the growing number of hybrid organizations such as social enterprises. For these organizations, the assessment of social impact plays a strategic role in helping them understand to what extent their social mission has been accomplished. As a result of increasing interest in the practice of Social Impact Assessment (SIA), many models have been developed, but a system to classify them is still lacking, and so the overall picture remains rather fragmentary if not confusing. In this research, a hierarchical cluster analysis was developed based on a sample of 76 SIA models to group them in macro-categories and help social entrepreneurs choose the model that is best suited to the needs of their organization.”

The Effect of an Online Self-Assessment Tool on Nonprofit Board Performance

Yvonne D. Harrison and Vic Murray. Nonprofit and Voluntary Sector Quarterly, volume 44, issue 6, pages 1129-1151, December 2015.

<http://nvs.sagepub.com/content/44/6/1129?etoc>

Abstract excerpted from the URL cited above: “This article reports on perceptions of the effectiveness of nonprofit organization boards of directors and changes in governance behavior obtained from the first 1,446 users of a free online board performance self-assessment tool known as the Board Check-Up (www.boardcheckup.com), Board Effectiveness Survey Application (BESA). Respondents came from 122 organizations in Canada, the United States, Australia, and other countries. The article describes the conceptual framework for the study and the underlying theory of change on which it is based. It presents findings on the types of governance issues respondents perceived as most problematic in their boards. It also describes changes in governance behavior and practices reported by respondents, who completed an impact assessment sometime after the use of the online self-assessment tool. The results provide empirical support for the value of utilizing the online board performance self-assessment application and insights into its impact as a means of making changes in the governance process. Next steps in this international longitudinal research study are discussed.”

Membership and Performance in Finnish Financial Cooperatives: A New View of Cooperatives?

Derek Jones and Panu Kalmi. Review of Social Economy, article In press, published online: 21 Oct 2015.

<http://www.tandfonline.com/doi/abs/10.1080/00346764.2015.1067753?journalCode=rrse20>

Abstract excerpted from the URL cited above: “Many economists adopt a critical stance on cooperatives. One example is the claim that larger membership in cooperative banks is detrimental to performance. We re-examine this earlier finding by drawing from a richer and broader conceptual framework than used previously and conclude that in recent years, the relationship between membership and performance may be positive. In our empirical analysis, we use new data for Finnish cooperative banks and, compared to earlier work, develop an alternative measure for membership and employ improved estimation methods. A positive relationship between membership and performance in financial cooperatives is consistently found. We discuss our findings in light of an emerging body of theoretical and empirical work on cooperatives, especially for financial cooperatives, and argue that a new view of cooperatives is warranted.”

GESTION

Management / Gestión

A qualitative analysis of social intelligence in nonprofit organizations: external knowledge acquisition for human capital development, organizational learning and innovation

Kong Eric. *Knowledge Management Research & Practice*, volume 13, issue 4, pages 463-474, November 2015.

<http://www.ingentaconnect.com/content/pal/kmrp/2015/00000013/00000004/art00008>

Abstract excerpted from the URL cited above: “Nonprofit organizations (NPOs) are in crisis due to the introduction of new public management. Social intelligence represents organizational members’ tacit knowledge, abilities and skills to sense and understand the needs of external stakeholders, and constantly interact appropriately with the stakeholders for the benefits of their firm. Using 20 qualitative semi-structured in-depth interviews across nine Australian NPOs as the central instrument, this paper argues that social intelligence acts as a catalyst to external knowledge acquisition, which can have a dynamic influence on human capital development and organizational learning for innovation in NPOs. The analysis also reveals that half of the participants’ understandings of social intelligence are different to those commonly contained in the literature. The paper argues that a better understanding of the theory–practice divide of social intelligence is necessary if knowledge management, organizational learning and an intellectual capital-view of the firm are to be fully integrated.”

Application of TOC-based framework to improve market orientation in a non-profit organization

Gupta Mahesh C., Bridgman Stewart and Kaur Sahi Gurjeet. *Journal of Strategic Marketing*, volume 23, issue 7, pages 579-599, November 2015.

<http://www.ingentaconnect.com/content/routledg/rjms/2015/00000023/00000007/art00005>

Abstract excerpted from the URL cited above: “The theory of constraints (TOC) is a relatively new management philosophy, especially to the marketing function, which recognizes that system constraints limit the performance of a system and that proposes a unique *methodology* (a process of five focusing steps (FFS) to manage system constraints) and set of *measures* (throughput, inventory, and operating expenses). We show how Mental Health Services (termed as the MHS institute) was able to apply the said framework to systematically improve the degree of *market orientation* (MO) and thereby, significantly impact business performance measured in terms of billable products/services provided while ensuring stakeholders’, for example, employees’ and customers’, satisfaction. This paper discusses an application of the TOC-based framework to improve MO, both external and internal, in a not-for-profit psychosocial rehabilitation MHS institute. TOC measures encourage the MHS institute’s employees across functional areas to work together and find innovative ways of increasing flow of customers instead of cutting or containing costs. The TOC methodology, using the FFS-based improvement process, reveals multiple physical and policy constraints within the MHS institute, and their successful resolution improves revenues, customer care, employee satisfaction, and importantly constraint resource utilization. However, empirical research is needed to develop strong theory explaining the (mediation/moderation) relationship between MO and TOC. Furthermore, there is a need to introduce Evaporating Clouds to initiate new acceptable process improvement ideas. Most of the recommendations in the paper require little or no net costs to implement. We show how MO of other community mental health centers and health delivery systems can be improved by using the proposed TOC-based framework.”

Internal and External Determinants of Formal Plans in the Nonprofit Sector

Hwang Hokyū and Bromley Patricia. *International Public Management Journal*, volume 18, issue 4, pages 1096-7494, October 2015.

<http://www.ingentaconnect.com/content/routledg/upmj20/2015/00000018/00000004/art00005>

Abstract excerpted from the URL cited above: “The study of formal planning in nonprofits and the public sector is thriving, with management gurus providing abundant advice on its value and proper execution. We address a related, but broader issue: why has the management tool of formal planning become prevalent in organizations with a public goal in the first place? To answer this question, we draw on insights from institutional theories of organization, bringing a fresh perspective to the increasingly common practice of formal planning in the administration of public entities. Using a unique dataset constructed from interviews with a random, representative sample of the leaders of 200 nonprofits in the San Francisco Bay Area, we analyze the factors associated with the presence of a formal plan. We combine the interview data with details on organizational characteristics from tax reports and consider the features of nonprofits that plan using logistic regression. The findings reveal that size and capacity are important, but links to an external, rationalized environment dampen the effects of both. Thus, functional factors, while important, are insufficient to explain why nonprofits engage in planning. For those interested in promoting formal planning as a management tool, our findings provide insight

into other organizational features that promote the use of planning. And for those concerned with the potentially deleterious effects of this tool in the nonprofit sector, we show that certain types of organizations seem adept at maintaining a less formal structure.”

What's the problem? The role of diagnosis in building the capacity of voluntary and community organisations

Walton Caron and Macmillan Rob. *Voluntary Sector Review*, volume 6, issue 3; pages 325-332, November 2015.
<http://www.ingentaconnect.com/content/tpp/vsr/2015/00000006/00000003/art00006>

Abstract excerpted from the URL cited above: “By identifying the support needs of voluntary and community organisations, diagnosis is commonly understood as an initial stage of effective and targeted capacity building. This paper offers a broader reflection, suggesting that diagnosis can play two other functions: as a selection mechanism for access to capacity-building resources, but also as a market-making device in bringing together potential providers and would-be customers to discuss an intangible and difficult to describe process of organisational support.”

Twitter as a Communication Tool for Nonprofits: A Study of Sport-for-Development Organizations

Per G. Svensson, Tara Q. Mahoney and Marion E. Hambrick. *Nonprofit and Voluntary Sector Quarterly*, volume 44, issue 6, pages 1086-1106, December 2015.

<http://nvs.sagepub.com/content/44/6/1086?etoc>

Abstract excerpted from the URL cited above: “Previous research suggests sport-for-development organizations strategically aim to engage people through social media in hopes of generating increased offline support (Thorpe & Rinehart, 2013). Using the framework set forth by Lovejoy and Saxton (2012), the purpose of this study was to explore how nonprofit organizations use Twitter to disseminate information, build engagement, and facilitate action. A content analysis of 3,233 tweets revealed a larger proportion of interactive communication, yet one-way communication was the most common function. Overall, the use of social media to facilitate action among stakeholders was scarce, but the way organizations used Twitter to provide information, interact with followers, and create a call for action varied considerably among them. Interestingly, these differences were not associated with annual revenue, organizational age, targeted social issues, or number of countries of operation. This study has important theoretical and practical implications, and provides a first look at how sport-for-development organizations use Twitter.”

Designing a social enterprise: Organization configuration and social stakeholders’ work involvement

Barbara Imperatori and Dino Cataldo Ruta. *Social Enterprise Journal*, volume 11, issue 3, pages 321-346, November 2015.

<http://www.emeraldinsight.com/doi/abs/10.1108/SEJ-08-2014-0034>

Abstract excerpted from the URL cited above: “The purpose of this study is to examine, drawing on organization studies and stakeholder theories, the organizational configuration that enables the social enterprise to succeed by combining social and economic imperatives in a sustainable way. The research project is based on the analysis of a multiple cross-national case study consisting of seven social enterprises that are active in the drug rehabilitation context. Multiple rounds of data gathering and analysis combined with within-case analysis and cross-case comparison enabled the authors to evaluate the perceived, declared and subjective organizational perspectives. Results suggest that organizational performance – measured as the ability to achieve social goals, generate resources and pursue sustainability over time – depends on the implementation of a participative organizational configuration defined by the interaction of six organizational components (i.e. time and space designed for collective activities, low degree of formalization, social control, centralized decision-making processes, transformational leadership style and a workforce structure based on social stakeholders as workers). The involvement of social stakeholders emerges as a distinctive feature in the social enterprise domain. The study contributes to extending the configuration approach to the social enterprise domain, also as a fruitful method to manage social stakeholders and to advance the discussion on hybrid organizations.”

Can social enterprises remain sustainable and mission-focused? Applying resiliency theory

Dennis R. Young, Choony Kim. *Social Enterprise Journal*, volume 11, issue 3, pages 233 - 259, November 2015.

<http://www.emeraldinsight.com/doi/abs/10.1108/SEJ-02-2015-0005>

Abstract excerpted from the URL cited above: “The purpose of this paper is to adapt concepts from resiliency theory to understand the conditions under which social enterprises may remain true to form and purpose or are likely to change their character. This leads us to consider issues of governance, economic incentives associated with different organizational forms of social enterprise and the effects of the financial environment, the role of organizational slack and the influence of organizational leadership on the dynamics of social enterprises. Three

case studies of organizations in the USA are analyzed to illustrate the application of resiliency theory to the stability of social enterprises. The fact that all forms of social enterprise must reconcile the tensions of social purpose and market raises important questions about the dynamics of these enterprises. This paper shows that governance, financial incentive structure, organizational slack and leadership influence the stability of social enterprises.”

INNOVATION SOCIALE

Social innovation / Innovación social

Social Innovation and Business in Taiwan (book)

Sheng-Tsung Hou and I. Han. Palgrave Macmillan Publisher, 236 pages, December 2015.

<http://www.palgrave.com/page/detail/social-innovation-and-business-in-taiwan-i-han/?sf1=barcode&st1=9781137403810>

Abstract excerpted from the URL cited above: “Globalization and technological innovation have greatly enhanced the free mobility of currencies, commodities, services, information, jobs and people; yet this can also cause gaps in regional development and create uneven wealth in minority economies. Social Innovation and Business in Taiwan links the ultimate goal of the common good by connecting people not just through technology, but through new forms of organization. Based on five major research cases observed in Taiwan, this book introduces the core concept of a social innovation system to show how the common good can be established, adapted and diffused across communities, societies and national boundaries. By identifying effective and sustainable ways to create social value, this innovation system shows a universally true way to lead to a more humane global society.”

From Advocacy to Social Innovation: A Typology of Social Change Efforts by Nonprofits

Micheal L. Shier and Femida Handy. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, volume 26, issue 6, pages 2581-2603, December 2015.

http://link.springer.com/article/10.1007/s11266-014-9535-1?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: “Literature describing the social change efforts of direct social service nonprofits focuses primarily on their political advocacy role or the ways in which practitioners in organizations address individual service user needs. To elicit a more in-depth understanding of the varying ways that these nonprofits promote social change, this research builds off of the innovation literature in nonprofits. It presents a model of the typology of social innovations based on the empirical findings from survey data from a random sample (n = 241) and interview data (n = 31) of direct social service nonprofits in Alberta, Canada. Exploratory principal factor analysis was used to uncover the underlying structure of the varying types of social innovations undertaken by direct service nonprofits. Results support a three-factor model including socially transformative, product, and process-related social innovations. The qualitative findings provide a conceptual map of the varied foci of social change efforts.”

POLITIQUES PUBLIQUES

Public Policies / Políticas Publicas

From 'contractors to the state' to 'protectors of public value'? Relations between non-profit housing hybrids and the state in England

Mullins David and Jones Tricia. Voluntary Sector Review, volume 6, issue 3, pages 261- 283. November 2015.

<http://www.ingentaconnect.com/content/tpp/vsr/2015/00000006/00000003/art00002>

Abstract excerpted from the URL cited above: “The move of social housing provision away from government to non-profit organisations and towards the market has been accompanied by a discourse of independence from the state. This article questions the validity of this discourse, drawing on hybridisation theory and a Delphi panel study with decision makers in 31 housing associations (HAs) in England to explore recent relations with the state. Despite considerable hybridisation, the state's continued role in defining the operating environment, resource inputs and material position of HAs is demonstrated. Recent policies of deficit reduction and welfare conditionality have challenged independent purposes of HAs. Panel organisations displayed a range of responses to these recent policies, reflecting different organizational values. Three positioning narratives are identified: 'independent social entrepreneurs', 'contractors of the state' and 'protectors of public value'. The relationship to the state remains critical to understanding each of these positions and their implications for the future hybridisation of HAs.”

Modernizing State Support of Nonprofit Service Provision: The Case of Kyrgyzstan

Yulia Shapovalova. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, volume 26, issue 6, pages 2379-2394, December 2015.

http://link.springer.com/article/10.1007/s11266-015-9649-0?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: "This paper examines a recent effort to reform the laws on outsourcing to nonprofit organizations in the Central Asian country of Kyrgyzstan. To do so, it first examines Kyrgyzstan's pattern of outsourcing during the era of Soviet control of the country. It then examines early post-Soviet efforts to establish an effective system of outsourcing to nonprofits and the difficulties that these early efforts encountered. Finally, it looks in more detail at a major effort to reform this system undertaken during 2014 and 2015 and draws some significant lessons for the redesign of contracting and outsourcing provisions that are relevant not only for former Soviet countries but more generally as well."

Between Control and Empowerment: Governmental Strategies towards the Development of the Non-profit Sector in China

Jing Yijia. Asian Studies Review, volume 39, issue 4, pages 589-608, October 2015.

<http://www.ingentaconnect.com/content/routledg/casr/2015/00000039/00000004/art00006>

Abstract excerpted from the URL cited above: "Continuous economic reform and social development have induced and forced the Chinese government to adjust its strategies towards non-profit development. Enhanced state capacities, emergent legitimacy of non-profit organizations, genuine demand for non-profit partners, public management modernization and other factors have not only enriched the "control" mandate by introducing persuasive means, but have also driven the government to become a major empowering force for non-profit development. Advanced local governments in China take the lead in adopting mixed strategies of control and empowerment to forge a path of non-profit development in favor of non-profit organizations that are politically inactive and professionally capable. This paper shows the resilience of the regime by presenting examples of evolving governmental strategies of control and empowerment at the local and national levels. It argues that the Chinese government's non-profit strategies are increasingly multidimensional and complicated, featuring changes in purpose, constraints, available means and government-non-profit relations."

CONCEPTS ET DÉFINITIONS

Concepts and definitions / Conceptos y definiciones

Building a new third construction sector through social enterprise

Loosemore Martin. Construction Management and Economics, volume 33, issue 9, pages 724-739, September 2015.

<http://www.ingentaconnect.com/content/routledg/rcme/2015/00000033/00000009/art00004>

Abstract excerpted from the URL cited above: "Social enterprises are profit-making businesses which trade for a social purpose. They bridge the gap between welfare and work, providing employment opportunities for disadvantaged groups often excluded from employment in the construction industry. Social enterprises are a fast-growing part of a larger third economic sector. However, compared to other industries, there are relatively few social enterprises operating in construction and little is known about the challenges they face in doing so. In-depth interviews at 12 UK social enterprises reveal that many of the challenges faced by social enterprises in the construction industry are similar to those faced by social enterprises operating in other industries. These include: building trust, managing hybridity; securing finance; measuring social impact; and achieving scale. However, in addressing the lack of sector-specific insights in social enterprise research, challenges unique to construction are also identified. These include: procurement practices which favor industry incumbents; costly tender bureaucracy; established supply chain relationships; lack of experience of working with social enterprises; disingenuous corporate social responsibility practices; and fear that social enterprises will reduce competitiveness. Recommendations are made to resolve these challenges, enabling the construction sector to create an ecosystem where social enterprises can thrive. Questions to guide future research into this unexplored area are also proposed."

The Social Entrepreneurial Antecedents Scale (SEAS): a validation study

Kai Hockerts. Social Enterprise Journal, volume 11, issue 3, pages 260 - 280, November 2015.

<http://www.emeraldinsight.com/doi/abs/10.1108/SEJ-05-2014-0026>

Abstract excerpted from the URL cited above: "This paper aims to develop and validate measures of four constructs that have often been identified as antecedents of social entrepreneurial behavior: empathy with marginalized people, a feeling of moral obligation to help these, a high level of self-efficacy concerning the ability to effect social change and perceived availability of social support. Nomological validity is demonstrated by showing that, as specified by Mair and Noboa (2006), empathy and moral obligation are positively associated with perceived desirability and self-efficacy and social support with perceived feasibility of starting a social venture. The Social Entrepreneurial Antecedents Scale (SEAS) provides a basis for future research into the effectiveness of social entrepreneurship education, allowing us to study how different educational interventions impact the four SEAS constructs. The paper draws on data from two surveys of business school students. Data analysis used both exploratory factor analysis and confirmatory factor analysis for this study. Exploratory factor analysis was used on a first sample to establish the number of factors best representing the data, as well as to identify possibly issues with cross-loadings. Next confirmatory factor analysis was used on the second sample to verify the goodness of fit for the model. Finally, nomological validity was confirmed. First, this article develops and refines measures of empathy, moral obligation, self-efficacy and perceived social support within the context of social entrepreneurship. Second, the article tests the dimensionality of the constructs and shows that they are distinctive. The resulting SEAS instrument adapts constructs such as empathy, moral obligation, self-efficacy and perceived social support to the context of social entrepreneurship and thus provides the basis for future research into the effectiveness of social entrepreneurship education."

The social enterprise as a space of well-being: an exploratory case study

Sarah-Anne Munoz, Jane Farmer, Rachel Winterton and Jo Barraket. Social Enterprise Journal, volume 11, issue 3, pages 281 - 302, November 2015.

<http://www.emeraldinsight.com/doi/abs/10.1108/SEJ-11-2014-0041>

Abstract excerpted from the URL cited above: "The purpose of this paper is to present an Australian case study and to explore how social enterprises may be conceptualized as spaces of well-being that is the ways in which social enterprises, not explicitly delivering health services, may be producing health and well-being benefits for those who come into contact with them. A case study in Australia is used to explore in depth the mechanisms of well-being production. Data were collected using ethnographic observation, focus groups and walking interviews. Data were analyzed using thematic analysis, GIS and the lens of therapeutic assemblage. The case study social enterprise produces well-being as integration, capability, security and therapy. The social enterprise acts as a therapeutic assemblage with well-being "spoken", "practiced" and "felt" within the social enterprise. The ways in which well-being is generated are often linked to the productive element of enterprise – and have the potential to contribute to tackling several contemporary health challenges and inequalities relating to, for example, a lack of physical activity and levels of social isolation. This paper draws on a single Australian case study but points to the need for further in-depth work in the area of social enterprise and health. The paper advances our understanding of how social enterprises may be linked to health and well-being. It goes beyond quantification of, for example, number of clients helped, to consider the wider experience of well-being for those who come into contact with social enterprises."

AUTRES

Other / Otros

Fraud and Corruption in U.S. Nonprofit Entities: A Summary of Press Reports 2008-2011

Deborah S. Archambeault, Sarah Webber and Janet Greenlee. Nonprofit and Voluntary Sector Quarterly, volume 44, issue 6, pages 1194- 1224, December 2015.

<http://nvs.sagepub.com/content/44/6/1194?etoc>

Abstract excerpted from the URL cited above: "The charitable sector is vulnerable to fraud losses, with these losses negatively impacting the organization's reputation, future funding, and ability to advance its mission. Research on nonprofit fraud is relatively scarce, due mainly to limited availability of data. We create a database that summarizes and describes basic facts (nature and timing of fraud, description of organization, magnitude of loss, and perpetrators) for 115 incidents of detected fraud occurring in U.S. nonprofit organizations. We find a disproportionately high incidence of nonprofit fraud in the Health and Human Services National Taxonomy of Exempt Entities Groups, a high percentage of females committing misappropriation frauds, and that the

organizational role of the perpetrator is related to the size of the fraud loss. We also investigate whether organizations detecting a nonprofit fraud report this information, as required, on Internal Revenue Service Form 990, and find that many organizations do not comply.”

Employment support to home-workers: the role of civil society

Arup Mitra and Rajnish Kumar. *International Journal of Social Economics*, volume 42, issue 12, pages 1106-1120, November 2015.

<http://www.emeraldinsight.com/doi/abs/10.1108/IJSE-02-2014-0046>

Abstract excerpted from the URL cited above: “The purpose of this paper is to examine the effectiveness of civil society in providing higher levels of employment and earnings compared to what labour contractors usually offer. Based on the primary survey data the authors have estimated econometric models to capture who is likely to join the civil society and whether joining actually improves the earnings. The authors observe that a civil society not necessarily is able to provide employment opportunities on a large scale nor it is able to take a lead role in multiple activities. The binomial logit model is indicative that women from large households with greater domestic burden tend to join the civil society and subsequently their earnings increase. However, the lack of work consignment forces many workers to operate through the contractors. Not necessarily the functioning of a civil society ensures optimal outcomes. For a civil society to be successful active operation and a large scale coverage are important. The government and civil society closely may have to operate in order to reap better outcomes. Otherwise like government failures civil society failures can also be rampant. This article is original because a direct evaluation of civil society participation is done in comparison to those who do operate through the contractors.”

'It Helped Me Sort of Face the End of the World': The Role of Emotions for Third Sector Climate Change Engagement Initiatives

Büchs Milena, Hinton Emma and Smith Graham. *Environmental Values*, volume 24, issue 5, pages 621-640, October 2015.

<http://www.ingentaconnect.com/content/whp/ev/2015/00000024/00000005/art00005>

Abstract excerpted from the URL cited above: “This paper examines the role that attention to emotions around climate change can play for third sector climate change engagement initiatives, an area to which the literature on such initiatives has paid little attention. It focuses on Carbon Conversations, a programme that explicitly acknowledges the role of difficult emotions and underlying values in people's engagement with climate change. While there are limitations to this approach, results show that it can help certain audiences engage more deeply with issues around climate change and carbon reduction. Important lessons can be drawn for other initiatives that aim to engage the public on climate change.”

APPELS À CONTRIBUTIONS

Calls for contributions / Convocatorias de artículos

- ***Social economy as an alternative to capitalism – Learning solidarity and autonomy.*** *Special issue of The European Journal for Research on the Education and Learning of Adults.* Deadline for submission: **December 31st, 2015.** (RECALL)
- ***New Strategies for Co-operatives: Understanding and Managing Co-operative Creation, Transition and Transformation.*** *International research conference organized by the University of Almeria (UAL) and the UAL-Coexphal Chair.* 24th -27th may, 2016, Almeria, Spain. Deadline for submission: **December 31st, 2015.** (RECALL)
- ***Gouvernement locaux et acteurs de l'économie sociale alliés du développement intelligent et durable des villes.*** *Appel à communications pour le Forum Mondial de l'Économie Sociale - GSEF2016 coorganisé par la Ville de Montréal et le Chantier de l'économie sociale.* 7 au 9 septembre 2016. Montréal, QC, Canada. Date limite pour soumission: **03 janvier 2016.** See the call in English below

- **Local Government and Social Economy Stakeholders. Allies for the intelligent and Sustainable development of Cities.** Call for proposals for the Global Social Economy Forum - GSEF2016 co-organized by the City of Montreal and the Chantier de l'économie sociale. 7th - 9th, may 2016, Montréal, Québec, Canada. Deadline for submission: **January 3rd, 2016.**
- **The Third Sector and the Global Economic Recession.** Special issue of the International Journal of Sociology and Social Policy. Deadline for submission: **January 10th, 2016.** (RECALL)
- **Cooperatives as a Fortress of Participation? 55 Sub-them at 32nd EGOS (European Group of Organisational Studies) Colloquium 2016** organized by the University of Naples Federico II. July 7th - 8th 2016, Naples, Italy. Deadline for submission: **January 11th, 2016.** (RECALL)
- **Nonprofits and the Social Economy: Energizing Communities.** The Ninth Annual Conference of the Association for Nonprofit and Social Economy Research (ANSER) organised by the University of Calgary. 1st -3rd June, 2016, Calgary, Alberta, Canada. Deadline for submission: **January 11th, 2016.**
- **Public and Non-Profit Management (PM&NPM).** Sub-them at the 2016 conference of EURAM (European Academy of Management) organized by UPEC (Université Paris-Est Créteil Val De Marne) and French Business Schools. June 1st - 4th, 2016, Paris, France. Deadline for submission: **January 12th, 2016.** (RECALL)
- **ISTR Emerging Scholar Dissertation Award 2016.** Announced by The International Society for Third-Sector Research (ISTR). This award is presented biennially for a PhD dissertation completed or defended in the two calendar years (July 1, 2013 and June 30, 2015) preceding the award. Deadline for submission: **January 15, 2016.** (RECALL)
- **Les « communs » et l'économie sociale et solidaire. Quelles identités et quelles dynamiques communes ?** XVIe Rencontres du Réseau interuniversitaire de l'économie sociale et solidaire (RIUESS) organisées par l'Université Paul-Valéry Montpellier 3. 25 au 27 mai 2016, Montpellier, France. Date limite pour soumission: **31 mars 2016.**
- **Social Innovation: Researching, defining and theorizing social innovation.** Special issue of Revista de Administração Mackenzie. Deadline for submission: **February 15th, 2016.** (RECALL)
- **Cooperatives: Impacts and Power to Act.** Scientific conference in International Summit of Cooperatives organised by Desjardins and International co-operative alliance. October 11th -13th, 2016. Québec, QC, Canada. Deadline for submission: **February 29th, 2016.** (RECALL)
- **Living Labs, innovation sociale et territoire/ Living Labs, social innovation and territory.** Numéro spécial de la Revue canadienne des sciences régionales/ Canadian Journal of Regional Science. Date limite pour soumission: **31 mars 2016.** (RECALL)
- **Blurring Sector Boundaries & New Organizational Forms.** Special issue of the Journal of Sport Management with a focus on social enterprises and sport. Deadline for submission: **May 27th, 2016.** (RECALL)

ÉVÉNEMENTS À VENIR

Events / Eventos

- **Économie sociale et finance solidaire.** Symposium organisé par le Centre de recherche sur les innovations sociales (CRISES) en collaboration avec l'UQAM, le Centre interdisciplinaire de recherche et d'information sur les entreprises collectives (CIRIEC-Canada) et Fondation. **04 février 2016, Montréal, Québec, Canada.** (RECALL)

- **Forum nord-américain de l'économie sociale et solidaire.** Forum organisé par RIPESS-NA (Intercontinental Network for the Promotion of the Social Solidarity Economy-N. America). **08 - 10 avril 2016, Détroit, Michigan, États-Unis.** (RECALL)
- **Cross-Sector Partnerships for Systemic Change: Rethinking Goals, Governance, and Organizational Forms.** 5th International Symposium on Cross Sector Social Interactions. **April 17th - 19th, 2016. Toronto, Ontario, Canada.** (RECALL)
- **ECONOUS2016.** Congrès canadien sur le développement économique communautaire organisé par le Réseau canadien de développement économique communautaire (RCDÉC) et la Corporation d'employabilité et de développement économique communautaire (CEDEC). **18-20 mai 2016, Montréal, Québec, Canada.**
- **The Third Sector in Transition: Accountability, Transparency, and Social Innovation.** 12th International Conference of the International Society for Third Sector Research (ISTR). **June 28th – July 1st, 2016. Stockholm, Sweden.** (RECALL)
- **Un autre monde est nécessaire, ensemble il devient possible!** Forum social mondial 2016. **9 au 14 août 2016, Montréal, Québec (Canada).** (Rappel)
- **Forum mondial de l'économie sociale.** 3^{ème} édition du Global Social Economy Forum - GSEF2016 coorganisé par la Ville de Montréal et le Chantier de l'économie sociale. **7 au 9 septembre 2016. Montréal, QC, Canada.** (Rappel)
- **3^{ème} Sommet international des coopératives.** Organisé par Desjardins et l'Alliance Coopérative Internationale. **11 – 13 octobre 2016. Québec, QC, Canada.** (RAPPEL)

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