Revista Española del

Tercer Sector

Nº9 SPECIAL ISSUE 2008

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RETAIL PRICE:
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Single issue: 12 €

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EDITORIAL

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The current issue, 9, of the Spanish Journal of the Third Sector is a regular issue of the year 2008, since readers can access it not only in Spanish. But, at the same time, it is also a special issue, in English, in order to reach the academic world and international experts in a series of papers that allow for better insight into the Journal as it is today, which, as is known, is in its third year of progress. It is an open issue, regarding topics in which there are papers concerning the three out-looks of the Journal, the Spanish perspective, the European perspective and the Latin-American perspective, the two latter ones being dealt with in the Panorama section. On the other hand, of the five papers, three have been published in earlier issues of the Journal (Luis Aranguren, Darío Rodríguez and Soledad Quezada and Serge Paugam); the new work is by Vicente Marbán and Rodríguez Cabrero and Van der Ploeg.

The Contributions section has three articles. First, **A Panoramic View of the Social Third Sector in Spain: Environment, Development, Social Research and Challenges,** by Vicente Marbán and Gregorio Rodríguez Cabrero, which provides the reader with a recent historical portrait of social action NGO's , their development, basic challenges and progress in the social research in this area whose growth has walked hand-in-hand to the development of the Welfare State in Spain.

The second paper, by **Luis Aranguren,** analyses the basic problems in the training of man-agers and staff in the Third Sector. In his paper, **Another Training is Possible,** he holds that training in the Third Sector, especially the Social Third Sector, should contribute to the obtaining of three goals at the same time: change in mentality, change and improvements in internal organization and

changes in the context of a global, complex world with greater social risks. Internal quality and external transformation are two variables linked to training in the Third Sector.

Finally, the third paper has been produced by **Serge Paugam, How does Poverty appear in European Societies Today?** This paper analyses the social nature of poverty in Welfare States in the European Union, both in its quantitative dimension as well as, and primarily, qualitatively. Social and institutional construction of poverty from its historical roots in social assistance, the typology of poverty (inherited, reproducible, new poverty) as well as its perception by the poor people themselves are the object of study in a reality where NGO's have an important role of social intervention.

The **Panorama** section includes two papers. First an article by Professor Van der Ploeg, **The Legal Regulations of the Third Sector in Europe,** which analyses the legal framework for this sector, private, volunteer and non-distributor of benefits (not including co-operatives), the differences in an eleven country sample and the difficulties around harmonization in the general admitted context of recognizing the legal entity of NGO's and equal treatment for all. An admittedly diverse world searching for ways for a certain legal harmonization.

The second paper, by **Darío Rodríguez Mansilla and Soledad Quezada y Menares,** (Chile): **Culture in Organizations in the Chilean Third Sector,** analyses the concept of organizational culture as a result of the tradition and memory of NGO's, of their achievements and difficulties. There are two different social entities, altruistic and mutualities and the organizational change is analyzed from four case types or significant organizations in Chile which have tried to integrate their missions and objectives along with a professional change with a view to social and economic efficiency in the Chilean Third Sector.

In the section **Notes and Contributions** we have included a query to four European NGO networks, which have been asked for their opinion on the articulation of the Third Sector in Europe with regards to the developing of social policies in the EU. The organizations were: EAPN, AGE, SEE and EDF, widespread organizations and with a recognized role in the articulation of volunteer organizations in the European social field.

We have also included in this issue both **abstracts** and **key words** of the articles published in the Journal since its inception as well as a **Directory of Social Organizations in the Social Third Sector in Spain.** The purpose of this directory is to allow the foreign reader to have a selective, but quite comprehensive, map of the world of social organizations in Spain, establishing a difference between the ones with a general scope of action and those devoted to specific sectors or activities. A website has been included for all of them.

In closing, Issue 9 ends with an extensive **bibliographical selection** of national and foreign papers referring back to the last five years.

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PANORAMIC VIEW OF THE SOCIAL THIRD SECTOR IN SPAIN: ENVIRONMENT, DEVELOPMENT, SOCIAL RESEARCH AND CHALLENGES/ EL TERCER SECTOR EN ESPAÑA

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Gregorio Rodríguez Cabrero is a Doctor in Economic Sciences and has a degree in Law. He is currently the Head of Department of Sociology at the University of Alcalá (Madrid). Director of the Master´s in Social Services Manager in said University. He is also Editor of the Spanish Third Sector Journal. An expert specialized in social policies with a focus on the Welfare State, aging, dependence, social exclusion and Social Action Third Sector, of which he has published in different publications and books.

ABSTRACT
The development of Spanish civil society is analyzed in the context of the changes in the Welfare State at present and we define its social nature. Following this the recent social history of the Third Sector (TS) is analyzed, with a special reference regarding the Social Third Sector (TSS), its

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growth and development, potential and limits. On the basis of this social and organizational development we touch on and evaluate social research as applied in Spain and the main guidelines for analysis developed to this day. To end, we take into account both the development of the TS in the double context of the mercantilization of welfare activities and the decentralization of the state, as well as the challenges at a research level the TS faces, for a better understanding of the scope, functions and impact on welfare it has.

KEY WORDS
Third sector, social third sector, Welfare State, civil society, volunteers, social exclusion.

SUMMARY

1. INTRODUCTION

This papers purports to offer a panoramic view of the Third Sector (TS) in Spain with a special reference to what is known as the Social Action Third Sector (TSAS). In offering a panoramic view we must necessarily forsake the richness of nuances the recent social history of the organizational growth, social development and contribution to social welfare of the TS in Spain has. The effort required when synthesizing (Marbán and Rodriguez Cabrero, 2006) requires an outlining of the processes of the changes we will attempt to mention here, while avoiding, as much as possible, to mistakes that, due to excess or lack, are found in the analysis of the Ts in Spain. As a lack, we must point out the underrating of the importance of the process of change, growth and transformation which has taken place in the TS in Spain and in the TSAS in particular, to which is added the still low social visibility of the phenomenon and its social impact (except in very specific cases) as well as the difficulties in internally establishing the scope of the TS and of it with the mercantile enterprise, above all in the borderline areas of social economy and the functions of an enterprise. Through excess, the mistake is usually two-fold: analyzing the TS as the par excellence center of production and distribution of welfare facing the years to come without considering the ample dependency on the Welfare State in Spain or the considering of the civic factor that characterizes it – participative democracy – as the epitome of democracy with detriment to the mutual and necessarily complementariness with representative democracy.

The analysis of the development of the TS in Spain, especially the social action, having been very intense in the last three decades, usually goes from a forgetting of an important past history and an overrating of its position and potential. This is why this paper intends to shed some light on the historical roots of the TS which will allow us to understand its recent evolution, and consequently, establish some of the main challenges for its future development while establishing the real situation of the TSAS and of the social research carried out in this area of social reality.

Keeping all of the above in mind, in this paper, first, we highlight the importance of the transformation in the Welfare State as the context for the development of the Ts in Spain as well as the two-fold internal development in which it has taken place: the social economy and the non-profit sector, that is, the democratic organizational dimension in the midst of a market economy and the non-profit dimension of the associative movement and of the development of foundations. Secondly, we will analyze events in the recent social history of the TS in Spain with a special view to the TSAS, emphasizing its internal ambivalences and limits to its development. Thirdly, we point out the nature and importance of social research carried out on the TS in nearly the last thirty years; obviously we will try to give an outlined account of the great investigative effort carried out, part of which has been fortunately connected to research of an international scope. Lastly, we will highlight some of the challenges of the TS regarding its development(conditioned by the mercantilization of welfare services and by the decentralization of the state), as well as the research aspect, above all in the debate over research, functions and impact of the TS in general and the TSAS in particular.

2. THE DEBATE REGARDING THE SCOPE OF THE THIRD SECTOR IN THE CONTEXT OF THE RESTRUCTURING OF THE WELFARE STATE

2.1. Factors conditioning the development of Spanish civil society in general and the TS in particular

Spain is an archetype historical example of the rapid transformation of a collapsed civil society (1939-1960) a precarious one (1960-1976) under a political dictatorship to a democratic civil society (1976-2008) which allows for the growth of social organizations, the birth of volunteers and the diversifying of functions in the TS organizations which range from social mobilization to the production of services for themselves and for the state, going through other functions such as advocacy and the development of participative democracy.

In order to understand the late development of Spanish civil society (Casado, 1989, 1992, 1997, 1999) we must consider two prior factors in unison, internal and external, for the sensible understanding of the historical analysis of its recent development and which we will do in the following entry. There are two **"internal factors"** – the historical path of Spanish civil society and restoration of democracy – which we must take into consideration: a) On the one hand, the existence until recently and still not yet totally inexistent, of a deep tradition of a scarce civil society, very corporate, typical of a country with a late process of capitalist modernization and political democracy which has been spattered by periods of hard government and political and social crises, shaping a civil society subordinated to the State, articulated corporatively and strongly fragmented in the light of a lacking democratic civic culture which could be a common denominator of a rising civil society.

As in the majority of countries in Southern Europe, the long periods of political dictatorships, the slow process of secularization, the strength of the corporate social interests and the absence of a basic consensus on the model for the development of economic and democratic mod-

ernization have hindered the development of a democratic civil society as well as a more intense process of the development of a social economy and of social organizations and foundations.

The second internal factor refers to the democratic backdrop as a new institutional base which favors the rebuilding of Spanish civil society. Political democracy being a "sine qua non" condition for and extensive and deep civil society, it is understandable that its growth restarted or acquired a new historical impulse in the second half of the 1960´s (Ortí, 2007) in a context of rapid economic and social modernization in Spain. Along with this there was a demand for a new framework for the regulation of its development in the context of an inevitable and necessary political democracy and that, therefore, the consolidation of political democracy as of 1977 would bring about a true potential for development of the Spanish civil society and also real on the basis of a society with a broad middle and qualified working class that pressured in favor of a wide and active civil society. Along these lines, we must point out that this late development of a civil society, no less active and ascending, is still negatively dependent of its past history – a weak and fragmented civil society – but also positively dependent on the establishing and consolidating of a political democracy that allows for the developing of a Spanish civil society with renewed energy. More so, the progressive consolidation of a mid-size Welfare State with a growing redistribution of income and social service function, progressively shapes the material and institutional base on which the TS and particularly the TSAS is built, above all, since the second half of the 1980's (Garcia Roca, 1993)

However we must also point out two **"external factors"** which dynamize and shape the development of Spanish civil society. First we will mention the impact of the entrance of Spain in the European Union on January 1, 1986. The development of the principle of subsidiarity, the learning through social projects, the progressive extension of European networks in social rights issues; the fight against social exclusion and poverty, the defense of gender equality, among others, act as a detonator in the Spanish TS through the incorporation of a growing number of NGO's to the different European social programs, that is, to European civil society. We cannot explain in its full scope the growth of Spanish NGO's without taking into account the positive impact the continuous Europeization of social policies in Spain. Because, although the Spanish welfare state, as other welfare states, follows its own historical path in many ways, at the same time it converges progressively, not only in social protection issues (pensions, health, employment) but also in new ways of collaboration between the Welfare State and civil society on issues of social rights and in the fight for social inclusion.. In short, the Europeization of social policies is an internal articulation challenge for many NGO's, requiring a modernizing in management, preeminence in the production of services in the face of mobilization and the setting up of cooperation networks with other entities in the European space.

A second factor to be pointed out in the new historical development of the TS, not nipped by any political factors as was previously mentioned, coincides with the deep restructuring begun in the European Welfare States at the end of the 1970's and which speeds up after 1989. The financial limits of the Welfare State, new social problems (social fragmentation, social exclusion and employment uncertainty) to which the state provides answers with difficulty, the new social

demands for active participation and of satisfying the new social needs and the relative deficit of political legitimacy which the Keynesian model of Welfare State faces (Subirats, 1999; Giner y Montagut, 2005) open the way to new ways of defining and articulating the public and private fields, and in particular redefine the private-public or the civil public field.

In Spain, from the beginning of the re-establishing of democracy in 1977 and without the consolidation of a Welfare State, still in a growth stage, there takes place the debate, common at a European level over the limits of the Welfare State and the importance of the development of civil society and of the TS as an answer to the new social demands which the State cannot attend to, or does so with difficulty, and also as a means of developing civic or participative democracy. However, if in European countries the issue was approached as a contention of the Welfare State and new ways for civil society to develop, the problem in Spain was initially a Welfare State very limited in size and of developing a civil society originating from the associative drive and movements springing up throughout the 1965-1977 period. This is a double feature that defines the specific challenge Spanish society faces at the historical beginning of deep economic and social changes in the western growth and welfare model since World War Two.

2.2. The limits of the Third Sector and the Social Action Third sector

The debate on the TS space in Spain has always been part of the European debate. In other words, if the TS is social economy or if it is the so-called non-profit sector. On the other hand, what the field of the TSAS is or has been is also the object of debate due to the difficulty of setting the limits its scope. We will touch upon both aspects, the general debate over the TS in general and the scope of the TSAS in particular. (Ruiz Olanbuénaga, 2000)

As mentioned in section 4, the debate in Spain over the nature of the Spanish TS has also been a part of the European debate according to the document "Social Economy in the European Union" (Chaves and Monzón, 2007). In fact, in the paper mentioned, the importance of the need to overcome the opposition between the concept of social economy (continental European tradition), where the importance lies in the democratic dimension of the organizations and the production for the market of social goods, and the concept of non-profit sector (of Anglo-Saxon tradition) in which the emphasis is placed on the non distribution of profits which are in turn allocated to different social ends and also being centered on volunteers.

In an attempt to overcome this historical conceptual duality the TS is defined by many authors as "social economy", characterized by features such as: the primacy of the person and the social aim over capital, voluntary and open adhesion, democratic control of its members, the common interest of the members and of the general interest, the defense of the principles of solidarity and responsibility, the independent running and independence from the public powers, and finally, the allocation of the majority of the surplus to the obtention of the aims in favor of sustainable growth, the interests of the members and of the general interest. More specifically, social economy is defined as: *the whole of private enterprises formally organized, with autonomy for decisions and free-*

dom of adhesion, created to meet the demands of their members through the market, producing goods and services insuring or financing, and in which the eventual distribution of profits or surplus among the members, as well as the decision-making is not directly subject to the capital or payments made by each member, each member having one vote. Social economy also encompasses those private entities formally organized with autonomy for decisions and freedom of adhesion which produce non-market services in favor of families, where the surpluses, if any, cannot be claimed by the economic agents which generate control or finance them."

In this way, the TS, seen as social economy, is subdivided into two areas: a) a market area that includes cooperatives, mutualities, social enterprises and certain non-profit companies which provide services to TS organizations and, on the other hand, b) a non-market area basically made up by associations and foundations and other entities whose production supplies goods and services predominantly free or at an insignificant cost.

This growth of social economy towards the non-profit area does not have unanimous approval, although it is becoming consolidated in the field of economic research (Barea and Monzón, 2002, Garciá Delgado, 2004a, 2004b, and 2005). The basic idea of these authors is that the Third Sector (TS) space covers both the non-profit sector and the social economy sector. It is a conjunction that, as we say, has not been peaceful until recently because in the Anglo-Saxon tradition the TS only considers the non-profit aspect, which excludes the handing out of benefits among members, whereas the social economy or solidarity economy the important thing is the democratic dimension and the usefulness of the members and of society as a whole, that is, the criteria of service to the people, in addition to being able to distribute profits among its members.

It is not just a question of nuance but the truth is that while the concept of the non-profit sector for the TS is the field comprised between the market and the State, the concept for the social economy of the TS is the field comprised between the capitalist sector and the public sector. In a way the non-profit sector regards people as aid recipients whereas social economy sees them as active agents, although the development in both sectors has led them in many ways to a certain convergence, with no lessening of the plurality of actors and organizational methods. Local tradition in each country places emphasis on one or the other approach to a greater or lesser degree.

Among the basic forms of social economy, concept which in practice substitutes the TS, or at least it is identified with it, we must highlight four: cooperatives, mutualities, associations and foundations to which we must also add others such as social enterprises, development agencies, worker's limited companies, social insertion companies, volunteer organizations, special employment centers or social promotion associations. In short, there seems to be a general, though not unanimous, tendency to include the social economy in the Third Sector. This concept of the concept of the TS as a social economy, as an economy above all, is a response to the European market aimed at explaining its potential in employment creation. However, this concept, because it emphasizes the economic side of the TS, is pushing aside, or at least underrating, the sociopolitical dimension of this sector, in which new needs, the defense of humen rights, and those stemming from civic partic-

ipation are key elements of its own historical nature. Obviously it is a strong tendency in the midst of social and economic research in the EU and also an important part in the Spanish research, although we have not yet reached a general and final consensus on what TS is. This ambivalence affects the definition of the TS, its internal structure and the scope of its activity. There is no doubt, at least in the European social model, that the contribution to employment, local development and innovation in production to meet new social needs, are factors which tend to a view of the TS in terms of a social economy. However the development of expressive, demanding and participative functions goes beyond the concept of social economy and gives us a wide concept of the TS in which an ample plurality of manifestations, interests and social organizations in civil society can be included.

On the other hand, in Spain, as in the whole of the European Union, the **institutionalizing** of the TS has become a cardinal point, be it in the wider sense of social economy, aforementioned, be it in a more open sense, that is: explicit recognition on the part of the public powers; wide capacity and freedom to operate in any sector and, lastly, the recognition of their condition as interlocutors in the process of developing of public policies. Institutional visibility, recognized and stable interlocution with the State and a participation in the design of public policies are challenges faced by the Spanish TS.

On the other hand, with regards to the TSAS, the defining of their scope, typology and methods of intervention is also the object of intense debate. The TSAS in Spain largely comes from a past history which has provided a varied institutional heritage, with many types and sizes. The existence of unique large organizations in this sector such as Cáritas Española, the Red Cross and the ONCE (organization for the blind) are a specific differentiating factor in the Spanish case. The existence of different types of administrative registers and the decentralization of the State (and with it the existence of different regional registers), provides us with ample data regarding registration of high entities but not of low ones. It is also not easy to know which entities are active and which have not activity at all. The existing indicators in the different registries do not coincide which makes the task of comparing extremely risky. Different studies and research which we will mention later in section 4 have attempted to provide answers to these questions through different methodological approaches without generating an ample consensus in any one of them.

On the other hand, more than half of the organizations have been created after 1990 and since then there has been not only a growth in the number of entities but also a change in their functions – a greater focus on the providing of services and less social advocacy – which has forced them to modernize their management systems and change their internal governance – with less power in the boards and more on the social managers. The creation of platforms, networks, and federations of entities to maximize efforts and create scale economies and reinforce their interlocution with the State, has emphasized the importance of training professionals, the improving of management and the creation of systems of information, in such a way that the world of the TSAS entities is greatly different to the one twenty-five years ago as we will see in the following pages.

3. RECENT HISTORICAL DEVELOPMENTS IN THE SOCIAL THIRD SECTOR AND THEIR IMPACT ON GOVERNANCE

3.1. Development of the TSAS: organizational growth and institutionalization

As we have previously pointed out, the establishing of a democratic State in 1977, not only consolidates the democratic social reform and favors the expansion of the Welfare State, essential condition, though not the only one, for the development of the TS, but also boosts the transformation of the social movements in the 1965-1976 period to organizations of a different type with the aim of not only defending civic rights and to channel the participative energy of civil society but also to provide services of the mutuality type or of services in cooperation with the Welfare State. This change will take place in the 1980's when the State begins to overcome its mistrust of civil organizations and the wish to control them, and these in turn, especially the TSAS, partly due to their financial weakness and small scale and also due to the growing demands of civil society, start a complex path of growth, based on the cooperation with public powers, an internal organizational modernization and the articulation and coordination in the midst of the very social organizations as a means of strategic development in the long term.

As a consequence of these changes throughout the 1990's to the present there is a consolidation of a development model of the TSAS characterized by their active collaboration with the State in the providing of services and the development of programs and a by an outstanding effort for economic growth and a more professional organization, which along with the very own demands of the State, lead to a growing demand of quality services on the part of society and under the pressure of a mercantile sector which competes in the profitable fields of welfare.

In this context of organizational growth there is also a sprouting of volunteer work in Spanish society which brings National Volunteer Plans and their replica, though not exact, of Autonomic Volunteer Plans. The channeling of the very diverse volunteer energy into NGO's, the management of volunteer work and its articulation with professional management, open new ways in the organizational development, in addition to the finding of resources and the creation of "umbrella" through which social entities try to maximize their human and organizational potential.

To sum up, in the 1977-2007 period, a long thirty year period, Spanish civil society is finally able to establish a "personal" public civil sphere, characterized, as we say, for its relative dependence on the State, an intense differentiation or duality among large organizations and a huge amount of small entities and finally, a growing development of volunteers. Particularly in the last twenty years there has been an "*institutionalization*" process in the TSAS which has meant not only a growth in the number of organizations, but also and mainly, internal changes which have affected their more specific social functions. More precisely, the development of TSAS is expressed, above all since 1990 to the present, as a permanent state of tension between the need for "**institutionalization**" (social recognition, reconsideration of values, fostering of volunteer work, defense of social rights and

boosting participative democracy) and **"corporate growth"** (search for resources, organizational management, setting up of networks and platforms, professionalization)

The growth in social TSAS organizations has been spectacular especially since 1990 to the present during which nearly half of all of the collective of social entities (associations and foundations) have been created. This growth has come along with the increase of professionals and volunteers, of economic and financial resources. Organizations have increased their organizational complexity both internally – application of management techniques, organizational design, resource management, quality systems, development of audits – as internally – platform creation, federations and confederations of vertical and horizontal entities, development of transversal programs, setting up of lobbies and interest groups, among others. The providing of services has turned out in different ways of economic dependence as well as agreed cooperation with the Public Sector, which has had a significant impact in organizational development, above all in the professionalizing of the entities and a growing influence of managers at the head of the Boards. Also, NGO's must compete with the private sector, for example in the providing of services for senior citizens, financial pressure increases the risk of hurting the social aspect to the point where financial problems become the first consideration of the collective action. This is why a large number of organizations, mainly the large or very large ones, have to face the inevitable stress of semi-corporate pressure and their role in defending social rights. Therefore the TSAS is not only connected to the State due to its relative dependence on the State for income, but also in the mercantile field with which it competes and collaborates at the same time. The mixed division of the Welfare State is a relatively consolidated fact which, as the TSAS is concerned, creates tensions between the desirable autonomy and relative real dependence, between the development of social functions and the economic functions of the social sector.

Without a doubt the creation of organizational networks has improved the capacity for interlocution and autonomy of the TSAS regarding the State and the mercantile sector which has allowed that, on the whole, not only the development into new ways of cooperation in the midst of the TSAS itself, but also that the original purpose of the social entities in favor of collectives in a social exclusion situation or vulnerable to it continues to be the action guide of the sector.

In short, the development of the TSAS in the last thirty years can be defined in the following way: a) First, social organizations form an active and central part in the process of building the Welfare State in Spain and the re-building of Spanish civil society, all this has brought about a greater commitment with social public policy, and consequently, a growing importance in the providing of public services. The dependence this function has caused seems to be solving itself, especially in the large and mid-size organizations, through the diversification of the financing sources and an improvement in the organizational and managerial management b) Secondly, the TSAS selectively competes with the private sector, which, directly (providing services) and indirectly (sponsorship, marketing of causes, etc…) has fully entered the social services sector. It is a selective competition which does not take away capacity to the added value of the TSAS as are innovation, organizational flexibility and ability to reach collectives at risk of exclusion c) Thirdly, organizational

growth and new social risks have created competition for resources among the NGO's themselves but also, and more and more so, have improved the cooperation methods among entities to reinforce their voice and develop joint programs both at a national level as in the European social space.

3.1 Ambivalences in the governance system

This dual nature in ONG development – organizational growth/institutionalization – without a doubt affects the governance of the TSAS organizations which has become more complex and diverse. If we define governance as the good government of social organizations and specifically the obtention of the balance between the necessary institutionalization (social recognition, development of volunteers, creation of a social fabric) and the inevitable growth or corporatizing (professionalization, resource management, service providing) it so happens, that , on the one hand, the nature of governance is affected by such tension, and, on the other hand, there opens up a wide array of ways or types of governance.

Surely governance of the TSAS organizations is affected in various ways by the double axis mentioned institutionalization/organizational growth. In the first place there is an increase in the social actors which directly or indirectly intervene in the governing of social entities with new organizational developments, new ways of influence and an increase in the ways of participating in the governance, Government, companies, managers, users, volunteers, private financing, partners make up a range of interests in which different ways cooperation and competition intertwine. Secondly, the governance of NGO's becomes more complex, sometimes less clear. The external and internal governance network, is subject to different demands: managerial governance versus democratic governance; economic autonomy versus economic cooperation of NGO's with the State; efficient professionalization versus the star role of the volunteers, organizational efficiency versus associative motivation. The result is that the development of NGO's, due to their very own specificity, is dual and ambivalent having to respond at the same time to very different demands and requirements. This means, in short, that the concept of governance, that is the good governing of NPO's, is undoubtedly a very important social problem, due to the different interpretations made by the variety of social actors and organizations involved. Because, to sum up, governance is no more than the result of the strategies of the actors involved in the government of social organizations, directly or indirectly, in the context of a model for organizational development, which on the whole of the TS (but also applicable to the TSAS with some exceptions) can be defined, for example according to a FBBVA survey in 2004, by the dominance of the managerial function, by an intense economic cooperation with the public sector (admitted by 84% of the organizations), by their strong local/regional factor (since 85% of the organizations have a less than national scope), by their relatively recent creation (46% have been created in the last fifteen years) and finally, by a small economic size since 63% of the organizations had a yearly expense of less than 65,000 euros a year. (Ruiz Olabuénaga, 2006)

Diversity among actors, complexity of organizational relationships, strategies of cooperation and competition, pressures on the part of the users for being heard, aspirations on the part of

volunteers to be more than just goodwill work and to participate in the drawing up of strategies of the TSAS organizations are features that condition the governance of social entities.

As a consequence of this there cannot be just one type of governance, but rather, we find different types or models because the ample variety of non-profit organizations, of different origin, different sizes, very different types of relations with the market and the public sector, the different nature of mutualities and altruism, among other differentiating factors or the plurality in governance systems whose analysis we cannot attempt to enter into here and now (Rodríguez Cabrero, 2006) but that express the very ample diversity of the TS in Spain and the TSAS in particular.

The growth and development of the TS and the TSAS in particular has been the object of analysis and understanding on the part of social researchers and experts, whose contribution we analyze in the entry below. Social research has not only given a true account of the TSAS but has also indirectly contributed to its self-awareness, consolidating its identity and the social reason for its functions. The data provided by social research is a substantial element in the very social and organizational development of social entities.

4. RESEARCH IN THE SOCIAL THIRD SECTOR IN SPAIN

4.1. General overview

Research on the Third Sector in Spain is relatively recent phenomenon which has gone behind its institutional consolidation at the beginning of the 1990's and its growing social visibility and contained current growth. Along these lines we could well say that sector research has been primarily reactive rather than anticipative all the more so if we compare it to research done in the sector internationally.

In a certain way, the *tap* of research into the Third Sector in Spain was opened in the late 80's and early 90's by isolated social researchers both in the university field as well as outside of it, as well as non-profit entities with a special concern for the analysis of disabilities and social services with papers like those of Casado (1989, 1992), the ONCE Foundation (De Lorenzo et al., 1991; Cabra de Luna et al, 1993) o Rodríguez Piñero et al (1993) among others.

Regarding the economic analysis of the sector, this was done with certain delay, if we compare it to social research although it is true that in the last few years it has gained weight in reference to the analysis of the contribution to the GDP of the TS and to the non-monetary economy. So it seems that to the point where in the early 90's economic research was more connected to imported review and analysis of the economic theories as well as in fostering and stimulating interest of economists in getting to know the non-profit sector, its economic dimension and the problems to do with financing, as is literally picked up in the editorial of one of the first monographs of a Spanish journal of economy on the non-profit sector. (See Montserrat and Rodríguez Cabrero, 1991)

In the 90´s socioeconomic research in the Third Sector has grown exponentially as can be seen, for example, in the weight it has had in university research since 1993, where 70% of the Doctoral theses presented were read between 1993 and 2002 and with a tendency to grow. (Chaves, Monzón and Sajardo, 2004)

A large part of the proliferation of research in the academic and associative field could be due to, among other factors, the extraordinary growth of organizations which make up the Third Sector and their growing social visibility in the emergence of "new social risks" to the point where these have overloaded the capacity and reach of the Welfare State, specially regarding the aging of the population, gender inequality, immigration, labor segmentation brought about by globalization or the changes in family structure.

It is true that, despite this wide range of research, generally focused preferably on the analysis of Social Economy and the social action Third Sector have had an ambivalent effect.

On the one hand, despite the disparity of results, they have allowed for a tentative approach to knowledge of the socioeconomic Third Sector and above all to the reaching of a basic consensus regarding the limitations and deficits of the social action TS, specifically, its organizational duality (that is the disproportion between the weight of a very few large entities and the low weight of many small organizations) and their economic dependence on the Public Administration (Pérez Diáz and López Novo, 2003; Rodríguez Cabrero, coord, 2003; Martínez et al., 2000; García Delgado, 2004a), as well the limited interassociative cooperation and coordination (Vernis, 2005; Rodríguez Cabrero, coord., 2003, Pérez Díaz and López Novo, 2003) or the high unsteadiness of work (Marbán, 2001, Martínez et al., 2000, Rodríguez cabrero, coord, 2003; Salinas Rubio and Cerezo, I, 2001)

On the other hand, said research have contributed to a growing entropy in the Third Sector (Marbán, 2003a) to the point where each paper is tackled with different approaches, classifications, methodology and statistical sources.

Specifically, we can see in the research on the sector substantial differences in the sources used for their measurement. This disparity leads to a distancing in the socioeconomic results, which emphasizes the relative comparability of available research and the results obtained[1].

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[1] For example if we compare the research done by Pérez Díaz and López Novo (2003) and García Delgado (2004) we see that the first mentions half of the social action entities in 199 (15,400) than in the second one while surprisingly the number of volunteers is not as different as might be expected. Something similar occurs to the wide existing margin mentioned by Ruiz Olabuénaga, one million workers for all of the Third Sector (250,000) entities in 1995 and a higher number of volunteers, according to the Tomillo Foundation, for a number of entities that is significantll lower in social action (11, 043) only four years later. It is also true that the same research shows a much lesser distance between the number of salaried fulltime employees of the social action NGO's that is 151,000 jobs according to Ruiz Olabuénaga in 7900 entities in 1995 and 215,000 according to the Tomillo Foundation in more organizations, 11,000 and four years later.

Secondly, the existing difficulties to reach a consensus and consolidate a concept and classification of the Third Sector that are rigorous enough make it hard to develop a system for the true knowledge of the real dimension of the TS, unlike what happens with the public and private profit sectors. A lot has been written about it but the truth is that Third Sector analysis is still focused from two excessively limited points, which may be confusing to the layman, the Social Economy approach, which usually sympathizes with the Third Sector and which defines the TSAS in particular as social economic entities which work in the non- seems to be a new approach developing which define the Third Sector as a "meeting point" between both. (Monzón, 2006:12) or which see it as a tree with two branches: Non-Profit Organizations (associations and foundations) and Social Economy (Cooperatives, Mutualities, and Worker´s Limited companies) (Salinas, Rubio and Cerezo, I, 2001) as we mentioned in entry 2.2

4.2. Panoramic of research into the Third Sector in Spain and subjects for (re) emerging research

It is truly harder to enumerate the documents and research on the Third Sector without leaving any out (we apologize if this is the case) It is worth mentioning

For example how in the field of scientific and academic publications hundreds of articles related to the Third Sector and volunteer work go beyond the mere anecdote. We already have the publishing of monographs as in the Economists Review, issues 51, 83 and 102 (Montserrat and Rodríguez Cabrero, coord;1991,2000; garcía Delgado, coord, 2004b) the magazine Social Documents issues 103 (1996) and 122 (2001) the Public, Social and Cooperative Economy Magazine by CIRIEC, inevitable reference when talking about Social Economy, specially issue 37, devoted to Social Economy and the Non-Profit Sector (Sajardo and Chaves, coord., 2001) and issue 56 (Chaves and Monzón, coord, 2006) or the special issue on Volunteer Work in the Magazine of the Ministry of Labor and Social Issues (Alemán and Rubí coord. 2001) Also praiseworthy is the consolidation of specialized in the Third Sector such as the one we publish in, The Spanish Third Sector Review (www.fundacionluisvives.org/rets/2/) which counting this issue now has a total of 9, since its start in 2005.

Regarding theoretical and empirical research and work on the Third Sector we come across some with a more integral and fully comprehensive nature (Ruiz de Olabuénaga, 2000 a,b, 2006; Barea and Monzón, 1992,2002; Chaves and Monzón, 2007; García Delgado, 2004; Cabra de Luna, 1998; Sajardo,1996, Faura et al, 2003…) other more sectorial ones focused specifically on social action (Martínezet al, 2000; Rodriguez Cabrero and Montserrat 1996; Rodriguez Cabrero, coord., 2003; Perez Diaz and Lopez Novo, 2003; Platform of Social Action NGO´s, 2006) or partially leaning towards it (Esplai Foundation, 2002) Fantova, 2005, Carpio, coord., 1999; Salinas, Rubio and Cerezo, 2001; Alvarez, Martin and Martinez, 1998; Jerez,1997); Monzón et el 2003…)or rather more transversal topicsas, among others, management (Fantova, 2001; Vernis, 2005; Vernis et al, 1998, 2004...) or of volunteer work (Cortes, Hernan and Lopez, 1997; Garcia Roca, 2001; Madrid 2001; Garcia Inda and Martinez de Pison, cords, 2001; Ariño, 2001 and Ariño et el, 1998; Zurdo, 2003…)

Among the research mentioned we would like to briefly stop on the ones by Ruiz Olabuénaga for the BBVA Foundation (Ruiz de Olanbuénaga,2000 a,b,2006) the Barea and Monzón one (2002) and Chaves and Monzón (2007) on Social Economy, the one coordinated by Garcia Delgado (2004a) or the more specific ones for the social action Third Sector of the Tomillo Foundation (Martinez et al, 2000) of the FOESSA Foundation (Rodriguez Cabrero, coord,2003) or the one coordinated by Perez Diaz and Lopez Novo (2003)

In the research for the BBVA Foundation, which must be put into a comparative international study jointly with the John Hopkins University , there were 250,000 non-profit organizations[2] in Spain in 1995, which provided 475,000 salaried fulltime employees (4.5% of the total non-agricultural employment in Spain) which would place our Third Sector in intermediate positions, slightly below the average of the 22 countries studied (4.8%) and quite below the average in western European countries (7%). Regarding volunteers there is a margin of between 2,900,000 volunteers in the widest sense (dedicating a minimum of one hour a month) and a million volunteers (dedicating more than 16 hours a month) and a GNP contribution around 4.6%. In the whole of the Third Sector we must point out the organizations aimed at social actions as the most labor intensive, despite representing 3.1% (7922 entities) they absorb 32% of the total employment in the sector (151,000) and mobilize 295,000 volunteers or 496,000, in the strictest sense or in the most ample sense.

This paper has been updated with a survey of 500 associations and 100 foundations in the field of health, social services, culture-sports and education and widened to the study of governance, institutional mediation between the Third Sector and the Public Sector, its financing and social impact (Ruiz de Olabuénaga, 2006). Among the most important quantitative results we can see the drive of this sector in the last years, because between the first and latter papers that is, between 1995 and 2002, we have gone from 253,000 non-profit organizations to more than 360,000, the number of volunteers has grown a 43.5% reaching 4.2 million in the most ample sense and 1.76 in the strict sense salaried employees a 46% (reaching 692,336, a 4.3% of total employment) and the equivalent volunteer work has nearly doubled (from 253,600 to 489, 446)

The paper headed by Barea and Monzón, in synthesis, is basically based in part on the Social Economy, such as cooperatives, workers' companies, social provision mutualities and non-profit social action organizations. Firstly their significant growth in employment in Social Economy in the 1990´s, not only because during this decade employment in this sector grew four-fold than employment in the whole of the economy but also because of the anti-cyclical behavior in the 91-95 years where cooperatives where able to keep their numbers of employment as opposed to the generalized loss of employment in the Spanish economy.

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[2] Within these entities the following have been included: associations, foundations, cooperatives, social provision mutualities, educational centers, sports clubs – except those turned into Limited companies – Savings and Loans with Social Works and hospitals

Secondly, we would point out their participation in the Spanish economy in the year 2000, that is 7.1% of the GNP in Spain, 355,000 jobs in cooperatives, workers companies and social provision mutualities and 215,000 in non-profit social action organizations.

This paper has been updated as an integral part of a study regarding cooperatives, mutualities and associations in the EU for the 2002-2003 period. (Chaves and Monzón, 2007) in which we obtain results that confirm the growth in Social Economy in the last few years. In particular, it is estimated that said organizations provide around 6% of the total employment in the EU with over eleven million salaried employees, out of which a little over seven million work in associations. In the case of Spain, cooperatives, mutualities and other similar entities have gone from an estimated 35,700 in the previous paper, to 48,545 in the year 2005 and 127,000 associations and foundations (2001). The total employment in the Social Economy in Spain is placed at over 870,000 most of which are in cooperatives and 380,000 in associations, which would place us in 5th position in the European rating, after Germany, France, United Kingdom and Italy, 2nd in employment created in cooperatives and 6th in employment created in associations.

The paper also analyzes the standing of the more ample concept of Social Economy in the EU and reaches very interesting conclusions such as: *it is not easy to find countries where the more ample concept of Social Economy is clearly inbred. The most common, where it is accepted, is to find it unclearly, be it towards the part of enterprises producers of market in the Social Economy (case of Spain) or the part of non-market entities in the Social Economy (the concept of the Non-Profit Sector – Volunteer Sector) In some countries, such as Italy and Spain, have diverging concepts of the field of Social Economy: there co-exist an corporate approach to Social economy, made up mainly by cooperatives , with a concept of non-market of the Social Economy, mainly made up by associations, social cooperatives and other non-profit entities* (Chaves and Monzón: pg. 39)

We would lastly point out how the authors highlight the contribution of the social economy to social cohesion by reinforcing social participation and the labor integration of people and territories, to local and territorial development, for example keeping activities at risk of disappearing, innovation in methods of organization and the creation of new markets, to the creation of new jobs or the European construction.

In the paper headed by Garía Delgado different sources of information were used, both qualitative (10 discussion groups and 50 in-depth interviews of high level people in the Public Administration and executives in Social Economy organizations) as well as quantitative (1999 surveys to executives and managers and 2500 telephone interviews to people over 18). This research, differently to the previous one, includes in addition to cooperatives, workers associations, social provision mutualities, also associations and foundations related to social action and other fields such as cultural, free-time, educational, sports, political, religious…. To sum up, there are 165,000 entities which bring together 4.2 million volunteers (equivalent to 488,000 fulltime jobs) and 835,000 salaried employees (equivalent to 722,000 jobs). Regarding social action organizations we confirm the data from previous studies of their financial dependency on the public sector (57% of their

income came from this sector) for a total of 27,000 entities with an estimated equivalent of 318,000 fulltime jobs, of which 111,000 would be volunteers and 207,000 salaried. Regarding cooperatives, mutualities and workers associations, they would represent 341,600 jobs representing 2.6% of employment in the Spanish economy in the year 2001.

Regarding social action, from the Tomillo Foundation they estimated that some 11,000 social action entities created around 445,000 full-time jobs, 215,000 salaried and 230,000 volunteer (which would be equal to the sporadic activity of 1,070,000 volunteers) As a result of a sample of 201 personal surveys this paper confirms the high unsteadiness and financial dependence on public funds (53%) (11% of donations)

Interdisciplinary research in the FOESSA Foundation covers the analysis of the Spanish volunteer social action organizations from a quantitative (surveys to entities at ,52% taxable income) as well as qualitative (discussion groups and in-depth surveys of volunteers, former volunteers, volunteer entities managers and administration experts) also including a wide variety of secondary sources (CIS surveys, European and World Value Surveys, press…). From the quantitative and financial point of view, it is clear that social action organizations have a strong dependence on the Public Sector (53% of their income is public) as well as the polarization of social action in budget management, due to the fact that only 2% of the total number of organizations manage 44% of the budget for the sector. Regarding the sponsorship activities for social action on the part of corporations, it can be seen that it is practically insignificant in relation to the GNP (0.001%) above all if we compare it to 0.61% of the GNP which is the real cost managed by social action organizations. It is equally confirmed through the analysis of the surveys and questionnaires to entities of 0.52% the high financial dependence on the Public Administrations and the unsteadiness among social action entities (54% of the contracts)

In the research by Pérez Díaz and López Novo (2003) we can also see how difficult it is to estimate the world of entities that make up social action. After certain cleansing of worlds and samples the estimate of them came to a little over 15, 400 organizations from which a sample of 10% was analyzed.

Among the more significative results there were an estimated 198,000 salaried employees in the social action Third Sector and 734,000 volunteers (with a primarily feminine profile, under 35, with an above average education and whose dedication to volunteer work is no more than 5 hours a week). Regarding the organizational and volunteer structure of the studied organizations, these would be young organizations (47% were set up since 1991) of a predominantly local nature in the case of associations and regional in the case of Foundations, not very professionalized (1 employee for every 4 volunteers and a 47% have no salaried employees) and highly dependent on public funds. (mostly in associations and as they increase in size).

Table 1: Panoramic view of research into the Third Sector in Spain

	Number/ type of Organization	Sources of information	Volunteer work		Salaried	
			Total	Equal to Fullltime	Total	Equal to Fullltime
BBVA Foundation (Ruiz de Olanbuénaga 2000 a,b)	253,507 non-profit organizations[3] (1995) Social action: 7,922 entities	Ministry of Education and Culture Social Services and Health, INE, Statistic Institutes of the Basque Country and Catalonia	1,026,482	254,000	548,366	475,179
			295,000	73,016	180,028	151,224
Ruiz de Olanbuenaga (2006)	362,654 non-profit entities (2002) 9,929 social action Entities	Secondary report analysis, catalogs memoirs, surveys to 500 associa-tions and 100 foundations in health, social services, culture-sports,and education In Madrid, Barcelona, Sevilla, Valencia, Alicante, Pamplona, Bilbao and Vigo	1,765,549	489,446		692,336
			497,044	132,351		212,617

[3] Includes associations, foundations, cooperatives, social provision mutualities, educational centers, sports clubs, except those which have become public limited, Savings and loans with Social Works and non-profit hospitals

	Number/ type of Organization	Sources of information	Volunteer work		Salaried	
			Total	Equal to Fullltime	Total	Equal to Fullltime
Barea and Monzon	35,269 cooperatives Workers associations And 443 social provision Mutualities 11,000 social action entities (1998)[4]	Ministry of Labor and Social Issues General Labor Secretariat, General Directorate for the fostering of Social Economy and the European Social Fund.			355,000	
		CIRIEC Spain; Spanish Agricultural Cooperative Confederation, Users and Consumers cooperatives (Hispacoop. UNC-CUE), CONCOVI, CNEPS			215,000	
Chaves and Monzón	48,545 cooperatives, mutualities and othe similar ones 127,000 associations. And foundations (2001)				488,606	
					380,000	

[4]In the case of social action entities this paper refers to the data of the surveys of the Tomillo Foundation, that's why they coincide.

	Number/ type of Organization	Sources of information	Volunteer work		Salaried	
			Total	Equal to Fullltime	Total	Equal to Fullltime
Garcia Delgado (2004a)	165,000 entities of Social Economy[5] (2001)	Discussion groups, in-depth interviews to Public Administration offi-cials and managers of Economy organi-zations. Surveys to managers and direc-tors a phone surveys to Spaniards over 18. Ministries of the Interior, Work and Social Issues, Foundations, Confederation of foundations, Autonomous Governments National Confederation of Cooperatives of Associated Work	4,245,000	488,000	835,000	722,000
	Of social action 27,000		965,000	110,000		207,000
Tomillo Foundation	Social action 11,043 (1998)	Personal interviews to managers, experts and executives in NGO's. Ministry of the Interior and Social Issues, Confederation of foundations, Autonomous Governments National Confederation of Cooperatives of associated work				
Perez Diaz and Lopez Novo	Social action 15,400 (1999)	Surveys to Social Action Entities National Association Registry, updated Tomillo Foundation, Ministry of Labor and Social Issues, CONFER	734,000		199,000	

[5]Includes cooperatives, workers associations, social provision mutualities, associations and foundations related to social action fields, cultural, free-time, educational, sports, political,religious….

In the last few years more importance is being given to topics of research which are re-emerging in the TS in Spain which were usually dealt with at a tangent and for which there are currently more ad hoc surveys. We are talking about areas such as training, the contribution of the TS to social capital (Marcuello, 2007) the new information technologies or aspects related to management as the implementation of quality systems in the TS with social objectives or relational management.

In the case of training, there is an ever-growing writing of human resources reports, university and non-university training (Rojo and Alvarez) and on the transfer of knowledge in NGO´s (Ruiz de Gauna et al, 2007) starting from the evaluation and analysis of how training must contribute to a change of attitude, internal organizational change and social change in the context of a global world.(Aranguren,2007)

Regarding management, we are focusing beyond the idea of management to a relational management which also includes criteria such as accountability, human capital and governance (Vernis et al, 2004), paying a close attention to the analysis of the implementing of quality systems in the TSAS (Aliena, 2007) to the point that there are more and more associations and foundations that are professionalizing their management systems and certifying themselves in quality systems (De Asis et al, 2007)

Lastly, regarding the use of information and communication technologies (ICT) in the Third Sector, although we have already mentioned some of the experiences applied to the processes in the search for volunteers, distance training, or free on-line advice, or of programs such as RED CONECTA or the Virtual Forum of NGO´s fostered by the Esplai Foundation, new studies are focused on the diffusion, positioning, and attitudes in the associative sector regarding ICT (Cabrera, dir. 2005). This research show that although NGO's are "losing the fear" of ICT and have picked up a good speed in their computerization processes there still are training and know-how problems and an underuse of ICT in the non-profit social action entities (Bip bip Foundation, 2005)

5. CHALLENGES AND TENDENCIES FOR CHANGE IN THE THIRD SECTOR WITH A SPECIAL REFERENCE TO THE SOCIAL THIRD SECTOR

We find the challenges and tendencies of change to be particularly interesting (Alvarez, Martin and Martinez, 1998; Rodriguez Cabrero, 2003)associated to factors such as the appearance of markets in the social action spaces, administrative decentralization and the selective universalization of certain social services in the Welfare State, as well as the methodology and information on the Third Sector.

In the first place, and in a general sense, the TSAS will have to **consolidate the process of institutionalization** started o few decades ago, strengthening their image and social recognition, differentiating their activities and added value with regards to the creating of a social fabric, civic participation and defense of social rights, and also, managing to be one common voice in the public sector and in the whole of civil society.

With regards to the **market role** in the spaces of social action which are likely to be more profitable, volunteer entities will have to take on the challenge of competing while sticking to their functions of social and civic development avoiding risks and conflicts with their non-profit organizational culture stemming from the introduction of an institutional logic coming from the market. (Lopez Rey, 2007). A part of the answer seems to be the growing diversification of action fields in some NGO's, especially towards combined spaces with the social, as in the sociohealth, socioeducational or sociolabor field.

Regarding the **growing political-administrative decentralization of the Welfare State** may lead to a certain organizational dismemberment in the TSAS and a shift in networking towards the local field to the point where their territorial scope of action and negotiation is becoming more limited. In this way, the effort made in the TSAS entities, organizing themselves into federations and Confederations with the aim of taking advantage synergies and scale economies that allow them to increase their scope of actions and their capacity for obtaining public resources, must be reconsidered from a more local viewpoint, ushering in new strategic alliances which may be reversible between local and autonomous NGO's with the aim of achieving a desirable balance between decentralization and inter-territorial solidarity.

Regarding **the selective universalization of social services** such as those associated to attention to dependency, may mean, on one hand, an incentive so that the TSAS as a whole pressures in favor of a universalization of social services as a whole. On the contrary, it could also bring about a certain fragmentation of the TSAS to the point where a very powerful part of it has already seen its main demands to be met, since we cannot ignore the underlying risk that the senior citizen organizations turn their focus to the following of a universalization of this contingence in detriment of a more general aim, which is the extensive universalization of all social services, the true fourth pillar of the Welfare State.

Finally, no less important are the challenges in the **design of methodologies and consolidated sources of information** which are of reference for the analysis of the TSAS. The flow of research which we have referred to has been extensive and, as previously mentioned, has contributed to the general awareness of the TSAS and a greater social rationality in its indirect actions. But we cannot forget that the different methodological approaches, with very important partial coincidences, have not managed to achieve a basic consensus around certain sector key issues as are the ones regarding their world, typologies, and even regarding their social functions. A certain degree of convergence on these quantitative aspects is essential and this does not forsake different qualitative approaches and interpretations of the institutional processes in which the TSAS activity takes place.

In short, the consolidation of the institutionalization of the TSAS, the consolidation of the cooperation relationships with the State, mainly, and, the market on the basis of their autonomy, the adapting to the decentralization of the State without losing the global perspective of the whole of Spanish civil society, their contribution to the universalization of social services from the grounds of a weakening secular assistance tradition and the achievement of a research consensus regarding the universe and types of social organizations, are the challenges the TSAS in Spain must rise to.

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ANOTHER TRAINING IS POSSIBLE

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ABSTRACT

The article begins with the so called training view or the need for permanent training or development of the capacities of NGO's such as management techniques and as the root of relational ties. The three inter-related training systems are analised next: the boost system (change of frame of mind), the internal system (internal change) and the external system (social change). The first one entails an understanding of a globalised society, the reality of of risk society and a more complex social reality. The internal system tackles sustainable organizational growth, quality in its two-fold aspect, control and management and the necessary interdisciplinary factors found in social intervention. The external system, or social change, the duality between the organization and social movement NGO's have. On the basis of these three axes, interconnected among them, the article analises training as opportunity, as a work method and style and as a shared group experience.

SUMMARY

1. TRAINING OUTLOOK

2. TRAINING SYSTEMS

3. TRAINING AS OPPORTUNITY

4. CONCLUSIONS

Training plays a key role in the work of socio-volunteer organizations. There is no doubt about it. The question lies in agreeing about which training to implement so as to be at the forefront at all levels in these new transition times. In my opinion, the viewpoint of the training action must be *the participation by all members in those provisions, tools, contents, values, and resources which will facilitate reflecting upon the social reality where it is implemented, placing all participants within a pedagogical process which succeeds in combining critical knowledge of that same reality and personal and organizational realities, the various approaches towards facing social action and the nurturing of internal and external organizational relationships where the core of true solidarity originates*. Now then, implications of a cultural, social, economic, political, organizational-structural and psychological nature are so important at this historical point in time, that it is advisable to stop and think of the training framework and pattern we have to provide ourselves with so as to adequately respond to a new organizational model and a new frame of mind for facing the changing reality we live in.

1. TRAINING OUTLOOK

Which name to give to this, upon which we are reflecting? Because "what" as training we have normally referred to has been linked to *Program Plan* or *Program of,* admitting that training is a permanent process which affects the entire organizational action. However, at most, and it is a lot, in the last years this has materializing and been put together in the design and implementation of training courses and schools of different nature, both for volunteers and employees.

At the same time, and in incipient manner, we are becoming aware that in training matters, other experiences are appearing which focus their strategies on the implementation of educational itineraries for the volunteers and educational processes with teams and groups starting from the basis of community animation.

And although we easily call everything *process* we find ourselves before two radically different training proposals. Two proposals that arise from different training views, although in my opinion, they may be complementary.

These two views can be linked to what, in a recent work, some authors connected with Cáritas Española called *the access logic* and the *rooting logic*, from surveys by Castel (Renes at al., 2007: 18 and ss). If it is through access, it is a question of facilitating tools for incorporation into the given activity in question, in this case, that of training contents, the rooting logic attempts to explore the deepness of relationship links, as can be seen on the Table below.

TABLE I

TRAINING	ACCESS	ROOTING
Training needs	Lack of knownledge and skills	Relational competitiveness vacuum
Training horizon	Preparation of plans and training programs	Personal growth and social transformation
Training premises	Control	Process
Trainer profile	Manager	Escort
Training logic	Linear, sectorial	Spiral, globalized
Key word	Knowing	Positioning

The viewpoint from the access key comes from what volunteers or experts must know or must know how to do well, and it assumes a training model in which those who "already know", provide knowledge, techniques and abilities to those who "still do not know". The key of rooting must start from individuals' experience, escorting them down on the path to personal and community growth, in which we all learn together, with special emphasis on creating a constructive relationship fabric.

It may help us to take into account the different ways of understanding the concept *resource*, which is basic in this environment. Traditionally *resource* has been linked to the economic world, which confuses it with productive force. It is a question then of given resources which end up in quantification: number of employees and of volunteers, number of training courses, number of direct or indirect actions (training). We are therefore referring to an abundance or lack of resources objectively accountable. However, training must tackle this reductionism by incorporating immaterial resources, non quantifiable, which are found in the terrain of human potential and which are developed under the rooting focus. More than *given* resources we are then talking of *generated* resources which are inserted in the creativity of the subjects we encounter in our training actions. We agree, with Garcia Roca, that "the energy which constitutes the secret of training are the *individuals'* capabilities, their awareness, their willpower, their moral strength, their imagination, their sensibility, which are projected through creativity, organization, and action. Decisive factors are: the social awareness, organizational culture, capability for popular creativity, commitment and dedication capability, the collective memory, the cultural identity , the vision of the world, the social

webs" (Garcia Roca, 1998:40). In this manner we must value the resources which we are already fostering, perhaps without even knowing it: spaces for encounters with the volunteers, escorting for individuals and groups, relationships with other organizations with which we are working in the same field, etc.

In the same manner, we must rethink what we understand as *training need,* beyond the enumeration of conceptual or technical lacks which the subject of the training thinks we have or which are in that area which goes between what we do and what we wish for, between our mental, attitude and work capabilities, and the changing circumstances in our environment, between academic readiness on a linear and accumulative key, and the complex, circular and multi -shaped reality, between evaluation of what we are doing wrong and what we must invent as a future prospect.

In general, we play with the concepts needs-demands-expectations, from a training key which responds rather to which training I wish to receive. An adequate view of training at this time goes to not creating a training "brain" capable of managing all needs, expectations and demands of the individuals, but rather that all members of the organization take on, as their own, the training challenge as an integral part of the tasks of the organization itself, although it is logical and efficient that there be individuals responsible for the training.

A new way to focus on training needs takes us in the first place to the interest threshold of the affected individual, of suitability or not to his work position o his cooperation as a volunteer, his degree of experience in social action. Training needs cease then to be a part of suggestion lists to become a part of personal and group apprenticeship from the action experience. The training need deals with theoretical contents, methodological patterns, but does not forget that social action and encounter among individuals constitute a great source of wealth and learning.

We understand that in a time of change at all levels and where yesterday's formulations are of little help for such a complex today, the training view must place its stress, therefore, on the rooting key, and from there incorporate the contents which the *access* key shows. Training action must respond to a subject, and at this time I am referring especially to volunteers living in overmodernity (Augé) which find themselves very weakened and appear very vulnerable, additionally they usually face their social commitment from positions normally excessively individualistic, with a predominance of expressive or utilitarian motivations which expel other volunteers from the stage both male and female, as well as the teamwork and even the very training processes to which they present serious objections to their application.

It is necessary to respond to the creation of a solidarity culture within organizations, which comes from "contagion", not that of imposition of adherence to external identities and to formalities. One of the greatnesses of volunteer action has been to discover the event of the encounter with the other as a central element of social intervention, and hence, as an element which must vertebrate the training action.

It is necessary, in short, to establish a new training viewpoint. A viewpoint which:

- does justice – fits – the reality of the times;
- Serves as a sort of periscope of reality, from all angles, without crippling it;
- Links all elements at play, economic and legal, cultural with politics, etc.;
- Affects all actors at play in the organization: volunteers, hired, and managers;

It is not a question of not drafting training plans, but these should be inserted into a new work logic, where training will not be constrained by contents which some give and others receive, but where plans are developed through a more complex dynamic.

We believe that a type of training is possible, which from the pedagogy of the question, may create intentional training processes, clarifying the starting points, the ultimate goals, and the mid-area options emerging from there. In this manner, the process will deepen its roots in a permanent analysis of the internal and external reality and can be focused on progressive and assessable goals and interventions.

2. TRAINING SYSTEMS

We set our training proposal within a framework which, from a conceptual viewpoint, we indicate through the category of *system*. By system, we mean we understand an "association combining different elements". The core of the system is its combining and relational structure. In addition, in our case we refer to the creation within the framework of an *open system* combinations do not only take place internally but fundamentally take place in the environment, atmosphere, circumstances. For this reason we do not only refer to a single training system , but of various systems interrelated in reality but grouped by subject matter and pedagogy, for a better understanding of such systems.

We will mention three training systems which have to do with three change modalities required by the strategy we propose:

- Change of attitude
- Organizational change
- Social Change

TABLE II
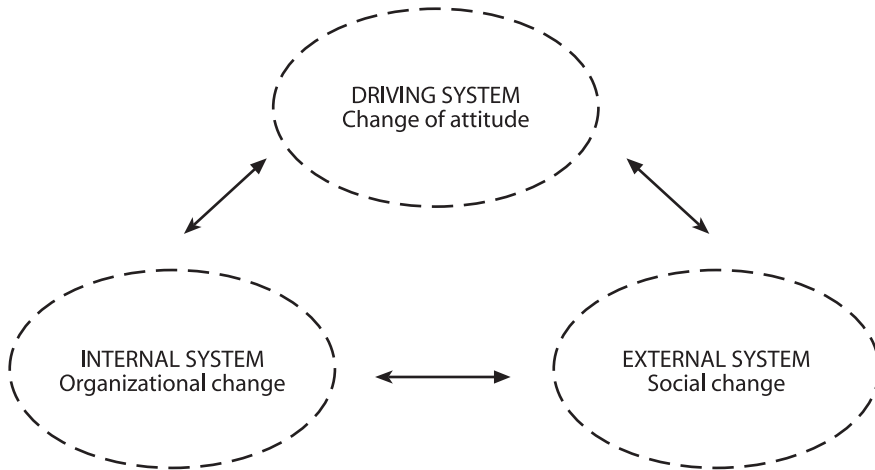
In this manner, training is structured a triple confrontation with reality, following the reflecting line of I. Ellacuría , from a cognitive, ethical, and political perspective.

- to train is to *become aware of reality,* that is, knowing it and tasting it, both in its cognitive and its affective and attitudinal dimension; therefore, this knowledge must lead, not so much to an accumulation of knowledge, but to a realization of the required change of mentality, capable of accepting the new global reality in which we find ourselves.

- to train is to *handle reality* , in terms of ethical responsibility, thus, responsibility starts with the institution itself . Without organizational change the change we advocate, it might remain as a mere intention;

- to train is *to deal with a social reality* that is basically unfair. It is the political moment of a training which wants to start from the same action.

Change becomes, therefore the conductor thread of a situation which, at the personal, organization, and global levels, takes on a daily dimension. We must know how to handle this daily dimension not as a way to find a recipe, but as a setting-up for a way of thinking, acting and deciding. And to change, in training terms, one can only arrive through *apprenticeship*, which is not essentially based on acquiring new knowledge but on the permanent dialogue and the experience of the action and the reflection it generates.

To learn from change means to learn so as to change, thus, we place apprenticeship as a change in personal and collective behavior within the organization. The open training system will bring about a kind of apprenticeship which must stimulate both the change in behavior and personal attitude (Morin 1998:41)

We will analyze each one of the three systems stated, as follows:

2.1. Driving system: change of attitude

Is the condition for a possibility that all other systems can be put into practice. By driving system we are not referring to any theoretical principle or basis, but basically, to the *attitudinal and mental disposition with which individuals forming an organization face the reality in which they live and work*. This disposition is not neutral, in our opinion it is a question of developing the *disposition which will help to promote a real attitude change and not only a conceptual one.*

We general, we are capable of adapting to new languages and concepts: *process, synergy, assistance relationship, social insertion, escorting, caringfor, promotion, exclusion or itinerary*, form a conceptual wealth which on many occasions does not correspond with reality, much less with our dispositions against a real and strongly based tradition which, among other circumstances, is based on: *lack of processes, sectoring of the social action, paternalism, control, assitanceship, shortcomings, and a sequencing of activities.* We start from a harsh and most complex social reality, we catch some concepts but it is hard to integrate them in the mental and attitudinal baggage of the social change agents, whether they are volunteer or hired. Why? Because most times we consider it a waste of time, theory, and agents are action agents, which translated into training terms means: which is the recipe for the assistance relationship, what do I have to do to escort a volunteer, do we have to hand out clothing or not? No doubt, what is urgent presses, and actions may be mediocre at times, but this does not make one totally aware that it is easy to dig a separation trench between concepts and realities, which originates when dealing with concepts we want but are not cordially incorporated into our attitudinal world, to our basic disposition.

In solidarity organizations, the appropriation of concepts which in the end are not accomplished is amazing, and frequently not even understood in their totality, especially in relation with the institutional consequences which entails the carrying out of certain concepts which are so easily handled. With this, the various paradigms used which go from the development at a human scale to the assistance relationship, through Freire´s liberating education can become big words which hide enormous voids. Sometimes, a transforming and culturally updated speech darkens a series of obsolete practices in no small number of solidarity organizations. We are more chameleons of the received concept than explorers of the reality we inhabit. In some cases, the supposed assimilation of concepts has facilitated not so much a permanent training as a *training* prosthesis, that is, a conceptual "instrument" with which we prop security, build ideologies or recuperate doctrines.

At this time, we are in danger of integrating into our vocabulary new concepts such as : *globalization, local-global, webs, empowering, strategic plan, complexity, volunteer cheerleaders, uncertainty, quality, vulnerability* and others which surely we must know, but which require strong doses of open-mindedness. Really, what we call the training driving force does not go in the direction of learning new concepts (those mentioned here or others) but it attempts to place ourselves in the reality which we are and we live in; only from that position will we succeed in encountering concepts which more accurately describe that which we live and touch in everyday life; only then can we give a name to the experiences which fill us with perplexity and confusion; it is from that initial disposition that we will understand, learn, become trained.

And what will we achieve with all this? Because, apparently, we are talking about a training system without contents, without a working structure, and which we have trouble visualizing . And this may be true. But it is not less true that what allows for an attitude change is the possibility to generate real changes in our social action, in our way of working, in the volunteer, in the rational adjustment between the people who form the institution. Frequently we seek in training a "fear dispeller", which breaks down for us the accelerated rhythm of a changing reality which we do not readily accept. But we must conquer our *resistance to change*, which, on the other hand, is normal and human. And so, as to conquer it, the mental key must be changed, that is we must change the way in which we face reality. On un-firm ground as the one we live in, the only fitting training is one that works with and from the uncertainty of this soil and this time. For this reason, the training driving force attempts *to take charge,* as an approximate awareness of the new overwhelming reality. In this case, knowledge becomes *awareness* of our limitation and the acceptance of a new mental baggage.

On the other hand, the change of attitude goesin the direction of endowing us with a global thinking, although it may not reach the ultimate precision. We need to think in reality so as to be able to transform it, and at this time there will be no social change whatsoever without endangering our mental set up, so utilitarian and fragmented, that is, unless we do not submerge in an authentic revolution of our thinking.

Ultimately, what initially is important to rescue is that we must place ourselves in the reality in which we are and live. Can we specify further? In our case, we can stress that the attitude change we are being asked for, involves dealing with a globalized society, a risk society, and the complexity of our own reality.

2.1.1. A globalized society

This means:

- A coming to terms with *space*. Delocalization emerges from the new globalized world. The society in web stresses the links in detriment of the radial centers. But at the same time, delocalization entails the loss of human references for many of the agents which belong to socio-volunteer organizations. We have gone from a nuclear society reference sense (through communities with a shared life project) hardly equipped for committment for action, to a multi-belonging of spaces for action, in which underhandedly or explicitly sense spaces are sought. This is the case for a good part of current volunteers in solidarity organizations. Globalized delocalization requires to forge, in each organization, human space creators of shared sense. From here we must rethink the meaning and structure of action teams, with employees and volunteers.

- A coming to terms with the *times*. Globalization is synonymous with instantly. The new technologies make accessible to us data and information which fill our folders, desks and shelves to the brim waiting to be processed by us, for people who have a slow pace of assimilation and our experience of time has more to do with the digesting of events than with reception of data. From the training viewpoint, educational time is eminently counter-cultural, as it is forged in the slow fire of sensibilization, of escorting, of experience in action, of the path taken in common with others, Thus, in volunteer organizations it must be understood that instant time which facilitates the decanting of information must be completed by the strengthening of training time when we find ourselves accompanying processes whose main characters are groups and individuals in the different territories where we work.

- *A permanent historical faithfulness to the identity of each entity.* Or what is the same, faith-fulness to the last, the excluded from the system, within a context where economic globalization widens the gap between North and South, and media globalization stigmatizes the fair claims for a dignified life for the poorest, while it dogmatizes security as the life pattern of the society of satisfaction. Identity is not a depot of truths to be unsheathed in the face of potential enemies; it is rather a historical opening for the impoverished. In this opening, it is worth to take into account the possibilities that the globalized world offers us when we discover various organizations which perform similar actions, with the same collectivities for attention in villages, neighborhoods, or with the same Southern communities, coming from different source identities. In it is precisely in this common task where we discover sediments of a shared identity which, far from undervaluing its own, strengthens and situates it.

2.1.2. A risks Society

The term *risk* has definitely installed itself within our societies as the category represented by the permanent thread which hovers over our own industrial,, energy, economic and social constructions. As the creator of the term, U. Beck puts is:"risk is the modern focus on foresight and control of future consequences from human action, the various non-desired consequences of radicalized modernity" (Beck,2002: 5) Risk spreads as a sign of "organized irresponsibility" insofar as they are institutional forms of dissolution of responsibilities no one takes on. Risk dresses itself with a fine coat of social, environmental and cultural vulnerability which reaches even the most unprotected social layers.

In a complementary manner, soothsayers of history introduce us to what N.Klein calls *shock doctrine*, according to which we live in a constant and systematic production of unrest and fear, so that we get used to thousands of catastrophic messages per day. This creates further uncertainty and more want for security, and although it is quite true than within the social context the binomial security/fear is culturally decadent and sickly, in solidarity organizations this message may lead to acting with large doses of anxiety and fear.

More specifically, training in solidarity organizations cannot remain detached from this fact. Let us not forget that a number of our volunteers, despite the generosity of their action, participate in the fears, suspicions and prejudices before the recipients of their action.

The society of risks reaches all. And it will take much caution for the organization not to become a center of ideological control and creation of immediate responses which will avoid the necessary transit through the thickness of what is real, and which most times appear to us as complex.

2.1.3. The complexity of what is real

Our western culture has struggled for centuries to reduce the complexity of what is real, to laws and principles which would explain everything in a monocasual manner (a cause-effect), eliminating any glimpse of uncertainty. Complexity, more than a concept, designates a specific description of reality, of our own personal, social, economic, etc. We end to confuse complexity with complication. Complexity is the fabric of events, actions, interactions, determinations, and hazards which make up our world. The complex (from the Latin term *complexus*) has to do "that which is woven together". Features describing complexity will be: disorder, uncertainty, entanglement, relationship.

Training has to deal with the thickness of uncertainty, not as someone from above dominating the situation, but providing clarity from within the fabric itself, woven with an undetermined nexus. In our case, cordially assuming complexity implies:

Accessing types of information which will cause in us the capability of relating, of asking ourselves questions. From the gross data we must go to the data in relation to multiple and interwoven causes. This will not lead us to absolute knowledge but to approximate knowledge, the only wise one within contexts of uncertainty and complexity.

Establishing educational processes with hired and volunteer personnel in a manner to visualize the intercrossing between formal and non-formal spaces.

Incorporating the conjunction which links, and abandoning the excluding disjuncts. We inherit a type of thought which, seeking simplicity, suffocates the complexity which we are through a dualism which always leaves us in the situation of having to choose: body-soul, reason-feelings, masculine-feminine, employee-volunteer, assistance-promotion, thought-action, ideal-reality order-disorder, harmony-conflict, formal training, not- formal, training, etc. Duality is a sign of complexity. Human beings are a non excluding duality which we must integrate in the first place from attitudes and leanings authentically inclusive.

2.2. Internal System: organizational change

One of the challenges any volunteer organization has, is to become an institution which – as long it manifests itself socially as a solidarity organization - really achieves credibility as it sows and reaps quality in its actions and in the care of individuals which integrate the organization.

The system of quality has as its goal to *"facilitate sustainable development of the organization as such"* In an organization training must follow this process.

2.2.1. Sustainable development[1]

We start from the hypothesis that social organizations go through different phases or cycles. In the same manner as economic cycles, we can refer to the foundational onset of an organization as corresponding to the *"expansion cycle"*, which is followed in due time, by the *"compacting cycle"*. We refer to cycles and accents, not to robot-portraits which identify volunteer organizations in a very simplistic manner. From this perspective, we may refer to a third cycle, which we can call *"sustainable development"* and which attempts to respond to this question: which is the volunteer organization model that is ecologically feasible? Let us dwell on what type of organizational scheme can respond with greater rigor to the complexity of our time and to the reality of a living body which grows from parameters which are neither economic, quantitative, nor bureaucratic, but rather based on a dynamic balance where relationship and interdependence play a fundamental role. Sustainability as an environmental principle must go beyond the threshold spheres which separate realities which in themselves are complementary, so that we can refer to a true social dimen-

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[1] All this chapter is synthesized from ARANGUREN GONZALO, L.A. "Volunteer cartography" PPC, Madrid 2000, chap.IV.

sion to sustainable development. Sustainable development, as applying to volunteer organizations, echoes all that which lends life to the organization, and this challenge is not solely based on the need for quantitative growth, in any of its expressions. There are other type of priorities which point to the organization sustainability and which are translated as as "*attending and escorting individuals and volunteer and hired groups, tuning the organization growth to its efficiency and the satisfaction of its members*. No more, no less. Perhaps this is something we take for granted, perhaps we just understand that only the recipients of voluntary actions must be taken care of, this being the unavoidable purpose of any solidarity organization. Only from a personalized and personalizing care, will we have to think about structures, networks, and coordination which will best respond to a type efficiency that does not the gulp down the people.

2.2.2. Quality of volunteer organizations

Sustainable development will only be feasible from a culture of quality within the organizations themselves. The question of quality presents the danger of becoming a new fashion. It comes from the business sphere and this may raise mistrust and suspicion. It is logical. It will be our task to relate quality to the pace of human and humanizing organizations. It is important to stress that the quality proposal when presented to a social action organization does not find a previous (classical) organization and management model minimally recognizable. Volunteers and employees must find their own model in building the quality of their organization. In this, as on so many other things, it is our duty to walk without images, at the risk of making mistakes.

Quality is defined as all *manners in which the organization satisfies the needs and expectations of its clients (in this case the recipients of the actions) its employees, its volunteers, businesses financially involved, and society as a whole.* (Ugalde and Trapote, 1999:51)

The industrial field at the start, stressed *"quality control"*, whose objective is finished product inspection. Later, there is talk about *"quality management"*, which entails the manufacturing process as a whole. It is convenient to apply this distinction to solidarity organizations.

TABLE III

QUALITY CONTROL	QUALITY MANAGEMENT
Final results are important (how many courses given, how many volunteer enrolled, etc.	It is important to ensure quality throughout the project (qualitative indicators on personal and group growth)
Corrective planning: stressing on the portion of the assembly line which fails (internal look)	Preventive planning (look at the environment)
Specializing and individualized work. Sectoring by collective groups.	Global view and team culture. Stress on the territorial.
Training linked to the resources access view.	Training linked to a view on rooting and inter-personal encounter
Photographic look	Cinematographic look

Referring to quality within the framework of solidarity organizations becomes a triple imperative:

"*The Historical imperative*": Globalization disrupts spaces, times, action patterns, analysis and social intervention analysis. Neighborhood analysis from 20 years ago are of no use; it is not enough to understand exclusion from exclusively economic keys which stress inequality, since social vulnerability leaks in from other places (fragility of relationships webs, etc.)

"The Ethical imperative": We are builders of a new historical subject, that of solidarity, which is an ethical value which seeks social changes. Changes within the organization must have this focus. We are not moved by profit nor welfare, but social justice as the defense of the lowest in society. And not any change in each organization structure follows the ethical horizon line we have set ourselves. Quality management must go hand in hand with the respect of the ethical codes of volunteer organizations.

  • *The Educational Imperative.* Quality management becomes the creation of a new organizational culture which is neither improvised nor imposed upon; it is reached through conviction, dialogue, and honesty with what is real, if we do not want to remain as "lone social heroes", which ends up in a personal wear and tear and scarce social impact in the long run.

Quality is not, therefore, an addition to our actions, nor is it a question of technical problems, but it is the expression of the global direction of the entire organization with respect to satisfying the needs of the action recipients and the organization members, within a changing historical context; this direction will require *strategic flexibility",* lending attention to the *processes,* generating *participation* by all members of the organization, and constant *evaluation* with data within a dynamic of continuous improvement.

Quality linked to training within the organizations, entails examining the meaning given to the *process* concept. We usually see it on a key of linear sequence of established activities which become tangible resources (the "homeless" who ends up living autonomously in a guardianship apartment, the hours an employee has worked in meetings with other volunteer webs and platforms, the tasks performed by the volunteer). But when we talk about processes in solidarity organizations we must refer to the set of actions: formal and not formal, linked to production of results and what is conspired as a sense production, what is tangible and what is really important. For example: is there no place in the process for the homeless who did not occupy an apartment, but who established relationships, webs, human links? Is there no place in the process for conversations at the bar after training meetings?

It is fitting to stop at what Fernando Fantova writes: "we propose to understand processes as interaction chains, exchanges, communications or interpersonal relationships; these are chains which constantly go through borders between parts of the organization and the borders between

the organization and its surroundings. Thus, we are taking on the macroprocess of the organization, ultimately, as an interactive and structuring communication process which weaves and unweaves webs, which transmits contents in response to needs and at the same time defines power relationships" (Fantova 2001:60). We can only refer to the process in terms of integration with all internal and external processes which affect the organization and which are underway.

In this manner, quality linked to sustainability must ensure two basic principles of solidarity organizations which must be expressed in the development of the organizations' training.

Growth of individuals, in terms of helping to promote the feeling of belonging, facilitate the creation of anthropological places where people may satisfy a portion of their anthropological needs; the *rooting*, as the attachment to a place, a people, an action; the fresh and renovated *acknowlegment* of being and doing; the *basic trust* in oneself, in others and the reality we live in, the minimal *cohabitation* which will favor "being together" making small group ecology possible.

 Social transformation, because the identity of solidarity organizations is in reference to others. This transformation requires action frameworks, financing sources, action patterns, effective converging with others, etc. From here we understand that the emphasis on relations and rooting channels, do not constitute a proposal to provide emotionalist morale , quite the opposite, it is the best culture broth in forming individuals really and firmly committed.

On both fronts (personal growth and social transformation) quality management must take into account the fundamental principle of Medicine, to wit: *primum, non nocere* , in the first place not to hurt either the organization's members or the action recipients (excessive work hours, assistance planning based on "the more the better". There are assistances which damage and which perpetuate dependence.) 19.

2.2.3. Interdisciplinarity

The criterion of professional specialization has been in force until this time in many cases. It is true that a good professional is the specialist who does his specific job well. In organizations of the Third Sector there are many of these professionals and their work must be acknowledged and pointed out. But in an unstable and complex world, specializations might cover up an enormous lack of knowledge. It is at the training spaces where actions and thought patterns must be changed.

Approaching the analysis of social reality solely from sociology, creating an ethical committee formed only by moral philosophy professionals, planning an assistance relationship only from psychology , programming the entire social intervention from social work logic, judging North-South relationship on economic keys only, are possibilities which cripple our capability for reflection and action. Hyper-specialization hinders seeing globalization, as it fractions and makes us partial. The complexity challenge is based on catching it without breaking it, and the division of knowledge

in the different disciplines makes it impossible to catch "that what is together", that is, that interdependent fabric which we call complexity. The specific interdisciplines have had as their purpose to reach some certainties; however, I agree with Morin that the "largest contribution of the 20th century has been the knowledge of the limitations of knowledge. The greatest certainty which it has given us is the impossibility of eliminating certain uncertainties. (Morin, 2000:71-72).

Our social reality is utterly complex, and we cannot clasp it solely through sectorial knowledge. We are not talking about a consensus regarding a specific multidisciplinarity. What is multi or pluri refer to quantities which are added to others , but between which there is no encounter. Rather, we favor the cross-breeding of methods and sector knowledge seeking an integrated knowledge and which attempt to contribute integral responses.

Interdisciplinarity "is the mutual relationship, interpenetrated, of the various disciplines around the same subject-object, or situation, or problem, structure-functions-purposes, etc. Interdisciplinarity is produced at a theoretical-practical scale when there is coordination among the knowledge of the representatives of various disciplines in relation to some complete phenomenon" (Vilar, 1997:32). On educational terms , it should be stressed that interdisciplinarity allows us to *intereducate* one another, not for the purpose of eliminating uncertainties, but so as to attain an approximate and modest knowledge of reality.

2.2.4. Some Specifics

- *Modifying organizational structures*, so that managing a social action model which stresses territorial-complex rather than sectorial-simplifying, means to approach entire problems as a whole, which will require an organization readjustment for different work positions and the focusing on volunteer actions.

- *Going from sectoring to converging* . In many cases we start from an excessive parceling of our educational task, not only in relation to direct action programs, through the different attention groups, but also as to indirect actions which are carried out both by volunteer and hired personnel. It is urgent to converge and to bet on common work among the complementary.

- On the other hand, rather than talking about a Training "program" , thought should be given to the institution's *training strategy* in any of its different operating territories. The *program* is the prior determination of a sequence of specific actions towards an objective. The program is efficient under stable external conditions, but faced with any minor disturbance in such conditions paralyzes or distorts performance of the outlined program. *Strategy*, on the contrary, is established with a view to an objective, such as the program, but it constantly seeks information and data of reality so as to modify its actions as per the new information from the maze of everyday life and of events, "all our training tends to the program, while life demands strategy" (Morin, 2000:80) Training strategy permits

expediting and flexibilizing training processes underway depending on the individuals performing them.

- *Creation-adaptation of educational itineraries* - One of the tasks of the training teams must be the promotion of educational itineraries for the volunteers and action teams. Itineraries are not set paths, nor recipes to follow. But rather they resemble the cover of a puzzle which we use as reference, but which in each case, must be built part by part , starting where it is judged most convenient at each given time.

- *Promoting the animator figure*. Educational itineraries are not made by themselves, much less are they born from a centralized head at a command post. Action teams require a serious and permanent escorting, which must be checked on people close by, within reach, accessible, capable of going along with processes and willing to innovate, to risk and to devise possible futures within the training framework Investing in the promotion of volunteer animators involves investing in an improved social action and the sustainable development of the organization.

- *Action Teams*. We need to reflect upon the reason for being of action teams and adjust our wishes to reality. The action team, at this point in time, is made up as a mixed space, having ill-defined edges, which opens to us as an enormous field for the training of its members, in such a way that a collective apprenticeship can be generated regarding "another" way of being a team. They are not teams of hired members nor volunteer cooperators; they are not a reference group, they do not consist a self-help group, however, within these teams a new social presence is being introduced and new communitarian schemes are being built.

- *Interdisciplinary Spaces*- It would be necessary to go back to some of our work spaces and rethink: In what measure our action teams are made up by professionals from a single academic training? To what extent do the seminars for thought and training we carry out take into account interdisciplinary planning? How do we make sure that our teaching materials are not suffering a bias due to a single field of knowledge? In which manner do we approach surveys and analysis of the local, national and global reality?

2.3. External system: social change

This third training system wants to contribute to a real social change. This means that we must modify our planning, habits and training resources to adapt to the new pattern of social action which we are discovering.

This entails to coherently line up the thoughts regarding our actions, the action lines and the prospects of our work. Let us see.

2.3.1. Thoughts on our actions

- Our approach must come from an updated proximity to the *social exclusion* phenomenon, taking into account that we find ourselves before a social, cultural , political and economic process which articulates itself as spider web, so that our response would have to question some of the certainties with which we maintain a certain type of social action

- *Earning moral credibility* before society. The organized commitment world cannot live on history, neither can it feel uncomfortable for finding itself in a society which is going to ask the organizations which embody this commitment the same transparency, coherence, and the same righteousness than the rest of social institutions. Credibility rests on the grounds of our practices, both internally (in dealings with people, either employees or volunteers) and externally (messages sent to society, relationships with Public Administrations, with business, with the rest of organizations, in economic-financing transparency, etc.)

2.3.2. Lines of action

- Directing a good part of social and training action on the *communitarian development* key, from an analysis of reality performed by the community itself, facilitating its dialogue with the world of exclusion. This means linking all the communitarian attraction poles within our reach. We cannot make, out of the communitarian development, a self-reference space; training must be linked to practices, history, and specific territories from participation by the subjects with whom we work. "The worst aspect of self-referencing is that it ends up seeing social needs as they pertain to their own response instruments" (Garcia Roca, 1998:37

- Establishing an *adequate educational relationship with the recipients* of our action. We can make the mistake of believing that individuals and groups among which we find ourselves, are liable to "get into" the educational processes that we prepare for them, as if they were only a training object.

The question is not that the homeless will acquire our behavior patterns, but that they accept their reality and may lead a life with meaning, dignifying it by demanding their rights, and strengthening it by establishing relationships of mutual help. To this end, we are facilitators, not professors.

- Explain the *political dimension* of the tasks in solidarity organizations . Although these are not organizations of a political nature, there is no doubt that they participate in political action in the great sense of the word, inasmuch as they are part of the social fabric that constitutes the "polis". When organizations, webs, and platforms request another plan for social exclusion, when they take institutionally a critical position before certain social

policies which are insufficient or abusive, when they collect signatures to obtain a law for the condoning of the external debt, when they go together to the streets to remind political leaders that the objectives for the millenium development still exist, when immigrants without papers are still being accepted, when they stand for fair trade or for ethical banking, when they participate in a working line with the homeless or with people with palliative illnesses, or with the immigrants in any autonomous community… it is simply a question of participating in politics.

• Truly, we must distinguish within the social action of organizations three scopes of complementary actions: in the first place we must make the *pre-political* actions of a good part of the volunteering force clear, linked to the nurturing of values related to proximity, interpersonal encounter, mutual growth, creation of meaningful spaces of solidarity, etc. At the same time , we cultivate the *"political"* action itself through conscientious participation in municipal, autonomic, or national, social policies by means of conventional methods of dialogue, agreement and pacts. Equally, organizations develop a *metapolitical* dimension through exercising non-conventional methods having to do with: campaign for cancellation of the external debt, campaign for another plan on social exclusion, participation on some conventions and platforms which work for "another" globalization, etc.

Which means, in educational terms, that this political dimension in the tasks of the organizations must be presented with normality.

Finally, a training and organizing specification, can and must be the *stressing the nature of social movement of the organizations, beyond their rendering certain services".* At the present time solidarity organizations, specially volunteer ones, tend to become services rendering businesses, as a result of the neoliberalism which minimizes the Government action in social policies and praises the work of social organizations giving them an open playing field for them to manage – through the injection of subsidies – matters related to social exclusion.

Without underrating the quality of the management, as we have mentioned in previous pages, we must know how to creatively insert it within a scope which is not that of business but that of a dynamic organization at the service of solidarity dynamism. In this sense, each organization must evaluate whether at this historical time it stresses rendering of services or the configuration of a propositive social movement, from the liveliness and development of the community, linked to other social organizations.

From a training viewpoint the question is highly relevant. It is not the same to train for a well-done task in school reinforcement than for a whole view of the circumstances of youngsters under risk situations in our neighborhoods. Creation of an organization unveils cosmoviews of sense, global political positioning, affectionate alliances, structural and global actions which we cannot forget. To train for the social change necessarily entails to see ourselves as main role play-

ers in a large and varied social movement , generators of an agile, new and ethical musculature, which does not forsake services or action projects, but which enlists these within the logic of social processes underway, larger and more dynamic than our own programs.

3.-TRAINING AS OPPORTUNITY

All that has been said so far, we must make the effort to transform it into training opportunity

TABLE IV

GLOBAL RISK SOCIETY - COMPLEXITY
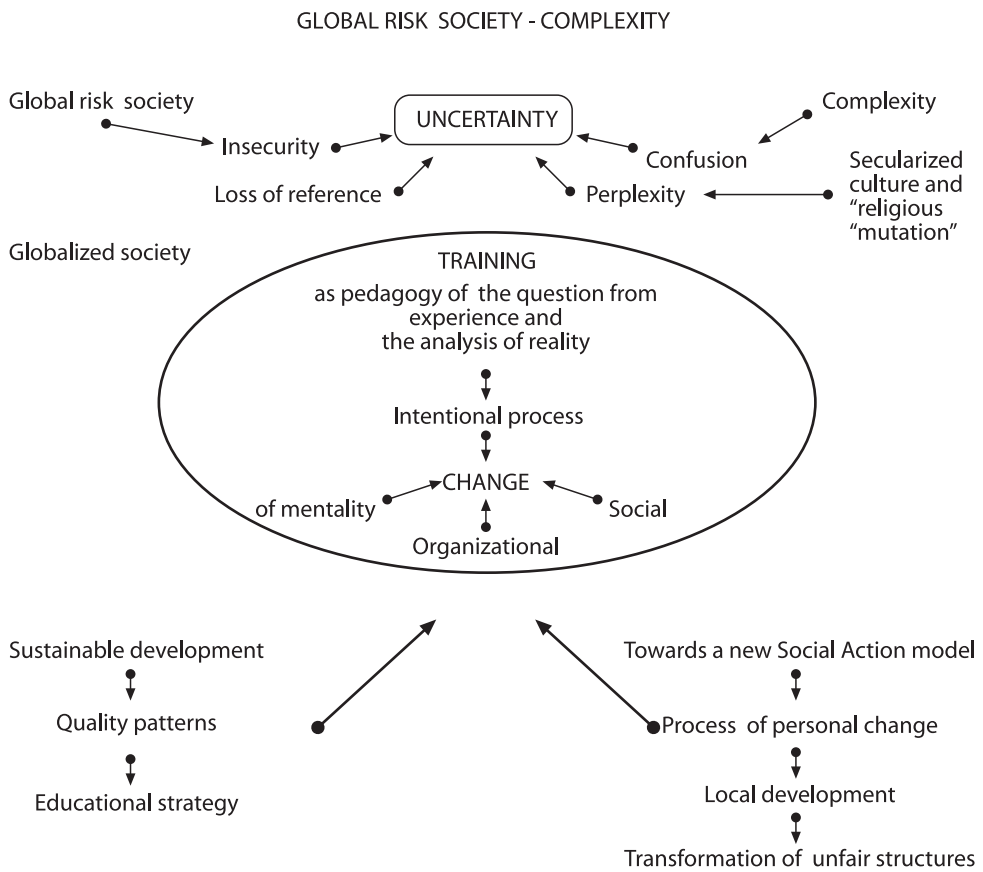
Should the three training systems mentioned be meant to facilitate effective changes in attitude, organizational change, and social change, they can only be linked to a training style related to the intentional process which stems from experience.

As they are open, training systems communicate among themselves and with the exterior. Their functioning logic revolves around three interconnected vertexes.

3.1. Educational processes as a work style

Training systems mentioned can only be outlined from an educational planning which , as indicated in previous pages, sets at the center of its praxis, the *educational process* in a permanent dialogue with reality which sets the driving force for the various educational itineraries within the different scopes in each organization. A pedagogical planning, therefore, inductive and flexible, whose educational itineraries are subject to permanent criticism and adaptation.

In no case do we start from scratch. In each organization we have personal and group trajectories available, a specific experience, some concerns, some questions, some centers of interest. We start from there when we speak about training and educational work with the solidarity agents. In other words, taking into account personal and group processes, far from being a somewhat ethereal, theoretical consideration, has well defined methodological consequences. We will indicate some:

- We cannot apply "training packs" in an undifferentiated and undiscriminating manner.

- There cannot be a response without a question. At times, in training responses are provided for questions that were never formulated, therefore, they rapidly evaporate. (In some places things like these can heard: "people do not want to attend training","the only thing they seek is action…") Facilitating personal and group growth also means raising questions, discussions, interrogations, problems.

- We are referring to a permanent process. This is not the same as a succession of training actions. Informal spaces and moments are also training spaces and moments.

- Reflection must be induced from experience. This is contrary to deductive methodology which we normally apply where we start with the concept that we want to explain and end up seeking practical applications.

- Inducement would be something like this: from experiences "putting in situation" raise questions, read the demands, read the needs, and from there provoke reflection on which we base ourselves, find concepts which give meaning to the preceding , we research, clarify.

3.2. Participation as work method

The creation of an institution expresses to some extent the degreeof internal participation existing in its interior. Training of experts was always in the hands of a few who have the knowledge and transfer their knowledge to those who show some lacks. The educational style which dominates the process from experience requires, by definition, the contribution of all, as participation by volunteers, employees, management, and recipients of the action is a relevant part of the group of

the shared apprenticeship path itself. Mobilizing the participation in training entails activating the different resources (those given and specially those generated from the potential of each one), promotes communication interconnections between the different actors at play, and develops the apprenticeship instinct in which all the organization members are inter-educated.

In short, training expresses the deployment of participating processes which have the virtue of not going against anyone nor anything, but takes place as a mancommunated bet in favor of personal and group growth and transformation of reality without this reality making us bitter nor burning us. Training does not have magical effects nor does it reside in the land of instant recipes, therefore it presses to convince us that the main character in this training process which faces a reality that is shaking and generates in us a multitude of uncertainties, knocks on each of our doors, inviting us to participate in an active and critical way because that main role is also ours.

3.3. The large training team, as a work strategy

Strategy is understood as the territorial scope from which we project and apply the various training systems. We have mentioned before that the training scope, understood in a global and integral manner, should tend to converge to a common space where various and complementary departments and/or programs would be in charge of carrying out these training systems, respecting the specificities of each Program. That is why we talk about an enlarged Training team in each organization. A team formed by two or more people, which does not respond to the classical "program of" training, but which includes all which is related to the educational praxis among the different agents of the organization and which also correspond to other programs of direct or indirect action.

Indeed, not all of us are good at everything. And on this matter of training in the educational processes key, we must seek, in our opinion:

- individuals with a sufficient trajectory of specific direct action in the world of exclusion, be it in Cáritas or any other institution;
- individuals with an educational disposition and style;
- individuals capable of working creatively with a team;
- Individuals capable of seeing beyond their academic or professional specialty;
- Individuals who are restless in their own permanent training.
- Individuals who are innovative and have open views.

TABLE V

Educational process.
Diversity of itineraries

Initial system.
Change of mentality

Internal system
organizational
change

External system
Social change

PARTICIPATION
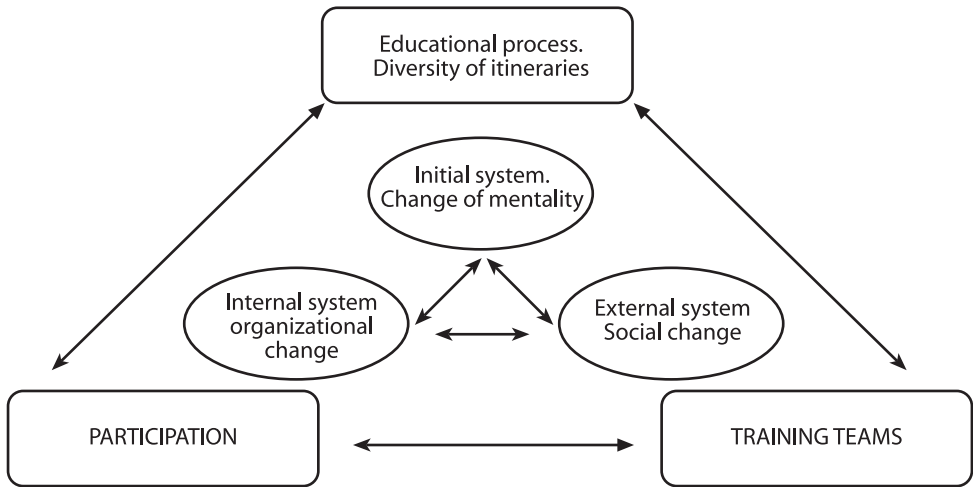
TRAINING TEAMS

4. CONCLUSIONS

Training in volunteer organizations is going through a transitional phase in which we see some signs. The following final notes may serve as a conclusion, always in movement.

From a concept of training almost always based on contents and methods belonging to formal education, we have considered necessary to go to the start up and/or consolidation of educational processes which find in their diversity of itineraries their maximum expression.

From the management of training, seen under the structure of "program", we have to go to designing training strategies where the various learning scopes of the organization are linked to create a single scope of convergent training , which responds in practice to a shared management in a work team.

From a training thought of and directed almost solely at the volunteers we must go to a training whose subject is any one individual who is a part of the organization, be it as a volunteer, employee, or manager.

4. From a training which stresses acquiring knowledge or techniques, to a training which has the shared learning as a driving force of the ongoing process.

5. From a training basically managed and organized from planning centers, to a raining whose main roles are the base groups, the technicians and volunteers teams.

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Serge Paugam

HOW DOES POVERTY APPEAR IN EUROPEAN SOCIETIES TODAY?

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ABSTRACT

This paper analyses the nature of poverty of European welfare regimes under its quantitative perspective, monetary threshold of poverty, but also under its qualitative perspective. This approach is particularly present in the entire text. It analyses, with the help of PHOGHE and the Eurobarometer, the construction of poverty from the social assistance institution; the difference between hereditary poverty and the emerging form of poverty caused by poor labour and personal life conditions; and the perception of poverty by those affected by it. After referring with detail to the learning curve of child poverty, the article ends with a typological construction of poverty based on a combined analysis of the labour market situation, of forms and intensity of social relations and of the role of social protection systems.

KEY WORDS

Poverty, social assistance, poverty threshold, reproduction and perception of poverty, welfare regimes, culture, integration, alienation, child poverty

SUMMARY

1. INTRODUCTION

2. CHANGING REPRESENTATIONS FROM ONE COUNTRY TO ANOTHER

3. MEASURING THE DEGREE OF POVERTY THROUGH TIME

4. A TYPOLOGY OF THE BASIC FORMS OF POVERTY

1. INTRODUCTION

The sociology of poverty has as its objective the simultaneous study of poverty as an experience lived by the men and women who are at the lowest level of the social scale and poverty as an element which modern societies are aware of and often try to fight. (Paugam, 2005). Poverty is always a bothersome issue because it is an expression of inequality, if not inacceptable, at least very little tolerable in a globally rich and democratic society, which strives toward a true equality and not just the formal equlity of the individual-citizen. Poor people are condemned to having a devalued status, since they represent the destiny that modern societies think they have left behind. Collective attitudes towards poverty vary: the moral distress of those who see in this population group the direct form of expression (Paresse) of lack of culture and irresponsibility, the guilty feeling of those who are especially sensitive to the injustice suffered by these people who are barely surviving, and who remain in a condition which is unbearable for any human (Paugam and Selz, 2005)

The sociology of poverty cannot be limited to to a descriptive and qualitative approach to the poor. It must question the very notion of poverty. For sociologists, the binomial reasoning, which confronts the features of the poor to those of the rest of society, is wrong. The definition of the threshold of poverty however carefully done and precise, shall always be arbitrary. If we take the example in France, an index of 50% of the median income per unit of consumption, (600 euros a month) in 2001 6% of the population was in a situation of poverty, that is , 3.6 million., but if we take an index of 60% of the median income per unit of consumption, (720 euros a month) they represented 12.4% of the population, that is , double, a total of 7.2 million people[1]. Therefore a little change in the official index for measuring poverty will radically change the percentage of people affected by it. This proves that there is a strong concentration of homes that are at the threshold of poverty and that, depending where we place the threshold, we may be establishing a radical difference between groups of people that in fact live in very similar conditions.

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[1] Cf. Le rapport de l'Observatoire national de la pauvreté et de l'exclusion sociale 2003-2004, Paris, La documentation Française, 2004, p.18 and on.

This is not to say that we must do away with the statistical indicators of poverty which may be useful to compare different regions and countries. But it is essential not to limit ourselves to that approach. Whereas the quantification of poverty is usually a prerequisite for any analysis, it may become, for a sociologist, an epistemological obstacle in the sense that it can lead to an omission and stands in the way of a questioning of poverty itself.

The key question a sociologist must ask him/herself is simple: what causes a poor person in a certain society to be poor and only poor? In other words; what are the basic criteria for a person to be considered poor in other people's view? What makes a person be defined principally by his/her poverty? Georg Simmel was the first to clearly address this question at the beginning of the 20 century, although some people had outlined some answers prior to him (Simmel, 1998). For Simmel, the public assistance a person from a certain collective receives defines his status as poor. Receiving assistance is the identity sign of being poor, the criterion which establishes their belonging to a specific stratum of the population. An inevitably devalued stratum, since it is defined by its dependency on the rest of society. Receiving assistance in this way means receiving everything from everybody else without being able to establish any type of reciprocal or complementary relationship, at least in the short term. The "poor" person, receiver of help aimed especially at him/her, must accept living, at least temporarily, with a negative image society projects of him/her and they end up interiorizing, this image is associated to the no longer useful and to be a part of those who are sometimes considered to be "undesirable".

In this way, each society defines and gives a socially different status to its poor by choosing to offer assistance. The subject of sociological study per excellence is not, therefore, poverty, nor the poor as such, as a social reality, but rather the relation of assistance – and therefore interdependence- between them and the society they belong to. This analytical perspective studies in a comparative way the mechanisms through which the poor are defined in different societies and searches for the social representations that are found at their origin and which legitimize them. In the same way this perspective also analyses the relation set up by those considered poor with the system of aid they are indebted to, and in a general sense, the experiences they are subjected to in these circumstances and others in their daily lives.

In research on poverty, there is an issue which is not answered, despite being studied frequently. It deals with the relation between two classic ways of poverty: the poverty which is handed down from generation to generation as if it were a fate the people who suffer it are doomed to, and the poverty which suddenly affects people who seemed to be well out of the reach of it. The first affects people as if a curse and is passed on in their attitude with he conviction that there is nothing they can do, given that there is no solution they themselves can provide nor can anything be done by the group they belong to. The second, in contrast, affects individuals who never before have experienced poverty and are therefore now helpless, faced with the material hardships and the inevitable humiliation they will suffer from finding themselves in this new situation. It is about, therefore, the permanent opposition in social debate between "traditional poverty" or "structural" and "new poverty". Which of these two approaches best corresponds to reality?

If we accept that in each country there is a proportion of people who remain poor generation after generation and others who are poor in temporary way, poverty is identified, primarily, in economically poorer countries with a stable and reproducible situation, and therefore a social fate, (Paugam, 2005). If we consider Europe, this would be the case in the southern countries.

To prove this, we must compare the situation in France with those around it. The analysis can be simultaneously based on European data which allow us to determine the social representations of poverty and data that allow for the evaluation of intensity of poverty throughout time.

2. CHANGING REPRESENTATIONS FROM ONE COUNTRY TO ANOTHER

To check the hypothesis of the variations in the representations of poverty from one country to another, we can refer to a few questions in four specific Eurobarometers aimed at the perception of poverty issue: the first in 1976, the second in 1989, the third in 1993 and finally the fourth in 2001.bOne of them was aimed at people who had said they had seen people who were in an extreme poverty situation, poverty or at risk of poverty in their neighborhood or their village. Secondly they were if, in their opinion, these people had always been in this current situation, which could be defined as "hereditary poverty" orif, on the comtrary, they were not in a poverty situation (poverty after a "fall").

The amount of people who saw poor people or people at risk of poverty varies, as is to be expected, from one country to another: it is much higher in Portugal and Greece.It must be ppointed out that it is especially high in 1976 (except Germany); it is globally lower in 1989, increases in 1993, to decrease, almost systematically in 2001, date on which only the Netherlands and Portugal break this tendency.

Graph 1 allows us to see that a very large proportion of the people asked in the southern countries consider poverty as a permanent situation and reproductible (in 2001 the amount is 53% in Greece and Portugal, and 46% in Italy and Spain).

Graph 1
Amount of people who think they have seen poor people in their neighborhood/village who have always found themselves in this situation (hereditary poverty)
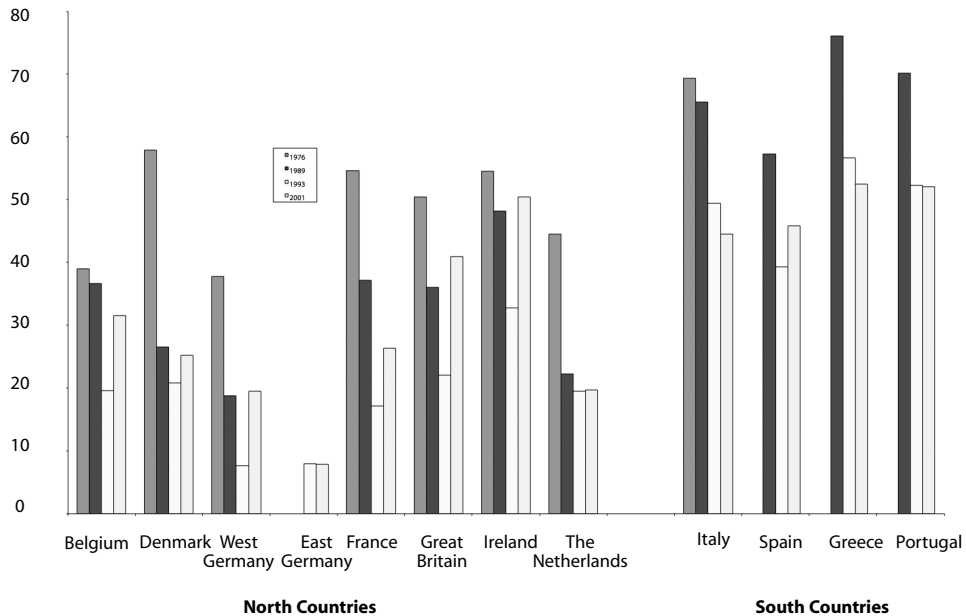
The number of people surveyed in this histogram varies from 60 to 500 according to the countries and the years.

Source: Eurobarometer

It is surprising to observe how the perception of poverty as a phenomenon which reproduces itself also varies depending on the time of the survey. In all the countries this perception also decreases from 1976 to 1993, probably due to the degradation of employment effect, and in contrast, it considerably rose from 1993 to 2001. It is worth mentioning that although the differences among countries are less in 2001, the perception of poverty as something that is inherited is marginal in Germany, Denmark and Holland.

Graph 2
Number of people who consider the poor people they have seen in their neighborhood/village have fallen in their situation of poverty (poverty appearing after a fall)
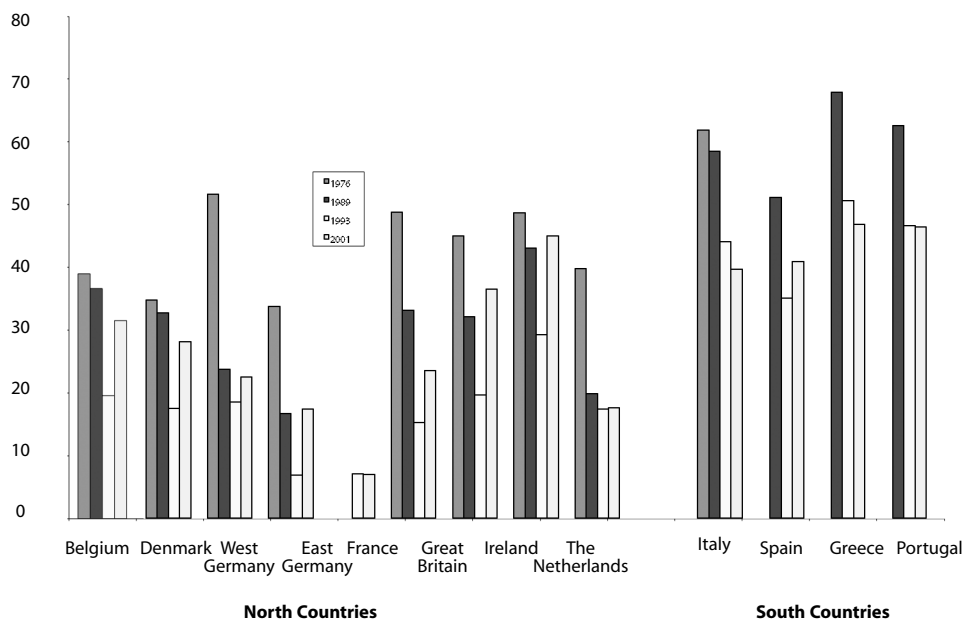
The number of people surveyed in this histogram varies from 60 to 500 according to the countries and the years.

Source: Eurobarometer – Lasmas – IdL-

The perception of poverty as a "fall" (graph 2) is, contrary to the previous case, less extended in the southern countries (28% in Portugal and between 32% and 25% in Spain, Italy and Greece) whereas it is much more in the northern countries, particularly in Germany (notably in the East with an 86%), in the Netherlands (65%) and in Denmark (53%). It is well known that poverty is perceived in a different way, according to economic development and level of social protection in the country. It is also worth pointing out that the collective data cut down, at least partially, the national contrasts observed from the statistical figures of poverty.

As is the case with hereditary poverty, the number of people who think poverty is a consequence of a fall, also varies in relation to the period of the survey. Inn 1976 this perception was at its lowest. The dominant representations were heavily influenced by thirty years of uninterrupted growth experienced in European societies after the Second World War. It can also be seen that, in fact, this feature of poverty sharply rose between 1976 and 1993, time during which it reached its peak, except in East Germany, to experience a drop between 1993 and 2001. Therefore, it seems that

under the effect of the degradation of the labor market, the population of every country is more sensitive to the rise of the people in a poverty situation and to the social decline which is associated to this experience and that many people go through. When the circumstances improve, this perception weakens.

3. MEASURING OF THE INTENSITY OF POVERTY THROUGHOUT TIME

To measure the intensity of poverty throughout time it is not enough to base ourselves on the collective opinions. It is necessary to confirm this with objective data which allow for precise confirmation of whether these people are facing poverty at a particular time in their life, during a short period of time or, on the contrary, during a long period. Since sociologists and economists resort to longitudinal surveys, that is surveys repeated throughout time on the basis of the same sample, they are capable of researching the persistence of poverty throughout time. Some of the studies have focused their attention on the fact that poverty in modern societies is above all a transient phenomenon, or in other words, that poverty affects individuals and homes in a very punctual and temporary way, in such a way that only a small minority is affected in a permanent way.[2] In any case, we must consider national variances and highlight that poverty is a persistent phenomenon in the countries of southern Europe.

The data obtained from the European Panel of homes have allowed us to establish in the period between 1994 to 1998, that is five consecutive years, three categories: people who had never before known poverty, people who had experienced poverty at least once (transient poverty) and people who had experienced poverty for more than one year (recurring poverty). Table 1 allows to establish the difference between four

Groups of countries which are approaching different types of *welfare capitalism* (Esping Andersen, 1999)

There is a strong statistical link between the intensity of poverty according to the persistence in time and the ranking of these countries. In the first group of countries, the rate of people in a situation of recurring poverty is the lowest (9.5% in Denmark and 12.5% in The Netherlands). In the second, this percentage increases, it is an average of 18.3% and goes from 15.5% in Germany and 22.7% in Belgium. In the third group this rate increases even more and is an average of 25.2%. Finally the last, reaches a 26.1% average reaching a maximum 27.6% in Greece and Portugal. Therefore, we can observe that persists more in time overall in countries that have less developed rural areas and where the social protection system is very limited

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[2] For a few years, researchers who study poverty place agreater importance Time and Poverty in Western Welfare States, Cambridge, Cambridge University Press, 1999.

Table 1: Intensity of monetary poverty according to persistence in time
Period: 1994 to 1998 In %

	Never have been	Transient Poverty	Recurring Poverty	Total Poor
FIRST GROUP	77,7	10,6	10,7	100
Denmark	77,4	13,2	9,5	100
The Netherdlands	77,9	9,6	12,5	100
SECOND GROUP	70,7	11,0	18,3	100
Germany	73,4	11,1	15,5	100
France	68,4	10,4	21,2	100
Belgium	63,9	13,4	22,7	100
THIRD GROUP	61,7	13,2	25,2	100
United Kingdom	61,4	13,4	25,2	100
Irland	63,8	10,7	25,5	100
FOURTH GROUP	60,8	13,1	26,1	100
Italy	62,1	12,6	25,5	100
Spain	60,0	13,5	26,5	100
Greece	58,5	13,9	27,6	100
Portugal	58,8	13,7	27,6	100
EUROPA	66,2	12,0	21,8	100

Source. European Homes Panel, 1994-1998

Note: The threshold of poverty reference in this table is fixed at 60% of the average income for each country. The equivalence scale used is the OECD modified (1 for the first adult, 0.5 for the rest of adults, 0.3 for under 14

*People who have been poor only once between 1994 and 1998
**People who have been poor more than once between 1994 and 1998.

To study the intensity of poverty throughout time, it is also possible to base ourselves in the financial difficulties people experience. In the 56.1, 2001, Eurobarometer on poverty and social exclusion, one of the questions was. "How do you manage with the monthly income of your house-hold?" Those asked had to chose among four answers: "with a lot of difficulty", "with difficulty", "easily" and "very easily" and later they were asked to say since when they found themselves in that financial situation. In this way it was possible to know the persistence of the financial difficulties of those who had chosen any of the first two answers. Graph 3 allows for the analysis of the differences according to countries and especially those between north and south

Graph 3
Persistence of financial difficulties according to countries
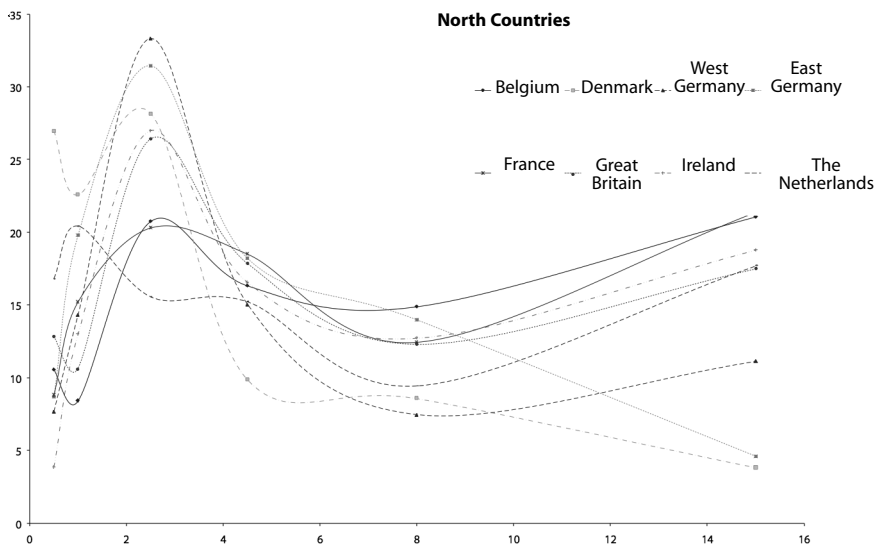
Source: Eurobarometer 2001

South Countries
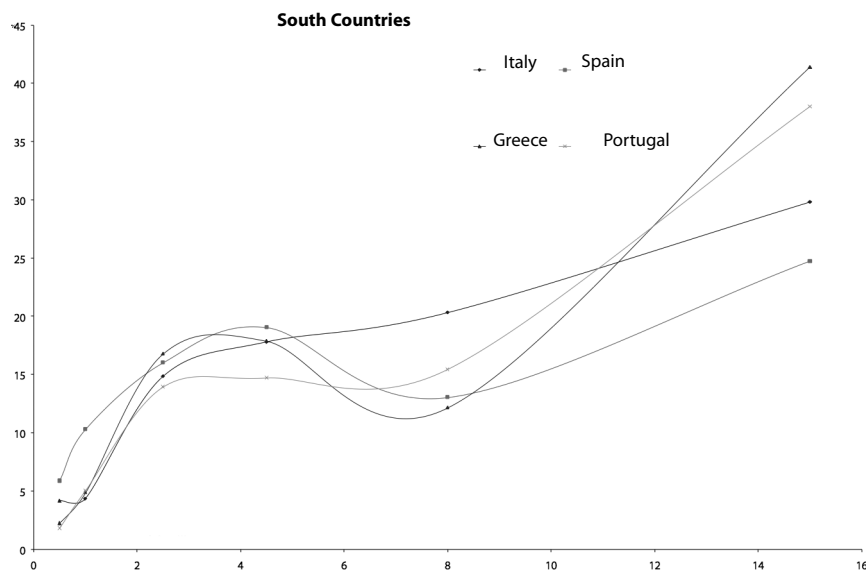
In the former countries, the majority of people who had faced financial difficulties underwent this experience for two to three years , whereas in the latter, the persistence of the difficulties was, on the whole, much longer, since we can see that in each country the majority of the pupolation had financial difficulties for 14 to 15 years. Consequently, we conclude that poverty is a circumstantial phenomenon in northern countries and a structural one in southern ones.

Thus, studies into the intensity of poverty throughout time carried out from longitudinal data or from the question of the persistence of financial difficulties lead us to similar results. The phenomenon appears to be more recurrent and stable in southern European countries. Or, as has been already seen, it is precisely in these countries where poverty is frequently seen as a hereditary factor. Collective representations are in accordance to the reality observed.

Given that poverty is a more permanent situation in the southern European countries, it is possible to formulate the hypothesis that it is also in these countries where it is more recurring from generation to generation. Surely, if minors socialize in a poor environment, the chances that, as adults, they will face the same comparable difficulties as their parents is higher. When the explicative variables of poverty are explained, we cannot ignore the analysis of the home environment at origin. In the 60's, the anthropologist Oscar Lewis, from the study of very poor families (in Mexico as well as New York and San Juan) that the culture of poverty tends to be perpetuated from generation to generation due to the effect it has on children. According to him, "when children who live in subhousing standards are six or seven, they have already assimilated the fundamental values and habits of their subculture and are therefore are not psychologically equipped to fully take advantage of the evolution and progress which could take place in their lives." (Lewis, 1969; 802). Oscar Lewis highlighted that on an individual basis, the features of what he called the culture of poverty

were a strong feeling of feeling cast out, helpless, dependent and inferior. He also emphasized that, "the absence of effective participation and integration of the poor in the most important institutions in society is one of the crucial features of the culture of poverty. It is a complex problem and it depends on an endless number of factors among which we must point out the absence of financial resources, segregation and discrimination, fear, distrust or apathy and the development of local solutions to the problem" (Lewis, 1969; 803)

The data on European surveys at hand are not comparable to those obtained by this anthropologist over years on the field. They are, however, more statistically representative and allow for large scale comparison. In the 56.1, 2001 Eurobarometer on poverty and social exclusion and there was a question regarding the person's infancy, in particular about the financial difficulties of their parents at the time in which they were in charge of the upkeep and education.

Statistical analysis has allowed us to study the effect of these financial difficulties in infancy on the financial difficulties as adults. As was to be expected, there is a strong correlation between these two variables: the probability of experiencing financial difficulties as an adult is higher when as a child one has lived in an economically unfavorable environment.[3] However, the intensity of the correlation varies from one country to another, even when taking into account the effect of , not only gender and age but also the effect of the household income. In the southern countries, the logistic regression coefficients are always higher and statistically significant, which implies that the reproduction of financial difficulties experienced in youth is especially strong. In northern countries the coefficients are weaker, as a whole, and not always significant. Such is the case in countries like, East Germany, United Kingdom, The Netherlands and Finland in which, whatever the model, the coefficient is not significant. In other words, the tendency to reproduce financial difficulties from youth is noticeably lower in the northern countries than in the southern ones.

This is explained, first, by the inequality of incomes, noticeably more important in southern European countries. The ratio between the amount of income earned by 20 % of the population perceiving the highest income (higher fifth) and the total income perceived by 20% of the population perceiving the lowest income (lower fifth) is a 6.5 in Portugal, 5.7 in Portugal, 5.5 in Spain, whereas it is 3 in Denmark, 3.4 in Sweden and 3.6 in Germany.[4] When the inequality in incomes is high, they stop a part of the population from having access to a better future, and along these lines reinforce the risk of generational poverty. This phenomenon can also be influenced by economic development and employment prospects. Countries which experienced a large economic and social development, as was the case in the "glorious 30´s", the opportunity for social promotion was greater than in the less developed countries of southern Europe which were countries with emigration. Poverty has always been related and still is, to a social destiny in those countries or regions

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[3] This issue has been object of recent analysis. Cf. mary Corcoran, "Mobility, Persistence and the Consequences of poverty for Children: Child and Adult Outcomes"in Sheldon H. Danzinger and Robert H. Haveman (eds), Understanding Poverty, New York, Russell Sage Foundation/Harvard University Press, 2001.
4 Source:Eurostat

which are economically poorer and where unemployment or infra-employment are high and social protection is not very developed.

Finally, we must include within this phenomenon the explanation Richard Hoggart advanced regarding the culture in the popular milieu in England. "When a person feels they have few opportunities to improve their life conditions and this feeling is not accompanied by loss of hope or resentment, these people, in spite of this, tend to adopt attitudes which allow a life of this type to be "bearable", avoiding a too vivid awareness of forbidden options; they tend to perceive social tensions as laws of nature; these facts become essential and universal in life", (Hoggart, 1970: 137). In the rural regions of southern Europe, the probability of experiencing the chronic poverty experience is so high, that the population facing it is also more used to doing so than in other places. Poverty, therefore, represents a permanent and reproducible state.

4. A TYPOLOGY OF THE BASIC FORMS OF POVERTY

Three different factors explain the variations of social representations and life experiences in poverty: the degree of economic development and of the labor market, the shape and intensity of social bonds and the nature of the social protection and social action programs.

The degree of development plays a key role. As Tocqueville pointed out in 1835, being poor in very poor country as was Portugal at that time, doesn't have the same effect, for those experiencing poverty, as being poor in a more prosperous country, as was Great Britain after its industrial revolution.[5] Still today that difference must be kept in mind in the European Union, given the persistent inequality in the production rates and development rates among the different countries and also among the different regions.

The representations and experiences of poverty arein the same way, linked to the shape and intensity of the social bonds. Poverty surveys conducted in France have lead to the pointing out of a weakening, that is the break, of social bonds. Ever since the first comparative studies, carried out in collaboration with various European researchers, it was observed that this phenomenon was difficult to verify in every country. Therefore we cannot state that poor people are more isolated in comparison to any other population category in the country they live in. In some cases it is the opposite; a collective resistance to poverty can be carried out through intense exchanges in the heart of the family and among families, as well as many solidarity actions of proximity, to the point where one may consider that poor people are perfectly integrated into the social web. The sense of poverty in a specific society cannot be understood without a reference to these social bonds.

Finally, poverty experiences may vary in the same way from one country to another on the basis of the social protection system and the models for social action and assistance. The type of

[5]Tocqueville, Mémoire sur le pauperisme,1835. The magazine Commentaire published this text in 1983 in two-parts, in their issue 23 (pgs. 630-636) and 24 (pgs. 880-888) and it has also been recently included in a small volume of Allia editions

provider Welfare State has, for example, an effect on the definition of the type of poor people it will take charge of and who it will offer assistance to. In each Welfare State country one can see how certain groups of socially protected population are changed, in a variable way and depending on the environment and time, in categories of assisted people. The progressive generalization of the system throughout the "glorious thirties" has contributed to the reduction of traditional sphere of assistance, but has not been able to completely eliminate it. The amount of poor people who require assistance is , therefore, largely linked to the capacity of the provider State to retain in the general status of social protection those groups of population which are more vulnerable.

That is, the most relevant explicative factors in this research are, first, of an economic nature (development and labor market), secondly, of a social nature (shape and intensity of social bonds) and lastly of a political nature (social action and protection systems). These three factors have been differentiated for this analysis, however, in real life, they are frequently interrelated.

This analytical frame inspired on Simmel and enriched by these three explicative factors, leads to a basic typology of forms of poverty: *integrated poverty, marginal poverty and disqualifying poverty.* Each one of them refers, in turn, to a specific social make up.

Integrated poverty implies a make up in which the people who define themselves as "poor" are many. They barely differ from other layers of population. Their circumstances are habitual and have as a reference the general problem of a region or specific area which has always been poor. Since the "poor" comprise a large social group, they are not heavily stigmatized. It is reasonable to think that this type of social relation towards poverty has a higher probability of taking place in traditional societies than in modern ones. It ideally shows the situation in preindustrial countries which suffer an economic disadvantage with regards to countries in which economic and social progress has allowed for the guaranteeing of the well-being and social protection for the majority.

Poverty in southern is close to this type of poverty. These are not, strictly speaking, preindustrial countries – northern Italy, for example is one of the most prosperous regions in Europe – but there are in each one of them regions that are economically very poor. Poverty is more durable and reproducible from generation to generation in these countries than in those of northern Europe. Secondly, and this is a key factor, poverty in terms of income does not necessarily imply social exclusion, in particular due to the sense of family solidarity among the more unfavored, a pattern of behavior more common in countries in southern Europe rather than in northern Europe, influenced by the ways of socializing, especially in the extended and collective practice of religion. In the same way, the absence of employment can be compensated by an insertion in the networks of the informal economy, and the "clientele" system of social action. Along these lines, if poor people are affected by unemployment, this does not necessarily confer them an unfavored status.

It is possible to observe in this type of poverty the survival of older times in which social protection was assured by relatives in a basically farming economy. Henrí Mendras insisted on the social relations these societies creat in order to describe them: "Each person is linked to the anoth-

er through a bilateral relation of global knowledge and is aware of the fact that they are, in turn, known in the same way and the set of relationships forms a group or a collective of inter-knowledge. (Mendras,1976;76). Maurice Halbwachs, also acknowledged that the way of life in rural civilizations made up, especially before the urbanization and industrialization phenomenon in the 19th century, a balance and stability for the relationships between individuals: One lived *in situ*, adapted to one another, knowing each other too well to be frequently exposed to the shocks that take place when one goes from a place, a situation, a profession or from one world to another. Commerce, more restricted and easier, carried fewer risks. Ambitions were smaller, humiliations less common. They thought and felt in common. The sorrows and problems instead of being concentrated on the verge of individual awareness, were dispersed and dealt with as a group." (Halbwachs, 2002; 378). From this point of view, it is obvious that Mediterranean societies still retain nowadays some features of rural societies. The salaried society, in the sense of a modern society, is undoubtedly less orderly and this type of development allows for the coexistence of productive and exchange systems, if not concurrent, at least contrasting. This heterogeneity can account for, at least in part, the reason why there is a persistence of *integral poverty,* as a basic form of poverty. We would be tempted to state that these organized systems of resistance to poverty would disappear if economic development became more intense in those regions. However, it is convenient to point out that they have remained despite the existence of industrial development programs. The work done by the Welfare State and of different aid to certain types of population groups has not been enough to do away with the solidarity of proximity. It is therefore necessary to analyze the economic and social system which functions as a "whole" and from which we can foresee the strong momentum which in the future may be present in any reform project.

Marginal poverty is manifested in a different social make up in which those who are defined as "poor" are not part of a wide social set with very little differentiated from the rest of the social groups, quite the contrary, they are a small number of the population. These "poor people" are regarded as unadapted to the modern world and commonly described as "social cases", which inevitably fosters their stigmatization. It is a residual group, but it focuses a lot of attention from the institutions which deal in social actions. This social relation with poverty has a higher probability of appearing in advanced industrial societies and, those in growth, and in particular, those which are able to limit the importance of unemployment and guarantee a high level of social protection.

Is this form of basic poverty a thing of the past? The social make up of the "glorious 30's" in Europe, also in America, is undoubtedly very close to it. The transformation of poverty from a problem for the majority to a minority problem was, without a doubt, the challenge of modern societies which, after World War II were able to build a wide program of social protection and take advantage of the economic growth to allow for full employment. The exceptional nature of this period allows for the understanding of this enthusiasm for both economic and social progress and the shared belief that poverty had practically disappeared, at least from the shift in the importance of social transfers in favor of a larger segment of population and a perceptible decrease in the need for social assistance. If, however, in this period of time the poor did not disappear and in fact continued to reproduce their poverty from generation to generation as a few sociologists have shown, they

became less visible. They came to make up that "margin" whose importance was convenient to minimize since they seemed to belong to the "residue" of progress. The social bet was going in another direction. Ascribed to "collectives", those with salaries improve their salaries and work conditions. The issue of poverty was overshadowed by the generic issue of inequalities.

This basic form of poverty does not, in spite of this, belong to the past. The analysis of the most recent period, characterized by the increase of unemployment and the temporary nature of it, has lead to confirm that "*marginal poverty*" had not disappeared in all European countries. This social relationship with poverty is not only explained by the strong growth in western economies after World War II. In fact, in the case of Switzerland, but also in Germany and Scandinavian countries, social representations of poverty are relatively stable. This countries have been affected like the rest although -

in a less dramatic way – by the degradation of the work market, although poverty has imposed itself strongly as a new social reality. Quite the contrary, in conformance with the shared prosperity and welfare schemes, idealized, no doubt, this event has taken some time to be the object of scientific research and the few scientists committed with this type of research have not managed to stir debates at a national level in these countries. At the public administration and political levels, a resistance to the recognition of the existence of these poor classes has been shown. No doubt in the fear of being accused of not having taken the necessary measures in the regions they are responsible for, politicians have tried to minimize the scope of the social issues. This has occurred, above all, in the political systems organized in a federal way, which confer an important action and decision power to local institutions.

In social representations, *marginal poverty*, corresponds with a minimized poverty, sometimes one that is denied, so that this poverty may also go along with a strong stigmatization of a marginal part of the population, which the State takes care of through assistance. This tendency was confirmed in the 60's and 70's in France and at present in other countries. We can, in fact, find similarities between the period in French history in which social issues related to poverty practically disappeared in favor of a justified discourse over "psychologicalazing" intervention towards individuals judged to be unadapted and the current situation in Germany and Scandinavian countries in which social intervention is always aimed at individuals who are marginal in society on the basis of the logic of the individual response, instead of collective, to the person´s needs and in the sense of a strict control of their private life. This approach in social intervention is so easily imposed that it is limited to a residual percentage of the population, knowing that the rest of society can benefit from the advantages of a universal social protection and from the guarantee of never actually living the poverty experience.

Finally, *disqualifying poverty* carries along with it a social make up in which those that are termed "poor" are more and more numerous and repressed by the majority of the productive sector. Both their hardships as well as their dependence on social service actions run the risk of increasing. This basic form of poverty is notably different to *marginal poverty* and *integral poverty*. This form

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of poverty does not lead to a state of stable misery but rather a process that can cover different population layers which have been perfectly integrated in the workforce up to now. This process affects people faced with increasingly greater precarious conditions in income as well as in living conditions and health or in their participation in social life. This phenomenon does not only affect precarious social layers. It affects society as a whole because the insecurity created generates collective anguish. *Disqualifying poverty* has a greater probability of developing in "postindustrial" societies, especially those faced with a strong rise in unemployment and a precarious condition of the labor market.

European surveys have allowed for, as previously mentioned, the observance that the social representation of poverty as a fall is widespread. The predominant image of "poor person" is therefore one of a victim of a social decadence as a consequence of one or more serious ruptures. After the period of the "glorious 30`s" in which the lower classes thought they could escape that "poor" destiny which had been the one for previous generations, mass and long-lasting unemployment made the salaried society wonder at the end of the 70's. The sense of social insecurity become solidly fixed in the collective consciousness to such a point that more than half of the French was in fear of being affected by this exclusion. This unease was reinforced by the appearance at the same time of new types of spatial disqualification. In some cases we must even question the use, with the media in mind, of the image and concept of ghetto, imported from the United States, without having previously adapted it to the French and European reality, in spite of the obvious differences. This is how public administrations have been identifying a large number of urban areas "sensitive" in agglomerations. These areas concentrate population affected by the employment crisis. These are progressively emptied of their middle classes and become quickly disqualified. Social relations are usually tense and the depression signs usual. In this way, the crisis in the urban social network adds on to the labor market one and contributes to increase social and economic inequalities.

Data from European surveys confirm that poverty truly responds to a cumulative process of disadvantages. The risk that unemployment is accompanied by economic poverty and social isolation is not an invention. It is something very real. But the risk varies from one country to the next. It is scarce both in Denmark and the countries in southern Europe. On the contrary, it is higher

European countries, those that have undergone large scale restructuring and considerable loss of employment.

The German case is paradoxical. If we were to listen to the prevailing discourse about poverty and to the practices of the social action organizations, we would be tempted to define this country as one where there is *marginal poverty;* however, surveys highlight a strong collective resistance to the official acceptance of poverty, to the individualization of the assistance and the stigmatizing of the poor. On the contrary, if we pay attention to the experiences and life of the poor, the risk of social disqualification cannot be omitted in this country, in which the amount of disadvantages a large part of the population suffers approximates it to France or Great Britain than to that in Scandinavian countries. This process has worsened since reunification. A large part of West Germans

tend to complain about the taxes they must pay to cover the needs of east Germans. The situation in Germany is, so to speak, in between *marginal poverty* and *disqualifying poverty*. We should perhaps interpret this situation as an expression of an evolution which follows its own course.

Finally, in those countries which are coming closer to *disqualifying poverty* we must emphasize the constant attempt to find new solutions in the areas of social protection and action. Because of this we are witnessing a growing number of social objectives and actors, which has, in turn, elevated the number of people in a position to be assisted in one way or another by social action services. Insertion measures, along with social accompaniment have spread in all countries, but the results of these programs are still insufficient overall if through them we hoped to significantly reduce the unemployment and poverty problems. For all of these reasons, the social relation with poverty leads us to a process in evolution whose effects are yet to be studied in the entirety. This is a situation likely to be extended to other countries.

Once this typology has been empirically proven, we should firstly conclude that poverty is not universal. It takes on different forms according to the society, history and development. With equal income, being poor in Mezzogirono is not the same as being poor in the Paris regions. Being poor in the north of France in the 60's was not the same in any way than being poor today. The group of the poor population can obviously be defined from the basis of an objective measure that may seem unanimously acceptable and imposed upon the others as a universal reference model but, what do those measures mean if at the same time one does not ask themselves what are the social exteriorizations and the experiences lived by poverty? Taking diversity into account is an advance and this typology is a mechanism through which to achieve it. However, we must not reach the conclusion that the different forms of poverty in modern societies are infinite.

These forms of poverty are basic, first, because they have come from an "ideal-typical" reasoning basis, which does not limit itself to picking up the main features of a phenomenon but rather justifies its choice from a series of interrelated hypotheses, frequently taken from the historical knowledge of contemporary societies. These forms are basic because they also relate to precise social make up whose originating source has been proven through empirical surveys. Finally, if these forms are considered basic it is because each one of them represents a type of interdependent relationship stable enough to continue throughout time and become standard as a *sui generis* unit different to the individual elements that shape it. In other words, each basic form of poverty corresponds to a relatively crystallized state of equilibrium in the relationships between unequal individuals (the poor and the "not poor") within a social system that makes up a whole.

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CULTURE IN ORGANIZATIONS
IN THE CHILEAN THIRD SECTOR

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Revista Española del Tercer Sector / nº9, Special issue 2008 (pp. 81-104)

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ABSTRACT:

The purpose of this text is to understand the cultural factors and changes that any organizational culture has, as well as characterizing the organizational culture of Chilean Third Sector organizations, and outlining the important changing processes that these cultures have experienced. For this reason, it starts defining what we understand as organizational culture and changes, paradoxes and contradictions that could arise, in a rigorous way. Next, the culture of three different non profit organizations aimed at giving services of general or common interest (Hogar de Cristo, Un techo para Chile y Cooperación de Ayuda al Niño Quemado COANIQUEM) is analyzed and then, the case of a significant non profit organization aimed at membership service (Mutual de seguridad de la Cámara Chilena de la Construcción). Finally, looking at the analyzed cases, it is drawn a global evaluation of the changes made in organizational culture of the Chilean third sector, specially referred to the concept of achieving the goal and management methods.

KEYWORDS:

Organizational culture, Third Sector, Non – profit organizations, voluntary organizations

SUMMARY

1. EXORCISM AGAINST GURUS

2. CHANGES IN ORGANIZATIONAL CULTURE

3. THE THIRD SECTOR

4. DIFFERENT CULTURES, SAME CHANGES

1. EXORCISM AGAINST GURUS

So much has been written about organizational culture, that it is imperative to rigorously define the concept and to define its features, so as to return it all its value as an explanation tool and to exorcise the constantly renovated gurus which use ambiguity as a disguise for their ignorance. The simplistic and unclear use of terms such as culture, entails the risk of inflation, which as in economic matters, involves the devaluation of such terms. For this reason it is so important to define, in a rigorous way, what we understand as organizational culture. Only in this way will we be able to embrace the mast of science and hear the off-key chants of gurus without any risks, gurus, which as modern-sirens, invite us to follow their easy paths.

Any autopoiethical system is a web for producing components which in turn produces in its working, the components of which it is composed. Living beings are autopoiethical because they are a cellular web geared to elaborating its own cells (Maturana and Varela, 1984). Organizational systems are autopoiethical because their communications relate decisions which have already been taken or to be taken, the information necessary for decision taking, prepare decisions or go on connecting these with other more specific decisions, until these become actions which fulfill the tasks decided upon. In summary, an organization is a communications web which produces the decision communications of which it is formed. (Luhmann, 2000:39-80).

Each decision leads to new situations where decisions must be taken, becoming a premise for the latter. Culture in all organizations is made up of a particular type of premises. It is constituted by undecided and undecidedly premises of the organizational deciding (Rodriguez, 2002). With this apparently strange formulation, we want to say that the elements making up the culture do not seem to be the result of any decision whatsoever, and for this reason, it is not thought possible to change them through simple decisions.

Culture is the decanting of the history of the organization , its achievements and difficulties. Jan Assmann makes a distinction between history – what can be demonstrated - and memory - the account transmitted through generations, which becomes mythical and is thought to be truthful, although it is not possible to prove it. Culture nurtures on memory and it keeps nothing but a dis-

tant and pallid link with history. (Assmann, 2003; Assmann, 2005). Culture is the "today" of an organization´s memory.

In an organization that we were called upon to diagnose, there was a culture of fear. There was a great mistrust and nobody expressed their opinions. When attempting to discover the reasons for this fear, we were told that in that environment everything was arbitrary, and that was why they had to be cautious at the time of decision making. When requesting to be given examples of cases, nobody could refer to a single proven fact. It was not a question of history, but of memory. Finally, we were able to find a clue. In this company, repression and lay-offs had been harsh in 1973, following the military uprising, and the culture had learned. Although at the time of our diagnose there were no employees from those times, as all employees had been hired much later, fear persisted as a strong premise in decision-making (Rodriguez, Bozzo etal.,1999).

 Organization culture contains the schemes of distinctiveness with which the organization looks at its environment and at its own operation. The environment is increasingly more complex than the organization, therefore, in order to stay in business, the organization must reduce its complexity. It does so by increasing its sensibility towards certain factors and becoming indifferent towards the rest. The distinction schemes make the organization "see" some aspects of the environment, and to be blind to others.

2. CHANGE IN ORGANIZATIONAL CULTURE

Some people believe that the cultural change, although permanent, cannot be planned. This is not so. Others think that the change consists in modifying the entire culture of the organization. This is a view which does not understand what culture is and is naïve because to attempt to do so would be unconductive.

The paradox of organization culture lies in that it is possible for some members of the organization – and even all of them – to criticize the organization for being negative, yet all base their actions on the organization. For elucidate the paradox, as Luhmann, 2007, would say, it is enough to remember than in a small village ("big hell"), the villagers always complain about their neighbors gossip.

It is formed with the passing of years, it is impressed by various phenomena, and very different people play important roles, leaving their trace. The result is not a coherent system. On the contrary it puts together elements which have little relation between them, but who, as a whole offer ways to get out of trouble in different situations. As Levi-Strauss would say, a real "*bricolage"(do-it-yourself)* of different components (Levi-Strauss, 1964). Some of these factors may even be openly contradictory: "no matter how early one rises, the sun will not rise any earlier", and on the other hand "the early bird gets the worm". The way to avoid contradiction between these two contradictory cultural keys consists in never using them at the same time.

However it may bother Edgar Schein, whose obsolete concept of culture reminds us of that of the first functionalist anthropologists who studied insular cultures and, thus it is not adequate for organizations within a certain environment. The elements which form an organizational culture are not characterized for having shown their usefulness (Schein, 1988; Schein 1996). Although a number of elements in our culture may be functional, there are also many others which are clearly dysfunctional. One need only talk with some Emergency Room doctor, to know that frequently they treat patients who have gotten worse in their ailments after taking medicines which popular culture deems as unfailing. What is interesting about this example is that never have these supposed remedies proven to be useful, yet, people continue transmitting these "secrets" with total faith

On the other hand, if Schein were right, it would not be possible to change any of these cultural components, because in so doing, something probably efficient would be lost. As any guru, Schein continues reaping adepts, and it is clear that at least for him, his theory has proven to be useful, because gullibility may be anything but scarce.

It is known, on the other hand, that in organizational cultures which maintain incoherent and contradictory remnants, some of which may even be damaging, it becomes relatively easy to impel the change in traits which hinder what is sought, by getting support from other features of the same culture opposed to the former ones. Leading the cultural change consists in explaining the values, standards, attitudes, stereotypes, etc. of the organization and in using its strength. This is the dilemma, and not the false disjunctive between changing or not changing.

The existing culture must be valued. It is convenient to bring to light its potential and to establish difficult but obtainable goals. This means that the intervention must be focused to action. Culture is not changed in abstract, nor with a statement of intentions not even with the signing of clear commitments. It is required to steer the change positively after achieving specific goals, able to be measured and effectively measured. One of the axioms of management is: *you get what you measure* . In doing so, in measuring what has been achieved, cultural change begins. So as to reinforce it and have it installed, the triumph must be celebrated, presenting it as a triumph of all that could be achieved because the organization has a culture of excellence. This means that it is necessary to evaluate, and to do so it is imperative to design indicators which, in short, will be measured. (Fantova Azcoaga,200539.145).

3. THE THIRD SECTOR

The term third sector attempts to separate its members from the public and private sectors. It is formed by various voluntary non-profit organizations, geared to satisfy economic, social or cultural needs, and which have a cooperative or communitarian nature. (Favreau and Ninacs, 1992:117). Those fiscal entities or private organizations whose purpose is to make money, therefore, do not belong to the third sector,

At a simple glance, it is possible to perceive that the third sector is constituted by two different, although strongly intersected groups (Archambault and Chadeau, 1992: 94-97):

a) The first of these groups is composed of non-profit organizations, geared to render services of general or communitarian interest, such as charitable and humanitarian organizations; non public nor non-profit educational organizations; voluntary organizations for assistance to the ill, the poor or other needy individuals, etc.

b) The other such group also includes non-profit organizations but geared to the service of its members, such as those inherent to the cooperative movement and the mutuals.

Following we will present three cases of organizations corresponding to the first group and afterwards that of an important organization of the second group. In Chile, for a long time, third sector organizations established themselves as a way of palliating the ills caused by the profit seeking and the selfishness which they blamed on the private companies, the market and the capitalistic system. This position gave their cultures an apparent attitude of rejection of all orientation to efficiency. In the organizations of the first group, on the other hand, the value of charity precluded any form of publicity. Assistance should be rendered, received, and distributed within the greatest anonymity possible. At the same time, these organizations sought to reach the maximum possible number of needy persons, and to that end, they had to be efficient, sensitize public opinion and know exactly the recipients of their action. The contradiction between the constituting elements in their culture was so clear, that it made the necessary cultural change possible.

It is well known that: "All organizations- including non-profit ones – must have its design coincide with the mission they pursue": (Magretta, 2002:112). However, the mere idea of applying efficiency criteria, a part of modern management, for managing non-profit organizations generated all sorts of suspicions and misunderstandings within cultures filled with horror for all of what would be a reminder of the impersonal coldness of the market laws. For its part, as Weber has shown, the spirit of capitalism in its origins, also mistrusts charity (Weber, 1984). In view of this mutual dislike, it is understandable that it was considered incompatible to bring to the generous terrain of deeply personalized charity, tools inspired on the rational estimation of costs.

Chile is a country which traditionally has given free hand to the State for solving communitarian problems. Fiscal entities extended education, built ports and roads. It was also the State which

proposed the task of modernizing the country by pushing industrialization. Only at the end of the XX century did the State forsake its protecting function and there are still claims to the government authorities demanding their help. The recent Chilean economic growth has been lead by private initiative, which now demands that the State becomes modernized at a faster pace (Rodriguez,2004; Rodriguez, Cerecedas, Wormald and de los Rios, 1997).

There is also a slowly advancing cultural transformation tending to have private parties to also deal with problems affecting the community, instead of making claims to the State.

In the 90´s of the XX century, strategic alliances took place between the State and Non-Governmental Organizations (ONG) so as to increase the efficiency of non- profit activities. Special importance was attached to training and to fostering human capital in terms of agreements with fiscal organizations geared to rescue youngsters and workers from poverty. An example of this type of alliance is Interjoven, a project which attempts to identify the best methods for eradicating poverty and instilling efficiency concepts in poor youngsters. For this challenge, the project is endowed with German funds and it involves two public agencies, The National Institute of Youth (INJUV) and Fund for Social Solidarity (FOSIS).

3.1 Voluntary organizations for Assistance to Poverty

We have selected two important organizations which have been prominent in their work. Both focus their labor on individuals in situations of extreme poverty. They have different cultures as they have various origins, also different are their stories and seniority.

A poor person is an individual who lives on less than US$2 a day and has not had any opportunity to develop his natural talents. In Chile there are 2,907,916 people under these poverty conditions. An indigent or extremely poor individual is the person who lives on less than US$1 per day. In Chile, (1) extreme poverty has decreased from 17,4% of the country's total population in 1987, to 4.7% in 2003. This means that there are still 728,063 indigents in the country, whose income is less than one dollar per day. Depending on their age, these individuals are distributed as follows:

Older Adults	4.6%
Adults	30%
Youngsters	22.8%
Children	42 %

Source:http://www.christhome.com/institution/financial/_background/pdf/Account%20Annual%20Activity/s%202006pdf

1 Data about poverty in Chile and also those for the Home of Christ have been taken from the web visited in June   2007;   http://www.hogardecristo.com/institution/financial_background/pdf/account%20Anual%20Activities%202006.pdf.

To their extreme poverty, these individuals must add the lack of opportunities. In the quarter from May and July 2004, the country unemployment rate was about 9.7%, However, for 6% of most impoverished citizens this unemployment reached 53%

The average education in the country is eight years of schooling. But 10% of the most impoverished population only have six years of schooling on the average.

The two organizations we have selected have as their goal to contribute to this diminishing of this painful social problem.

3.1.1. Home of Christ[2]

The Home of Christ has become modernized. The powerful culture imprinted by its founder has been able to change with the times. The Foundation Directorate is formed by successful businessmen and executives, who, without receiving any pay for their work, have been able to transform it into an organization managed in accordance with efficiency and effectiveness, something which is clear in its mission: "The Home of Christ shelters with dignity the poorest among the poor to improve their chances for a better life. It calls on and enrolls the community with enthusiasm in its responsibility towards those excluded from society. It is a transparent organization, efficient and effective, which encouraged by San Alberto Hurtado's spirituality, promotes a culture of respect, justice, and solidarity".

We would like to call attention to some aspects. The modern strategic management considers extremely important to define the missions which will allow the addressing of organizational cooperation. The mere fact that the Home of Christ has a mission gives clear indications about the manner in which its management is led .When referring to the extremely poor, it is talking about social exclusion, a contemporary phenomenon which, as Luhmann has shown, is a product of the

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[2] The Home of Christ dates back to the end of 1944. Its founder, the Jesuit priest Alberto Hurtado, was canonized by Pope Benedictus XVI in 2005. The story goes that this priest having found children living under the bridges of the Mapocho river that runs thru the city of Santiago one night, dedicated the rest of his life to collect funds, jewels and lands to avoid such ignominy to continue. In the memory of Chileans is famous the green old truck in which night after night he looked for homeless children, to take them to one home , the Home of Christ. On August 14, 1952, at age 51, four days before his death from cancer, Saint Alberto Hurtado defined in this manner what had been his work: "In the measure that needs and pains of the poor appear, the Home of Christ, which is an anonymous group of Chileans with a generous heart, will seek how to help them, as they would help the Master"

Although extreme poverty has diminished in percentages and its traits have changed, the founder´s charisma is still alive in the current Foundation.

The Home of Christ knows that today´s poverty reality is very different from that of the 40´s, when it was founded. The diagnose of this change is stated, in the Home of Christ Foundation Internet pages, as follows: "In the last ten years the country has become modernized and it has joined the global market, economy has grown and employment has increased, however, there are still pockets of extreme poverty, and in addition new forms of expressing violence have sprung from marginal sectors". "Modernity produces a new type of poverty: Poor by being behind (those which progress is leaving behind) and Poor by modernization (produced by development itself"

functional differentiation in worldwide modern society itself (Luhmann, 1998;Luhmann,2007). Finally it uses the terms "transparent, efficient, effective" in defining the organization; all central values in the management of modern organizations.

Instead of pointing out the enormous achievements attained by this important organization, considered as one of the most efficient in the world in its field, we wish to show – through some examples – that its culture takes into account a professional management which uses all the tools inherent to such culture.

So as to finance its work, San Alberto Hurtado used his excellent social links – his was a high class Chilean family – and solicited donations from the country´s richest and most powerful people. Once a year, a national collect could be taken, which was also a contribution. Publicity was practically inexistent. Times have changed. Some years ago, an aggressive and innovative campaign was started for collecting funds. The possibility of becoming "a partner of the Home of Christ" was instituted, with the commitment of providing a certain amount of money monthly. In supermarkets, the cashiers would ask their customers whether they wanted to donate "the change", that is, the small coins which are given to customers who pay in cash., to the Home of Christ. This proposal, difficult to reject, has generated considerable amounts of money. There is, additionally, colorful publicity distributed country-wide, including motivations to work as volunteers under the motto: "No work is better paid". Other posters invite to make donations with the slogan: "It is better to give than to receive".

Volunteers must fulfill clear and strict standards, which make them professionals. Their activity has nothing to do with an attitude of charitable welfare which is given when it is convenient. Those who wish to participate voluntarily, must commit to doing so permanently, for as long as their commitment lasts. It is only in this way has it been possible to make out of this gigantic enterprise an organization which fulfills the three values in its mission which we pointed out:. The transparency with which it is managed makes that not one single dollar trickles in the wrong direction. Never has the suspicion of corruption stained the name of the institution or its members. Efficiency is shown by the scope of its multiple programs. Efficiency has been totally proven both in fund collection as in the destination of large sums of money. The Home of Christ is the pride of Chile.

As we stated, the cultural change does not need nor could it be total. The case of the Home of Christ shows clearly that those undecided or undecideable premises which have remained engraved in the memory of the organization can be respected. The figure of the founder, the holiness of his purpose, his old green truck, his statements filled with self-denial and love for the poorest among the poor, are the most valuable inheritance of this cultural memory. The deep cultural change has not touched any of that, but making it its treasure, has been supported by it in making a modern and professional reading of its goals. The result is a welfare foundation managed in the model of productive companies. There are not few of those who think this latter model is totally opposed to the first model, for this reason it was necessary to perform this cultural change which brings together the best of both models, without their differences hindering them mutually.

3.1.2 A roof for Chile[3]

In 1997, a group of college students worried about the extreme poverty situation of some of their compatriots, decided to invite students from all colleges to join them in a specific project: build 350 houses for extremely poor families in the south of the country. This experience was successful in many ways:

a) They accomplished their project, as they succeeded in building those houses and giving them to the families for whom they had been built.
b) They discovered that the cooperation with students from other universities and different degrees was possible and gratifying: the value of diversity.
c) They wanted to keep alive the fire of friendship and commitment which had filled them.
d) They were enthusiastic about undertaking a greater challenge.
e) They assimilated that the problem of inhumane poverty could not only the responsibility of the State , but it was also their responsibility and they wanted to deal with it.

They planned then a project of greater scope, which would require the cooperation of many other college students. They wanted to build 2,000 sloping-roof houses in which to receive, once finished, the year 2000. Despite its ambition, this new goal was attained in1999 and their owners could wait till the arrival of 2000 already occupying them.

Both projects had been carried out satisfactorily, and the initiative seemed equally concluded. Yet, within the framework of the Jubilee, the year 2000 brought an even more demanding proposal. The Archbishop Office of the Catholic Church wanted to make out of the construction by the young students of sloping-roof houses, a campaign as symbol of the Church, as it has seen in those college student volunteers the values the Church wanted to highlight. And the students accepted, making it known that the summons would have to be open, accepting and respecting the differences not only in colleges and degrees but also in religious beliefs, politics, or any other. This condition was also in accordance with the Church wishes, that was why the challenge to build 2,000 sloping-roof houses by the year 2000 was planned

Communication efforts were unexpectedly reinforced by a very rainy year which made visible the tragedy those needy people lived. Shocked by the painful images on television showing so many human beings affected by the severe weather without a roof over their and their small children heads, Chilean people gave their support to the project in such a manner that on that year 2000, it was possible to build 5,701 basic housing. That same year 2000, the project "One roof for Chile" enlarged its coverage at the national level. From 2001 forward, this juvenile initiative has continued building housing but the close contact of the youngsters with the humble has made them becoming aware of the many needs of these, as well as the privileged situation that a group of college students characterized by their diversity, has for offering the humble a professional response.

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[3] Information on this program has been obtained from: http:tp:/www.untechoparachile.cl/visited in June 2007.

They then complemented the sloping-roof houses construction process, with educational plans, work training, productive promotion, legal counsel,   health care and promotion, etc. In this manner, taking advantage of the very meaning of their being situation as students, of belonging to that old institution which in its midst unites diversity – "Uni-versity" – the project started to offer a complex response to a problem which is also complex. At that time, the project proposed to fight poverty in its multiple expressions.

The construction of sloping-roof housing is geared to provide a fast solution to the most urgent needs of the people whose poverty leads them to group together in camp sites with sub-standard houses which offer no protection from the harsh wind and rain. The flooded sand floors keep the humidity and cold temperature is endless. Very small huts, without separate spaces make stacking of people the rule. The college students of "One roof for Chile" know that building one slop-ing-roof house does not help much in getting these families out of their bitter situation. It is only an emergency solution, but one that opens a door for the trust of the occupants. In effect, these occupants, seeing the students give them needed and specific help, create with these students a link which makes it possible to continue helping so that they can get out of this camp site where life has relegated them. This long term job has as its goal organizing the occupants and supplying them with tools which will allow them to take the initiative of dealing with their own lives and sym-bolically abandoning the camp site. With generosity, young college students of various degrees, ages, courses, universities, and social origin, voluntarily donate each week part of their time to visit the camp sites where they are already known and welcome with love, as their generosity is acknowledged along with the enormous value of the knowledge they want to donate .

Knowing that education, such as wealth, is unequally distributed, college students offer their professional services to promote the development of small children, act as children tutors to create study habits and improve their school performance , as well as conduct courses of school leveling for adults, directing them to the existing training alternatives.

Social exclusion has a great integrating strength .Who is excluded from a subsystem of soci-ety runs a high risk of also being excluded from the others (Luhmann,1998; (Luhmann 2007). For this reason "One roof for Chile" has established a Legal Plan geared to allowing access to justice for those excluded people who are far from being able to obtain it. They are made aware of the rights and obligations of citizens, the mechanisms to have these put into practice, and the institutions they can turn to.

"One roof for Chile" has signed an agreement with Banco de Santander Banefe to establish a Micro-credit Program whose objective is to promote the enterprising capabilities of camp site occupants through specialized counseling and small loans geared to developing existing business or establishing new ones. Each consultant is a college student who deals with three micro-business. The student teaches them to prepare a budget and to defend their initiatives and projects before a Credit Committee. If those projects are approved, the consultant personally delivers the credit

money to his "counselees", collects the payment amounts weekly, and follows up the management of the undertaken business.

The plan for health support deals in promoting healthy habits and creating a family aware-ness on the importance of health and its care. The initiative attempts to have the occupants take on their personal, family, and community responsibility for self-care. Each of these levels-individual, family and community –must deal with their own responsibilities for facing an adverse atmosphere with a pro-active attitude instead of the passivity of despair.

Once the community is organized, it is technically and socially supported for it to find a def-inite solution to the dire need of its members for a house. The help consists then, in activating the social webs of the foundation itself and also those of each one of its members, so that occupants may have access to the housing subsidies offered by the State and move to a new neighborhood where the community will keep united and may use the tools learned. But support does not end there. When moving to their new home, activities with the families are developed so as to find, in a participative manner, solutions for the habitability of their houses. This starts by developing habits as   lighting, cleanliness, order, prevention of home accidents, care of the house and the importance of creating a neighborhood for the community life. Afterwards, counseling is given on the planning, design and consolidation of community spaces, parks and recreational areas.

The impact of the foundation on Chilean society has been so considerable that people not belonging to the college community made their wish for contributing known. So, in order to effec-tively channel this wish, new programs were established:

a) High School students: secondary education students from high schools and lyceums from all over the country who wish to commit to work in the same manner as college stu-dents, so as to contribute to overcome poverty.
b) Building in family: The possibility is offered to families so desiring, of buying , building, or donating a sloping-roof house to another family needing it.. Both families, working together with the volunteers, during a week-end form a community of effort, cohabita-tion, and joy. The idea is to approach families whose realities are different so as to encoun-ter themselves in their humanity.
c) Business: It is oriented for business volunteers to make the effort of building these basic houses, for the purposes of uniting business with the world of poverty and boost the social conscience of their members.

The year 2001 brought about a new challenge. Disasters caused by Nature in El Salvador and Peru made for these initiatives to be exported. Chile college students from "One Roof for Chile", together with college students from each of the other countries, developed important projects directed at providing basic housing to people suffering from extreme poverty in those countries. In doing so, the first stone was being laid of what would later become "One Roof for my Country", a non-profit organization which includes eight Latin American countries and which seeks to making

their society commit itself with its most dispossessed members. That is, the strength of the organization can cross borders because it is convincing and proves that changes in culture can be achieved.

As it is primarily formed by young college students, this foundation makes it possible to provide youthful intelligence, professional knowledge, generosity, and dedication ,to place these at the service of the excluded. This organization is itself a young organizanization filled with vigor and enthusiasm, for which the impossible does not exist. Its organizational culture is cemented on the value of solidarity. None of this would seem extraordinary, because youth has always been characterized by their generosity and spirit of service to the dispossessed. What is worth stressing, however, is that the organization culture of "One roof for Chile" holds the seeds of a new class of youth, different to the preceding generations. It is a new pragmatic youth, oriented to achievement, knowledgeable of the importance of management and a professional contribution. This makes that their initiative can show results and is not satisfied with just good intentions. It deals with the problem knowing all its sharp angles and of the need to face it in a planned and integral manner. This youth lacks the dreamy and fruitless idealism of other generations, their projects are firm, specific and, programmed, and they are fulfilled. All advances are measured and evaluated meticulously, so as to continually improve their performance.

One surprising thing in "One Roof for Chile" is the seriousness and efficiency with which all t is planned is performed. There is no space for improvising, much less for negligence. Whoever wants to participate can do so. Their commitment is voluntary but that does not mean that once taken on it would be possible to fail. Who voluntarily commits himself knows he is strongly obligated to fulfill the commitment. Organizational culture stresses, additionally, respect for the professions each one of its members is studying. This is why none of the students attempt to make his contribution in a lax manner, without caring for quality. All of them are testing themselves as to the kind of professionals they will get to be and none of them would accept to be a second-rate professional.

In a country where, until the middle of past century, there was a reliance on the State for the solution of any communitarian problem, it is remarkable for an organizational culture not to demand anything from the State, but which assumes as its own this social obligation towards the poor. The organizational culture of "One Roof for Chile" is a clear indication of the change being experienced by the country´s culture in its process of an accelerated incorporation into world society.

3.2. Non-profit organizations for services to the community.

In Chile there are a large variety of Non-Governmental Organizations oriented to serve the community in different ways. We have selected one which has an interesting culture as its selection criteria which constitute it as a system, do not make its blind to o other perspectives – as would be expected because that is the function of any selection criteria – but induce it to seek and find the interest in very varied organizations, for the purpose of cooperation within the framework of an alliance.

3.2.1. Corporation for assistance to the Burned Child COANIQUEM (4)

In the culture of COANIQUEM, there is a deeply rooted idea that for extending its existence, it must be reinvented, adding new services that contribute to the integral treatment of the patient and his family. The organizational culture also takes it for granted that to do so specific alliances are required to allow for challenges to be undertaken in each new life. This is how in its 25 years of existence COANIQUEM has succeeded in creating an amazing network of alliances through which the institution has been able to fulfill its mission, projecting and achieving new goals.

From the beginning of the foundation, Dr.Rojas was aware that it had to obtain large sums of money so as to be able to meet its main objective: to provide rehabilitation to children without any cost to their families. The way to achieve it consisted in forming alliances with private companies which would find some usefulness in such alliances. Only alliances where both sides would see their interests reflected, that is, win-win alliances, would be stable and ensure a lasting financing.

 An alliance with ESSO Chile, a subsidiary of EXXON Mobil,allow for the financing of the construction and equipment of the first phase of the Rehabilitation Center of the Pudahuel commune. In order to support a cause, ESSO demanded that it should be relevant for the needs of the community, politically neutral, and of a non-controversial nature. COENIQUEM met all these features to perfection. On its part, ESSO needed to establish a good relationship with the press and it saw in COENIQUEM, a trump card so as to create a good disposition in the communication media and its journalists. Equally, COENIQUEM built its public relations under the ESSO shade. Profits doubled. Finally the campaign "Help us to Help", in which ESSO donated approximately one tenth of a dollar cent (US 0,001) for each liter of gasoline sold in the entire country met with an impressive success. COANIQUEM received US$220.000 and gasoline sales increased 5% with a continuing effect even after the campaign had ended.

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4 COANIQUEM is officially established on April 19, 1979 as the initiative of Dr. Jorge Rojas Z. Its main assistance installation located in the Pudahuel, community, a populous commune in the western sector of Chile´s capital, started its work in 1982, as a small outpatient clinic for services to the neighbors, and it has been progressively growing in the amount and complexity of its attention, becoming a center of reference for rehabilitation of children suffering from burns.
Up to this time, 4,250 square meters of installations had been built for general out-patient attention , including surgical operations under a transient day-hospitalization system. Health services are rendered through clinic units – doctors – surgery, rehabilitation, nurse care, and clinical, therapeutic and diagnosis support. The center has close to 100 employees , of which 40% are health professionals (doctors, surgeons, physiotherapists, dermatologists, pediatritians, anesthesists, registered nurses, kinepsycologists, occupational therapists, psychologists, social assistants, music-therapists and medical technologists) and 25% are therapeutic support technicians.
Next to the rehabilitation center, is Casacubierta, name of the installation where minors from far away locations and even foreign countries, accompanied by one of their parents, are sheltered and can continue their schooling at a school within the hospital known as Welcoming Center. More than 75,000 Chilean children suffering from burns have been treated at the clinic,free of charge. In the last years attention to other countries in the Continent has been started, and already over one hundred foreign patients have been treated. Each year 5,000 consultations are given and 25,000 therapeutic procedures are performed by the center´s professional team.
Psychological support is fundamental in the result of rehabilitation treatments initially helping the parents and then the children who suffer seeing their corporal image affected by some sequel. Support to the child and his family also allows for the continuity of the treatment and correct compliance with therapeutic activities to be carried out at home.

But things do not end there for COANIQUEM ; a second alliance this time with the advertising agency Zeegers DDB, helps the consolidation of the organization and to increase the effectiveness of the alliance with ESSO Chile as it improves the visibility of actions undertaken together. Also, the freedom lent by COANIQUEM to its advertisers has won numerous awards for Zeeger DDB.

And the alliances continue, in 1995 two such alliances were entered into, one with the interurban bus company Tur-bus, which allows for the travel of its patients free of charge from anywhere in the country to the treatment centers. The other alliance is established with Cristalerias de Chile, a firm that required the improvement of its recycling in order for its Santa Rita vineyard to comply with environmental requirements to enter international markets, which have high demands on this matter. The sole use of "green marketing" had not achieved good results.

The campaign "Recycling… glass helps", is carried out together with Cristalerias Chile which provides the means to conduct it, and buys the collected material, for reusing it later. The funds collected from this activity, cover some of the operational expenses of Openhouse, a center for sheltering children from distant places who come with one of their parents.

The joining of the concept environmental care and generosity, makes this campaign a very successful program, by avoiding that several tons of glass end up thrown in dumps each year, while at the same establishing a commitment with the costly and long rehabilitation of a burned child.

All of this is achieved thanks to the network made up by the media which publish and broadcast the initiative, the city halls and supermarkets which authorize the placing of containers, and thousands of people who no longer throw their glass containers in the garbage bin.

The outcome of the campaign has been impressive. 12 thousand kilograms of glass were recycled in the first month, today over 800 thousand kilograms are recycled monthly, which means that Cristalerias Chile succeeds in recovering 35% of its production material. It is estimated that, thanks to recycling, COANIQUEM receives approximately 10 million monthly, which has made it possible to build more installations and to improve its services.

The reinvention installed in COENIQUEM culture does not stop, but continues ahead with a new project, this time continental. So as to reach all children in America, it has established a new alliance which entails the support of the airline company LAN and in addition has created a new institution in the USA - COANIQUEM BCF (Burned Children Foundation) with the support of the Rotary Clubs in the Continent and the Chile Ministry of Foreign Affairs.

We have deemed it important to mention this because it clearly shows that it is possible to build cultures where change is a value, instead of change being seen as an evil which must be avoided and against which all kinds of barriers are placed. It is a question, additionally, of a pragmatic question which does not hesitate in establishing mutually fruitful relationships with private companies.

Instead of requesting donations which may be one-time only, fleeting, or at very the least unstable, the option is taken for negotiating agreements which private companies find clearly useful.

To do so, it has been necessary to seek methods of cooperation inside the area of interest of the allied companies themselves. Corporate Social Responsibility, Public Relations, Image and sale of gasoline with ESSO , Advertising with Zegers DDB, Transport with Tur-Bus and with LAN; glass recycling with Cristaleria de Chile. This matter has a great relevance as it shows a highly flexible organizational culture where imagination is a key issue. With a view on their mission, COANIQUEM executives are capable of assuming the business perspective of their potential allies, in order to offer them a cooperation project which provides a mutual benefit.

As in any other self-poiethical system, organizations operate inwardly (Luhman 2000).This means that they only accept as information that which echoes their structures. In accordance to the required law of variety, no system is as complex as its environment. Between system and environment there is, consequently, a gradient of complexity which forces the system – so as to avoid being destroyed by the variety of its environment (*only variety can destroy variety)* (Ashby 1958: 207) – to reduce the environment complexity selecting only some contact points where to allow to be irritated by certain types of events in their environment.

We have seen that organizational culture contains all the distinction schemes with which the organizations look at their environment. Culture acts the great complexity reducer which makes it possible for the organization to move in an environment in agreement with the organization´s potential. It also allows for coordination among the organization members that is easy to carry out, as all share similar viewpoints and values. This same advantage of all organizational cultures, however, becomes a disadvantage at the time of establishing alliances with organizations whose culture – the set of distinction factors – differs substantially. In effect, it is extremely unlikely that they may coincide regarding the definition of problems or that they may have points in common. What for one organization is of vital importance, for the other may be insignificant or invisible, If for one, profit seeking is a valid motor, for the other one it may appear as something almost reprehensible. In short, cultural differences cause a not small part in the difficulties of business merging.

For the foregoing reason, COANIQUEM's organizational culture is of particular interest. The undecided and undecidable premises which constitute it, facilitate its taking on, in an empathic manner, schemes of distinction similar to those of its possible ally. Only in this manner can it find methods for making cooperation attractive to it. It is highly likely that this very peculiar feature of COANIQUEM's organizational culture derives from its operation itself. The treatment of burned children requires an enormous empathy by professionals and officials dealing with it. It is easily seen, in hospitals and organizations whose function is alleviating pain, that this capability of placing oneself in the others place becomes an important premise – undecided and undecidable - in the decisions and behavior of all members, not only of those, such as doctors and nurses who require it by the nature of their activity itself, but also by administrative officials who do not require it for performing their tasks.So, it is likely that a culture based on such premises enables its executives to

assume other perspectives - putting themselves in the place of the other company executives –seeing in this manner opportunities which they would not see otherwise, as they are totally foreign to their quests.

3.3 Organizations for Services to their Affiliated

From the set of non-profit organizations geared for services to their affiliates, we have selected one of the three Mutualities existing in the country. Also contributing to this task is the Institute of Previsional Standardizing (INP), which as it is State run, differs from the three Mutuals. The relevance of these organizations is key at the time of evaluating security conditions at work, as well as prevention, treatment, and rehabilitation from illness or work accidents. The law regulating them, establishes as obligatory a social insurance on accidents and occupational illness risks. All workers,even independent hired workers, whatever the type of their work, must be insured. At present 72% of active workers are protected, a figure much above the worldwide average which reaches 41% , that of Latin America which is 40%, Asia 23%, Africa 16% and developing countries 23%. It is only below developed countries (86%)[5]. As pointed out by the RH Management magazine in its issue of May 2007: "Thanks to the contribution by the mutuality system inn Chile and the incorporation of new demands, health and occupational security take a relevant position in company strategies".

3.3.1. Security Mutuality of the Chile Chamber of Construction[6]

New labor groups appear, such as independent and temporary, and new forms of productive business also appear. The generalized practice of   -outsourcing- for all labor considered not directly related to the businessess -central competence- led to complex situations of labor security. Cases of workers from a contract company who would work at the installations of another, where they would render their services, started to be frequent. Since they are different companies, it could happen- and it so happened – that the contracting and the contracted companies would have different protection at work. At the time of an accident, however, both companies attempted to delim-

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[5] Source : http.//ciberconta.unizar.es/alf/casosbsc/M.AngelesMartinez_ ACHS/Chile.pdf. visited in June 2007

[6] Information on the Security Mutualty of the Chile Chamber of Comstruction has been obtained from its 2005 Annual Report. The Security Mutuality was founded in 1966 by Chile Chamber of Construction. The concern for the high rate of work accidents prompts the initiative to establish a Security Mutuality geared to the prevention, treatment and rehabilitation of the affiliated company workers

Forty years after its foundation, the Security Mutuality can point out with pride that this accident rate has been reduced from 40% in 1966 to 6.41% in 2005, and it is estimated that this decrease will continue. This figure of 6.41% placed Chile within protection standards of more developed countries. Decrease in accidents goes along with another important achievement through the work developed by. In its Annual Report for 2005, it is outlined: "to have been generating within companies, an increasing awareness of business social responsibility towards their collaborators, on the concern for their risks and the commitments with ethical duty which involves creating security and health conditions within the work environment, which would allow improving the quality of life of workers.

The Security Mutualiy has an annual average of 1,065,069 affiliated workers, which causes that its tasks influence a great number of people. It is for this reason that at the present time, it is facing the challenge of presenting solutions to problems which start appearing as product of the accelerated change in the country's economy.

itate responsibilities. The situation reached the point where it was necessary to enact a law for sub-contracting which made the contracting company jointly responsible.

Also all kinds of differences have been taking place: salaries, protection, security, benefits, etc., among workers which carry out similar tasks at the same work place, because some of them belong to the company, they are hired by the company, and others belong to a contracted company which only renders one service which the large company has outsourced. The clear inequality that this brings about has caused concern at high level management in the Security Mutuality which sees the need to seek ways for extending the benefits of the system to all workers, by giving them the opportunity of being covered for work accidents prevention, occupational illness, and the required care in the case that these occurred.

On the other hand, the massive incorporation of technology, has generated occupational illness and new type accidents. Work contract have a lesser stability and massive lay-offs are frequent, which increases the labor stress and illness and related accidents and illnesses. All this makes it imperative to precisely determine the causes which have led to the development of an occupational illness.

The epidemiological profile of labor risks in Chilean organizations has changed from the greatest relative importance of labor accidents to a greater relevance of occupational illnesses, both those derived from classical risks (hypoacusis, sylicosis) as those resulting from emerging risks, especially muscular-skeletal illness.

For its part, the accelerated process of globalization of the Chilean economy, faces its companies with demands for security and occupational health, which go beyond the regulations in force so that preventive care for security and health of the workers is attributed the character of moral imperative, making it a part of companies social responsibility.

All these changes imply that the scene where the Security Mutuality develops its activities has changed significantly, and that although the Mutuality itself has been an important actor in support of its affiliated companies to achieving an adequate response to the new challenges, its authorities deem it imperative to deepen and fasten the cultural changes initiated.

The annual report for 2005 shows that the "programs for risk control for 2005, continued showing their effectiveness, which is reflected in the decrease of the work accident rate from 6.79%, in 2004 to 6.41% in 2005". The success attained by this organization, could reflect that in a slow but sure manner the mutual system has been changing the culture of prevention in Chilean organizations. It has a result, also, that it has become imperative to make a sudden rudder change, which will mean changing the priorities in the Security Mutuality management, because as an outcome of its successful work, the type of problems which it must face as part of its daily operations has dramatically changed.

In effect, this Annual Report shows that until recently there was an extended idea among workers, business, and Chilean public opinion in general, that mutual companies were basically dedicated to dealing with work accidents.. Due to the huge investments by these organizations in health structures, with modern and well equipped hospitals which through their notorious visibility, became even synonymous with the entire company, public opinion understood, consequently, that a mutual company was little more than an enormous and modern hospital.

In workers´ language it was said : "take the accident-victim to the Mutua" meaning to the hospital the company had for treating the accidents of its affiliates. The drastic reduction in the rate of accidents together with the advances in medical treatment which allow for ambulatory treatment of accidents which earlier required admission to the hospital for rest and inmobilization, has as a result, that the treatment centers of the Mutuality system have become oversized to care for the needs of their affiliates. The Report for 2005 shows that at present 95% of accident victims taken to care centers receive ambulatory treatment, and that it has been decided to use the infrastructure and professional surpluses as open services to the community as a whole.

The change consists on giving priority to the assignment of resources for risk prevention, security at work, and the occupational health of the workers . With this new definition of priorities it is sought, additionally, that the various stakeholders of the Security Mutuality realize that the main task of the organization deals with the prevention of accidents and the increase of the occupational health of workers. This is not a minor change, but rather the definitive change of Chilean organizational culture. In effect, although the decrease in accident rate from 40% to 6.41% shows that it has been successful in introducing prevention in the culture of Chilean organizations, top executives in the Security Mutuality plan to achieve a deeper and more definitive change. As stated in the Report for 2005, the purpose is eliminating the "idea of prevention as a mere obligatory function in compliance with the Law and (incorporate) in management and workers the concepts of security and occupational health as an imperative value, inherent to the human being quality which all workers have , where prevention is understood as an integral part of the right of all people to work in safe conditions and a healthy environment".

So as to advance in such direction, the Mutuality has organized its activities under the concept Security and Occupational Health, for the purpose of allowing the participating companies to incorporate it, in turn, in accordance to their particular reality. There are already companies whose organizational culture considers the promotion of conditions, behavior, and attitude of safety at work and occupational health, while others have focused on obtaining an integrated certification on quality, environmental protection and safety and occupational health. There are also companies which request support for strengthening and developing their own risk prevention programs, while other companies prefer adopting the Programs created by the Mutuality. The methods may be varied, but all have contributed to prevent work risks , improving the quality of life of workers and the productivity of companies.

We have briefly referred to some of the many achievements of the Security Mutuality, because we wanted to show the way in which a third sector organization has succeeded in decisively influencing the culture of affiliated organizations, and through these, in the organizational culture of the entire nation. On the other hand, the success of its task, leads it to face new challenges , such as incorporating into culture the value of safety and occupational health (SSO) and to open to the community its hospital care installations. These are tasks which will require an important cultural change within the organization itself, but its high level executives consider it necessary and are determined to achieve it.

4. – DIFFERENT CULTURES, SAME CHANGES

For reasons of space, we cannot continue describing the selected organizations, the successful results nor their transformations. However, the brief references we have made, seem to us sufficient to consider our objective accomplished. We wanted to characterize the organizational culture of organizations of the Chilean third sector, and to sketch, with a few brush strokes, the important change processes which these cultures have experienced. Additionally, we wanted to show how a rigorous definition of the organizational culture concept, makes out of this concept an appropriate tool for understanding the cultural factors and the modifications any organizational culture entails. We considered particularly necessary this latter, since this useful concept is in serious danger of becoming trivial, due to the shameless handling it has been subject to.

The four organizations we have selected have incorporated professional knowledge to their management. This is probably one of the most important reasons for their success. Specialists know that this is central: "The history of volunteer organizations for social intervention is not written. What each one and their networks attain to being and doing, will depend on a great number of variables. Among which, is their management" (Fantova Azcoaga 2001:123).

Cultural changes in these organizations have been possible because, in all of them, their mission has been the main priority over any other secondary considerations. This priority of the mission is something knowingly relevant for any organization, also those of the third sector (Drucker, 1992:1-8). Fulfilling the mission within the changing conditions in the environment of a growing country and its accelerated incorporation into a worldwide society, required the transformation of the respective organizational cultures. It must be understood that a cultural change is an intentional process, which is not performed through decrees nor in the short term, but which must be gradually integrated into the memory of organizations and requires an adequate length of time for the change of attitudes and organizational behavior.

An important change in the organizational culture of the Chilean third sector has been the acceptance that these organizations be managed in accordance with administration principles as applied in productive organizations with profit purposes. This has not been entirely easy, especially when some of the executives counseling them used a language which originally was anathem for

those cultures: for these executives to speak of "clients" or "users" instead of "beneficiaries" sounded as blasphemy to the ears of oldest volunteers.

In professionalizing their management, these organizations have succeeded in coming out of the narrow framework of operations, narrowness which prevented them from improving their financing sources. In effect, until a couple of decades ago, the third sector was financed with public funds, membership fees, fund drives, sponsorships, patronages, special activities for collecting funds, sale of services, and in some cases, payment by the users. This form of financing seems to be customary in a large part of the world (Fantova Azcoaga,2001:137). Professional management has developed an aggressive and innovative strategy for obtaining a greater and sustained financing. Although it is obvious that the missions of the organizational systems of the third sector require enormous amounts of money, it did not seem possible to find sources other than the traditional ones and these did not increase in number nor in the amount of the contributions. Institutions of the third sector were extremely reluctant to developing marketing strategies, something that also seems to be customary (Drucker,1992 53-58). Relationships with profit making companies were limited to the terms of the sponsorship or patronage; there were one-way relationships, as it was not seen which could be the usefulness that those companies could obtain. The results of professional management have been amazing. The Hogar de Cristo succeeds in pharmacies and supermarkets actively joining their funds drives, requesting from their customers to donate their change. The campaign slogan, "To Help is Simple" makes a words pun as in Chile small coins,change, are called "simple". Cashiers and sales clerks in these shops say that they like to participate because they contribute to a good cause and that they are glad each time they accumulate a somewhat important sum at the end of their working day. "A Roof for Chile" allows for the families to live an unforgettable solidarity experience, they themselves finance a house, to build it later in close cooperation with their future dwellers . In addition to this, it has made it possible for the automatic cashier networks to propose, every time someone makes a deposit: Would you donate one thousand pesos (almost two dollars) for "One Roof for Chile"? COANIQUEM offers an attractive alliance to different types of companies making them lasting members. The glass recycling campaign, for example, has met with a great social backing, because in addition to benefitting the two allied organizations it contributes to diminish the environmental damage. The Security Mutuality also finds a new financing way by opening its care centers to the community. Not only does it render an important service, it also makes total use of its great installed capacity which was being infra-used as a result of the advances in medicine and its own preventive performance.

Another remarkable change in the sector has been going from an assisting concept of mission accomplishment to one of intervention. This latter is concerned with generating networks among the interested parties themselves, for them to take on the responsibility they may deal with in the solution of their problems. All the organizations selected and many others belonging to the third sector have stopped focusing their activities to remedy or palliate some social afflictive situation, to deal mainly with its prevention. This change on emphasis has had as a result the need to interfere in the culture of those affected themselves who have been obligated to leave aside their

passive and powerless attitude to take an active part, in either a rehabilitation treatment, or the building of a better life.

The cultural transformation described, although deep, has not been total. The mission of each organization remains whole, as well as the values which inspire their volunteers and employees. It would have been wrong and useless to attempt a radical change. Neither has it been necessary to import new values. This is impossible in any self-poiethical system which operates in a closed environment. All that has been done is simply to promote elements present in such cultures letting, at the same time , that the opposing elements which are also present, lose strength. In effect, along with the values of service, love for one's neighbor, giving, and self denial, in each one of the cultures, ideas can be found which negatively evaluate any action which may appear as belonging to another type of organization. Even the terminology which could remind of profit companies was bothering, something which, on the other hand seems to be more characteristic of the sector than of Chile itself only (Drucker:1992:65)- At the same time the cultures of these organizations were directed to an ideal situation, in which the problem motivating them no longer existed. The scarcity of resources, the intermittent collaboration of the volunteers, the administrative inefficiency and disorder were seen as natural and inevitable, almost as these were the distinctive seal of the sector. Behind these there were in hiding sub-understood cultural elements, undecided and undecidable premises of the organizational deciding , which we could amply summarize as: "Non-profit organizations deal with things that are really worth it: life, the human being, dignity, alleviating poverty, and your neighbor´s suffering, etc. In those organizations there is no place for minor material considerations such as money, administration, or efficiency. These are rather the main occupation of those organizations which in their excessive want for profit have no concern for the human being".

For many of the volunteers it was disheartening to see that all their efforts did not succeeded but just offered a weak palliative for the miseries that they would like to see disappearing.. They were also disheartened by the hard heart of so many who being able to make a generous contribution were satisfied by giving some coins or none. So much was wanted to be done with so little, but it was not considered valid to seek efficiency nor leave the scheme of welfare contributions to search alliances with lucrative organizations. Also forbidden to them were marketing and advertising , because it was suspected that these had dark purposes, or at least, incompatible with theirs. However, those who had such thoughts participated without any problem as entrepreneurs, executives, professionals, employees and customers of those same organizations that were so distant from the principles which they believed they were upholding in these others. They could live in totally separated dimensions and even do so without remorse, because in one they carried out what they could not in the other. This schizoid vision means that the same values co-existed in the same culture, only these received different consideration in one than in the other. As we have said, any culture is a incoheren set of elements. The change of culture was then, much easier than we would have thought. It was enough to show that efficiency, advertising, marketing and modern management are tools which have no preference whatsoever for a single type of organization. That it was possible to successfully managing a profit-making organization increasing its economic value and that it was also possible to lead a non-profit organization to success by increasing its social impact.

It was not a question of incorporating values opposed to those it always had, that is impossible. What was required was to update undecided and undecidable premises from decision taking which were inadequate, and let the dust of forgetfulness fall on the others, those which until then had been shining.

All this fast process was carried out in the only way possible: through communication. Social systems, as well as organizations, are made up of communications, therefore, if communications are modified, the systems these form is also modified. (Fantova Azcoaga, 2003).

Communications are not changed by just talking about them. This is another error of the gurus and their pupils. Each time they diagnose a communications problem in an organization (which is not difficult as they are abundant) they offer their miraculous cure. Then they transfer personnel to a comfortable and distant resort, where with all kinds of games and digressions, teach them to communicate. Those are cathartic moments which make everybody happy until they go back to their daily routine and discover that all is still the same, although not so for the sorcerer apprentice who is counting his coins.

As always, the recipe is far simpler. Any change in communications is achieved by communicating about the real problems of the organizations, not about communications. Communications should never be an issue, always a backing, as they are the cells of the social systems. Some undecided and undecidable premises in the organizational decision taking, become relevant when communicating the objectives, the goals, the mission, and the vision which inspire the tasks of the system when adopting decisions directed at achieving such goals and objectives. When these decisions are communicated, the organizational auto-poiesis goes on, and although no nobody has required to mention them, the undecided and undecidable premises which have caused them, are also part of the communications. The others, the old undecided and undecidable which prevented deciding according to the current manner, are neither mentioned, they increasingly become old by the vital strength of successful organizations, which can take pride in showing off achievements which earlier they had thought impossible.

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THE LEGAL REGULATION OF THE THIRD SECTOR IN THE EUROPEAN UNION

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ABSTRACT

This article analyzes present legislation system on NGOs within the European Union; these are considered as private, voluntary and sef-governing organizations. It is analyzed first the role and types of NGOs organizations taking into account the differences between countries members and the fact that there is not harmonizing direction related to the law on ONGs. Second, the recognition of the legal personality and equal treatment of NGOs is also considered. After, the paper considers some specific aspects of law on NGOs in eleven European countries (legal forms and purposes; establishment and registration; and external supervision). The article concludes emphasizing on present diversity and difficulties to harmonize the legal map of NGOs.

SUMMARY

1. INTRODUCTION

2. SOME REMARKS ON THE THIRD SECTOR AND IT ROLE IN SOCIETY

3. THE EU AND THE THIRD SECTOR

4. RECOGNITION AND EQUAL TREATMENT OF FOREIGN (EU-)NGOS ?

5. SOME SPECIFIC ASPECTS OF LAW REGARDING THIRD SECTOR-ORGANISATIONS IN A SELECTION OF EU-COUNTRIES.

6. CONCLUSION

1. INTRODUCTION

In this contribution I want to sketch the situation of the legislation within the European Union with regard to NGOs. It is more an exploration than a summary. In the next paragraph some remarks are made about the roles NGOs are playing in the EU-countries. In paragraph 2 the focus is on the law that is of importance for NGOs in the European Union. There are not many rules of the EU-treaty directly applicable on NGOs. On the other hand several Conventions of the Council of Europe, in which the EU-countries participate, and other documents of the Council are very crucial for the legislators in the EU-countries. In part. 3 is described in how far recognition and equal treatment of foreign NGOs within the EU is realized. In par. 3 the following subjects of third sector-law in 12 EU-countries will be discussed: the legal forms and their characteristics, the establishment, including the eventual role of the government, and the supervision on NGOs. The subjects will be dealt with thematically. The different solutions that are chosen by the countries are, if applicable, evaluated on the basis of the European Convention of Human Rights and the Recommendation of the Committee of Ministers of the Council of Europe of 2007.[1] The contribution ends with some conclusions.

The third sector is in this contribution understood as the (group of) voluntary private (or non-governmental) organisations that are self-governing and do not distribute profits to its members, board-members etc.[2] 'Voluntary' is in fact already included in 'private'; the organisations must have voluntary participation. For that reason professional associations are excluded,[3] while political

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[1] Recommendation CM/Rec (2007) 14 of the Committee of Ministers to member states on the legal status of nongovernmental organisations in Europe (10 October 2007).

[2] Conform Ary Burger and Paul Dekker, The non-profit sector in The Netherlands, SCP The Hague, (2001), p. 5. Slightly different: Recommendation 2007(footnote 2), Explanatory memorandum, nr.18.

[3] Conform Recommendation 2007, Explanatory Memorandum, nr. 21.

parties[4] as well as trade unions are included. The last type of NGOs may have even more protection than other voluntary organisations.[5]

The characteristic 'self-governing' implies that the management board may take its decisions independently and is not subject to the approval of government. In some old member states of the EU the relation between some voluntary organisations and the government is so close that it is disputable if the voluntary organisation (or the government) is still independent. A certain independency between ngo's and government is however characteristic for the third sector. That certain private organisations are in fact dominated by government may be legitimate, but these organisations are then not considered to be part of the third sector.

2. SOME REMARKS ON THE THIRD SECTOR AND IT ROLE IN SOCIETY

The types of organizations that are covered by the term third sector (NGOs) are very diverse in size, form, purpose and societal importance.

Their character may vary from being a vehicle for communication between segments in society and public authorities, the advocacy of change in law and public policy, the elaboration of professional standards etc."[6] The organisations are often intermediaries between the citizens and the state and they are of considerable value for the citizens to learn democracy on small scale. As intermediaries they have a better feeling for the real needs of the people than governmental agencies and they may play therefore an advocacy role. The role of voluntary organisations in social and political life in a specific country strongly depends of the national tradition, legal culture and the dominant ideology regarding third sector. Also the ideologies in Europe are different: in some countries, or better under some governments –but they can change-, the liberal, in others the communitarian and in still others the republican (socialist) view is dominant. It can be expected that countries with different ideologies have different norms regarding the place of the third sector in society (and in relation to the state). In this contribution I can not explore more on this subject. I will focus here on the legal framework of NGOs. The political mainstream at the moment of the framing of the law is of course important with regard to the rules for the establishment and supervision, but mostly these rules will not change per new government.

From outside, the European Union may seem to be a unity in many aspects, from inside the differences between the countries involved –also in the area of the third sector- are in any case not less apparent than the similarities.

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4 Different: Recommend 2007 principle 1 NGO's do not include political parties. In the Explanatory memorandum to the Recommendation is explained that they are excluded as they are generally subject to separate provisions (nr. 20.).

5 See the ILO-treaty of San Francisco of 1948.

6 Open meeting of contracting parties to the European convention on the recognition of the legal personality of international ngo's (ets no, 124), second meeting Strasbourg 20-22 March 2002 [MM ONG (2001) 1 Rev. 3], preamble par. 6.

3. THE EU AND THE THIRD SECTOR

As such the regulation of the third sector is not one of the aims of the European Union. That does not say that the European Union is not interested in the third sector. It apparently is interested in a flourishing third sector, as the EU promotes not only free trade but also democracy. In democracy the existence of a healthy third sector is a sign of the high level of democracy a society has. There have been several meetings on European level on the role of third sector, by which it becomes clear that the EU, as well as the Council of Europe intents to promote a democratic society in which non governmental organisations have an important place in social and political life, including *inter alia* the provision of educational, social and health services to the public.[7] At an Open meeting, organized by the Council of Europe, with representatives from all parts of Europe[8] this was formulated as follows: "Considering that the existence of many NGO's is a manifestation of the right of members to freedom of association and of their host country's adherence to principles of democratic pluralism".[9] The EU-Commission wants to maintain an open dialogue with NGOs and has not introduced an accreditation system in which certain NGOs have consultancy status.[10]

There are however, contrary to the situation regarding companies, no harmonizing directives with regard to the law on NGOs. There have been trials to make a regulation about the European association by the Commission itself[11] and a proposal about a European foundation by legal experts,[12] but these proposals have not lead to law in force. Interestingly there has yet been issued a regulation on the European Cooperative Company.[13] The economic necessity –and the lobby- for such a regulation was apparently greater than for regulations regarding NGOs. In this contribution I will not deal with the cooperative societies, although it is clear that by their member-structure and non-capital assets they form a special category of companies and have close connections with associations.

The EU- rule on the freedom of establishment is applicable to NGOs insofar as they have economic activities.[14] Thus in a direct way non-commercial NGOs can not enjoy this freedom from the EU-treaty.

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[7] See f.i. The communication of the European Commission: Promoting the role of voluntary organisations and foundations in Europe, COM/97/0241/final, and " The role and contribution of third sector organisations in the building of Europe", a report from the Social and Economic Committee of the EU, PB C 329, 17/11/1999. p. 2.

[8] Open meeting (footnote 7).

[9] Paragraph 7 of the preamble of the document mentioned in footnote 7.

[10] Commission's Communication on "An open and structured dialogue between the Commission and Special Interest Groups, JO C 63 of March 1993; Communication of the Commission: To a vigorous culture of consultation and dialogue, COM (2002) 704, def.

[11] COM (91) 273 final-SYN 386-391.

[12] See Klaus J. Hopt, w. Rainer Walz, Thomas von Hippel, Volker Then (editors), The European foundation, A new legal approach, Verlag Bertelsmann Stiftung, Gütersloh, 2006.

[13] Regulation of the Council of the EU of 22 July 2003, nr. 1435/2003, L.207.

[14] See art.48 EU-Treaty.

The legislation of EU-countries has not only to take into account what is issued by the EU, an important framework for it is given in the European Convention on Human Rights (ECHR).[15] For NGOs especially the freedoms of association, of privacy and of non-discrimination are important. These rights are protected under article 8, 11 and 14 of this Convention, in which all EU-member states participate. The ECHR provides for a normative framework that determines under what conditions a restriction on a fundamental right is allowed and justified. This restriction must be prescribed by law.[16] The restriction has to be "necessary in a democratic society in the interest of national safety or public safety, public order or the protection of public health, good morals or the protection of rights and freedoms of others."[17] This 'necessity' test implies an evaluation of the proportionality of the restriction.[18] In the interpretation of what is necessary in a democratic society the states have a certain margin of appreciation.[19]

The specific strength of the European Convention on Human Rights lies in the fact that it gives standing to citizens and NGOs to bring a case against a member state to the European Court on Human Rights in Strasbourg. Moreover, the judgements of the courts are binding on the member states. Thus the ECHR provides for effective protection of human rights and fundamental freedoms.

The Committee of Ministers of the Council of Europe has in the past and recently in 2007 issued principles with regard to the legal status of NGOs. They can be seen as guidelines for the participating countries, also with regard to their legislation, developed on the basis of the ECHR , the case-law of the European Court of Human Rights and other international documents on human rights.[20].

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15 The convention was concluded on 4 November 1950; it entered into force 3September 1953. Source: Jacobs &White, The European Convention on Human Rights, 4th edition, 2006.

16 In order to qualify as a rule prescribed by law, the rule must be i) of a general nature; ii) based in the national law of the member State; iii) sufficiently clear; iv) made publicly known; v) contain safeguards against misuse. Also a restriction may not be imposed retroactively.

17 See Erik Denters and Wino J.M. van Veen, Voluntary organizations in Europe: The European convention on human rights, International Journal of Not for profit Law; see also http://hudoc.echr.coe.int .

18 See Handyside v. UK, 7 December 1976, 1 EHRR 737, Sunday Times v. UK, 26 November 1991, 14 EHRR 229, Barthold v. Germany, 23 March 1985, 7 EHRR 383; comp. Sigurjónsson v. Iceland, 30 June 1993, 16 EHRR 462.

19 Compare Refah Partisi (Welfare Party) v. Turkey, 13 February 2003, 37 EHRR 1.

20 See preamble Recommendation 2007 (footnote 2).

4. RECOGNITION AND EQUAL TREATMENT OF FOREIGN (EU-) NGOS ?

Although NGOs (as far as they have not a commercial aim) do not enjoy the freedom of establishment according to the EU-treaty, there are anyway twol bases for the recognition of the legal personality of a foreign (EU)-NGO in EU-countries.

Several countries adhere to the incorporation-theory with regard to foreign legal persons, which means that foreign NGOs are recognized as legal persons, when they are established according to the rules in the country where they are incorporated.

Several countries belong to the contracting parties of the European convention on the recognition of the legal personality of international non-governmental organisations on March 22 2002.[21]

The newest Recommendation (2007) of the Council of Europe with regard to NGOs states regarding foreign NGOs –independent of the application of the Convention on the recognition of legal personality of international NGOs- that they can be required to obtain approval in a manner consistent with the provisions for local NGOs. They should not have to establish a new entity for this purpose.[22] For countries that adhere the real seat theory with regard to foreign legal persons and who not participate in the European Convention of 2002 this will be quite a change when they implement this principle.

Because of lack of time I will not discuss the actual situation in the EU-countries. This subject asks for a thorough research, also with regard to the question whether foreign NGOs are treated equally in the EU-countries. The theory (idealism) in this area seems to be far more developed than practice.

From the perspective of the ECHR not only the formal recognition of foreign NGOs is important, also the equal treatment of NGOs should be practice. On a conference in 1998 was stated: " A foreign NGO should receive the same rights, powers, privileges, and immunities enjoyed by domestic NGOs as long as the foreign NGOs' activities are consistent with the public order in the host country."[23]

The existence of foreign EU-NGOs in other EU-countries confronts the national law with the law of the other EU-country. This may stimulate more comparison and eventually, dependent of the treatment of foreign EU-NGO, the use of NGO-types of other EU-countries.

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[21] Council of Europe, MM ONG (2001) 1 Rev. 3. Convention no. 124.

[22] See principle 45.

[23] The legal status of non-governmental organisations and their role in a pluralist democracy, 23 - 25 March 1998, Palais de l'Europe http://www.coe.int/T/E/NGO/public/Convention_124/_Meeting_reports/The_legal_status_of_non-governmental_organisations_and_their_role_in_a_pluralist_democracy.asp

5. SOME SPECIFIC ASPECTS OF LAW REGARDING THIRD SECTOR-ORGANISATIONS IN A SELECTION OF EU-COUNTRIES

In this paragraph I will give an overview of the different legal solutions with regard to the third sector that are made in a selection of countries in the European Union. Most information stems from country-reports that are made by legal experts of 11 EU-countries: Belgium, Czech republic, Germany, Hungary, Italy, The Netherlands, Poland, Spain, Sweden and the United Kingdom.[24] France, about which I collected information on another occasion, is added.[25]

There are many aspects that can be described. In the country-reports that were delivered for the conference mentioned earlier information was given on many aspects, following a question-naire we had designed. In this contribution I will only cover a few subjects.[26] It will however be very clear how different the laws regarding the third sector are in the concerned EU-countries. On the conference the confrontation of the participants with the abundance of differences lead in the first place to curiosity to the solutions of other countries and then to the question if the solutions of the own country are the best (one is anyhow most used to them).

The overview shows that there are many legitimate solutions regarding the legal aspects of the third sector. In only a few cases the law is apparently contrary to the ECHR; in some more cases the law is contrary to the principles that are issued by the Ministers of the Council of Europe.

The following aspects will be compared:

 1) the legal forms and possible purposes;
 2) the establishment and registration, including governmental involvement at the establishment;
 3) external supervision on third sector organisations by government, court or other agency.

These are just a few of the aspects that are reported on the questionnaire.

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[24] They were produced for the project and conference mentioned in footnote 1. The rapporteurs were: Marleen Denef and Griet vanden Abeele (Belgium), Katharina Ronovska (Czech repulblic), Peter Luxton (England and Wales),, Thomas von Hippel (Germany), Kalliroi Pantelidou with help of Evangelos Karamakis (Greece), Nilda Bullain (Hungary), Gian Paolo Barbetta an Cristina Vaccario (Italy), Helen Overes (The Netherlands), Thomasz Perkowski (Poland), Jose Luis Pinar (Spain), Carl Hemström and Magdalena Giertz (Sweden). We received also a report on Russia (Irina Novichenko). The reports can be reached through www.civilsocietyineurope.nl

25 Compare Tymen van der Ploeg and Wino van Veen, Juridische aspecten van de non-profitsector, p. 17 ff. in Ary Burger and P. Dekker (editors), Noch markt, noch staat, SCP the Hague 2001.

26 A book with the contributions for the conference and evaluations is planned to be published.

5 .1. Legal forms and possible purposes of NGOs

The form. Without an adequate legal form an organisation can not operate in society. To adequately operate in society, NGOs benefit from having legal personality.[27] That does not say that it should not be possible to operate without legal personality.[28]

A common distinction between legal forms for NGOs in –continental-Europe is between associations and foundations.

The characteristic of *associations* is that the organisation has members with voting rights in the general meeting. The power of the general meeting varies around the EU.

In general one of the characteristics of a *foundation* is that it has an endowment with which its purpose can be realized.[29] The criteria for the size of the amount is rather different. Some countries have a fixed amount (Belgium regarding public foundations, France) or a fixable amount (Sweden, connected to a period of 5-6 year), in others the rule is that there have to be sufficient assets (Germany, Hungary, Italy), while Poland has only the requirement that there is an endowment, while The Netherlands does not require an endowment at all According to the principles of the Council of Europe certain endowment requirements are justified. When the criterion is the sufficiency for the purpose, which is controlled by the government, there may be the danger of discretionary decision making.

Some countries have next to the (normal) association and foundation, some *more specific forms*: in Belgium, the international not for profit association; in Czech Republic the fund and the public benefit institution, both types of foundations; in France the association with recognized public utility. In Greece the not-for-profit partnerships (with legal personality!) is much used. Aside I mention the existence of several forms of social cooperatives in Italy, Poland and Spain but they do not fit into this format.

A special place in the EU have the countries of the *common law tradition*. They do not have the distinction association-foundation of the continental legal systems. England and Wales, which is taken as example, uses as legal forms for NGOs the unincorporated association, the charitable trust, the company limited by guarantee and the friendly society. Only the last two forms have legal personality.

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27 Recommendation 2007, principles 7: NGO's with legal personality should have the same capacities are generally enjoyed by other legal persons.

28 Recommendation 2007, principles 3: NGO's can be either informal bodies or legal persons. See also Explanatory memorandum nrs. 23 and 24.

29 See Recommendation 2007, principle 18: Any person should be able to establish an NGO by way of gift or bequest, normally leading to a foundation, fund or trust, and principle 31: In case of non-membership based NGOs there can also be a requirement of proof that the financial means to accomplish their objectives are avaiulable.

The freedom of association implies that NGOs may operate *without legal personality*.[30] On this point however it is not clear if all countries concerned are in conformity with the ECHR. This is from the legal regulations only clear for Belgium, France, Germany, Greece, Italy and England and Wales. In the other involved systems the association without legal personality is not a recognized form. This may mean that it is allowed to organize informally and that this informal organisation is considered to be a contract. The question is if the organizers may operate in society and in legal matters under a common name. I do not know exactly how this is treated in other countries, but in The Netherlands it is very unclear in how far informal organizers can claim that they have just a contract and are not an informal association.[31]

The purpose. With regard to *foundations* there are several countries that reserve this form for *public benefit* purposes. This the case for Czech Republic, France, Italy[32] and Spain. In other countries are special types of foundations for public benefit (Belgium and Greece)[33] or can foundations acquire public interest-status (France, Hungary and Poland)[34]. In other countries are no restrictions regarding foundations related to the public benefit.

For the English *charities* the condition is that they have a charitable purpose, which does not cover fully the public benefit-purpose.

Charities may only engage in *political activities* when they are ancillary to its charitable purpose. For NGOs that are no charities this restriction does not exist.[35].

In half of the countries involved (France, Italy, The Netherlands, Poland, Spain, Sweden, England and Wales) *associations* can have all sorts of purposes, also *commercial(economical)*. It is of course important that there should be in case of commercial associations no unfair competition of NGOs with companies, and likewise there have to be safeguards to prohibit profit-making by directors, members, etc.[36]

Half of the countries involved has restrictions with regard to economic activities (Belgium, Czech republic,[37] Germany, Greece and Hungary) of associations. This commonly means that they may still perform some economic activities, but only when they are related to their non-economic purpose.

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[30] See Recommendation 2007, principle 3: NGOs can be either informal bodies or legal persons. See also Explanatory memorandum nrs. 23 and 24.

[31] Compare Dijk-Van der Ploeg, Van vereniging en stichting, coöperatie en onderlinge waarborgmaatschappij, 5th edition, 2007, p. 45-47.

[32] In Italy this is also true for associations.

[33] This also exists for associations in Greece: philanthropist association.

[34] This status can also be acquired by associations in these countries..

[35] These NGOs do not enjoy tax benefits.

[36] This is called the non-distribution constraint. See Recommendation 2007, principle 9.

[37] With regard to foundations and funds.

For foundations economic activities are in most countries only allowed, when they are ancillary.[38]

Remarkable is, looking to the practice in the EU-countries, that the Recommendation 2007 the Committee of Ministers states rather generally, that NGOs should be free to engage in any lawful, economic activities in order to support their own not-for-profit activities.[39] This is only in a few countries practice for all NGO-forms.

That in a country there are different forms, all with their own limitations, is as such not threatening the freedom of association, as long as in total the regulation does not restrict the eligible objects and activities for the NGOs other than on the ground of conflict with public order, public safety etc.[40]

5.2) Establishment and registration[41]

Also a lot of difference can be observed with regard to the establishment of NGOs with legal personality. First the situation for *associations* is described.

In a few countries a notarial deed is required for a formal association: Germany, Italy and The Netherlands.[42] In other countries a written document is satisfactory.

Apart from Sweden and the informal association in the Netherlands, however, the associations with legal personality –and their articles of association- in all countries concerned have to be registered.

The registration may be performed at a governmental agency, the court or the Chamber of Commerce.

In case the registration takes place at a *governmental agency* (Belgium[43], Czech Republic France[44] and Italy)[45], the government also checks if the establishment and the articles of association are conform the law.

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[38] In Germany and The Netherlands there is not this restriction.

[39] Principle 14; see also explanatory memorandum nrs. 40-42.

[40] Compare Recommendation 2007, principles 11-12, and explanatory memorandum nr. 34-36.

[41] From American perspective, registration at the state administration is the most important moment for becoming a corporation (legal person). The registration is a weak form of a charter by which the Crown grants legal personality. The granting of legal personality may only be performed by the sovereign; the legal person is seen as a legal fiction. In continental Europe registration has not (always) this legal status.

[42] In Belgium this is optional.

[43] This applies only to the International Not for Profit Association.

[44] The normal associations with legal personality are registered at community-level, the association with recognized public utility is registered at the Ministry of Interior, after positive advise of the State councel..

[45] Until 2000 the registration and supervision were in the hands of the courts.

In other countries (Germany, Greece, Hungary, Poland and Spain) the *court* registers the associations with legal personality and checks more or less intensive their conformity with the law.[46]

The *Chamber of Commerce* registers associations[47] and foundations in The Netherlands –without checking-. In Sweden only commercial associations have to be registered, at the Chamber of Commerce.

The establishment of associations is dependent of the will of the establishers. There are remarkable differences in the *number of establishers* that is required It ranges from 2 or 3 via 7 (Germany and 15 (Poland) to 20 (Greece).

Looking to Recommendation 2007, principle 17, in which as usual number is set two or more – and if more, do not set a level that discourages establishment-, the promotion of the third sector is mostly served by a small number: 2 or 3. The continuation of a the requirement of a higher number than f.i. 3 needs to my idea an explanation.

Mostly the law sets rules on the minimum content of the articles of association[48], which is controlled at the establishment. The articles of association have, according to civil law-measures, to include rules on the composition of the management board, the powers of the management board, the regulation regarding representative power, the rights and duties of the members, the powers of the general meeting (at least the appointment and dismissal of (most of the) members of the management board, the amendment of the articles of association and the dissolution).[49]

In this contribution I will not deal with the wide variation of legal requirements with regard to the internal organisation of associations and foundations. The legislation of NGOs regarding this aspect varies from nearly no explicit legislation to rather detailed regulation.

Apparently, because *foundations* have more to do with economy because assets are put aside for a specific purpose and are withdrawn from the regular economic activities, the government is often involved in the establishment of foundations. This is true for public benefit foundations in Belgium, foundations in Germany, France, Greece and Italy and Spain. When the government is involved, a public registration may lack (Germany, France).

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[46] In Greece the not-for-profit partnership has to be registered at the court.

[47] This applies to formal associations; informal associations obtain automatically legal personality, be it that the informal association has limited legal capacity.

[48] By Anglo-American lawyers is made very clear to me that "statutes", which is used in continental law and in the documents of the Council of Europe, is not a correct word for the document in which the purpose and rules for the specific legal person are laid down. The term 'articles of association' should be used, also in case of foundations.

[49] The Recommendation 2007 is on these points less mandatory. See principles 19 and 20. I cannot work this point out here.

In other countries involved, like Hungary and Poland the courts are involved in the establishment of foundations. The courts keep a register.

The foundation is established in the Netherlands before the notary public. The foundation has also to be registered at the chamber of Commerce.

For the establishment of charitable trusts and unincorporated associations in *England and Wales* a written document is sufficient. The companies limited by guarantee need to be registered at the Registrar of Companies. The registration of charities of all forms is with the Charity Commission.

In Greece, the not-for-profit partnership has only to be registered at the court.

Something has to be said about *governmental interference* with the establishment of NGOs from the point of view of the freedom of association. It is clear that this freedom may be at stake in case the government is involved in the establishment of voluntary organisations and acts only on the basis of its own authority (discretion).[50] As such the freedom of association is not at stake when the government only controls if the establishment is in conformity with the law. To avoid misuse of governmental power this governmental agency should anyhow be separate from governmental agencies that decide on subsidies to NGOs, service-contracts etc.[51]

Most freedom is guaranteed when there is no governmental control at the establishment and the government only issues the rules for establishment. Control by a court and a Chamber of Commerce, can be good alternatives for government control. Control only by a notary public, who mostly also drafts the articles of association, as happens in The Netherlands, seems to me a too weak form of control.

It is important, based on art. 6 ECHR, that the applicants can appeal from negative decisions of the agency that decides about the acquisition of legal personality.[52] In the countries involved this appeal is possible indeed.

5.3. External supervision

Introduction. External supervision should be preferably *a supplement to internal supervision*. In associations the internal supervision is exercised by the general meeting of members and in many countries foundations of some size have a supervisory body, although the law mostly does not prescribe such a body.

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[50] Compare Recommendation 2007, principle 28.
[51] See Recommendation 2007, principle 36 and 39.
[52] Recommendation 2007, principle 38.

As a general rule there are not many regulations regarding external supervision on associations as generally is trusted that the supervisory power of the general meeting of members concerning the management board protects the interests of the members and the association in a satisfying way.[53] In some countries however also rules regarding exterior supervision for associations exist (Greece (philanthropic associations), Italy, Spain (associations with public utility).

For foundations is mostly no legal requirement to have a supervisory board. To protect the interests of the founders and the general interest the law indicates an exterior agency that supervises foundations.

The supervisory authority may be a governmental body, an independent body (England and Wales: the Charity Commission) or a court.[54] From the perspective of control, it is clear that a governmental or independent body with a supervising task with regard to NGOs can have more continuing control than a court, that is dependent of appeals to it .

From a private law (third sector) perspective it is important that supervision of NGOs is restricted to control related to the (un) lawfulness of the purpose or activities of the NGO and that the supervision is exercised in an objective way. Or to say it in another way: the control should be limited to legitimacy-control only and not extend to efficiency-control. This last control is suspicious –i.a.- in the light of the right to property taken with the freedom of expression. The objectivity seems to be best guaranteed when the supervision is exercised by the court or an independent authority.

In quite a few countries the supervision is exercised by *the government*: France, Germany (regarding foundations (state authorities), Greece, regarding philanthropic associations and public benefit foundations, Italy with regard to all NGOs, Spain[55] and Sweden, both only regarding foundations,.

In some countries NGOs need approval of certain important acts of the (management) board of the (association and) foundation. In Belgium, France and Spain the NGO needs governmental approval for accepting donations above a certain amount of euro's and for the acquisition and sale of estate. For these last transaction also approval of the government is required in Greece. The origin of this seems to be that the state should protect the country against wealth in the dead hand. It would be interesting to do research to the effect of this rule in comparison to countries without this rule.

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[53] Members can eventually invoke a court to annihilate decisions when, to their notion, these interests are damaged.

[54] I do not discuss the supervision by selfregulatory bodies.

[55] In certain matters the foundation has to address the court.

A rather extensive supervision on NGOs is exercised by the *Charity Commission* in England and Wales with regard to charities. The Charity Commission functions more like a father, giving advises and punishments to NGOs than as an external supervisor. This type of supervision is unique.

The *court* has supervisory power in Czech Republic and The Netherlands (on request of the public prosecutor), in Poland (on request of the relevant Ministry) with regard to foundations, in Germany with regard to associations, in Hungary and Poland with regard to associations and foundations.

In some of the countries not only the public prosecutor, but also *interested persons* may start proceedings before the court: Czech Republic, England and Wales, The Netherlands Poland. They may request for measures against mismanagement in foundations. From the perspective of supervision in a court-system this has clearly added value. Of course always the question has to be solved who has enough interest to get standing for court.

An important extra possibility to fight illegality or unreasonableness in NGOs is to give members or (other) interested persons a claim to ask the court to declare decisions of NGO-bodies nul or annihilate them.[56] Apart from this special regulation for legal persons there is the possibility to sue the members of the management board or other body of the NGO or the NGO on the basis of tort.

Access to information. For the supervising authority it is important that it has access to information that is necessary to determine whether the NGO operates according to the rules or not.[57] On this point transparency of NGOs is basic, as well respect for the right to privacy by the authority who inspects NGOs.

In most countries the NGO has to fix an *annual balance sheet* and statement of income and expenditure. Mostly this must be published in the relevant register for that type of NGOs or must be available.[58] Such a requirement is not contrary to the right to privacy.[59]

Interesting is to see the great differences regarding the necessity of a *list of members*. Associations in Belgium, Hungary and Spain should keep registers of members, while this is not required in the other countries. In fact this requirement, as far as this implies the right of the super-

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[56] See Sweden and The Netherlands.

[57] See Recommendation 2007, principle 68: NGOs can be required to submit their books etc. to inspection by a supervising agency where there has been a failure to comply with the reporting requirements or where there are reasonable grounds to suspect that serious branches of the law have occurred or are imminent.

[58] This is not the case in Czech Republic, Germany, Greece and Hungary(both regarding normal associations and foundations), The Netherlands and Sweden concerning small associations and foundations, Italy, Poland and Spain with regard to (non-commercial) associations..

[59] Remarkably the Recommendation 2007 does not contain principles about the publication of annual accounts etc. as such. The 'transparency' principles (nrs. 62 ff.) only deal with the situation where public support is given.

visory agencies (or third parties in general) to have access to it, may be in conflict with the *right to privacy*[60]. Of course such a register is adequate for the operation of the NGO itself.

Foundations are sometimes required to keep a *register of donors* –or donations. This is the case in Czech republic, Hungary [61] and only with regard to large unusual donations in England and Wales. It seems plausible that in the framework of the struggle against money laundering and terrorism the rules regarding the registration of donations (or donors) will become more strict.[62]

According to the right to privacy (art. 8 ECHR) , access to books, records, bank-accounts and/or the premises of the NGO without a prior consent from a court –on the basis of well founded suspicion of criminal activities- is generally not allowed.

The supervisory powers regarding NGOs do not interfere with the powers of the public prosecutor and the criminal courts in case there is serious suspicion of criminal offences. When the civil/administrative authorities are confronted with activities that are criminal they have to inform the criminal authorities.

Sanctions. There is some variation in the sanctions in case of acts of NGOs against the law or articles of associations. On one side there are the sanctions *against the NGO itself*, like a fine,[63] the amendment of the articles of association –regarding foundations-[64] , the appointment of members of the management board in case of vacancies,[65] and the dissolution of the NGO.[66]

According to Recommendation 2007 of the Council of Europe the dissolution of NGOs with legal personality can be caused by a decision of the members meeting or of the governing body (in case of a foundation) or in the event if bankruptcy, prolonged inactivity or serious misconduct by a court decision.[67] There are however some examples where in certain circumstances this principle is not followed: Czech Republic: Minister of Interior regarding associations; the Netherlands: the

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[60] In Spain explicitly is referred to the application of the Data Protection Law.

[61] The requirement to keep the donation contracts available applies also to associations.

[62] In the Netherlands the government wants to avoid explicit legislation about this but it has cared for the introduction of rules on this point in the rules for fundraising organizations which are supervised by a private self-regulatory body (CBF: Central Office for Fundraising).

[63] Compare Recommendation 2007; principle 72.states that in most instances the appropriate sanction is the requirement of rectification and else: criminal, civil or administrative penalty.

[64] See Belgium (under exceptional circumstances), Czech Republic, Germany, Hungary, Italy, The Netherlands. England and Wales: cy-pres rule with regard to charities.

[65] Germany (urgency board for associations), Czech republic, Hungary, The Netherlands and Poland regarding foundations.

[66] Where in Czech republic the Ministry of Interior decides about the dissolution of an association, it is in Belgium and Greece the court that on request of the public prosecutor decides about this.
In The Netherlands not only the court may dissolve the NGO, also the Chamber of Commerce may dissolve them incase of non-payment of the annual fee and of not informing the Chamber of the actual members of the management board. This is meant to delete non-active legal persons from the register. This is however not in conformity with principle 74 of the Recommendation 2007.

[67] Principle 44 and principle 74.

Chamber of Commerce in case of not meeting the conditions for registration. In Italy as far as I could see the government may take the decision to dissolve NGOs.

On the other side there are sanctions *against the board members*, like suspension and dismissal of the members of the management board in case of acting against the law and the articles of association and in case of (financial) mismanagement. This is generally introduced.

An important directive for the execution of sanctions is that the sanction is proportional to the breach of the law (or the articles of association) and subject to review by an independent court.[68] This judicial review is practice in the involved countries.

6. CONCLUSION

The legislation on NGOs within the European Union is very diverse. Even countries that have a comparable economic and social level have often rather different rules. In some countries the government is rather heavily involved, while in other countries (also new EU-members) the courts are the registration and supervising authority. One would expect that in the course of time the task of the government will be transferred to the courts, but that is not necessarily the case. Much is dependent of politics. The change of government in Italy has caused a development the other way around from court to government.

Until now there have not been taken successful steps towards some harmonization. The framework of the European convention for Human Rights gives a minimum level, which mostly seems to be reached. When one looks with a view on the principles accepted by the Ministers of the member states of the council of Europe in 2007, to the practice in the involved countries there are quite a rules of NGO-law that do not conform these principles. These principles are not even very detailed.

Apparently NGO-law has such strong roots in the history and culture of a country that big changes can not be expected unless there would be strong evidence that the NGO-law is contrary to the ECHR. Maybe the Recommendation 2007 may also exert some influence.

Presumably a serious development in the NGO laws in the European Union will appear when NGOs are operating in different countries and the foreign EU-NGOs are treated equally by the authorities. Such a development may bring NGO-organizers to compare NGO-laws of different countries and choose the most fitting to establish the NGO. In that case the EU-countries may find reasons to amend their NGO-law. I am not sure that then the most appropriate rules will be designed or that EU-countries will just try to attract NGOs or maybe better to make the establishment of NGO for its own citizens more attractive.

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[68] See Recommendation 2007, principle 10.

Fintan Farrell
Director EAPN

THE ROLE OF 'THIRD SECTOR' AT EU LEVEL

INTRODUCTION

As many others have previously observed there is no common European definition or understanding of the 'Third Sector'. For some the term refers to organisations which are established on a not for profit basis and which are independent of state or public sector bodies. Such a definition covers a wide range of organisations including; social and self advocacy non governmental organisations, trade unions, environmental organisations, sports organisations and private clubs, to name but a few. Others prefer to use the term 'organised civil society' to reflect this broad range of organisations, but again there is no common agreement about what is meant by organised civil society. A different definition of the 'third sector' tends to acknowledge that 'third sector' organisations have an important economic dimension as contributors to the 'social or solidarity based economy'. It is also worth noting that the term 'social economy' face similar definitional challenges at EU level. It is not my intention with this article to try to resolve these difficulties but in one section of this article I will describe work which is ongoing among 'third sector' or 'civil society organisation' at European level to try to reach some common understandings about key terms and concepts which are regularly used in relation to the area of work covered by 'third sector' organisations.

For the purpose of this article I will adopt a broad definition of the 'third sector'. I will present a picture of how a significant part of third sector organisations are self organised at European level and I will end by drawing conclusions about the need to protect the diversity within the third sector and to allow for this diversity to flourish.

THIRD SECTOR – SELF ORGANISED AT EU LEVEL

To give an impression of how the third sector is self organised at European level I want to present the European Anti Poverty Network (EAPN), the Platform of European Social NGOs (Social Platform) and the Civil Society Contact Group.

The European Anti Poverty Network (EAPN) was established in 1990 and emerged, with support from the European Commission, from the contacts NGO representatives built up through their involvement in the EU Poverty Programmes which ran from the late 1970's to the early 1990's. EAPN brings together independently organised anti poverty NGOs, both service providers and self advocacy organisations, through National Networks and European organisations. EAPN aims to put the fight against poverty within the EU, high on the EU political agenda. EAPN contributed to the adoption of new articles in the Amsterdam Treaty to give the EU competence to address issues to do with poverty and social inclusion. EAPN then successfully led a campaign to have an EU strategy on inclusion developed based on the new Treaty articles. This strategy which was adopted at the Lisbon and Nice Councils in 2000 is now known as the Open Method of Coordination (OMC) on Social Protection and Social Inclusion. EAPN works to try to make this strategy deliver on the ground progress in the fight against poverty and social exclusion. EAPN is also working to try to have more binding social standards at EU level and has concentrated this work on questions to do with adequate minimum income schemes, access to affordable and quality services and good practices in work and social activation.

EAPN is one of many social non governmental organisations, organised at EU level. Since 1995 these organisations have been cooperating in the Platform of European Social NGOs (Social Platform) which today has over 30 European level social NGOs in its membership. The objectives of the Social Platform are: 1) to strengthen the NGO sector, 2) to reinforce participatory democracy and 3) to campaign to promote a strong social Europe. As well as working to build solidarity between its members, the Social Platform plays an important role in ensuring a regular dialogue between the EU Institutions and social NGOs. This is reflected in the fact that the Social Platform has established bi-annual dialogue with the Council of Social Affairs Ministers, the European Parliament and the European Commission. The Social Platform also worked with the Convention on the future of Europe to propose Treaty changes to reflect a stronger social Europe. Current issues being addressed by the Social Platform include the strengthening of EU anti discrimination legislation, the development of the EU agenda post 2010 and ensuring access to high quality Services of General Interest.

The Social Platform in turn is part of the Civil Society Contact Group which now brings together eight large rights and value based NGO sectors; culture, environment, education, development, human rights, public health, social and women. The Civil Society Contact Group operates as an informal group mainly bringing together the directors and political representatives of the platforms representing the different sectors in the Civil Society Contact Group. The Group has been operating since 2002 and was first established to follow the work of the Convention on the future

of Europe with the aim of ensuring that the institutions of the EU function in a transparent, effective and efficient way within a larger EU, and to develop the role of Europe in the world as a positive and stabilizing force. The Civil Society Contact Group has continued to function in an informal way and in recent times has concentrated on issues to do with the future budget of the EU, the EU transparency initiative and the EU register of interests' representatives as well as the follow up to the article in the Lisbon Treaty on participatory democracy. A debate continues to find a name for the group which better reflects its nature as a coalition of sectoral NGOs rather than the contact point for civil society at EU level which is implied with the name Civil Society Contact Group.

DEFINING A COMMON UNDERSTANDING, LANGUAGE FOR THE THIRD SECTOR

So far this article gives a brief overview of how a particular part of the 'third sector' organised at EU level tries to influence EU policy developments. Another challenge is to articulate what we mean by 'third sector'. In fact this is a challenge which is being addressed both by the Social Platform and by the Civil Society Contact Group. However in both cases the language used has been more about civil dialogue, public interest organisations and participatory democracy rather than an explicit focus on the term 'third sector.

The Social Platform has set as its annual theme for 2008 and 2009, civil dialogue at national and European level. As a matter of fact, the importance of civil society has recently been formally acknowledged by the European Union in its renewed Treaty (article 11 of the Lisbon Treaty), which states that " *The institutions shall, by appropriate means, give citizens and representative associations the opportunity to make known and publicly exchange their views in all areas of Union action.'*

The Social Platform has decided to initiate its own understanding of the concepts concerned. The idea is to understand the relations between participatory democracy and civil dialogue, put some principles and images behind those words and make sure that they really help build more solidarity and social justice across Europe.

On that basis, the Social Platform will assess whether the current forms of involvement at European level match the definitions and principles that we have identified for a meaningful civil dialogue; and ultimately make recommendations on how to move forward.

In the Civil Society Contact Group attempts to address similar issues are part of the discussion on the implementation of the article 11 on participatory democracy. In 2008, the Civil Society Contact Group is to make proposals to the European decision-makers on how to implement this article.
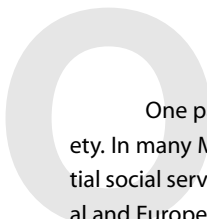
In a first step the representatives of the networks united in the Civil Society Contact Group will meet to develop some common understanding and shared language about civil society, participatory democracy, and civil dialogue. The work will build upon a previous study undertaken by the Civil Society Contact Group, "Civil Dialogue: Making it work better".

CONCLUSIONS

It is clear that in the past 20 years huge steps have been taken to have a stronger 'third sector' voice working to influence the future direction of the EU. This can only happen because many people have given of their time, talents and commitment to develop this link between third sector organisations within Member States and across Member States. It is also clear that many challenges remain to ensure stronger links between the work of third sector organisations at the different levels. It is also clear that there is no one approach to ensure a successful implementation of participatory democracy. The approach should allow for a diversity of third sector organisations with a diversity of approaches to flourish. Some will work in more organised civil dialogue with the institutions and some will work more in public spaces to try and shape public opinion and societal priorities. The end point will be to arrive at a stronger and more coherent EU based on a social and sustainable development model.

Anne-Sophie Parent
Director, AGE-the European Older People's Platform

THE ROLE OF CIVIL DIALOGUE
IN THE EU POLICY MAKING PROCESS

One particular feature of the European Union is its well developed and influential civil society. In many Member States third sector organisations participate actively in the delivery of essential social services and in the promotion of fundamental rights of vulnerable groups at local, national and European level. In some countries, civil society organisations are consulted by policy makers just like trade unions or employers' organisations. In other countries however, civil society organisations struggle to make their voice heard in policy debates.

During the Lisbon Summit of 2000, it was highlighted that the EU needed to modernise and strengthen the European Social Model. EU Member States and the European Commission agreed to take the 'necessary steps to make a decisive impact on the eradiation of poverty by 2010'.

The Lisbon European Council also agreed that Member States' policies for combating social exclusion should be based on the Open Method of Coordination which had been successfully used in the European employment policy, a method which implies a strong participation of civil society stakeholders in all stages of the policy making process.

THE EUROPEAN OPEN METHOD OF COORDINATION

The Open Method of Coordination (OMC) is a process in which Member States agree to coordinate their policies through exchanges, mutual learning and active involvement of the relevant civil society stakeholders. It is applied in policy areas where the European Union has limited com-

NOTES AND CONTRIBUTIONS

petences according to the EU Treaties but where Member States feel that there is an added value in working together at the European level. The OMC is an instrument supporting Member States in their reform efforts, while respecting their legal competences. It is often referred to as a third form of EU governance together with the EU common policy and intergovernmental coordination.

In the framework of this flexible and decentralised method, Member States agree to:

- Common objectives which set out shared goals to strengthen the entire process;
- A set of common indicators which show how progress towards these goals can be measured;
- Prepare national strategic reports in which Member States set out how they will plan policies over an agreed period to meet the common objectives;
- Evaluate these strategies jointly with the European Commission and the Member States (Joint Report).

THE OMC ON SOCIAL PROTECTION AND SOCIAL INCLUSION

In 2006, Member States decided to 'streamline' the work they were already doing in the fields of social inclusion and pensions and they agreed to extend the OMC to the field of health and long-term care. The aim was twofold: to create a strong participative process and to integrate it better with the EU growth and jobs objectives, the so-called renewed Lisbon Strategy.

The new streamlined OMC on social protection and social inclusion aims to help Member States achieve the overarching objectives they have agreed, i.e. to create more and better jobs, promote greater social cohesion and equality for all and improve the way policies are developed by involving civil society in the decision-making process.

The streamlined OMC on social protection and social inclusion covers three specific policy strands:

1. Eradication of poverty and social exclusion;
2. Adequate and sustainable pensions;
3. Accessible, high quality and sustainable health and long-term care.

Member States have agreed the specific objectives and targets they want to achieve for each policy strand. Every year Member States are asked to report briefly to the Commission on how they have moved forward in achieving these objectives and on what their priorities for future action are. Once every three years, Member States are asked to send in more substantive reports on all three strands (first one in 2008).

Every year, the European Commission analyses the information they receive from Member States and issues an annual report to assess progress. This report is called the Joint Report on Social

Inclusion and Social Protection because it is drafted jointly by the Commission and the Council representing the Member States. It includes the Commission's analysis of the national reports and recommendations addressed to the Member States, generally and individually with country fiches**.**

ROLE OF THE CIVIL SOCIETY IN THE OPEN METHOD OF COORDINATION

One of the three overarching objectives of the OMC on Social Protection and Social Inclusion is *'good governance, transparency and the involvement of stakeholders in the design, implementation and monitoring of policy'*[1]. With regard to eradicating poverty and social exclusion, EU action should ensure *'that social inclusion policies are well-coordinated and involve all levels of government and relevant actors, including people experiencing poverty and social exclusion …'* Consequently, the OMC gives an excellent opportunity for older people and their organisations to be included in policy debates at national and European level. It is a right for civil society organisations to be consulted, not an option that governments may choose to take up.

Civil society organisations can contribute their own assessment of their national reports to the Commission which encourage this form of civil dialogue. Every year AGE gathers the feedback from its national member organisations and drafts common comments and recommendations that are sent to the Commission as our contribution to the debate. The Commission values the input of civil society organisations as these bring an additional perspective which complements the official view with the evaluation from end users/citizens directly concerned by the social protection and social inclusion strategies. This form of civil dialogue complements the social dialogue which brings together trade unions and employers to discuss employment related issues.

How does civil dialogue work at national level: Whilst the principle of civil society participation is supported by many Member States, the reality at national level is however often disappointing. Many AGE members reported that older people's organisations were neither consulted by their national governments in the previous OMC consultation cycle 2006-2008 on social protection and social inclusion, nor involved in their implementation and monitoring phases. The involvement of national civil society organisations in the OMC policy making process obviously needs to be improved and AGE is developing a toolkit to help strengthen contacts between older people's organisations and their respective national authorities and the civil servants who are responsible for drafting, coordinating and implementing the National Strategy Reports on social protection and social inclusion.

What about the European level: Civil dialogue is better organised at European level. The European Commission consult regularly European social NGOs such as the Social Platform[2] and AGE to inform their work. The Commission can launch open consultation procedures (Green Papers)

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[1] COM(2005) 706 final; Working together, working better: A new framework for the open coordination of social protection and inclusion policies in the European Union. These objectives have been retained in a new Guidance Note from the Commission on the preparation of the National Strategy Reports 2008-2010.

[2] www.socialplatform.org

and organise expert hearings. The European Commission can also set up advisory groups to help gather feedback from relevant stakeholders in an on-going basis. AGE is actively involved in the following groups:

- Advisory Group on the 2007 European Year of Equal Opportunities for All
- European Health Policy Forum
- European Pensions Forum
- Advisory Group on the Science and Society Programme
- Advisory Group on e-Health
- Advisory Group on e-Inclusion
- Advisory Group on Digital Literacy

The mandate of the Social Protection Committee[3] (SPC) includes consultation with relevant social NGOs. The SPC organises regular peer reviews where a few Member States discuss a specific topic of common interest and a few civil society organisations are invited to contribute their views to the debate.

European NGOs also try to influence EU Presidencies to ensure that work will be done on their policy priorities. Some presidencies are quite open to civil society organisations, others still need to discover the added value of civil dialogue.

An increasing number of European Union (EU) level policies have a direct impact and relevance to older people. Consequently, we feel that civil society groups of older people and organisations working with the elderly must have greater opportunities to become actively involved in important European level debates so as to advance their rights and interests.

AGE seeks to influence EU policies so that these will better reflect the interests and concerns of older people. In order to develop stronger public support for the reforms needed to promote equal opportunities for all ages and to modernise social systems across the EU, AGE builds and draws on the expertise and active involvement of its members.

To this purpose AGE has developed a document designed to introduce older people's organisations to the European institutions and to increase their knowledge and understanding of the main EU level processes. We hope that it will serve civil societu organisations as a useful tool to facilitate their understanding of the main legislative instruments of the EU and to explain how they can influence the political outcomes of EU policy work.

The document deals firstly with the major European institutions and sets out their respective roles in the European political processes. The most relevant EU processes are then explained both in terms of their background and current methods and in relation to their relevance to older

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[3] High level group of representatives of national Social Affairs ministries

people. To access the document (in English, French and German): http://www.age-plat-form.org/EN/spip.php?article565

AGE - the European Older People's Platform is a European network of organisations of people aged 50+ and directly represents over 25 million older people in Europe. AGE aims to voice and promote the interests of the 150 million inhabitants aged 50+ in the European Union and to raise awareness of the issues that concern them most. For more information: www.age-platform.org

Karine Pflüger
Social Economy Europe

SOCIAL ECONOMY EUROPE
INTO THE EUROPEAN POLICY MAKING PROCESS

Social Economy Europe is the EU level organisation representing and promoting social economy in Europe. Social Economy Europe's members are divided into three main categories: international and European organisations (AIM - International Association of Mutual Health Funds; AMICE - Association of Mutual Insurers and Insurance Cooperatives in Europe; CEDAG - European Council for Voluntary Organisations; COOPERATIVES EUROPE - Common platform of the cooperatives within Europe; EFC - European Foundation Centre); national organisations (CEGES - Conseil des Entreprises, Employeurs et Groupements d'Economie Sociale (FR); CEPES - Spanish Business Confederation of Social Economy (SP)); network organisations (FEDES - European Federation of Social Employers; REVES - European Networks for Cities and Regions for Social Economy; ENSIE - European Network for Social Integration Enterprises). Social Economy Europe is open to European organisations representing new forms of social economy enterprises as well as to national representative organisations that gather several social economy families.

THE EUROPEAN BACKGROUND FOR SOCIAL ECONOMY EUROPE:
FROM 1989 TO MARCH 1998

In 1989 the European Commission published a Communication entitled *"Businesses in the "Economie Sociale" sector: Europe's frontier-free market"* and the social economy sector was politically accredited by the creation of a Social Economy Unit within DG XXIII Enterprise Policy, Distributive Trades, Tourism and the Social Economy. The European Commission promoted several European Social Economy Conferences throughout the 1990s.

An informal Consultative Committee for Co-operatives, Mutual societies, Associations and Foundations was established in 1994 and gave its opinions on a number of issues, including the proposed multi-annual programme for co-operatives, mutual societies associations and foundations (1994-96); the Commission's Communication on Worker Information and Consultation, CMAFs and Regulations governing competition; the White Paper on "Teaching and Learning, Towards the Learning Society", the Commission's Communication on "Promoting the Role of Voluntary Organisations and Foundations in Europe".

In 1997, the "Third System and Employment" pilot action was launched, putting in the forefront the role of social economy companies in local development and job creation.

FROM MARCH 1998 TO NOVEMBER 2000

By its Decision of 13 March 1998, the Commission created the **Consultative Committee for Co-operatives, Mutual societies, Associations and Foundations** (CCCMAF). For two years this Committee was chaired by the Commission. Its members represented the 3 large "families" of co-operatives, mutual societies and associations/foundations and were drawn from organisations representative of Social Economy at national and European levels. It assisted the Commission's decision-making processes in the field of the social economy by responding to its requests for opinions on the major political and social questions. It also took initiatives in expressing views on issues that had a bearing on the Commission's social economy policies. The Committee agreed a work programme according to identified priorities, which included issues related to the European Statutes for co-operatives, mutual societies and associations; the rules relating to VAT, possible discriminations and the need for special measures or exemptions ; proposals for the establishment of national resource and development centres for the Social Economy; the standards required and how they match the reality of the Social Economy in the Applicant States in the context of the enlargement of the European Union.

NOVEMBER 2000

The re-organisation of the formal consultative structures of DG Enterprise and the creation of the Enterprise Policy Group resulted in the dissolution of the Consultative Committee as a formal body. On 17th November 2000, the members of the Committee decided to create, in its place, an autonomous **European Standing Conference** (Conférence Européenne Permanente) of Co-operatives, Mutual societies, Associations and Foundations (CEP-CMAF), in order to continue giving co-operatives, mutual societies, associations and foundations better visibility at the political level and to demonstrate more easily the importance of the social economy structures in the economic and social life of Europe. Two representatives of the sector also have a seat on the Enterprise Policy Group.

JANUARY 2008

In January 2008, the CEP-CMAF changed its name into **Social Economy Europe.** The changes were made firstly, because the pronunciation of "CEP CMAF" was not quite easy. Secondly, because the name "Social Economy Europe" indicates a movement towards opening and extension, while respecting the values specified in the Social Economy Charter. Social Economy Europe remains attached to the various families of social economy but aims to emphasis our common criteria, while respecting the families' diversity. Finally, this new name wants to underline the will of social economy actors to create a gathering space allowing them to speak with one voice about the broadest issues.

Social Economy Europe as the representative organisation of social economy at EU level:

Social Economy Europe considers that each family is in a better position to defend its positions and tackle specific files they are concerned with. But at the same time, it is essential to determine the connecting thread where all components of social economy at European level can come together, in order to establish and formulate large common goals, which Social Economy Europe will then be able to bring forward more efficiently.

The role of Social Economy Europe is to make sure that policy makers at European level take into account the specificities of Social economy organisations and enterprises. The EU has to acknowledge that they can produce quality jobs, devotes a large budget to training and ensures a genuine social dialogue. Social Economy organisations and enterprises are engaged in economical and social creativity and innovation and have been pioneers in the field of social innovation (recycling, micro-credit – insertion through work – fair trade and finance – etc.). They also characterise themselves with a high potential in terms of advanced technical innovation.

Through its work, Social Economy Europe aims at defending the general interest, as a large proportion of social economy organisations and enterprises, in the fields of health or cooperative action, try to combine their members' interests with the collective or general interest.

Social Economy Europe has the task to continue showing that social economy organisations and enterprises' way of doing business meets with a series of expectations and criteria determined in the Lisbon Strategy. The 10% jobs in Europe social economy represents cannot be ignored. On the contrary, the territorial rooting of social economy organisations and enterprises can also act as a defence against economic relocation, therefore being an undeniable actor in social, economic and territorial cohesion. What is more, there is a largely under-exploited potential of creating socially fair organisations and enterprises in the countries of Eastern Europe.

Social Economy Europe and its partner institutions at EU level:

Strong with the historical link with the European Commission, Social Economy Europe is working closely with DG employment and Social Affairs and DG Enterprise. Through its strong membership, Social Economy Europe is also in contact with DGs Internal Market and Services, Competition and SANCO. Social Economy Europe is present to conferences and meetings organised by the Commission on topics relevant for social economy. Social Economy Europe is also very active in raising social economy concerns by answering European Commission's consultations.

The European Parliament has acknowledged the importance of social economy at European level with the creation of the Social Economy Intergroup. The Intergroup is now co-chaired by Ms Ferreira (PES) and M. Mauro (EPP). The Social Economy Intergroup is an observatory and a vigilant body, watching closely European policies linked with social economy such as social cohesion, social protection, health, insurances, services of general interest, competition, corporate social responsibility, employment policies… The Social Economy Intergroup is holding monthly meetings. Representatives of cooperatives, mutual societies, associations and foundations together with representatives of civil society and employers have the opportunity to meet with MEPs, representatives of the European Commission and of the European Economic and Social Committee.

Social Economy Europe is also working very closely with the European Economic and Social Committee (EESC) of the European Union, through the Social economy category. The EESC is a consultative body that gives representatives of Europe's socio-occupational interest groups, and others, a formal platform to express their points of views on EU issues. Its opinions are forwarded to the larger institutions - the Council, the Commission and the European Parliament. It thus has a key role to play in the Union's decision-making process. The Social economy category brings together 36 members (35 of whom belong to Group III and 1 to Group I) from cooperatives, mutual societies, associations, foundations and social NGOs.

Social Economy Europe will increase its working links with the Committee of the Regions, the political assembly that provides local and regional authorities with a voice at the heart of the European Union.

CONCLUSION

Social Economy Europe three main objectives are as follow: promote social economy as a sector that produces both economic and social wealth; promote the role and values of the social economy actors throughout Europe; reinforce political and legal recognition of the social economy at European level. Social Economy Europe, as representative organisation at EU level aims at having the EU institution recognise that social economy is everywhere, for anyone, at anytime. Social economy organisations and enterprises are an integral part of the European social model and play an important role within the objectives of European policies, in particular for employment, social cohesion, entrepreneurial spirit, governance, local development etc… The EU welcomes exchanges between the civil society and the EU institutions, even though a clearer framework for the distinct relationship between them should be established. Therefore, it is the duty of Social Economy Europe to be active at EU level in order to promote social economy into the European policy making process.

Javier Güemes
European Disability Forum

THE ROLE OF THIRD SECTOR NETWORKS IN THE EUROPEAN SOCIAL POLICY

The involvement of the third sector at the European policy making has significantly increased in the last decade. The evolution of that involvement has followed the extension of EU competences in all areas of live directly affecting the lives of all EU citizens.

The adoption, in 1996, and the subsequent ratification of the Amsterdam Treaty gave an important legal basis to the European Union and gave consequently to the European Commission the legal initiative in the area of non-discrimination for vulnerable groups. The article 13 of the Amsterdam treaty foresees that the Council of the EU may take action to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. This was the beginning of strong directives that protect against discrimination specific vulnerable groups such as women and racial minorities (2000/43), this protection affects several areas of life, such as access to goods and services, or education and health for racial minorities. One important piece of legislation as well is the employment directive (2000/78) that covers the rest of groups from article 13 from discrimination in the area of employment. This unbalanced protection between the different grounds will be hopefully brought to and end when the European Commission will present, by the beginning of July this year, a social package including specific legislation for people with disabilities and other specific legislation for other remaining groups such as elder people, youth and people with different sexual orientation.

It is nevertheless important to recall that other articles of the Treaty have been used to develop legislation in order to introduce specific needs of vulnerable groups (such as disabled peo-

ple) in the wider scope of the EU action, for example: art 95 (internal market); art 251 (in ICT); art 45 (public procurement); or art 161 (cohesion policy).

The European Union has develop action also in other areas where it is not fully competent, in areas such as education, employment, social protection, pensions, health and long term heath. The new policy instruments used were called new modes of governance, and the most important examples are the European Employment Strategy and the Open Method of Coordination in the areas mentioned before. This soft approach is based on the believe that the states can coordinate their policies in those areas, that they can exchange their best practices and that they can issue recommendations to improve the areas where member states are lagging behind. This soft approach is based on an open system of discussion, less based on a hierarchical approach from a top down Commission legislation, and it offers the opportunity to the third sector to participate in that debate and use politically the process of decision making.

As a conclusion from the previous paragraphs we should say that the challenges for the third sector in Europe have also increased in the last decade. The number of new legislation in the area of non discrimination, the mainstreaming of social issues in areas where the social dimension did not exist before and the new modes of governance in areas where the Union has limited competencies, have increased the need of capacity and efficiency of the civil society. They require civil society to be more active, more organised, more unified and more technically prepared for policy discussions. In the case of civil society representing specific groups, the principle of being representative, meaning that there is a communication between national organisations and the European organisations and that there is internal democracy, is a fundamental condition to create a solid dialogue between civil society and policy makers.

Already in 2001 the European Commission presented the white paper on European governance. The new governace is a vision that is gaining momentum all over the world but especially in Europe where modern democracies should include the participation of civil society during the entire policy making process. Therefore the participation of the third sector has become a mark of quality in modern democracy policy making. It is a matter of fact that the participation of the target groups during the policy making makes the public decisions more effective and legitimate.

The challenge of the new governance is that either is not implemented at all in some areas of policy making or it is incorrectly applied (since it is not understood by the policy makers). At European level there is still a need to train policy makers to understand the participation of civil society as a way to ensure better regulation.

Under these circumstances the third sector at European level has the role of participating in a complex policy making and ensuring the mainstreaming of the objectives of civil society in all areas of life. The challenge to mainstreaming also affects civil society organsiations since it means that they should move out from just focussing on social policies and look at other policies such as internal market, cohesion policy, transport, etc… that have a direct impact on vulnerable citizens.

This is important because the EU has a direct impact on daily lives of citizens in Europe. As an example we can take the directive on buses and coaches (2001/85), this directive obliges to all urban buses to be accessible for disabled passengers; or the regulation on air transport for people with reduced mobility (1107/2006), obliging all public air carriers and airports to provide assistance and forbidding the deny of entrance for disabled passengers and; the regulation on Structural Funds (1083/2006), do you know that all money that is coming from the EU to your country should be spent following the principles of non discrimination and accessibility for disabled people? so no more inaccessible infrastructures can be financed in Europe with EU money.

Moreover the role of civil society is important, at the European Union level, since the EU institutions receive many competences from the member states and they do not usually have all the democratic mechanisms to control the policy making. Mechanisms that usually exist at national level and they are unable to execute that control once the policy competence is given to the EU.

In this context the European social movements have been able to articulate organisations at EU level to be more effective as a watchdog and in the agenda setting at EU level. As we have said, modern democracy also requires equality in the representation of interests during the policy making and therefore requires support to representative civil society. This is also a challenge to civil society since it has to be more effective and it has to be representative. At EU level many organisations of Civil society receives support but especially organisations representing article 13 vulnerable groups: People with disabilities, Women, Ethnic minorities, Youth, Elder people and people with a different sexual orientation. The European programme providing support for civil society at EU level is called "Progress" and civil society much welcomed this development as a way to ensure better involvement of all interested groups in the policy making.

"Progress" programme provides financing of organisations and projects related to civil society. This is a major achievement since "Progress" transforms a formal right of participation into a real right giving capacity to civil society.

There are still dangers on the "Progress" programme that should be avoided in the future such as and excessive administrative burden and an aim of the European Commission to condition the internal agenda setting of the European civil society.

Participating at the EU policy making requires big capacity since the pressure has to be put closer to all institutions participating at the European policy making (European Parliament, European Commission and Council of the EU) Depending on the policy procedure to be used and the competences of the institution, organisations should concentrate their efforts in different ways. There are other political bodies such as the European Economic and Social Committee or the Committee of the Regions, with whom civil society should also cooperate in order to raise awareness on the different objectives regarding social concerns.

The European Disability Forum also cooperates with other informal bodies such as the parliamentary disability intergroup, and informal group of MEPs that put disability among their priorities of action. This group has been extremely useful for EDF in the lobbying campaigns and the defence of the interests of people with disabilities in all policies of the European Union.

All the developments mentioned before had recognition in the last signed Treaty of Lisbon ("functioning of the European Union"). The new Treaty integrates several good issues: The participatory democracy; the integration of a reference to the Charter of Fundamental Rights (except for Poland and UK); change of paradigm in the objectives of the Union, placing social objectives at the heart of the Union and; allowing the citizens to have a legislative initiative. If the Treaty enters into force in January 2009, there will be a new set of legal instruments that should be used by the civil society in Europe. The European Union would be able to legislate in many areas affecting lives of vulnerable groups. These will represent new challenges for civil society, this will mean also that the EU should increase its democratic control over its own policy making in participation with civil society and other institutions and bodies such as the European parliament, the ECOSOC and the Committee of Regions. The success of an inclusive European Union is today closer than ever was in the past, the civil society should continue fighting anyhow in many fronts, such as the creation of European awareness on the issues related to non discrimination. Civil society should continue working on the creation of a truly European society, that will claim better regulation and institutions at EU level.

SUMMARY AND KEYWORDS

ARTICLES

RETS 1
TERCER SECTOR, SECTOR PÚBLICO Y FUNDACIONES

José Luis Piñar Mañas

ABSTRACT

In this paper, the author firstly approaches the concept of the Third Sector. Secondly, the importance of Third Sector in the discipline of Administrative Law is highlighted, as well as the implications it will have on the discipline in the future. The author also comments on its impact on public administration. Thirdly, the author explains some of the issues arising from foundations from a legal perspective; in particular, the regime of register ("protectorado"), which according to the author is clearly obsolete, and the foundations created by public initative.

KEYWORDS:
Foundations, Trusts, Register and Administrative Law.

TENSIONES Y RETOS EN LA GESTIÓN DE LAS ORGANIZACIONES NO LUCRATIVAS

Alfred Vernis i Domènech

ABSTRACT

Until recently, non-profit management improvements were thought to relate mostly to human resources, communications, fund-raising, strategic planning, etc. However, experience has shown a neglect for several other aspects when it comes to strengthening third-sector organizational skills. These challenges, which we will analyze in this article, are associated with the changes shaping society and markedly affecting non-profits' operations and interactions with all other social actors.

It has been widely accepted that contemporary democratic societies are built around three sectors: public administrations, business companies and non-profit organizations. Like a three-legged stool, these three sectors have to work together to drive societies towards balance. In an ever-changing, fast-paced environment, third-sector organizations need to possess the required capabilities to face new challenges and to continue to contribute to improving the lives of people and communities. In other words, these organizations must be capable of truly leading and remolding the complex world of social intervention.

KEYWORDS

Third sector, nonprofit management, organizational challenges and tensions, capacity building, and collaboration.

LOS RETOS DEL TERCER SECTOR EN ESPAÑA EN EL ESPACIO SOCIAL EUROPEO. ESPECIAL REFERENCIA A LAS ORGANIZACIONES DE ACCIÓN SOCIAL

Gregorio Rodríguez Cabrero

ABSTRACT

This article defines firstly the historical and institucional frame of the Third Sector in Spain making special reference to the Social Action Third Sector and its implications on the economy and democratic participation. Secondly, it analyses the Social Europe context of Third Sector development being Spain an European Union member. It is considered the intitutional contex of European Third Sctor, mainly how the different models of European Welfare States are determining the role an functions of different national models of Third Sector. Finally, it defines some of the Third Sector of Social Action challenges, its social nature, organizing functions and development.

The basic idea of this text is that the growth and development of solidarity organizations is just part of a more complex process due not only to the Welfare State deep restructuring, generated by it,s own institutional and economic limits and accelerated by globalization, but also to the double target of civil societies which are developing organized structures of solidarity and to promote new civil participation forms.

KEY WORDS

Third Sector, voluntary organizations, social economy, non-profit sector, volun.., civil society, market economy, Welfare State, European Social Model.

RETS 2

EL TRAMO DEL IRPF DESTINADO A "OTROS FINES DE INTERÉS SOCIAL". A PROPÓSITO DE UNA RECIENTE PROPOSICIÓN NO DE LEY*

Alberto Pérez Calvo

ABSTRACT

Law 33/1987 created the possibility that the individual Income Tax payers could dedicate a percentage of this tax to "aims of social interest". Since then, the State has distributed the resultant sum between the Red Cross and other NGO for the funding of social action programs.

Recently, the Chamber of Deputies has asked for the "regionalization" of this sum. Thus, the sum collected in each territory would be left at the disposal of each Autonomous Community. Subsequently, the Autonomous Community would assume a function within its territorial area, similar to that which the State has carried out until now.

This essay tries to analyze the consequences that would result from such a measure. To that end it studies the social nature of the Spanish State, the concept of solidarity and the distribution of competences in the subject, with special emphasis on art. 149,1,1 of the Constitution, that attributes to the State a function of social equalization in the exercise of constitutional rights.

KEYWORDS

Social care, Welfare state, Solidarity, Distribution of competences.

EL RÉGIMEN FISCAL ESPECIAL DE LAS ENTIDADES SIN ÁNIMO DE LUCRO

Susana Bokobo Moiche

ABSTRACT

The aim of this article is to give a general view of the most important aspect of the special tax system of non-profit entities with particular reference to the Law concerning the tax system of non-profit entities and patronage tax incentives and its associated regulation (Ley 49/2002, de 23 de diciembre, de régimen fiscal de las entidades sin fines lucrativos y de los incentivos fiscales al mecenazgo y su reglamento de desarrollo RD 1270/2003, de 10 de octubre). The special nature of the tax system that applies this entities consists of exemtions and lower tax rates. The justification for these tax benefits lies in the fact that the porpouse of these entities is "altruistic".

KEYWORDS

Income taxes, exempt organizations.

LOS BENEFICIOS FISCALES DEL MECENAZGO
Domingo Carbajo Vasco

ABSTRACT
This paper describes, comments, criticizes and compares with former regulations, the fiscal treatment in Spain of the so-called "Mecenazgo", i.e. the incentives established by the Tax Law in order to increase private gifts, donations and other private expenditures and investments in non-profit organizations´ activities to bolster social activities with a public service aim. Additionally, it encompasses some statistical information about the impact in terms of fiscal revenue losses of the fiscal expenditures linked with such regulation.

KEYWORDS
fiscal expenditures, sponsoring, corporate donations, non-profit organizations, Act 49/2002

RETS 3
RESPUESTAS A LA DEPENDENCIA FUNCIONAL Y AGENTES
Demetrio Casado

ABSTRACT
After briefly reviewing the concepts related to dependency and the need for help in every-day activities, this paper looks at how responsibilities and tasks are shared amongst the different agents: family and other community structures, market, volunteer's organizations and public authorities. Traditional roles and the changes experienced after the crisis in the Ancien Régime are described. Finally, the current situation in which the number of cases of dependency has increased whereas families capacity to face them has diminished is examined and assessed

KEYWORDS
Functional dependency, disability, aging, actions and social policies, institutional sectors.

LA FUTURA LEY DE DEPENDENCIA COMO PILAR FUNDAMENTAL DE LA PROTECCIÓN SOCIAL EN ESPAÑA

Rafael de Lorenzo García

Álvaro Martínez Rivero

ABSTRACT

This text, written from a judiciary and constitutional stand point, analyses a double context which makes a Dependency Law in Spain not only necessary but timely as well.

On the one hand, there are references to the social context and Spanish demographics. There are growing social demands that come from a wide sector of the population which requires protection and care in dependency situations as well as the demographic pressures towards the ageing of the population. On the other hand, the context of social policies in the different EU countries is analyzed as well as the declarations and international recommendations in favour of those people who are in a situation of dependency. The authors also pinpoint the different key issues and responsibilities involved in the Dependency Law in the Spanish Constitution to conclude with an analysis of the strengths and weaknesses of the law from the point of view of social law, specially when it comes to the management of concepts, the procedures and the role of the Third Sector in the articulation of the National Dependency System.

KEY WORDS

Social Policy, Dependency, social movements, Spanish Constitution.

EL COSTE Y EL MODELO DE LOS CUIDADOS DE LARGA DURACIÓN EN LA LEY DE LA DEPENDENCIA

Julia Montserrat Codorniu

ABSTRACT

This article focuses on the Spanish model of provision and financing of Long Term Care according to the new Law which is in the process of approval. The model of public care, compared with other developed countries, highlights a high interventionism of Public Administration, a low empowerment of the users and a predominance of services over monetary allowances. On the other hand, the sufficiency and sustainability of the System is not well planned because the opacity on the cost estimation and not foresee the proper financing of additional costs. Moreover, there is a lack of debate about how the state is going to cover the additional cost of Long Term Care, between 0.5% and 0.9% of GDP, in a framework of tax reforms which will reduce fiscal income.

KEYWORDS:

Costs of long term care, financing, provision model, copayments.

RETS 4
INMIGRACIÓN, INTEGRACIÓN Y TERCER SECTOR

Profa. Dra. Ángeles Solanes

ABSTRACT:

The progressive increase of migratory flows towards Spain, along with the proof that we find ourselves facing a phenomenon of settlement, has intensified debate regarding immigration management. The fomentation of integration "of" or "with" the immigrants is a necessity which many different disciplines insist upon. In its legal dimension, said integration should lead towards the complete equality of rights, overcoming the current legislative restrictions. The redistribution of competences in the national, regional, and local scope, prioritizing the nearness to the administered subject, is another vital aspect to optimize the integration process. Within this context, the third sector is called upon to fulfill a fundamental role as a complement (not a substitute) to public programs. Only joining these elements will it be possible to achieve an efficient and effective integration for full social cohesión.

KEYWORDS:

Immigration, Rights, Competences, Integration, Third sector

INMIGRACIÓN, DIVERSIDAD Y PROTECCIÓN SOCIAL EN ESPAÑA

Francisco Javier Moreno Fuentes
Ana Arriba González de Durana
Luís Moreno Fernández

ABSTRACT

The position of Spain in the international migration system has substantially changed in the last decade. The settlement of immigrant communities poses a series of important challenges to Spanish society. The social protection schemes included in the welfare state are considerably affected by the social, political, cultural and demographic transformations derived from this phenomenon. On the one hand these schemes must define the way to grant access to their services and benefits to the new residents (definition of the boundaries of entitlement to access the health care system, the social services, the education system or the housing policies). On the other hand, they need to articulate mechanisms to respond to the differential demands of a changing population (in terms of socio-demographic structure, cultural and linguistic profiles, as well as biological characteristics). The welfare state, in sum, is subject to a modification in the social perception of its legitimacy due to the increase of the internal social heterogeneity. In addition to posing a challenge, this phenomenon constitutes in itself a good opportunity to identify the weaker points of the social protection system, a necessary step to reinforce it and to guarantee its future sustainability.

KEYWORDS

Public Policy, Welfare State, Immigration.

LAS ASOCIACIONES DE INMIGRANTES EN MADRID. UNA NOTA DE INVESTIGACIÓN SOBRE SU GRADO DE INTEGRACIÓN POLÍTICA

Amparo González Ferrer
Laura Morales Diez de Ulzurrun

ABSTRACT:

This article elaborates a first theoretical and empirical reflection on the political integration of immigrants' associations. Following a brief review of the use given to the term "political integration", generally applied to individuals, we reflect on the possibility to transfer such a concept to the analysis and study of associations. Based on the Immigrants' Associations Survey that took place in Madrid at the end of the year 2003, we put forward a set of indicators that measure the various dimensions that make up the concept of political integration, and we analyse which factors influence the level of integration attained by these organisations of immigrants based out of Madrid. The results obtained lead to believe that a strong majority of the associations we've examined manage to cross that minimum threshold accessing the public arena, although their still suffer a certain disadvantage as far as their contact with politicians, parties and public administration goes. This applies to their inclusion to certain types of commissions and forums as well.

KEY WORDS:

Political Integration, Associacionism, Immigrants, participation, networks

EL CUIDADO DE ANCIANOS: UN NICHO LABORAL PARA MUJERES INMIGRANTES Y UN RETO DE GESTIÓN PARA LAS ENTIDADES DEL TERCER SECTOR

Raquel Martínez Buján

ABSTRACT

The overall aim of this paper is to analyze the role of the organizations of the "Tertiary Sector" within the management of the irregular labour market where immigrant population is employed. The structure of this employment bureau has been studied underlining the work of the NGO´s specialized in this field. By means of qualitative fieldwork based on in-depth interviews with employment mediators, a comparative study of the cities of La Coruña and Pamplona has been carried out. The differences in the management of these welfare services, wich are legally included in the "domestic service rules", have been pointed out for these two cities.

KEYWORDS:

Immigration, care work, domestic service, tertiary sector.

RETS 5

UNA PROPUESTA DE CONSENSO SOBRE EL CONCEPTO DE EXCLUSIÓN. IMPLICACIONES METODOLÓGICAS

Miguel Laparra, Anna Obradors, Begoña Pérez, Manuel Pérez Yruela, Victor Renes, Sebastiá Sarasa, Joan Subirats, Manuel Trujillo

ABSTRACT:

This article analyses social exclusion at institution, political and individual-community level and explores its structural origin, its multidimensional character and the nature of its process. It analyses exclusion particularly as a structural reality in relation to the transformations experienced in the past few years around social inclusion structures such as employment, the welfare state and its social networks (family and the community). It also examines different methodologies that can be used to analyse social exclusion based on several national and international research studies on social exclusion that are particularly relevant due to its methodological contributions. Around this matter, it develops a proposal on multidimensional indicators that include economical, political and social factors, pondering different existing information services for excluded communities, public or from social initiatives.

KEYWORDS:

Social exclusion, welfare state, family, social initiative, citizenship, precarious work, poverty.

LAS NUEVAS ESTRATEGIAS DE EMPLEO EN LOS PROGRAMAS DE GARANTÍA DE RENTAS

Luis Ayala Cañón
Magdalena Rodríguez Coma

ABSTRACT:

In the past years, the majority of social protection systems have added different types of measures designed to increase work-related participation of beneficiaries in minimum income programmes. The aim of this effort has been to develop a general framework of results for this new programme design through the revision of available evaluations for several countries and certain autonomous regions which have considerably increased. Even if the new strategies present important limitations, both conceptual and informative, findings are increasingly reliable due to an outstanding growth of specialised literature in the subject registered in the past few years. Amongst other results, common for various countries, it is possible to highlight the positive effects of the work-related participation, thus short in small quantities, the lack of correspondence between the expenditure and the results, the difficulty in establishing a hierarchy between measures designed to improve the training available for beneficiaries and those addressed directly to employment. The revision of the available empiric evidence done by the autonomous regions does not present major differences in relation to the general framework of results.

KEYWORDS:

Public policies, programmes to combat poverty, evaluation.

RETOS Y REALIDADES DE LA INSERCIÓN SOCIOLABORAL
Daniel Jover Torregrosa

ABSTRACT

This paper presents critical opinions in relation to the different ways of approaching inclusion programmes highlighting their political and cultural dimensions while defending an innovative and educative approach which pretends to reach further than the sad society of exclusion.

We've opted for combating – with dialogue, cooperation and agreement – the fatalist tendencies that consider inevitable the transition from precarious employment towards social exclusion. Understanding inclusion as the generalisation of new types of social services needs to be avoided. The permanent dependence of individuals cannot be considered as an innate condition of the existence of individuals with special needs, under the ideological argument of the social irrelevance of these layers of population.

This article would like to emphasise the concealment of the political and cultural dimension of inclusion. How can we build new social links and a new citizenship in a society where the main inclusion factor – employment – is in decline even if it is still considered as the key value with all its effects on the working culture? How can we rethink the re-establishment of the 19th century social links without referring exclusively to the working relations of the 20th century? Any of the answers requires the inclusion of a vision based on permanent education and personal-community promotion.

KEYWORDS
Programmes to combat poverty, inclusion, integration policies, networking, quality and evaluation policies, participation.

EXCLUSIÓN SOCIAL Y POBREZA EN AMÉRICA LATINA
Daniel Sotelsek

ABSTRACT

When analyzing Latin America social reality in the last 50 years, figures indicate a significant upturn in poverty index and social exclusion of the region for the last few years.

Once the paradigms of economic development and the neoclassic trend are overcome and taking into account the new approaches of institutional strengthening and public policy, it is possible to think in a sustainable improvement of the social welfare. However, these results also show that issues related to income distribution and quality of growth, are still unresolved matters that can influence these partial successes. Looking at the determinants of poverty we see that empirical evidence calls into question the effectiveness of social

expenditure as well as immigrant remittances which ought to change in order to achieve a more efficient effect and be able to complement economic growth.

To be guided just by growth to fulfil the goals of the millennium and reverts the chronic situation of poverty, inequality and region's exclusion is a weak strategy. The fact that indicators of the 90s, and even those of the 70s, have been overcome shows an encouraging future but also that a lot of time has been wasted.

KEYWORDS
Poverty, Income Inequality, Social Exclusion

RETS 6
LA CULTURA DE LAS ORGANIZACIONES PARA EL DESARROLLO: ANÁLISIS MACRO Y MICRO DE UN CONFLICTO INSTITUCIONAL
José A. López Rey

ABSTRACT
A frame of organizacional analysis for the study of the culture in the organizations of the Third Sector is offered. This perspective allows to study the cultural conflict derived from introduction of an originating institutional logic of the Market. Special emphasis in the sistemic relation between spaces into organizations and the cultural and operative influence that the legal form has in level macro and micro. Secundary data of 87 ONGD data, 23 interviews semifocussed and a survey to 100 individuals (voluntary and workers of ONG in its central offices) are analyzed.

KEYWORDS:
NGO, organizational culture, institutional conflict, Third Sector

LA GESTIÓN DE LAS FUNDACIONES EN EL SIGLO XXI: RETOS, TENDENCIAS Y UNA HOJA DE RUTA
Marta Rey García

ABSTRACT
Foundations carry out their activities in a complex and ever-changing environment, competing with a wide range of interest groups, nonprofit organizations (NPO's), government bodies and companies. They are faced with three challenges, the first being to define their identity and differentiate themselves from their competitors, the second to enhance their capacity in terms of balancing their resources with their aims, whilst the third is to avoid the risk of becoming obsolescent, this being achieved by good management of their internal processes of organisational change. The most forward-looking meet these challenges by means of proposals through which they look to become self-regulating, transparent and more professional, and adopt new models of philanthropy management and innovative

management tools. The route map to competitive advantage will have trust at its core, and be fed by the three streams of values, specialisation and enhanced organisational ability.

KEYWORDS
Nonprofit management, Foundations, New philanthropic trends, Third sector, Competitive advantage, Philanthropic market.

TENDENCIAS SOCIALES Y JURÍDICAS EN EL TERCER SECTOR DE LA UNIÓN EUROPEA
Santiago García Campá

ABSTRACT
This paper aims to show the most important social and legal trends presently affecting the Third-Sector (TS) in the European Union. Based on empirical research, we distinguished four different TS models from an analytical perspective: Anglo-Saxon, Continental, Scandinavian and Mediterranean. A relative convergence among models has been appreciated, but dissimilarities persist. Moreover, the TS presents some distinctive features in new Member States. Increasing attention of European policy towards the TS is positively valued, especially with the role of a new social agent. However, the management of the subsidiarity principle, combined with actions focused on promoting TS organisations at a European level –and more specifically in new Member States, are considered necessary. Finally, legal conceptualization for the TS has to be undertaken.

KEYWORDS
Third-Sector models, European Union, Law

LAS ORGANIZACIONES NO LUCRATIVAS: NECESIDADES DE LOS USUARIOS DE LA INFORMACIÓN FINANCIERA
Juana Fuentes Perdomo

ABSTRACT
Specific characteristics of nonprofit organizations distinguish them of the companies of businesses and of the public administrations. These differentiating features have to be considered at the time of designing and implementing the policies and strategies for their correct management and accomplishment of their goals. This paper raises how characteristics and features of nonprofit environment condition the financial reporting objectives which such organizations have to elaborate and to disclose, with a particular attention to the information users needs.

KEYWORDS
Nonprofit organizations, financial reporting, users needs.

RETS 7
OTRA FORMACIÓN ES POSIBLE

Luis Aranguren Gonzalo

ABSTRACT

The article begins with the so called training view or the need for permanent training or development of the capacities of NGO's such as management techniques and as the root of relational ties. The three inter-related training systems are analised next: the boost system (change of frame of mind), the internal system (internal change) and the external system (social change). The first one entails an understanding of a globalised society, the reality of of risk society and a more complex social reality. The internal system tackles sustainable organizational growth, quality in its two-fold aspect, control and management and the necessary interdisciplinary factors found in social intervention. The external system, or social change, the duality between the organization and social movement NGO's have. On the basis of these three axes, interconnected among them, the article analises training as opportunity, as a work method and style and as a shared group experience.

KEYWORDS
Training, training systems, quality, management, work styles teamwork, social movement, global society

LA FORMACIÓN EN EL TERCER SECTOR: UN ELEMENTO CLAVE PARA EL DESARROLLO DE SUS EQUIPOS

Rafael Ruiz de Gauna, Anna Solé i Serra,
Pau Vidal García, Ana Villa Uriol

ABSTRACT

The challenges faced by non-profit organizations are related to the changes in the environment in their internal management. Professional training can contribute to properly solving current challenges. That is why , it is a strategic factor in the development of teams in the Third Sector. The article analises the current situation in NPO regarding training, planning, the diagnosis of training needs, current training programs as well as the good and bad points with which these organizations must work. It ends with a series of recommendations aimed at non-profit organizations and training agencies.

KEYWORDS
Training, Third Sector, training needs diagnosis, training activities

LA FORMACION PARA LA GESTION DE ENTIDADES NO LUCRATIVAS DE ACCION SOCIAL

José Rojo Alcalde,
Juan José Álvarez Prieto

ABSTRACT

The results of a study of graduate training offered to future or current managers and professionals non-profit social action organizations are shown. The study is presented within the frameworkof similar European or American (US) offers and the framework of challenges they face faced with the recent development in the activities of these organizations and their Human Resources.

KEYWORDS

Management training, Non-profit social action organizations, management master's graduate management courses.

PANORAMA DE LAS RELACIONES LABORALES EN EL TERCER SECTOR

Pablo Benlloch Sanz

ABSTRACT

This paper analyses the relationship between the salaried workmarket and the volunteer workmarket and its implications from the point of view of Spanish labor regulations. After describing the reality of the situation in the Third Sector and labor relations: its importance, the actors and areas of action, the regulatory dispersion and the collectives which participate, there is a detailed analysis the features of salaried work within said sector pointing out why the importance of the temporary and part-time contractual agreements. The IV General State Agreement of Care Services for Dependent Persons and its implications on employment, as well as the Cooperationist Statute. Finally, volunteer work is analysed and their current differences and interrelationships with paid work in the light of agreements which allow for the option of volunteer work in the regular market.

KEYWORDS

Labor relations, volunteer work, salaried work, collective bargaining.

RETS 8

EL RETO DE LA COMUNICACIÓN EN EL TERCER SECTOR NO LUCRATIVO

Montserrat Balas Lara

ABSTRACT

The aim of this article is to put in value the communication as the strategic fundamental tool for visualizing the relevant role and the real specific weight that has the non-profit third sector before the administration, the entrepreneurial sector and the public opinion, in general.

The recent scandals happened within the third social sector, have put in doubt the legitimacy of the entities that integrate it and the real added value that these organizations contribute to the whole of the society. The problem takes root in that the entities of the third sector are perceived in a diffuse way by their different stakeholders, as a consequence of its lack of transparency and of its deficient management of the communication, which supposes a clear disadvantage at the moment of reaching the socioeconomic aims that they search. The social confidence is the pillar on which it is based the reason of being, the justification and the activity of the entities of the third sector. The approval and the praise of the virtues of the organizations of the Third Sector seem to be things of the past. Therefore, the current scrutiny on its activity and its results is replacing the benevolent look and blind faith that there were towards the third sector in last times. As a consequence of all of this, the contribution that the organizations that integrate it bring in order to solve the increasing problems of equity, poverty, social exclusion and environmental destruction, even though it is recognized, it is nowadays examined in a more realistic and critical way, requiring each day more systems of accountability based on a transparent communication of the NGOs to their stakeholders.

KEYWORDS

Communication, third sector, accountability, transparency

LA ACCIÓN SOCIAL DE LA EMPRESA DIRIGIDA A LAS PERSONAS MAYORES: ANALISIS DE SITUACIÓN Y PERSPECTIVAS DE DESARROLLO EN ESPAÑA

Sarah Ali
Carmen Valor

ABSTRACT

Demographic change in Europe has resulted in a steadily population ageing and, in turn, in an increase of the percentage of dependant elders. The informal care systems, common in Spain, are not sufficient to respond to the needs of this group. Although the government has recently launched a strategic plan to solve this issue, the thruth is that it lacks the financial resources to solve it in the mid and long term. In this context, this paper examines whether companies could be a partner of this plan, supporting this segment through their commu-

nity investments plans. After conducting a case analysis and in-depth interviews with relevant agents, this paper describes the current situation and presents foreseeable trends for the community investments in the elderly.

KEYWORDS

Corporate community investments, elderly, dependance, Spain, empirical.

LAS ENTIDADES NO LUCRATIVAS DEDICADAS A LA DISCAPACIDAD COMO EMPRENDEDORES SOCIALES. UN ANÁLISIS DE SU CAPACIDAD DE GENERAR EMPLEO EN CASTILLA Y LEÓN

Natalia Martín Cruz, Juan Hernangómez Barahona, Víctor Martín Pérez, Celina Trevilla Cantero, Isabel Estrada Vaquero

ABSTRACT

Because of the European rule of equal opportunities, an institutional framework has been created in which the laboral integration of disabled people seems to be possible but it is insufficient without the actions of the third sector organizations, that have been sensitized firms or even that have been working directly on the laboral integration of disabled people. In this framework, nonprofits –specialized in disabilities- are considered as social entrepreneurs, because they make efforts to improve the disabled people quality of life or to achieve their labor integration. Our main objective is to know the social entrepreneurship actions made by nonprofits specialized in disabilities in the Spanish region of Castilla y León. Our results show that is difficult to create employment for them, basically, due to the lack of resources.

KEYWORDS

social entrepreneurship, disabled people, employment creation, nonprofit organizations.

EL PAPEL DEL TERCER SECTOR EN LAS POLÍTICAS DE IGUALDAD

Leticia Delgado

ABSTRACT

The role of third sector in equality policies in Spain is explored through perceptions from third sector and central public powers which interact in this policy. Both national policy and equality policy styles condition and structure the possibilities of third sector participation in public decisions. To study the relationship between both sectors, I identify structural background and recent political events, and I analyze both discourses about the participation of third sector in equality policies, its strengths and weaknesses, the determinants of the participation and feasible proposals.

KEYWORDS

equality policy, third sector, policy-making, policy style

INTERNACIONAL SCENE
RETS 1
EL TERCER SECTOR EN ESPAÑA: ÁMBITO, TAMAÑO Y PERSPECTIVAS

Dr. Miguel Ángel Cabra de Luna
Dr. Rafael de Lorenzo García

ABSTRACT

Three main sectors characterize our society: the public sector, the commercial-private sector and the non-profit sector or "Third Sector". This article tries to define and specify the "Third Sector" from a multiple perspective (conceptual, historical, sociological, legal and institutional) and to meet the need of summarizing the complex and heterogeneous legal typology of the entities which integrate this sector (associations, foundations, benefit societies…). It also outlines the importance of the Third Sector in its economic, financial or sociological aspect. For various reasons, the Third Sector is now expanding. It has strengths that must be fostered, but also weaknesses that must be solved. Under the motto "the social aspect as an end, the economy as a mean", the authors point out the steps that must be taken to appreciate this sector in social profitability terms. The strengthening of the Third Sector improves democratic life and adds innovation and creativity to the efficient solutions to the social needs that the market can not satisfy.

KEYWORDS

Third Sector, social profitability, organization management

EL TERCER SECTOR ESPAÑOL Y SUS CAMPOS DE ACTUACIÓN

José Ignacio Ruiz Olabuenaga

ABSTRACT

In this paper, the author states the difficulties in determining the boundaries of the Spanish Third Sector, given the ambiguities related to the concept. Despite this difficulty, it is possible to establish its main features (historic tradition, broad social scope, international reach). Its success has conditioned its own working system, and at the same time has resulted in certain challenges that may affect its future.

Two main consequences stem from this analysis. Firstly, after comparing the Spanish Third Sector with other countries´, the Spanish one is placed in an intermediate position in the variables examined. Secondly, internal challenges (demand of greater management skills, overcoming the autonomy losses, improving its financial weakness) are being favorably approached jointly with the State and the Market.

KEYWORDS

Comparison, Crossroads, Ambigüity, INGO

RETS 2

ESTRUCTURA Y GESTIÓN FINANCIERA DE LAS ENTIDADES SIN ÁNIMO DE LUCRO. ESPECIAL ATENCIÓN A LA FINANCIACIÓN PRIVADA

Carmen Valor
Marta de la Cuesta

ABSTRACT

In this article the current financial structure of Development NGOs and charities is analysed. The results are compared with the recommendations for an adequate financial structure of non-profit organizations, to finally discuss the limitations of their current financing model. Secondly, the private sources of funding (citizens and companies) are examined. Finally, some strategic recommendations are offered for non-profit managers.

KEYWORDS

Financial structure, Third Sector, fundraising, corporate community investments.

RETS 3

PROTECCIÓN SOCIAL DE PERSONAS MAYORES DEPENDIENTES: SOSTENIBILIDAD DEL ESTADO DE BIENESTAR Y ÁMBITO DEL SEGURO DE CUIDADOS DE LARGA DURACIÓN

Jozef Pacolet

ABSTRACT

The text analyses the implementation, costs and financial sustainability of the social protection systems for dependency, also known as long term care, in the triple context of the permanence of the welfare states and the level of social expenditure, of the relative convergence of the levels of expenditure and modus operandi of the European welfare states and, finally, in the context of the ageing of the population and the emergence of new social needs for the caring of people in situation of dependency.

From an comparative and historic economic point of view, the author analyses how the implementation of social protection systems for dependency are a development of the European welfare states, which corresponds to the citizen's demands and may be constructed under a system of sharing or intergenerational solidarity that does not exclude mixed forms of provisions that are characteristic of other systems such as the private, commercial and non lucrative system.

KEYWORDS

Social protection, social expenditure, dependency, long-term care, welfare pluralism, intergenerational solidarity, European convergence.

RETS 4
PRINCIPALES TENDENCIAS RECIENTES DE LOS MOVIMIENTOS Y POLÍTICAS MIGRATORIOS EN LOS PAÍSES DE LA OCDE

Jean-Pierre Garson

ABSTRACT:

The study of migration movements requires a global and cross country approach. Within the OECD, we find a suitable framework for the analysis of these issues. Thus, this article analyses and compares the movements, strategies and migration policies of OECD countries, while pinpointing the main and most recent international trends. In particular, from the analysis of the migratory flows of OCDE countries, the following text compares its migrating policies in regards to the job market demands of the host country as well as with respect to the social and linguistic integration of the immigrants.

KEYWORDS:

OECD, international migration, migration policy, migratory flow.

¿EL REFUERZO DE FRONTERAS DISUADE LA INMIGRACIÓN ILEGAL?EL CASO DE LA INMIGRACIÓN MEXICANA EN LOS ESTADOS UNIDOS

Wayne A. Cornelius
Idean Salehyan

ABSTRACT

In this article it is analysed Mexican inmigration to EEUU from the point of view of the decisions taken by inmigrants. It is here demonstrated how the growth of border enforcement and other immigration control do not dissuade Mexican immigrants from looking for work at the EEUU. An individual's utility for migrating is not a simple function of wage differentials, but must be discounted by the probability of successful entry into the labour market, and this is determined by the state's immigration policies. However, individual and family needs as wells as labour demand work as powerful forces which prevail over border enforcement policies. Results of a survey taken of returned and potential immigrants prove it.

KEY WORDS

Inmigration, borders control policies, political economy, politics of internacional migration, inmigration strategies.

RETS 5
¿BAJO QUÉ FORMAS APARECE HOY LA POBREZA EN LAS SOCIEDADES EUROPEAS?
Serge Paugam

ABSTRACT
This paper analyses the nature of poverty of European welfare regimes under its quantitative perspective, monetary threshold of poverty, but also under its qualitative perspective. This approach is particularly present in the entire text. It analyses, with the help of PHOGHE and the Eurobarometer, the construction of poverty from the social assistance institution; the difference between hereditary poverty and the emerging form of poverty caused by poor labour and personal life conditions; and the perception of poverty by those affected by it. After referring with detail to the learning curve of child poverty, the article ends with a typological construction of poverty based on a combined analysis of the labour market situation, of forms and intensity of social relations and of the role of social protection systems.

KEYWORDS
Poverty, social assistance, poverty threshold, reproduction and perception of poverty, welfare regimes, culture, integration, alienation, child poverty

LOS LÍMITES DE LA AGENDA SOCIAL EUROPEA:
REVISIÓN DE LAS POLÍTICAS DE INCLUSIÓN SOCIAL
Ruth Levitas

ABSTRACT
This paper analyses the tension between economic growth and social development in European policies that fight against social exclusion. Firstly, it presents an analysis of the prevailing political discourses in the EU with a particular emphasis on the European summits of Lisbon, Nice and Laeken. Secondly, it examines the contradictory objectives of the European Social Agenda 2005-3010. The article dedicates its main part to highlight the weaknesses of current social inclusion policies as well as the need of a detailed analysis of the existing inequalities in European societies and their environmental and production models. The article defends a social inclusion model based on quality of life and distributive justice taking into account factors such as the environment and the social life.

KEYWORDS
Exclusión, poverty, nacional plans for social inclusión, European Social Agenda, joint report, economic growth, quality of live, distributive justice

RETS 6
LA GESTIÓN DE LAS ORGANIZACIONES NO LUCRATIVAS

Mike Hudson

ABSTRACT:

The article states how management in third sector organizations is particularly different to public and private sector management, as long as a different model of transactions operates in all these sectors. In addition, these sectors have a range of different elements related to management, goals and essential values. Equally, it analyzes and compares the special nature of managing different types of organizations (services, mutual support and awareness – raising entities) their tensions and different and common values.

KEYWORDS:

Management, Third Sector, Leadership, Non-profit organizations

CULTURA EN LAS ORGANIZACIONES DEL TERCER SECTOR CHILENO

Darío Rodríguez Mansilla
Soledad Quezada Menares

ABSTRACT:

The purpose of this text is to understand the cultural factors and changes that any organizational culture has, as well as characterizing the organizational culture of Chilean Third Sector organizations, and outlining the important changing processes that these cultures have experienced. For this reason, it starts defining what we understand as organizational culture and changes, paradoxes and contradictions that could arise, in a rigorous way. Next, the culture of three different non profit organizations aimed at giving services of general or common interest (Hogar de Cristo, Un techo para Chile y Cooperación de Ayuda al Niño Quemado COANIQUEM) is analyzed and then, the case of a significant non profit organization aimed at membership service (Mutual de seguridad de la Cámara Chilena de la Construcción). Finally, looking at the analyzed cases, it is drawn a global evaluation of the changes made in organizational culture of the Chilean third sector, specially referred to the concept of achieving the goal and management methods.

KEYWORDS:

Organizational culture, Third Sector, Non – profit organizations, voluntary organizations

RETS 7
LIDIAR CON LAS CULTURAS ORGANIZATIVAS Y NACIONALES: DOS RETOS PARA LAS ONG

Ignace Pollet

ABSTRACT
The article analises the difficulties in the conciliation of national cultures and organizational cultures in international DNGO's on the basis of an exploratory study. To this purpose, first of all, the cultural sociological concept is analised, as it is exposed by authors such as Giddens or Luhman, among others, and why it is underrated in development coooperation. After emphasizing the importance that national cultures have for multinational companies at the time of designing their organizational culture abroad, and the analysis that authors such as Adler and Bennett have made of this, the theory that national cultures cannot be neutralised through common organizational cultures is put forth. This is confirmed in an exploratory canvassing carried out among managers of southern NGO's who have dealt with Europeans, in which they appreciate a different perception between the former and the latter with regards to time management, the importance of the relational instead of the instrumental and decision.making. On this basis, the work ends upholding the idea that intercultural factors are necessarily conditioned by national cultures.

KEYWORDS
National culture, organizational culture, interculturality, cultural perceptions, instrumental and relational.

LA CAPACITACIÓN EN LAS ORGANIZACIONES DE LA SOCIEDAD CIVIL. REFLEXIONES DESDE EL CASO ARGENTINO

Sergio De Piero

ABSTRACT
This work analyses the difficulties of training and capacity building in the organizations of current Civil Society organizations in Argentina. First of all the main profiles of this type of organization is analysed in the current trends, from the variety of organizations that have sprung up in the last few years (government control, unemployed, consumers, neowelfare, neighbour associations, development of social economy and DNGO's historical perspective). It proceeds to analyse the demand for capacity building ranging from project management to the proper handling of the issue itself. Within this context a few models for capacity building are considered: the formal system, the training of cadres in political parties and the so-called new management and are contrasted to the real needs of social organizations taking into account their potential and their limitations. Finally, capacity building processes are studied along with their internal tensions since it is a process of complex social interaction and not just technical.

RETS 8

FINANCIAMIENTO DE LAS ONG CHILENAS Y ESPAÑOLAS EN LA PERSPECTIVA DE UNA ESTRATEGIA DE COOPERACIÓN

Paula Miranda Sánchez

ABSTRACT
This article is an effort to describe the state of the non profit organizations sector in Chile and Spain throghout of the analysis of diverse surveys. The systematization of such information provides a general overview of the NGO's and outlines the utility of collaboration strategy as a source of growth and stability in the long term.

LA EVOLUCIÓN DE LA COOPERACIÓN SOCIAL EN ITALIA, ENTRE CONSOLIDACIÓN Y TRASFORMACIÓN

Marco Maiello
Flaviano Zandonai

ABSTRACT
Social cooperation is a phenomenon characterized by an extremely dynamic evolution quantitatively – number of cooperatives and their distribution in the territory – but also taking into consideration qualitative variables such as size, fields of intervention, organizational structure, networks, etc. The hypothesis is that social cooperation is going through an institutionalization process in which the legal form does not homogenize organization models or management styles, quite the opposite, it favours the growth of the heterogeneity of the phenomenon in relation with some factors that will be identified and described based on the analysis of the data produced by the last study carried out by the Italian Institute of Statistical Analysis (Istat). The analysis of these different aspects will highlight what a few of the conditions required for the development, in the short and mid term, of one of the most well-known experiences of social enterprise in Europe.

SOCIAL ACTION THIRD SECTOR DIRECTORY

Selection criteria:

This directory covers a selection of private not-for-profit organisations from the Social Action Third Sector, in particular those that have a strong voluntary commitment and a social action mission.

Below we list the selection criteria:
- Size and geographical area: we have included those organisations that, according to list of not-for-profit organisations that benefit from the governmental funding programme "0.52 IRPF" in 2007, are represented in more tan three regions and that have an annual income above 600,000 Euros. We have also included organisations that serve more than three vulnerable groups, which we have named "of general interest".
- Innovation: we have included organisations that develop innovative programmes.

Organisations are listed by alphabetical order and by vulnerable group.

GENERAL INTEREST ORGANISATIONS	WEBSITE

SINGULAR ORGANISATIONS

1. CÁRITAS ESPAÑOLA	www.caritas.es
2. CRUZ ROJA ESPAÑOLA	www.cruzroja.es

**ORGANISATIONS THAT SERVE MORE THAN
THREE GROUPS:**

3. ACCIONES INTEGRADAS DE DESARROLLO	www.accindes.org
4. ADORATRICES ESCLAVAS DEL SANTÍSIMO SACRAMENTO Y DE LA CARIDAD. PROVINCIA CENTRO. CURIA PROVINCIAL	adoratrices-cen@confer.es
5. AGREGACIÓN NACIONAL DE FUNDACIONES PARA LA PROMOCIÓN DE LA ACCIÓN SOCIAL LUIS VIVES	www.fundacionluisvives.org
6. ASOCIACIÓN INSTITUTO DE DESARROLLO COMUNITARIO	idc@idcfederacion.org
7. ASOCIACIÓN INTERNACIONAL DEL TELÉFONO DE LA ESPERANZA (ASITES)	www.telefonodelaesperanza.org
8. ASOCIACIÓN MENSAJEROS DE LA PAZ	www.mensajerosdelapaz.com
9. ASOCIACIÓN PARA LA PROMOCIÓN E INSERCIÓN PROFESIONAL	www.apip.org
10. ASOCIACIÓN PARA LA PROMOCIÓN Y GESTIÓN DE SERVICIOS SOCIALES, GENERALES Y ESPECIALIZADOS. «PROGESTIÓN»	www.progestion.org
11. ASOCIACIÓN PROVIVIENDA	www.provivienda.org
12. ASOCIACIÓN PROYECTO HOMBRE	www.proyectohombre.es
13. COLECTIVOS DE ACCIÓN SOLIDARIA	www.ong-cas.org
14. COMPAÑÍA DE LAS HIJAS DE LA CARIDAD DE SAN VICENTE DE PAÚL, COMPAÑÍA EN ESPAÑA	ecoprovsantaluisa@planalfa.es
15. CONFEDERACIÓN DE CENTROS DE DESARROLLO RURAL (COCEDER),	www.coceder.org
16. FUNDACIÓ PERE TARRÉS,	www.peretarres.org
17. FUNDACIÓN ADSIS	www.fundacionadsis.org
18. FUNDACIÓN BIP BIP	www.fundacionbip-bip.org
19. FUNDACIÓN CHANDRA	www.fundacionchandra.org
20. FUNDACIÓN EDE	www.fundacionede.org
21. FUNDACIÓN FORMACIÓN Y EMPLEO MIGUEL ESCALERA	www.forem.es
22. FUNDACIÓN INICIATIVAS SUR	www.iniciativassur.org
23. FUNDACIÓN JUAN BONAL	www.padrinos.org
24. FUNDACION JUAN CIUDAD	www.sanjuandedios-fjc.org
25. FUNDACION LEALTAD	www.fundacionlealtad.org
26. FUNDACIÓN LESMES	www.fundacionlesmes.org
27. FUNDACIÓN PROMOCIÓN SOCIAL DE LA CULTURA	www.fundacionfpsc.org
28. FUNDACIÓN SILOE	fundacion-siloe@teleline.es

29. FUNDACIÓN TOMILLO	www.tomillo.es
30. GRUPO INTER DISCIPLINAR - GRUPO GID	www.ateneagrupogid.org
31. INSTITUTO DE TRABAJO SOCIAL Y SERVICIOS SOCIALES	www.intress.org
32. LIGA ESPAÑOLA DE LA EDUCACIÓN Y LA CULTURA POPULAR	www.ligaeducacion.org
33. MOVIMIENTO CONTRA LA INTOLERANCIA	www.movimientocontra laintolerancia.com
34. OBRA SOCIAL CAJAS DE AHORRO.	www.funcas.es/
35. PLATAFORMA DEL VOLUNTARIADO	www.plataformavoluntariado.org
36. PLATAFORMA ONG DE ACCIÓN SOCIAL	www.plataformaongs.org
37. RADIO ECCA FUNDACIÓN CANARIA	www.radioecca.org
38. SOCIEDAD DE SAN VICENTE DE PAÚL EN ESPAÑA	www.ssvp.es
39. UNIÓN DE CENTROS DE ACCIÓN RURAL	www.mujeresrurales.com

BY TYPE OF ACTIVITY
CHILDREN, YOUNG PEOPLE AND FAMILIES

40. ALDEAS INFANTILES SOS DE ESPAÑA	www.aldeasinfantiles.es
41. ASAMBLEA DE COOPERACIÓN POR LA PAZ	www.acpp.com
42. ASOCIACIÓN FEDERACIÓN ESPAÑOLA DE UNIVERSIDADES POPULARES	www.feup.org
43. ASOCIACIÓN NUEVO FUTURO SIRIO	www.nuevofuturo.org
44. ASOCIACIÓN SEMILLA PARA LA INTEGRACIÓN SOCIAL DEL JOVEN	www.semilla.net
45. CASAL DELS INFANTS DEL RAVAL	www.casaldelraval.org
46. CONFEDERACIÓN DE CENTROS JUVENILES DON BOSCO DE ESPAÑA	www.confedonbosco.org
47. CONFEDERACIÓN ESPAÑOLA DE ASOCIACIONES DE PADRES Y MADRES DE ALUMNOS (CEAPA) ,	www.ceapa.es
48. FEDERACIÓN DE ASOCIACIONES DE SCOUTS DE ESPAÑA (ASDE) EXPLORADORES DE ESPAÑA	www.asde.es
49. DIDANIA. FEDERACIÓN DE ENTIDADES CRISTIANAS DE TIEMPO LIBRE	www.didania.org
50. FEDERACIÓN ESPAÑOLA DE PADRES DE NIÑOS CON CÁNCER	www.cancerinfantil.org
51. FUNDACIÓN ACCIÓN SOCIAL, EDUCACIÓN Y TIEMPO LIBRE ESPLAI	www.esplai.org
52. FUNDACIÓN ANAR	www.anar.org
53. FUNDACIÓN CRUZ DE LOS ÁNGELES	www.cruzdelosangeles.org
54. FUNDACIÓN DE DERECHOS CIVILES	www.civilia.es
55. FUNDACIÓN DIAGRAMA INTERVENCIÓN PSICOSOCIAL	www.fundaciondiagrama.es
56. FUNDACIÓN DON BOSCO,	www.fundaciondonbosco.es

57. FUNDACIÓN MADRESELVA	www.madreselvaongd.net
58. FUNDACIÓN MÁRGENES Y VÍNCULOS	www.fmyv.org
59. FUNDACIÓN SAVE DE CHILDREN	www.savethechildren.es
60. FUNDACIÓN YEHUDI MENUHIN ESPAÑA	www.fundacionmenuhin.org
61. GRUPO DE EDUCADORES DE CALLE Y TRABAJO CON MENORES (GREC)	www.grec.org.es
62. MENIÑOS, FUNDACIÓN PARA LA INFANCIA	www.meninos.org
63. MOVIMIENTO SCOUT CATÓLICO	www.scoutsmsc.org
64. MUCHACHOS CIUDAD ESCUELAS DE FORMACIÓN SOCIOCULTURAL	www.cemu.es
65. ORGANIZACIÓN JUVENIL ESPAÑOLA	www.oje.es
66. PLATAFORMA DE ORGANIZACIÓN DE LA INFANCIA. /	www.plataformadeinfancia.org
67. PLATAFORMA DE ORGANIZACIONES DE INFANCIA	www.plataformadeinfancia.org
68. UNIÓN DE ASOCIACIONES FAMILIARES (UNAF)	www.unaf.org
69. YMCA ESPAÑA	www.ymca.es

WOMEN

70. ASOCIACIÓN DE FAMILIAS Y MUJERES DEL MEDIO RURAL	www.afammer.es
71. ASOCIACIÓN MUJERES OPAÑEL	www.amo.org.es
72. ASOCIACION PARA LA PREVENCIÓN, REINSERCIÓN Y ATENCIÓN A LA MUJER PROSTITUIDA	www.apramp.org
73. FEDERACIÓN CATÓLICA ESPAÑOLA DE SERVICIOS A LA JUVENTUD FEMENINA.	www.acisjf.es
74. FEDERACIÓN DE ASOCIACIONES DE ASISTENCIA A MUJERES VIOLADAS	www.violacion.org
75. FEDERACIÓN DE ASOCIACIONES DE MUJERES RURALES FADEMUR	www.fademur.es
76. FEDERACIÓN DE LA MUJER RURAL(FEMUR)	www.femur.es
77. FEDERACIÓN DE MUJERES PROGRESISTAS	www.fmujeresprogresistas.org
78. FEDERACIÓN DE MUJERES Y FAMILIAS DEL ÁMBITO RURAL	www.mujerrural.com
79. FEDERACIÓN NACIONAL DE ASOCIACIONES DE MUJERES PARA LA DEMOCRACIA	www.fmujeresparalademocracia.org
80. FUNDACIÓN INTERNACIONAL O'BELEN	www.obelen.es
81. FUNDACIÓN LABORAL WWB EN ESPAÑA	www.bancomujer.org
82. FUNDACIÓN MUJERES	www.fundacionmujeres.es

OLDER PEOPLE

83. ASOCIACIÓN BENÉFICO-SOCIAL EL SALVADOR	www.asociacionelsalvador.org
84. ASOCIACIÓN BIENESTAR Y DESARROLLO	www.abd-ong.org

85. ASOCIACIÓN DE PERSONAS MAYORES Y FAMILIARES SOLIDARIDAD INTERGENERACIONAL	www.solidaridadintergeneracional.es
86. ASSOCIACIÓ CATALANA DE RECURSOS ASSISTENCIALS	www.acra.es
87. CONFEDERACIÓN ESPAÑOLA DE ORGANIZACIONES DE MAYORES (CEOMA),	www.ceoma.org/
88. HOGAR RESIDENCIA EL BUEN PASTOR CASA DE CARIDAD	
89. LARES. FEDERACIÓN DE RESIDENCIAS Y SERVICIOS DE ATENCIÓN A LOS MAYORES SECTOR SOLIDARIO	www.laresfederacion.org
90. UNIÓN DEMOCRÁTICA DE PENSIONISTAS Y JUBILADOS DE ESPAÑA	www.mayoresudp.org

PEOPLE WITH DISABILITIES

91. (CONFEDERACIÓN ESPAÑOLA DE FAMILIARES DE ENFER-MOS DE ALZHEIMER Y OTRAS DEMENCIAS); CEAFA	www.ceafa.org
92. ASOCIACIÓN DE SORDOCIEGOS DE ESPAÑA	www.asocide.org
93. ASOCIACIÓN ESPAÑOLA PARA EL REGISTRO Y ESTUDIO DE LAS MALFORMACIONES CONGÉNITAS	emartine@med.ucm.es
94. ASPAYM. FEDERACIÓN NACIONAL DE ASOCIACIONES DE LESIONADOS MEDULARES Y GRANDES MINUSVÁLIDOS	federacion@aspaym.net
95. COMITÉ ESPAÑOL DE REPRESENTANTES DE PERSONAS CON DISCAPACIDAD (CERMI)	www.cermi.es/
96. CONFEDERACIÓN ASPACE. CONFEDERACIÓN ESPAÑOLA DE FEDERACIONES Y ASOCIACIONESDE ATENCIÓN A LAS PERSONAS CON PARÁLISIS CEREBRAL Y AFINES	www.aspace.org
97. CONFEDERACIÓN AUTISMO ESPAÑA	www.autismo.org.es
98. CONFEDERACIÓN ESPAÑOLA DE AGRUPACIONES DE FAMILIARES Y PERSONAS CON ENFERMEDAD MENTAL (FEAFES)	www.feafes.com/
99. CONFEDERACIÓN ESPAÑOLA DE FAMILIAS DE PERSONAS SORDAS (FIAPAS)	www.fiapas.es
100.CONFEDERACIÓN ESPAÑOLA DE ORGANIZACIONES EN FAVOR DE LAS PERSONAS CON DISCAPACIDAD INTELEC-TUAL –FEAPS	www.feaps.org
101.CONFEDERACIÓN ESPAÑOLA DE PERSONAS CON DIS-CAPACIDAD FÍSICA Y ORGÁNICA (COCEMFE)	www.cocemfe.es
102.CONFEDERACIÓN ESTATAL DE PERSONAS SORDAS (CNSE)	www.cnse.es
103.FEDERACIÓN DE COORDINADORAS Y ASOCIACIONES DE MINUSVÁLIDOS FÍSICOS DE LAS COMUNIDADES AUTÓNOMAS DE ESPAÑA	www.coamificoa.com
104.FEDERACIÓN ESPAÑOLA DE ASOCIACIONES DE PADRES DE AUTISTAS	www.fespau.es
105.FEDERACIÓN ESPAÑOLA DE DAÑO CEREBRAL	www.fedace.org

106.FEDERACIÓN ESPAÑOLA DE ENFERMEDADES RARAS	feder@enfermedades-raras.org
107.FEDERACIÓN ESPAÑOLA DE INSTITUCIONES PARA EL SÍNDROME DE DOWN	www.sindromedown.net
108.FUNDACIÓN JUAN XXIII	ltejero@ibermail.es
109.FUNDACIÓN MATÍA	www.matiaf.net
110.FUNDACIÓN ORGANIZACIÓN NACIONAL DE CIEGOS ESPAÑOLES (ONCE)	www.fundaciononce.es
111.FUNDACIÓN PREMYSA	www.premysa.org
112.FUNDACIÓN PSICOBALLET MAITE LEÓN	www.psicoballetmaiteleon.org

DRUGS

113.ASOCIACIÓN DEPORTE Y VIDA	www.deporteyvida.net
114.ASOCIACIÓN EPSILON	asociaepsilon@yahoo.es
115.ASOCIACIÓN NOESSO (NO ESTÁS SOLO)	www.noesso.org
116.COORDINADORA PARA LA PREVENCIÓN DE DROGODEPENDENCIAS ABRIL	www.coordinadoraabril.org
117.FUNDACIÓN DE AYUDA CONTRA LA DROGADICCIÓN	www.fad.es
118.UNIÓN ESPAÑOLA DE ASOCIACIONES Y ENTIDADES DE ASISTENCIA AL DROGODEPENDIENTE	www.unad.org

AIDS

119.ASOCIACIÓN BASIDA	www.basida.org
120.COORDINADORA ESTATAL DE VIH-SIDA	www.cesida.org
121.FUNDACIÓN DEL MOVIMIENTO CIUDADANO ANTI-SIDA	www.funsida.org

ROMA:

122.ASOCIACIÓN NACIONAL PRESENCIA GITANA	www.presenciagitana.org
123.FEDERACIÓN DE ASOCIACIONES CULTURALES CRISTIANAS DE ANDALUCÍA FACCA	www.facca.net
124.FUNDACIÓN SECRETARIADO GITANO	www.gitanos.org
125.UNIÓN ROMANÍ (UR)	www.unionromani.org/

FORMER PRISONERS

126.ASOCIACIÓN MARILLAC	www.asociacionmarillac.org
127.DOMUS PACIS. CASAL DE LA PAU	www.infonegocio.com/cadelcasaldelapau/
128.HORIZONTES ABIERTOS	www.horizontesabiertos.org

IMMIGRANTS AND REFUGEES

129.ASOCIACIÓN COMISIÓN CATÓLICA ESPAÑOLA DE MIGRACIÓN	www.accem.es

130.ASOCIACIÓN DE TRABAJADORES INMIGRANTES
   MARROQUÍES EN ESPAÑA (ATIME)   www.atime.es
131.COMISIÓN ESPAÑOLA DE AYUDA AL REFUGIADO (CEAR)   www.cear.es
132.COMITÉ INTERNACIONAL DE RESCATE ESPAÑA-RESCATE   www.ongrescate.org
133.CONSORCIO DE ENTIDADES PARA LA ACCIÓN INTEGRAL
   CON MIGRANTES; (CEPAIM)   www.cepaim.org
134.MERCEDARIOS PROVINCIA DE CASTILLA –COMUNIDAD   www.lamercedrefugiados.org
135.RED ACOGE. FEDERACIÓN DE ASOCIACIONESPRO
   INMIGRANTES   www.redacoge.org

INTERNATIONAL COOPERATION
136.ACCIÓN CONTRA EL HAMBRE   www.accioncontraelhambre.org
137.ASOCIACIÓN MENSAJEROS DE LA PAZ   www.mensajerosdelapaz.com
138.AYUDA EN ACCIÓN   www.ayudaenaccion.org
139.COOPERACIÓN INTERNACIONAL   www.cooperacioninternacionalong.org
140.COORDINADORA NACIONAL DE ONG PARA
   EL DESARROLLO.   www.congde.org
141.FUNDACION CODESPA   www.codespa.org
142.FUNDACIÓN DESARROLLO SOSTENIDO   www.fundeso.org
143.FUNDACIÓN IUVE COOPERACIÓN   www.iuve.org
144.FUNDACIÓN SAVE THE CHILDREN   www.savethechildren.es
145.INTERMÓN OXFAM FEDERACIÓN ESPAÑOLA   www.intermonoxfam.org
146.MÉDICOS DEL MUNDO   www.medicosdelmundo.org
147.MOVIMIENTO POR LA PAZ, EL DESARME Y LA LIBERTAD www.mpdl.org
148.SECOT SENIORS ESPAÑOLES PARA LA COOPERACIÓN
   TÉCNICA   www.secot.org
149.SOLIDARIOS PARA EL DESARROLLO   www.solidarios.org.es
150.UNICEF COMITÉ ESPAÑOL   www.unicef.es

CROSS-SECTOR ORGANISATIONS
SOCIAL & MEDICAL CARE
151.ASOCIACIÓN ESPAÑOLA CONTRA EL CÁNCER   www.todocancer.org
152.FUNDACIÓN JUAN CIUDAD ORDEN HOSPITALARIA DE
   SAN JUAN DE DIOS (FJC)   www.sanjuandedios-fjc.org
153.FUNDACIÓN SALUD Y COMUNIDAD   www.fsyc.org
154.INSTITUTO PARA LA PROMOCIÓN SOCIAL Y DE LA
   SALUD   www.ipss-online.org
155.MINISTROS DE LOS ENFERMOS,RELIGIOSOS CAMILOS
   ORDEN EN ESPAÑA   www.humanizar.es

SOCIAL EXCLUSION:

156.CANDELITA	www.candelita.org
157.FEDERACIÓN DE ASOCIACIONES DE CENTROS PARA LA INTEGRACIÓN Y AYUDA DE MARGINADOS	www.faciam.org
158.FEDERACIÓN DE ASOCIACIONES EMPRESARIALES DE EMPRESAS DE INSERCIÓN (FAEDEI)	www.fedei.org
159.FUNDACIÓN GLOBALIA	www.fundacionglobalia.com
160.FUNDACIÓN PROLIBERTAS	www.prolibertas.org
161.FUNDACIÓN RAMÓN REY ARDID	www.reyardid.org
162.INSTITUTO DE REINSERCIÓN SOCIAL	www.iresweb.org
163.RED EUROPEA DE LUCHA CONTRA LA POBREZA Y LA EXCLUSION SOCIAL DEL ESTADO ESPAÑOL (EAPN-ES)	www.eapn.es

Sources: Social Action NGO Plataform, Volunteers Plataform, Directory of the National Coordinator of Development NGOs and organisations funded by the governmental programme "0,53 IRPF" 2007 (Who is who 2007, Ministry of Labour and Social Affairs, 2008).

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Secretarios: JORGE ALGUACIL – FERNANDO REVIRIEGO

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1º semestre 2008

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