

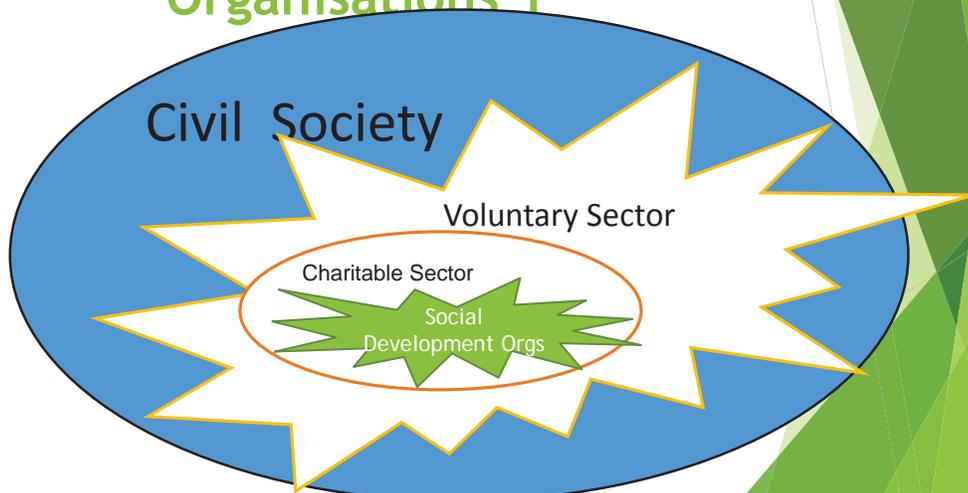
Marketisation and Charitable Organisations

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Overview of Research

- ▶ Motivation
- ▶ Method
- ▶ Findings
 - ▶ Influences on change - Contracting, Volunteering, Technological Change
 - ▶ Impact - Professionalisation, Programme Change, Search for New Funding

Defining Charitable Organisations 1

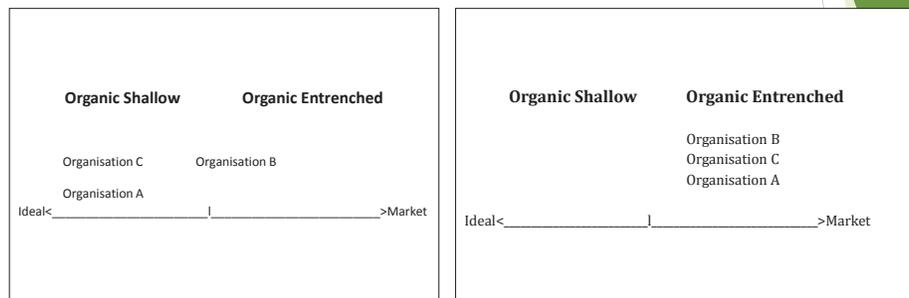


Defining Charitable Organisations 2

Characteristics

- ▶ Civil society
- ▶ Structural
- ▶ Values
- ▶ Operational

Hybridity 1985 - 2010



Key Indicators of Marketisation

- ▶ Contract Focus
- ▶ Corporate Governance
- ▶ Depoliticisation
- ▶ Mission Drift

Mission Drift

- ▶ Mission statement is an organisations ultimate reason for its existence. (Kilmister 1989)
- ▶ Organisational aims, values, structure and practices are all implicit in organisational mission
- ▶ Mission Drift is an accumulation of changing characteristics of an organisation.

Recognition of Charitable Role

	OrgA	OrgB	OrgC
Giving to people who can't afford it. Giving by wealthier/sharing resources to communities who benefit	**	*****	*****
Don't think it is a charity	***	***	*
Volunteer involvement	*	**	*
No tax on donations	*	*	*
Funding advantage	*	*	*
Heads of Charity/Charities Act	*	*	*
Donations	*	*	*
Community benefit	***		*****
Benefitting communities through social change		*	***
Not-for-profit		*	***
Doing good and worthy things		*	*
Advocacy	***		
Belongs to community	**		
Things outside govt contracts	**		
Education/individual improvement			**
Altruism			**
Values and motivation		*	
Member driven		*	
People to people/empathy		*	
Ameliorating suffering			*

Role in Social Development

	Org A	Org B	Org C
Responding to Community need	***	*	
Social Change	***	**	
Safer Communities	**		*
Basic Needs		**	
Socio-political action	*	**	
People to people work		**	
Skills transfer		***	
Long term partnership		***	
Supporting individuals make way in world		**	*****
Help people contribute to society		*	***
Challenging people Never heard of it	*	*	**
Maximising choices		*	
Providing voice	*		
Participation	*		
Volunteer activity	*		
Economic social cultural Complex intertwining		*	

The value of volunteers

“Some people in [Organisation A] would have argued to strip all the commercial stuff out and run it as a business and leave the volunteer stuff out. Then you could have a governance structure round that, that wasn't impeding management...Two of my managers would have felt that. 'We don't need this handicap of do-gooding boards. Need to respond to the Ministry's desire to be very efficient and if its separate its clear what its costing...' One of my operations managers was arguing to cut it free. It cost us and why bother to keep it on, but it represented a whole lot of other things” (Former General Manager Organisation A)

Conclusion

- ▶ Be Vigilant about the decision-making in the organisation and how it relates to the role of the organisation
- ▶ Board, Staff, Volunteers and Funders understand organisational characteristics and the role the organisation plays in society
- ▶ Support Organisations which promote the role of the sector
- ▶ Share programmes and activities which build the capacity of the sector, eg:
 - ▶ Te Wana Quality Standards
 - ▶ Sector-based governance models
 - ▶ Board Committee which guard organisational characteristics