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GOVERNANCE ET INTÉRÊT GÉNÉRAL

Governance and general interest / Gobernanza y interés general

Board Attributes and Processes, Board Effectiveness, and Organizational Innovation: Evidence from Nonprofit Organizations

Kristina Jaskyte. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, volume 29, issue 5, pages 1098–1111, October 2018.

[https://link.springer.com/article/10.1007/s11266-017-9945-](https://link.springer.com/article/10.1007/s11266-017-9945-y?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5)

[y?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5](https://link.springer.com/article/10.1007/s11266-017-9945-y?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5)

Abstract excerpted from the URL cited above: “The purpose of this study was to explore the relationship between boards of directors and innovation in nonprofit organizations. The results showed that not only board attribute variables and board process variables were directly related to innovation, but they also had a potential to affect innovation and capacity for innovation indirectly—through board effectiveness. Board culture (critical questioning), social capital (structural and cognitive), human capital, and diversity in industrial background were significantly related to innovation, accounting for 29.8% of its variance. Board culture (decision-making process and critical questioning), social capital (structural and cognitive), cohesiveness, and human capital were significantly related to capacity for innovation, accounting for 49.8% of its variance. The mediating effect of board effectiveness was partially confirmed. The effects of board culture (critical questioning), cognitive social capital, and human capital on innovation and capacity for innovation were either partially or fully transmitted through board effectiveness. Based on the results of this study, practice implications are discussed. The author wants to thank three anonymous reviewers for their constructive feedback and suggestions for improving the manuscript and Jinn Jonp (JJ) Bau, Ph.D. from OIBR at the University of Georgia for helping with statistical analyses.”

Dimension of Member Heterogeneity in Cooperatives and their Impact on Organization— A Literature Review

Julia Höhler and Rainer Kühl. Annals of public and cooperative economics, volume 89, issue 4, pages 697-712, November 2018.

<https://onlinelibrary.wiley.com/doi/10.1111/apce.12177>

Abstract excerpted from the URL cited above: "Member heterogeneity is often seen as a disadvantage of cooperatives. Though, a comprehensive understanding of member heterogeneity, its dimensions and impacts on member interests, organizations and their performance is still missing. The following literature review is intended to summarize the existing literature on member heterogeneity with a focus on agricultural cooperatives in order to provide further areas of research. Different dimensions of heterogeneity are identified and ways of measuring their impact on cooperative organization are proposed."

Why Farmers Involve Themselves in Co-operative District Councils

Chrysoula Morfi, Jerker Nilsson and Hanna Österberg. Annals of public and cooperative economics, volume 89, issue 4, pages 581-598, December 2018.

<https://onlinelibrary.wiley.com/doi/10.1111/apce.12206>

Abstract excerpted from the URL cited above: "This study finds that selective incentives induce district council members and chairpersons to work for the collective best of a co-operative membership. Being the lowest echelon of a co-operative's internal governance hierarchy, district councils constitute a link between the membership and the board of directors. Previous research indicates that district council members are often driven by a co-operative conviction and social concerns. The present study challenges this view. On the basis of a survey of all 191 district council members and council chairpersons of a large Swedish agricultural co-operative, it is found that the elected representatives rank low in terms of co-operative conviction and social concerns. They involve themselves mainly in order to get personal benefits; they want to gain access to information, mature personally and obtain inputs to develop their farm enterprises. The financial compensation is of limited importance."

MODES DE DÉVELOPPEMENT ET DE FINANCEMENT

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

Does Nonprofit Marketization Facilitate or Inhibit the Development of Civil Society? A Comparative Study of China and the USA

Jianxing Yu and Kejian Chen. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, volume 29, issue 5, pages 925-937, October 2018.

<https://link.springer.com/article/10.1007%2Fs11266-018-9952-7>

Abstract excerpted from the URL cited above: "With the rise of the global associational revolution and the expansion of neoliberalism across the world, nonprofit organizations (NPOs) have increasingly tended to adopt market values and approaches in many countries. A recent debate has concerned the impacts of nonprofit marketization on the civil society sector. A primary concern among Western scholars is the potential harm that marketization may cause to the traditional roles of NPOs, especially in their ability to create and maintain a strong civil society. This article joins the debate by engaging in a comparative analysis of China and the USA to answer the following question: Are the same concerns in the West applicable to non-Western countries, particularly those gradually liberalizing but still highly controlled authoritarian countries? By exploring the variations in objectives, models, and effects associated with the marketization taking place under different political-social systems, we find that unlike the nonprofit marketization in the USA, the similar yet distinct process in China is facilitating rather than inhibiting the development of civil society. On the other hand, our findings also provide nonprofit practitioners with a contextual guideline to help them devise more effective service strategies tailored to fit diverse sociocultural settings."

Les monnaies alternatives

Jérôme BLANC. *Repères / Économie n° 715 –Éditions La Découverte, 128 pages, novembre 2018.*

https://www.editions-ladecouverte.fr/catalogue/index-Les_monnaies_alternatives-9782707186362.html

Résumé issu de l'URL ci-haut : « Les monnaies alternatives sont des dispositifs monétaires mis au service d'une transformation socioéconomique. Depuis le début des années 1980, elles se sont multipliées et se sont diversifiées dans un grand nombre de pays, selon une ampleur inédite à l'échelle des sociétés industrielles. C'est un bilan analytique de cette dynamique que propose cet ouvrage. Dans ce but, il établit une typologie des monnaies alternatives en sept groupes, des SEL aux cryptomonnaies en passant par les banques de temps et les monnaies locales. Après avoir précisé les finalités et les cadres théoriques et doctrinaux de ces monnaies, il distingue des monnaies par lesquelles est recherchée en priorité une transformation sociale et d'autres par lesquelles c'est l'orientation du système économique qui est d'abord visée. Il analyse la place respective de l'échange marchand et de la réciprocité selon les dispositifs. Il évalue enfin leurs réussites et leurs difficultés, en soulignant les deux enjeux importants que sont leur contribution à une radicalisation démocratique et l'hypermonétarisation qu'elles favorisent. »

Financing Structure and Financial Sustainability of Selected SADC Microfinance Institutions (MFIs)

Innocent Bayl, Sylvanus Ikhide. *Annals of public and cooperative economics, volume 89, issue 4, pages 665-696, December 2018.*

<https://onlinelibrary.wiley.com/doi/10.1111/apce.12207>

Abstract excerpted from the URL cited above: « This study analyses selected Southern Africa Development Community (SADC) Microfinance Institutions (MFIs) in delineating how commercialized financing structure relates to financial sustainability given the need to control poverty through financially sustainable MFIs. The study takes from a recent SADC microfinance survey which recommended financial rescue packages for ailing MFIs to proffer financial sustainability. This survey failed to specify the form of financing which supports financial sustainability in addition to the inconclusive and little evidence in this regard. We note that though the financing structure and the level of financial sustainability varies with countries, MFIs are generally financially unsustainable. A robust probit model framework affirms the role of financing structure on financial sustainability. Portfolio at risk, cost efficiency and costs linked to deposit attraction explain financial sustainability. We suggest the availing of more donations, upgrading risk management and improving cost efficiency to induce financial sustainability. »

L'implication des agriculteurs dans les coopératives dans un pays en transition vers une économie de marché : Une application aux coopératives agricoles de services algériennes

Smaïl Amghrou et Damien Rousselière. *The European Journal of Development, volume Research, article en ligne, Novembre 2018.*

[https://link.springer.com/article/10.1057/s41287-018-0179-](https://link.springer.com/article/10.1057/s41287-018-0179-7?wt_mc=Internal.Event.1.SEM.ArticleAuthorOnlineFirst&utm_source=ArticleAuthorOnlineFirst&utm_medium=email&utm_content=AA_en_06082018&ArticleAuthorOnlineFirst_20181124)

[7?wt_mc=Internal.Event.1.SEM.ArticleAuthorOnlineFirst&utm_source=ArticleAuthorOnlineFirst&utm_medium=email&utm_content=AA_en_06082018&ArticleAuthorOnlineFirst_20181124](https://link.springer.com/article/10.1057/s41287-018-0179-7?wt_mc=Internal.Event.1.SEM.ArticleAuthorOnlineFirst&utm_source=ArticleAuthorOnlineFirst&utm_medium=email&utm_content=AA_en_06082018&ArticleAuthorOnlineFirst_20181124)

Résumé issu de l'URL ci-haut : « La transition des économies des pays en développement vers une économie de marché a un impact fort sur la gouvernance des coopératives, les transformant d'organisations contrôlées par l'Etat vers des organisations contrôlées par leurs sociétaires. Dans ce contexte, une part importante de la performance des coopératives passe par un renforcement de leur lien avec les adhérents sociétaires. En nous appuyant sur une enquête portant sur des coopératives de services de différentes régions d'Algérie, nous mettons en évidence les déterminants des liens entre participation à la gouvernance et la propension à prendre des parts sociales dans la coopérative. Nous mobilisons à ce titre un probit bivarié. La comparaison avec d'autres études portant sur différents contextes institutionnels met en évidence la particularité des coopératives algériennes. »

Les coopératives. Une utopie résiliente

Enzo Pezzini, Jean-Pierre Girard. *Groupe Fides, Septembre 2018.*

<https://www.librairieaupieddelalettre.fr/livre/14816443-les-cooperatives-une-utopie-resiliente-enzo-pezzini-jean-pierre-girard-groupe-fides>

Résumé issu de l'URL ci-haut : « Près de la moitié de la population mondiale fait affaire avec une coopérative. Les coopératives ont affiché une performance remarquable lors de la débâcle financière de 2008. Au Kenya, celles-ci contribuent à plus de 45% du PNB. Devant cet apport exceptionnel, l'ONU a proclamé l'année 2012 «Année

internationale des coopératives». Mais connaît-on réellement les coopératives? Dans une économie mondiale dominée par des inégalités croissantes, cet ouvrage propose une vue globale de l'économie et de la contribution d'un modèle organisationnel qui aspire depuis sa naissance à démocratiser l'économie. Un modèle, somme toute, qui crée de la richesse et non des riches! Pour nous convaincre de la pertinence de ce modèle d'avenir, les auteurs font état des nombreuses prises de position en faveur des coopératives, tant de l'ONU qu'à l'issue des sommets internationaux; ils définissent les écueils et les occasions que rencontrent les coopératives au XXI^e siècle; ils présentent enfin les parcours coopératifs comparés de la France, du Royaume-Uni, de l'Italie et du Québec. »

The Impact of Societal-Level Institutional Logics on Hybridity: Evidence from Nonprofit Organizations in England and France

Caitlin McMullin and Chris Skelcher. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 29, issue 5, pages 911-924, October 2018.

[https://link.springer.com/article/10.1007/s11266-018-9996-](https://link.springer.com/article/10.1007/s11266-018-9996-8)

[8?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5](https://link.springer.com/article/10.1007/s11266-018-9996-8?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5)

Abstract excerpted from the URL cited above: "We examine how societal-level institutional logics impact the way in which hybridity develops in nonprofit organizations using international, comparative and qualitative case studies of community regeneration organizations in England and France. The research applies theoretically based conjectures about types of hybridity to empirical data generated from 20 interviews, document analysis and observation in five nonprofits in the city of Lyon and five in Sheffield. We find that the French nonprofits are 'blended' hybrids that integrate state and community institutional logics, while 'assimilated' hybrids combining state, community and market logics are found in the English cases. Undertaking contextually situated analysis of institutional logics generates new knowledge on the influences on nonprofits' rules, practices and narratives, so improving the level of knowledge about, and capacity to manage, this sector."

ÉVALUATION

Evaluation/ evaluación

Evaluating Social Innovations. Implications for Evaluation Design

Kate Svensson, Barbara Szijarto, Peter Milley, and J. Bradley Cousins. *American Journal of Evaluation*, volume 39, issue 4, December 2018.

<https://journals.sagepub.com/doi/abs/10.1177/1098214018763553>

Abstract excerpted from the URL cited above: « Social innovations (SIs) frequently bring previously unrelated actors, ideas, and practices together in new configurations with the goal of addressing social needs. However, the dizzying variety of definitions of SI and their dynamic, exploratory character raise dilemmas for evaluators tasked with their evaluations. This article is based on a systematic review of research on evaluation, specifically an analysis of 28 published peer-reviewed empirical studies, within SI contexts. Given that design considerations are becoming increasingly important to evaluators as the complexity of social interventions grows, our objectives were to identify influences on design of evaluations of SI and clarify, which SI features should be taken into account when designing evaluations. We ultimately developed a conceptual framework to aid evaluators in recognizing some differences between SI and conventional social interventions, and correspondingly, implications for evaluation design. This framework is discussed in terms of its implications for ongoing research and practice."

An Examination of New Generation Cooperatives in the Upper Midwest: Successes, Failures, and Limitations

Jasper Grashuis and Michael Cook. *Annals of public and cooperative economies*, volume 89, issue 4, pages 623-644, December 2018

<https://onlinelibrary.wiley.com/doi/10.1111/apce.12211>

Abstract excerpted from the URL cited above: "A new organizational form, the new generation cooperative (NGC), emerged in the United States during the 1990s as farm producers came together to collectively add value to raw farm commodities. As compared to the traditional cooperative, the NGC facilitates a strong market orientation by defining membership and requiring high supply and equity capital commitments. Approximately 100 such value-added ventures formed during a period called 'cooperative fever', but public and producer interest dissipated in the 2000s. With secondary data collected from print media publications, we conclude that many of the original

NGCs exited by means of bankruptcy or liquidation because of challenges common to most business organizations. However, other failures and conversions of large, successful NGCs also indicate an inherent equity and liquidity constraint, suggesting a limited ability of the organizational form to drive complex and capital-intensive value-added ventures. We conclude by raising possible conditions for the future viability of producer-owned business organizations in the value-added agri-food industry.”

GESTION

Management / Gestión

Irrational Decision Making: Cultural Influence on Environmental Nonprofit Organizations' Advocacy Strategies

Li-Yin Liu. *International Journal of Nonprofit and Voluntary Sector Marketing*, volume 23, issue 4, November 2018.

<https://onlinelibrary.wiley.com/doi/10.1002/nvsm.1627>

Abstract excerpted from the URL cited above: “The determinants of environmental nonprofit organizations' (ENPOs) advocacy strategies is particularly important in East Asian countries, such as Taiwan, in which the public values harmony and aggressive movements are often controversial because of the influence of Confucianism. What triggers ENPOs in Taiwan to initiate aggressive environmental protests is consequently a question worth investigating. Accordingly, this study sought answers to the unasked question: How do ENPOs' decision makers decide what types of advocacy activities to pursue? To answer this question, this study utilized cultural theory (CT) to develop hypotheses to test data collected through an online survey in Taiwan. The evidence confirms what CT predicted. ENPOs' decision making on advocacy activities is neither affected by their organizational scale/resources nor the effectiveness and acceptance of environmental activities. Instead, ENPOs' organizational culture plays a crucial role, especially in explaining advocacy activities that are relatively controversial and less accepted by the Taiwanese public. ENPOs that have egalitarian and individualistic organizational cultures are more likely to initiate every type of environmental activity, especially protest-based activities. Based on the results, organizational culture may be useful in explaining the bounded rationality behind decision making. This result also indicates that ENPOs in Taiwan should plan more carefully before initiating activities. Actions without careful planning may result in resource waste and legitimacy challenges. The results of this study can be beneficial for ENPOs to reconsider their decision making regarding environmental advocacy.”

Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change

Angela M. Eikenberry, Roseanne M. Mirabella and Billie Sandberg. *Melvin and Leigh. Melvin & Leigh Publishers*, 254 pages, October 2018.

https://works.bepress.com/angela_eikenberry/35/

Abstract excerpted from the URL cited above: “Now, more than ever, with growing economic and social inequalities and ethno-nationalisms around the world, students of nonprofit and voluntary organization management need tools, methods, and case studies that enable them to *critically think* about how to not only cope, but also *challenge* and *change* the environments in which they work. This book serves as a critical companion to standard nonprofit management textbooks by providing students with an opportunity to rethink unquestioned assumptions about nonprofit and voluntary organizations and their management and to challenge the status quo. Each chapter of *Reframing Nonprofit Organizations*, authored by scholars from around the world, addresses a key topic or area of practice related to nonprofit and voluntary organization management, such as governance, planning, evaluation, financial management, and volunteer management—always applying critical theory to very practical application.”

Strategy in Nonprofit Organisations: A Systematic Literature Review and Agenda for Future Research

Rozelia Laurett and João J. Ferreira. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 29, issue 5, pages 881–897, October 2018.

[https://link.springer.com/article/10.1007/s11266-017-9933-](https://link.springer.com/article/10.1007/s11266-017-9933-2?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5)

[2?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5](https://link.springer.com/article/10.1007/s11266-017-9933-2?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5)

Abstract excerpted from the URL cited above: “This study aims to present the progress and development in research carried out on the strategies put into practice at nonprofit organisations. To this end, we carried out a systematic review of the literature making recourse to the *ISI Web of Knowledge* platform for the data collection process

that resulted in the 62 scientific articles (published between 1981 and 2016) analysed in this review. This analysis correspondingly sets out a description of the studies, a timeframe for their respective dates of publication and details about the research methods applied. The results convey how, over the last four decades, there have been a range of studies of nonprofit organisation strategy-related themes with the greatest incidence clustered around the terms strategic management, strategic planning, strategic typology (Miles and Snow 1978), innovation strategies and the strategic management of human resources. We found that the 1980s focused on the theoretical foundations of strategy in nonprofit organisations and the 1990s showed a theoretical consolidation of strategy in nonprofit organisations. The first decade of the twenty-first century shows a focus on improving the management of nonprofit organisations, and in the past decade there has been a diversification in the strategies adopted by these organisations. We furthermore set out suggestions for future research alongside the theoretical and practical implications of this study.”

Change and Tensions in Non-profit Organizations: Beyond the Isomorphism Trajectory

Malin Arvidson. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 29, issue 5, pages 898-910, October 2018.

https://link.springer.com/article/10.1007/s11266-018-0021-z?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5

Abstract excerpted from the URL cited above: “Research on the relationship between non-profit organizations (NPOs) and the public sector has been dominated by predictions of isomorphism where change and tensions in NPOs are attributed an imposing institutional setting. This article argues that research represents a selective perspective on organizational life due to its portrayal of organizational change as synonymous with an isomorphic, linear trajectory. The purpose of this article is to illustrate different sources and characteristics of change and tension. The article presents an analytical framework comprising of four components: evolving change, episodic change, inherent dilemmas, and conflicting logics, facilitating an understanding of the organization as movement. The analysis of a case study organization suggests that by identifying different dimensions of changes and tensions we can gain a richer understanding of the complexity of processes underpinning the organization as movement. The analysis reveals how multiple, parallel processes related to change and tensions generate reflections that drive integrity and identity formation at individual and organizational levels.

Assessing Value Differences between Leaders of Two Social Venture Types: Benefit Corporations and Nonprofit Organizations

Katrina Miller-Stevens, Jennifer A. Taylor, John C. Morris and Stephen E. Lanivich. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 29, issue 5, pages 938-950, October 2018.

https://link.springer.com/article/10.1007/s11266-017-9947-9?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5

Abstract excerpted from the URL cited above: “This study considers key value differences between leaders of two types of social ventures: for-profit social benefit corporations and nonprofit organizations. The research question asks to what degree the value sets of leaders of benefit corporations are congruent with those of similarly situated individuals in nonprofit organizations. The results show the values of leaders working in benefit corporations and nonprofit organizations are in many ways aligned, but there are notable statistical differences. A sectoral association of values is also present with employees in both types of organization, especially when the previous work experience of employees is considered. “

Entrepreneurial NPOs in Russia: Rationalizing the Mission

Zhanna Kravchenko and Anastasiya Moskvina. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 29, issue 5, pages 962-975, October 2018.

https://link.springer.com/article/10.1007/s11266-018-0016-9?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5

Abstract excerpted from the URL cited above: “Nonprofit organizations in Russia are introducing for-profit activities as a means of gaining autonomy from external donors, and as instruments of strategic planning and sustainable development. This study focuses on organizations that work with welfare provision and explores how they reconcile entrepreneurial activities with their social mission. More specifically, we interrogate how two institutional logics, business and nonprofit, are defined and reconciled in organizational identities, structures and hierarchies. Socially oriented nonprofits define their mission through service to beneficiaries, through personal and professional dedication to beneficiaries’ well-being, and through making an impact on public policies and the

society at large. They mimic a business approach in strategic planning and meticulous reporting, but subordinate profit-seeking to social mission by integrating entrepreneurial activities into already existing organizational structures, or by separating them into independent entities.”

Growing Pains: The Transformative Journey from a Nascent to a Formal Not-For-Profit Venture

Avery C. Edenfield and Fredrik O. Andersson. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, October 2018, volume 29, issue 5, pages 1033-1043, October 2018.

<https://link.springer.com/article/10.1007/s11266-017-9936->

[z?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5](https://link.springer.com/article/10.1007/s11266-017-9936-z?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5)

Abstract excerpted from the URL cited above: “This article examines how a social venture transitions from nascent to formal status and argues that the transformation of the organization set in motion by establishing formal boundaries is a deeply profound one. Drawing from the nonprofit and social entrepreneurship literature on what prompts and energizes individuals to initiate new not-for-profit ventures, and linking it to a notion of revolutionary crisis as organizations emerge and develop, we seek to illuminate and explore the tension, and its consequences, between nonprofit entrepreneurs and the organization they create as the new venture transitions from nascent to formal. We do this by presenting the results from an in-depth case study examining the gestation and boundary-forming phases of Robert’s Place Cooperative, a plucky start-up cooperative in a midsize Midwestern city.”

Serve or Conserve: Mission, Strategy, and Multi-Level Nonprofit Change During the Great Recession

Aaron Horvath, Christof Brandtner and Walter W. Powell. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 29, issue 5, pages 976 - 993, October 2018.

<https://link.springer.com/article/10.1007/s11266-017-9948->

[8?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5](https://link.springer.com/article/10.1007/s11266-017-9948-8?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5)

Abstract excerpted from the URL cited above: “Change is frequently afoot in the nonprofit sector, both in the wider institutional environment in which nonprofits operate and within the organizations themselves. Environmental transformations—funding sources, supply and demand for collective goods, and administrative norms—create the circumstances in which organizations operate. Internally, change involves the alteration of goals, practices, and personnel. To explore how multiple aspects of change intersect across levels, we ask *how organizations’ practices influence their experience of and reaction to changes in the environment*. Turning open systems theories inside out, we argue that internal planning, routines, and missions give rise to organizational mindsets that imbue evolving environmental circumstances with meaning. We illustrate our argument using a unique longitudinal dataset of 196 representative 501(c)(3) public charities in the San Francisco Bay Area from 2005 to 2015 to assess both accelerators and obstacles of change. Empirically, we investigate predictors of organizational insolvency and the ability to serve constituents in the wake of the Great Recession. We find that strategic planning decreases the likelihood of insolvency whereas an orientation toward the needy increases spending. We conclude with our contributions to understanding of multi-level organizational change and nonprofit strategy.”

Organizational Behavior: Real Research for Public and Nonprofit Managers

Jone L. Pearce and Jessica E. Sowa. *Mirabella and Billie Sandberg. Melvin & Leigh Publishers, 352 pages, October 2018.*

<http://www.melvinleigh.com/catalogue/public-administration>

Abstract excerpted from the URL cited above: “This textbook addresses the practical problems managers face in doing their day-to-day organizational work in a variety of public and nonprofit organizations. It looks to systematic research on organizations, seeking to discover which actions and practices actually do and do not work. Unlike other textbooks, *Organizational Behavior: Real Research for Public and Nonprofit Managers* actually translates this scholarly research for those managers seeking to understand and successfully manage their public or nonprofit organization and provides useful guidance, cases, and tools for making sense of working in the public service...”

INNOVATION SOCIALE

Social innovation / Innovación social

Social Innovation and Crisis in the Third Sector in Spain. Results, Challenges and Limitations of ‘Civic Crowdfunding’

Bruno González Cacheda. Journal of Civil Society, volume 14, issue 4, pages 275-291, October 2018.

<https://www.tandfonline.com/doi/abs/10.1080/17448689.2018.1459239?journalCode=rcis20>

Abstract excerpted from the URL cited above: “Based on the evolution and institutional transformation of the Welfare State and its relationship with the Third Sector of Social Action, the present article describes and analyzes the aspects of the financial crisis and resources that the sector is currently suffering. In regards of these structural transformations the evolution, characteristics, limitations and opportunities offered by ‘civic crowdfunding’ in Spain between the years 2011 and 2015 as an innovative social practice for the increase of the own funding between the entities of the Third Sector of Social Action and the changes that must be experienced by the sector in order to optimize and improve its self-funding ratios through this mechanism are examined. The high index of success of financing social projects (96.5%) through this tool, and the annual growth during the analyzed period shows the potential of civic crowdfunding. On the other hand, the small size of the bankable projects (95.2% less than 10,000 euros), as well as the low total amount collected (2,665,384 euros) indicates that civic crowdfunding is still an insufficient mechanism to mitigate the severe public resource cuts suffered by the entities of the Third Sector of Social Action and also to bring these entities closer to the objective of self-financing. Finally, we formulated a series of recommendations aimed at improving the self-financing ratios of the Third Sector of Social Action, including a more efficient and cooperative use of civic crowdfunding.”

Innovation from Within: Redefining How Nonprofits Solve Problems

Stephanie Berzin and Humberto Camarena. Oxford University Press, 192 pages, March 2018.

<https://global.oup.com/academic/product/innovation-from-within-9780190858797?cc=us&lang=en&#>

Abstract excerpted from the URL cited above: “We are in the midst of an entrepreneurial moment, as doers and makers have unprecedented access to crowdfunding and it has never been easier or cheaper to start a business or an organization. And yet, often overlooked among this flood of start-ups that spring up daily is the untapped potential of new ideas that can emerge from inside already-established agencies, companies, and nonprofits. To build the capacity for innovation requires attention to building organizations and individuals who are ready and have the right tools to develop, implement, and sustain innovations. Innovation from Within provides a framework specifically for nonprofits through the Nonprofit Innovation Model (IN Model), which guides leaders in developing and implementing innovation from within their own nonprofit organization. The time has come to get more people into the business of solving problems in extraordinary ways and to amplify the impact of the field of social innovation by bringing along the people who provide the bulk of services and impact. This book is the guide and a call to action for building that momentum.”

POLITIQUES PUBLIQUES

Public policies/ Políticas públicas

Social Enterprise and Policy Discourse: a Comparative Analysis of the United Kingdom and Australia.

Mason, Chris and Moran, Michael. Policy & Politics, volume 46, issue 4, pages 607-626, October 2018.

<https://www.ingentaconnect.com/content/tpp/pap/2018/00000046/00000004/art00005>

Abstract excerpted from the URL cited above: “This article analyses social enterprise policy in the United Kingdom and Australia, comparing the different ideational strategies adopted by policymakers in each country. Drawing upon a unique policy dataset, it reveals that in the United Kingdom policymakers combined several ideas into a sophisticated narrative that sought to reflect sector growth and engage more deeply with the public. In comparison, Australian policy actors focused on a single idea, which underlined a more pragmatic approach to the utilisation of policy narratives. Through this analysis, the article makes a number of contributions. Empirically, it provides the first comparative examination of the interplay between ideas and rhetoric in the field of social enterprise policy. Theoretically, it demonstrates the utility of discursive institutionalism in the field of policy analysis, and develops its analytical leverage by identifying the different strategies available to policymakers.”

Austerity in the Making: Reconfiguring Social Policy through Social Impact Bonds

Joy, Meghan and Shields, John. *Policy & Politics*, volume 46, issue 4, pages 681-695, October 2018.

<https://www.ingentaconnect.com/content/tpp/pap/2018/00000046/00000004/art00009>

Abstract excerpted from the URL cited above: “Social impact bonds (SIBs) are spreading worldwide in the absence of public debate and proof that they improve social outcomes, despite claims to advance evidence-based policymaking and transparency in government. A critical policy reading of SIBs elucidates this conundrum. We argue that SIBs are part of a neoliberal political project that uses austerity as an economic and moral symbol to manufacture consent for social service reform. The intent of this research provocation is to identify future avenues for empirical research on SIBs to further assess how the tool reconfigures social policy in a profoundly neoliberal direction.”

Street-level Practice and the Co-production of Third Sector-led Employability Services

Lindsay, Colin; Pearson, Sarah; Batty, Elaine; Cullen, Anne Marie and Eadson, Will. *Policy & Politics*, volume 46, issue 4, pages 571-587, October 2018.

<https://www.ingentaconnect.com/content/tpp/pap/2018/00000046/00000004/art00003>

Abstract excerpted from the URL cited above: “Policymakers have promised a personalised approach to improving the employability of disadvantaged groups. The evidence suggests that contracted-out activation programmes in the UK and some other welfare states have instead sometimes delivered a standardised ‘work-first’ model. An alternative approach is exemplified in local employability services targeting lone parents in Scotland, led by third sector–public sector partnerships. Our research on these services suggests a link between programme governance (defined by flexible funding and collaborative partnership working) and effective street-level practice (where caseworkers and users co-produce services to empower parents). The article concludes by identifying lessons for the coproduction of future employability services.”

CONCEPTS ET DÉFINITIONS

Concepts and definitions / Conceptos y definiciones

Social Enterprise Push or Corporate Social responsibility Pull? The Mainstreaming of Fair Trade

Suzanne Grant, Nitha Palakshappa. *International Journal of Nonprofit and Voluntary Sector Marketing*, volume 23, issue 4, November 2018

<https://onlinelibrary.wiley.com/doi/abs/10.1002/nvsm.1625>

Abstract excerpted from the URL cited above: “Social enterprise organizations and activities combine market-oriented approaches with social aspirations, whereas corporate social responsibility strategies seek to integrate social aspects into core business strategies. The rise in social enterprise activity at the business end of the spectrum raises questions about how, where, and why social enterprise and corporate social responsibility might overlap. Through a review of literature, we demonstrate how the mainstreaming or corporatization of fair trade activity provides an example of this overlap. The tensions between the push of social aspirations within fair trade and the pull of commercial imperatives are highlighted. From a marketing viewpoint, a social enterprise push strategy is shown as typically undertaken from an organization perspective, whereas pull strategies in marketing are typically customer driven. We demonstrate that influences from both social enterprise and corporate social responsibility are evident in fair trade mainstreaming processes, although the extent to which each “pushes” or “pulls” varies across circumstances and interpretations.”

Organizational Culture in Civic Associations in Russia

Sarah Busse Spencer and Irina A. Skalaban. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 29, issue 5, pages 1080-1097, October 2018.

[https://link.springer.com/article/10.1007/s11266-017-9925-](https://link.springer.com/article/10.1007/s11266-017-9925-2?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5)

[2?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5](https://link.springer.com/article/10.1007/s11266-017-9925-2?wt_mc=alerts.TOCjournals&utm_source=toc&utm_medium=email&utm_campaign=toc_11266_29_5)

Abstract excerpted from the URL cited above: “The organizational culture of nonprofit organizations is affected by the context in which they are embedded. Based on a qualitative study of local civic associations in Novosibirsk, Russia, this article illustrates how nonprofit organizational culture has been shaped by historical and contemporary social and cultural conditions. The fluid situation for civil society in Russia has generated varied

organizational culture across nonprofits. Interview data reveal different value orientations, distinct group identities, and different images of the ideal civic association: as a social establishment, as an outlet for self-expression, as a network of experts, or as a social startup. This resulting diversity of organizational culture has implications for the potential for partnerships among nonprofits, between nonprofits and government, between nonprofits and businesses, and also for the organizational survival of nonprofits in this setting.”

AUTRES

Other / Otros

La solidarité en crise: Centraide et la nouvelle philanthropie

Taïeb Hafsi et Saouré Kouamé. Éditions JFD, 204 pages, 2018

<https://www.editionsjfd.com/fr/products/view/la-solidarite-en-crise-centraide-et-la-nouvelle-philanthropie/>

Résumé issu de l'URL ci-haut: “Il y a des moments dans la vie d’une organisation où de grands questionnements émergent sur son avenir. C’est l’un de ces moments que vit Centraide du Grand Montréal. C’est une organisation qui symbolise la solidarité entre les membres de la communauté et ses campagnes sont l’occasion d’un grand brassage impliquant près de 500 000 personnes. Centraide fait aujourd’hui face à des tensions très fortes. Il y a d’un côté les problèmes durables de faible intensité, peu visibles mais qui sont au cœur de l’action communautaire et qu’on ne peut négliger sans mettre en cause la grande harmonie qui a caractérisé les communautés de Montréal. De l’autre, il y a les tendances des entreprises à considérer la philanthropie comme une dimension cruciale, stratégique, ce qui les mène à privilégier les causes visibles et séduisantes pour le grand public. Ce livre décrit d’abord l’histoire de Centraide et ses grands succès pour mettre en évidence la crise majeure que cette tension dessine pour l’action philanthropique et la solidarité communautaire montréalaise. »

VARIA

United Nations Satellite Account on Nonprofit and Related Institutions and Volunteer Work

Published by the United Nations, Department of Economic and Social Affairs, Statistics Division. Series F., No. 91, Rev.1, pages 144, August 2018.

http://ccss.jhu.edu/wp-content/uploads/downloads/2018/11/UN_TSE_HB_FNL_web.pdf

Abstract excerpted from the URL cited above: “This United Nations Satellite Account on Nonprofit and Related Institutions and Volunteer Work is developed by the Johns Hopkins Center for Civil Society Studies in cooperation with the United Nations Statistical Division and an international team of statistical experts. This handbook updates and expands the 2002 [UN Handbook on Nonprofit Institutions in the System of National Accounts](#) to embrace the larger “Third Sector,” including nonprofit, social economy, and civil society institutions, as well as volunteer work. It calls on national statistical offices to prepare regular “satellite accounts” on this set of institutions and activities and provides a standard set of guidelines for doing so as part of existing official economic data-gathering and reporting. “

APPELS À CONTRIBUTIONS

Calls for contributions / Convocatorias de artículos

- **Social and Solidarity Economy: Moving Towards a New Economic System.** 7th CIRIEC International Research Conference on Social Economy organised by CIRIEC International - in collaboration with Solidarity Laboratory (member of CIRIEC International), The University of Bucharest - Faculty of Sociology and Social Work and The National University of Political Studies and Public Administration - Faculty of Management. June 6th to 9th, 2019. Bucharest, Romania. **Deadline for submission: December 15th, 2018.** (RECALL)
- **Co-operative entrepreneurship: Theory and Best Practices.** The Association of Cooperative Educators (ACE), the International Co-operative Alliance Committee on Co-operative Research (ICA CCR), and the

- Canadian Association for Studies in Co-operation* join to hold their annual conference together. This Conference will be organized by IRECUS-Université de Sherbrooke in collaboration with Chaire Guy-Bernier from UQAM and the Centre for Study of Co-operatives of University of Saskatchewan. 27th-31th May, 2019. Montréal, Québec, Canada. **Deadline for submission: December 15th, 2018.** (RECALL)
- ***The Ethics of the Commons.*** Call of papers for a Special issue of the *Journal of Business Ethics*. **Deadline for submission: December 15th, 2018.** (RECALL)
- ***Économie sociale et gouvernement.*** 39e journées de l'Association d'économie sociale (AÉS). 4-6 septembre 2019. Amiens (France). **Date limite de soumission: 17 décembre 2018.**
- ***Cooperatives and the Transformation of Business and Society.*** ICA CCR European Research Conference. August 21st - 23rd, 2019, Berlin, Germany. **Deadline for submission: December 20th, 2018.**
- ***Universal Capitalism in Decline.*** Conference co-organized by International Karl Polanyi Society (IKPS) and Karl Polanyi Research Center for Global Social Studies. May 3rd-5th, 2019, Vienna, Austria. **Deadline for submission: December 30rd, 2018.**
- ***Sustainable Development through Social Enterprise, Co-operative and Voluntary Action.*** 7th EMES International Research Conference organized by The EMES International Research Network, in partnership with the FairShares Institute for Cooperative Social Entrepreneurship (FSI) and Centre for Regional Economic and Social Research (CRESR). June 24th-27th June, 2019, at Sheffield Hallam University in the United Kingdom (UK). **Deadline for submission: January 8th, 2019.** (RECALL)
- ***ESS de la culture et culture de l'ESS.*** Les XIXe Rencontres du RIUESS Organisées par la chaire ESS-UPEM. Du 15 au 17 mai 2019. Université Paris Est Marne la Vallée, Paris, France. **Date limite de soumission: 12 janvier 2019.** (RECALL)
- ***L'entrepreneuriat social : quel modèle de développement pour l'Afrique ?*** Appel à Article pour un numéro spécial de la revue *Africaine du management*. **Date limite de soumission: 19 janvier 2019.**
- ***Nonprofits and the Social Economy: Circles of Conversation.*** Twelfth annual conference and celebration of the Association for Nonprofit and Social Economy Research (ANSER). 5th -7th June, 2019. University of British Columbia, Vancouver Canada. **Deadline for submission: January 21th, 2019.**
- ***Dynamics of Employment Relations and HRM in Nonprofit Organizations.*** Special issue of the *Employee Relations Journal*. **Deadline for submission: February 1st, 2019.**
- ***Philanthropy in the spotlight? Resources, Reputation and Achievements.*** 9th International conference of European Research Network on Philanthropy. July 4th-5th, 2019. University of Basel, Switzerland. **Deadline for submission: February 10th, 2019.** (RECALL)
- ***Shifting Sands? The Challenges of Regulatory Change and Its Impact on the Third Sector Environment in the Asia Pacific Region.*** 2019 ISTR Asia Pacific Conference Co-hosted by the School of Global Studies, Thammasat University and Center for Civil Society and Philanthropy, National Institute of Development Administration (NIDA). July 15-16, 2019, Bangkok, Thailand. **Deadline for submission: February 11th, 2019.** (RECALL)
- ***Social Innovation: Local Solutions to Global Challenges.*** 11th International Social Innovation Research Conference organised by ISIRC (is the world's leading interdisciplinary social innovation research conference) and will be hosted by The Yunus Centre for Social Business and Health. 2nd to 4th

- September, 2019. Glasgow Caledonian University. **Deadline for submission: February 28th, 2019.** (RECALL)
- **Student Co-operative Case Study Competition.** *The Centre for the Study of Co-operatives, University of Saskatchewan and the Canadian Association for Studies in Co-operation (CASC) are sponsoring a student case study competition. Deadline for submission: March 30rd, 2019.* (RECALL)
- **Social Economy Under Influence: Isomorphism or Innovation? Trajectories of Social Economy and Cooperative Enterprises: Resilience, degeneration and regeneration.** *Special issue of Annals of Public and Cooperative Economics. Deadline for submission: April 30rd, 2019.*
- **Technology-Driven Social Entrepreneurship and Social Innovation.** *Call for papers for a special issue of the Journal of Social Entrepreneurship. Deadline for submission: June 1st, 2019*

ÉVÉNEMENTS À VENIR

Events / Eventos

- **Philanthropy and Social Impact.** *Symposium organized by The USC Center on Philanthropy and Public Policy. March 14th-16th, 2019, California, USA.* (RECALL)
- **Capital humain, innovations et développement économique.** *Colloque international organisé, entre autres, par le Centre de Recherche sur l'Industrie, les Institutions et les Systèmes économiques, d'Amiens et Laboratoire Economie du Développement. 21-22 mars 2019, Marrakech, Maroc.*
- **Implementing the Sustainable Development Goals: What Role for Social and Solidarity Economy?.** *Call for papers for an international conference organized by the United Nations Research Institute for Social Development (UNRISD). April 2019, United Nations in Geneva.* (RECALL)
- **La evolución histórica de la economía social en América Latina a partir de su relación con el estado y la inserción en el mercado.** *El sexto Congreso Latino-Americano de Historia Económica (CLADHE VI). 23 y 25 de julio de 2019. Santiago, Chile.* (RECALL)

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