

Nonprofit-Sektor

Management in the Non-Profit Sector

Abzug, Rikki; Galaskiewicz, Joseph (2001): Nonprofit Boards: Crucibles of Expertise or Symbols of Local Identities? In: Nonprofit and Voluntary Sector Quarterly, Bd. 30, Nr. 1, S. 51-73.

Nonprofit boards, as boundary spanners, often serve the institutional purpose of affording legitimacy to organizations. Neo-institutional theory suggests that nonprofit organizations, as particularly susceptible to legitimacy demands of changing environment, would tend toward rationalizing internal structures. This article, using historical panel data, explores the extent of one form of rationalization, recruiting trustees with college education and/or managerial occupations. It finds that trustees with college education, managers, and professional continue to have significant representation on nonprofit boards. Also, many boards are increasingly less exclusive with respect to gender, race, and religion. Some select nonprofit boards, however, continue to be dominated by different gender, racial, and religious identities, suggesting that nonprofit boards also serve the purpose of representing different identity and/ or interest groups in the community.

Anheier, Helmut K.; Seibel, Wolfgang (2001): The Nonprofit Sector in Germany – Between State, Economy and Society. Manchester, New York: Manchester University Press.

This book offers an overview of the size, scope, structure, historical development and current political environment of the nonprofit sector in Germany. The authors bring into a systematic and empirical focus a set of organizations that, in the past, has often been neglected, if not ignored. They argue that the economic, social and political understanding of Germany as a society remains incomplete without an analysis of the country's nonprofit sector. The changing meaning and structure of civil society, the country's tortuous path of political development in the twentieth century, current patterns of social participation, the changing role of religion and the development of the welfare state – all these important aspects of economy, polity and society require an understanding of the nonprofit sector in Germany.

Bode, Ingo (2003): Flexible Response in Changing Environments: The German Third Sector Model in Transition. In: Nonprofit and Voluntary Sector Quarterly, Bd. 32, Nr. 2, S. 190-210.

Currently, international research on the non-profit sector is paying increasing attention to institutional as well as organizational analysis. Drawing on both approaches, this article

seeks an understanding of the changing configuration of the sector by investigating the dimension of flexibility in the relation between nonprofits and their various dynamic environments. The approach is developed for the German case. The analysis not only permits identification of the underpinnings of the old “corporatist model”, shaping the German third sector as a social sphere between the state and the market economy, but also points at the factors leading to a gradual erosion of that model. Moreover, it allows a brief exploration of the evolutionary dynamics of the German non-profit fields in comparison to major international trends.

Blümle, Ernst-Bernd; H. Pernsteiner, R. Purtschert und R. C. Andeßner Hrsg. (2003): Öffentliche Verwaltung und Nonprofit-Organisationen. Festschrift für Reinbert Schauer. Wien: Linde Verlag.

Öffentliche Verwaltungen und private Nonprofit-Organisationen sind einem steigenden Veränderungsdruck ausgesetzt und stehen vielfach vor strategischen Neuorientierungen. Teilweise müssen sie dabei auch neues, unbekanntes Terrain beschreiten. In diesem Sinne greift dieser Sammelband eine Reihe aktueller Fragestellungen aus dem Bereich des Public- und Nonprofitmanagements auf und bietet einen konzentrierten Überblick über wichtige Entwicklungen in diesen Bereichen.

Brinkerhoff, Derick W. (2002): Government-nonprofit partners for health sector reform in Central Asia: family group practice associations in Kazakhstan and Kyrgyzstan. In: Public Administration and Development, Bd. 22, Nr. 1, S. 51-61.

Faced with limited resources, governments in developing and transitioning countries are struggling to find the resources to provide basic health services. Increasingly, governments are turning to the private and nonprofit sectors as partners. This article examines the experience of Kazakhstan and Kyrgyzstan in creating new nonprofit organizations as part of health sector reform. Family Group Practice Associations (FGPAs) serve as intermediaries between public sector health agencies and newly created family group practices (FGPs), which are providing improved levels of primary health care. The FGPAs have helped to improve the efficiency and the effectiveness of health service delivery, and have contributed to making the top-heavy and cumbersome health systems in both countries more flexible and responsive. Although their policy advocacy role is still relatively incipient, FGPAs provide a potential avenue for increasing external input into policy decisions. The weight of the past has made progress relatively slow, with large power differentials between the nonprofits and their government partners, a constrained legal framework for non-governmental entities, and weak capacity among the newly created FGPAs and FGPs.

Brinkerhoff, Jennifer M; Derick W. Brinkerhoff (2002): Government-Nonprofit Relations in Comparative Perspective: Evolution, Themes and New Directions. In: Public Administration and Development, Bd. 22, Nr. 1, S. 3-18.

This overview article for the Symposium on Government-Nonprofit Relations in Comparative Perspective summarizes the authors understanding of government-nonprofit relations, addresses several themes emerging from the collective papers and Symposium discussions, and discusses new and evolving trends in government-nonprofit relations. The review of government-nonprofit relations encompasses governance models and their incorporation of nonprofits, sector failures and their contribution to government-nonprofit relationships, and cross-sectoral analytic frameworks. Themes addressed include the material and normative benefits sought through nonprofits; various features of government-nonprofit interactions, including their increasing range and multiple facets, the impact of origins, relationship dynamism, and impacts; and what is public and what is private. The

article concludes with the identification of selected new and evolving trends, including the influence of information technology on organizational structures and processes, the rise of supranational spheres of government-nonprofit interaction, the continuing tension between cooperation and identity maintenance, and simultaneous global lesson sharing and an emphasis on local-level problem-solving, where nonprofits are viewed as a means to maintaining continuity and redefining community. The article situates the authors' understanding of government-nonprofit relations in a comparative perspective that accounts for dominant global paradigms, increasing interdependence among actors and nations, and evolving models of governance at all levels.

Brinkerhoff, Jennifer M. (2002): Government-nonprofit partnership: a defining framework. In: Public Administration and Development, Bd. 22, S. 2, S. 19-30.

Partnership has emerged as an increasingly popular approach to privatization and government-nonprofit relations generally. While in principle it offers many advantages, there is no consensus on what it means and its practice varies. Following a review of partnership literature, the article refines the partnership concept, developing two definitional dimensions: mutuality and organization identity. Based on these dimensions, partnership is defined on a relative scale and is distinguished from other relationship types: contracting, extension, and co-optation or gradual absorption. Examples of each are provided. The model enables actors to assess their relative tolerance for partnership approaches, and provides a common language among potential partners. Linking its defining dimensions to partnership's value-added assists partners to advocate for partnership approaches from an instrumental as well as normative perspective. The model and inter-organizational relationship matrix can inform continuing theory building and practical experimentation both to refine defining dimensions and indicators of partnership practice, and to enhance responsiveness to partners' expectations of partnership.

Brooks, Arthur C. (2002): Can Nonprofit Management Help Answer Public Management's "Big Questions"? In: Public Administration Review, Bd. 62, Nr. 3, S. 259-265.

Are the fields of nonprofit management and public management naturally complementary, or are they substitutes? Briefly surveying the nonprofit literature on board governance, volunteer management, and performance measurement, the author shows that study of the third sector can help inform public management's "big questions". As such, nonprofit studies and scholarship should represent an improvement to public administration curricula and a fertile source of ideas for public managers.

Budäus, Dietrich (2005): Governance von Profit- und Nonprofit-Organisationen in gesellschaftlicher Verantwortung. Wiesbaden: DUV.

Anlässlich der Integration der Hamburger Universität für Wirtschaft und Politik (HWP), der früheren Akademie für Gemeinwirtschaft, in die Universität Hamburg setzen sich Wissenschaftlerinnen und Wissenschaftler der ehemaligen HWP aus unterschiedlichen Sichtweisen mit dem Thema Governance bzw. Corporate Governance in Profit- und Nonprofit-Organisationen auseinander.

Im Vordergrund stehen:

- Grundlagen und aktueller Stand der Governance-Diskussion,
- der Zusammenhang von Governance und gesellschaftlicher Verantwortung,
- soziale und institutionelle Einflussgrößen als Bestimmungsfaktoren für Governance,
- Strategien, Informationen und Kommunikation im Rahmen von Profit- und Nonprofit-Organisationen,

- die Steuerung über Kapitalmärkte und spezifische Finanzprodukte und
- Governance im öffentlichen Sektor.

Budäus, D., C. Reichard und R. Schauer Hrsg. (2005): Public und Nonprofit Management – Aktuelle Forschungsergebnisse aus Deutschland und Österreich. Linz: Trauner.

Dieser gerade erschiene Sammelband gibt einen guten Überblick über Forschungsaktivitäten im Public und Nonprofit-Bereich in Deutschland und Österreich. In zehn, zum großen Teil empirischen Beiträgen wird u.a. die Frage der kommerziellen Aktivitäten von Nonprofit-Organisationen, die Bedeutung interkommunaler Kooperationen, die Rolle von Bildungsindikatoren als Basis für eine leistungsorientierte Steuerung im Schulwesen sowie Gutscheine als ein alternatives institutionelles Arrangement zur Finanzierung und Steuerung öffentlicher Aufgabenwahrnehmung behandelt. Darüber hinaus finden sich Studien zum Public Change Management, den Anforderungen an einen funktionsfähigen Wettbewerbsansatz in Kommunen sowie der Wirkung der Expansion des Hochschulwesens. So unterschiedlich die Beiträge auf den ersten Blick erscheinen mögen, so haben sie die Frage nach Veränderungen und Reformen im Public und Nonprofit-Sektor gemein.

DeBoer, Larry; McNamara, Kevin T. (2001): Community Choice between Volunteer and Professional Fire Departments. In: Nonprofit and Voluntary Sector Quarterly, Bd. 30, Nr. 1, S. 26-50.

This article presents an economic model for community choice between volunteer and professional fire protection services. Using data from the Indiana State Fire Marshal and the 1991 U.S. census, regression techniques were used to estimate the share of county population served by volunteer fire protection and relative costs of volunteer and professional departments. The results provide evidence that professional departments are cost-effective at high levels of fire protection and volunteer departments are cost-effective at low-levels of fire protection. Per capita income, population density, education, property value, percentage of renters, farm receipts, and the percentage of commuters were found to be significant determinants of fire protection choice.

Brown, David S.; Brown, J. Christopher; Desposato, Scott W. (2008): Who Gives, Who Receives, and Who Wins? Transforming Capital Into Political Change Through Nongovernmental Organizations. In: Comparative Political Studies, Vol 41, Nr 1, S. 24-47.

How does international support for nongovernmental organizations (NGOs) lead to political change in the developing world? Massive amounts of domestic government spending and international aid are now distributed through NGOs instead of state bureaucracies. Recent scholarship suggests that this decentralization of developmental aid to NGOs has unintended political effects on recipient communities, but the mechanisms driving political effects are unclear. In this article, the authors test whether NGO type affects the results of NGO aid, comparing the political impact of politicized and nonpoliticized NGOs. They do not find any difference between politicized and nonpoliticized NGOs. The results imply that to create political change, ideological predispositions held by individual NGOs are less important than is their ability to raise the level of social capital and civil society. Simply providing the infrastructure necessary to develop social capital and civil society can have a measurable political impact.

Cunningham, Ian (2008): A Race to the Bottom? Exploring Variations in Employment Conditions in the Voluntary Sector. In: Public Administration, BD. 86, NR. 4, S. 1033-1053.

This paper presents findings of a study examining state-voluntary sector inter-organizational relationships, and the capacity of third-sector organizations to exercise autonomy over employment matters in this relationship. The aim is to provide insights into an under-researched area of the inter-organizational literature, especially in relation to its employment implications. In doing so, it reveals how, as with broader studies of inter-organizational relations, state-voluntary sector relations are not homogenous and therefore lead to differing implications for employment. In particular, three Types of voluntary organization emerge, employing, with varying degrees of success, various strategies to protect the terms and conditions of their employees in the face of cost-cutting pressures from funding bodies. As industrialized countries increasingly turn to the third sector for the provision of social services, it argues that even for the strongest of these organizations, there are long-term risks for staff morale and therefore quality of care provided by the sector if organizations fail to manage these external pressures from funders.

Desivilya, Helena Syna & Yassour-Borochowitz, Dalit (2008): The Case of Checkpointwatch: A Study of Organizational Practices in a Women's Human Rights Organization. In: Organization Studies, BD 29, Nr 6, S. 887-908.

The present study aims to discern the ways whereby gender-role perceptions and women's perspectives on political conflict and peace processes inform the organizational development process, reflected in organizational structure and processes. In order to achieve this we studied CheckpointWatch, a women's voluntary organization devoted to monitoring and reporting human rights violations of Palestinians crossing Israeli military checkpoints. The research is a qualitative study. Data gathering was designed to collect information from two sources: (1) interviews with key informants in the organization, and (2) documents transmitted over the organization's internal communications network.

The findings illustrate the complexities involved in the organizational development processes of a women's peace and human rights organization, its vacillation between transition into a more formalized NGO and its holding on to the social movement organization, grassroots stage. The study also demonstrates the significance of feminist ideology with its embedded complexity and internal paradoxes, which infiltrates into organizational structure, operational processes and activities. Finally, this research highlights the fundamental role of the cultural and sociopolitical context in women's organizational practices. Overall, the study contributes to organization studies by shedding light on the intricacies of organizational dynamics in women's Peace and conflict resolution organizations.

Eckardstein, Dudo von und Hans-Gerd Ridder (2003): Personalmanagement als Gestaltungsaufgabe im Nonprofit und Public Management. München, Hampp Verlag.

In den letzten Jahren sind Nonprofit Organisationen und Organisationen der öffentlichen Hand in den Blickpunkt des wissenschaftlichen Interesses gerückt. Das hat sicher nicht zuletzt mit dem Anpassungsdruck zu tun, dem sich diese Organisationen insgesamt, trotz ihrer teils sehr unterschiedlichen Erscheinungsformen, ausgesetzt sehen. Wesentliche Veränderungen in ihren Rahmenbedingungen veranlassen diese Organisationen seit einiger Zeit, über ihre Rahmenbedingungen und zukünftigen Strukturen und Strategien nachzudenken. Von besonderer Relevanz ist hierbei der Personalbereich, da diese Organisationen zumeist personalintensive Dienstleistungen erbringen. Die Beiträge dieses Bandes greifen diese Veränderungen auf und diskutieren die Bedingungen, Anwendungsmöglichkeiten und Besonderheiten des Personalmanagements. Ziel ist es,

damit einen aktuellen Zwischenstand im Entwicklungsprozess des Personalmanagements in Nonprofit und öffentlichen Organisationen zu geben.

Engel, Christoph (2001): Institutionen zwischen Staat und Markt. In: Die Verwaltung, Nr. 1, S. 1- 24.

Sphinxen und Centauren, Zombies und Vampire, Nixen und Melusinen – Zwischenwesen haben die Menschen seit alters her fasziniert. Auch Wissenschaftler verspüren diesen Reiz und suchen, gefestigten Distinktionen einen Zwischenboden einzuziehen. So ist es auch der Unterscheidung von Staat und Markt ergangen. Politikwissenschaftler machen sich auf in das „Zwischenreich zwischen Markt und Staat“, Juristen erforschen den Dritten Sektor und Ökonomen machen Institutionen auch dann zu ihrem Gegenstand, wenn sie sich weder Staat noch Markt klar zuordnen lassen.

Was ist also mit den Begriffen Institution, Staat und Markt gemeint? Bei unserer Reise werden wir dann auf zwei Stämme von Ureinwohnern treffen: Auf zentrale Steuerung, die nicht vom Staat verantwortet ist und auf hybride Mischungen aus staatlicher und gesellschaftlicher zentraler Steuerung.

Epkenhans, Ina (2004): Führung und Personalmanagement in Nonprofit-Organisationen: Englisch- und deutschsprachige Literatur im Vergleich. In: Zeitschrift für öffentliche und gemeinnützige Unternehmen, Bd. 27, Nr. 2, S. 167-177.

Das Thema „Führung und Personalmanagement in NPOs“ findet seit 30 Jahren in den USA und mit zeitlicher Verzögerung auch im deutschsprachigen Raum großes Interesse. Diese Sammelrezension versucht die Diskussion nachzuzeichnen, indem sie die englisch- und deutschsprachige Literatur nach Schwerpunkten ordnet und bespricht. Dabei wird deutlich, dass die englischsprachige, vorrangig praxisorientierte Literatur sowohl die Leitungsebene (ehrenamtlicher Vorstand und hauptamtliche Geschäftsführung) als auch die ehrenamtlichen und hauptamtlichen Mitarbeiter differenziert betrachtet. In der deutschsprachigen, überwiegend an NPO-Forscher adressierten Literatur stehen dagegen der „Status quo des Personalmanagements“, „Management von Ehrenamtlichen“ sowie „Führung von NPOs“ im Mittelpunkt.

Gibelman, Margaret und Sheldon R. Gelman (2004): A Loss of Credibility: Patterns of Wrongdoing Among Nongovernmental Organizations. In: Voluntas, Bd. 15, nr. 4, S. 355-381.

This paper analyzes, from a cross-national perspective, publicized incidents of wrongdoing by nongovernmental organizations (NGOs). A content analysis of media reports of scandals over the past four years involving NGOs was conducted to identify issues and trends in governance and management problems. The analysis is confined to NGOs that are involved in the financing and/or delivery of health and human services in order to facilitate comparisons. International and U.S. cases of wrongdoing, covering the gamut of embezzlement to mismanagement, are identified and the common elements and unique features of these cases are examined. The underlying problems that allowed these cases to occur and their implications in regard to NGO credibility and public trust are identified and options for enhancing accountability explored.

Krickhahn, Thomas (2002): Nonprofit-Organisationen: Ein Anwendungsfeld für das Qualitätsmanagement? In: ZögU, Bd. 25, Nr. 1, S. 87-96.

Wenn auch in der Vergangenheit qualitative Aspekte von Produkten schon immer eine gewisse Rolle gespielt haben, wird Qualität heute landläufig zunehmend als entscheidender strategischer Erfolgsfaktor für Unternehmen angesehen, die sich auf Märkten privater Güter

und Dienstleitungen einem starkem Wettbewerb ausgesetzt sehen. Dass sich diese Überzeugung auch für Nonprofit-Organisationen durchsetzen wird, lässt sich vor dem Hintergrund des sich vollziehenden ökonomischen und gesellschaftlichen strukturellen Wandels erwarten. Dieser Wandel kann mit Stichworten wie Dienstleistungszeitalter, Informationsgesellschaft, Globalisierung der Wirtschaft, gesellschaftlicher Wertewandel und Postmaterialismus skizziert werden.

Küberl, Franz (2002): Das Spannungsfeld zwischen Mission und Ökonomie – ein für die Caritas (un)lösbares Problem? In: Zeitschrift für öffentliche und gemeinwirtschaftliche Unternehmen (ZögU), Band 25, Nr. 18, S. 446-460.

Nonprofit-Organisationen agieren in einem Spannungsfeld zwischen Mission einerseits und ökonomischen Sachzwängen andererseits, wobei sie immer gewichtiger werdende Leistungen als Antwort auf Staatsversagen und Marktversagen erbringen. Zusätzlich entstehen Spannungsfelder zwischen ehrenamtlichen und professionellen Führungskräften und vor allem mit staatlichen Behörden, die zu den wichtigsten Auftraggebern vieler Betriebe des Dritten Sektors geworden sind. Sind diese Problemfelder überhaupt lösbar? Die Sichtweise des Präsidenten der Caritas Österreich vermag hierzu Denkanstöße zu liefern.

Lange, Chris (2003): German Welfare Organizations and the Process of European Integration. In: Nonprofit Management and Leadership, Bd. 13, Nr. 3, S. 237.

The process of European Integration affects an increasing number of areas of life. The influence of the European single market on the social sector, including organizations providing human services, can no longer be denied. This article looks at the activities of the European Commission toward these organizations and argues that European regulations are relevant to the German system of social service delivery due to the introduction of market-like features in the national context. Within this context, German welfare organizations have discovered an important field of interest representation and lobbying.

Benjamin, Lehn M. (2008): Bearing More Risk for Results – Performance Accountability and Nonprofit Relational Work. In: Administration & Society, Vol 39, Nr 8, S. 959–983.

Performance accountability systems require nonprofits to bear more risk for achieving results. Although a growing body of work has examined nonprofit accountability, less attention has been given to the concept of risk. This article points to a potential conflict between performance accountability frameworks and nonprofit work. This conflict can be best understood as a one between managing risk in task-driven relationships, in which relationships are formed simply to achieve desirable results, and managing risk in developmentally driven relationships, in which performing a task is intended not only to achieve desirable results but also to build enduring capacity to take action on common problems.

Lewis, David (2003) Theorizing the organization and management of non-governmental development organizations – towards a composite approach. In: Public Management Review, Bd. 5, Nr. 3, S. 325-344.

This article seeks to establish a conceptual framework for understanding the nature of NGO management as a field of research and practice. It argues that NGOs have become a prominent feature of the policy landscape, but that little attention has so far been given to their organization and management. Since more is increasingly being asked of NGOs by both governments and citizens, this is a gap that needs to be filled. However, there is a high

level of diversity to development NGO types and enormous complexity involved in the various tasks undertaken in the name of development. This article concludes that rather than being a whole new field, NGO management can be viewed in composite terms as the flexible deployment of relevant combinations of theory and practice from the wider third sector, the for-profit business world and the public sector. In terms of practice, the management of development NGOs, perhaps more than other kinds of organization, can best be understood as an improvised performance that continually draws upon ideas and techniques from other fields as part of an ever-changing, ambiguous and hybrid whole.

Lux, Steven und Jeffrey D. Straussman (2004): Searching for balance: Vietnames NGOs in a state-led civil society. In: Public Administration and Development, Bd. 24, S. 173-181.

Scholars and practitioners have tried to draw the link between the emergence and growth of non-governmental organisations (NGOs) and civil society in developing and transitional societies. While the literature on the role of NGOs in development is extensive, there is very little attention to the evolution of NGOs in the few remaining communist countries, even though China and Vietnam also display the development of indigenous NGOs. Some of the major political and operational issues concerning the evolution of NGOs in developing countries, especially their relationship with the state and, more broadly, the evolution of civil society, are magnified in one-party states. This article describes deeper cultural forces that predate both the colonial and communist periods in Vietnam that shaped the evolution of state-led civil society during the latter part of the 20th century. We argue that the cultural factors outlined are not necessarily appreciated by western donor models of NGOs in development, especially state-led formation of civil society. The article draws conclusions about the implications of our analysis for international donors who have an interest in facilitating the maturation of local NGOs in Vietnam.

Salamon, Lester M.; Anheier, Helmut K. Hrsg. (1997): Defining the nonprofit sector – A cross-national analysis. Manchester, New York: Manchester University Press.

Auch wenn dieser Band nicht zu den aktuellsten Publikationen gehört, stellt er doch einen wichtigen Beitrag zu der aktuellen Debatte über die Rolle des Dritten Sektors dar. Die Autoren zeigen anhand ihrer Länderstudien die Vielfalt nonprofit-orientiert arbeitender Organisationen. Im Rahmen des an der John Hopkins Universität durchgeführten Nonprofit Study Project, wurden in diesem Band Länder wie die USA, GB, Frankreich, Deutschland, Italien, Schweden, Japan, Indien, Brasilien, Ägypten, Thailand, Ghana und Ungarn mit aufgenommen. Ohne Zweifel ist die Aufteilung in öffentlichen und privaten Sektor zu simpel und verlangt deshalb das gründliche Studium der Charakteristika und Dynamiken des Nonprofit Sektors, zumal sich die Debatte über eine moderne Verwaltung nicht kontextunabhängig hinreichend begreifen läßt.

Sawhill, John C.; Williamson, David (2001): Mission Impossible? Measuring Success in Nonprofit Organizations. In: Nonprofit Management & Leadership, Bd. 11, Nr. 3, S. 371-386.

The difficulty of measuring performance in the nonprofit sector has long been recognized. This article begins with a case study detailing how one organization, The Nature Conservancy, tackled the challenge of moving beyond measuring activity to measuring mission impact. After several false starts, the Conservancy developed a model for measuring success, divided into three broad areas: impact, activity, and capacity. The article then presents data from interviews with leaders of thirty other leading nonprofits,

who reveal how their organizations measure performance in these three areas. It concludes with some lessons learned about performance measurement in the nonprofit sector.

Schedler, Kuno und Peter Kolbe (2004): Corporate Governance und Public Management. In: Voggensperger, Ruth S. et al. (Hrsg.): Gutes besser tun. Corporate Governance in Nonprofit-Organisationen. Bern/Stuttgart/Wien: Paul Haupt, S. 129-150.

Seit geraumer Zeit werden im Zusammenhang mit der Wahrnehmung von öffentlichen Aufgaben eine Reihe von unterschiedlichen Staatsverständnissen diskutiert. Dabei gibt es u.a. neoliberale Auffassungen, welche die Aussage von P. Drucker sehr wörtlich nehmen und weitgehende Konsequenzen für das staatliche Handeln ableiten, indem sie mehr oder minder direkt einen «Nachtwächterstaat» fordern. Des Weiteren gibt es aber auch Staatsverständnisse, die einen differenzierteren Ansatz befürworten. Unter den Schlagworten des «enabling state», des «Gewährleistungsstaates» oder des «aktivierenden Staates» werden Ansätze diskutiert, die eine differenziertere Sichtweise einnehmen und Kriterien bereithalten, staatliches Handeln auf den Prüfstand zu stellen. All den genannten Ansätzen ist eine Grundhaltung gemein. Sie stellen die Frage, nach dem Verhältnis der Sektoren Staat, Markt und Dritter Sektor, also der institutional choice. Der gemeinsame Nenner der genannten Ansätze ist eine gewisse Grundskepsis einem Staat gegenüber, der alle Aufgaben unmittelbar im eigenen Verwaltungsapparat vollzieht. Daher stellt sich die Frage, inwieweit der Staat zur Erbringung von (öffentlichen) Aufgaben auf Institutionen zurückgreift, die nicht dem klassischen Verwaltungsapparat zuzuordnen sind. Diese Organisationsformen zeichnen sich durch sehr unterschiedliche spezifische Merkmale aus, die u.a. einen Einfluss auf die Auswahlentscheidung haben, wenn es darum geht, welche institutionelle Wahl die Erfüllung am besten garantieren kann. Damit soll nicht gesagt sein, dass diese Institutionen durch einen Akt des Staates entstehen.

Vielmehr geht es darum, Aufgaben auf bestehende Institutionen zu verlagern und erst in zweiter Linie, die Gründung neuer Institutionen zu forcieren. Als institutionelle Alternativen stehen die unmittelbare Staatsverwaltung, Paragovernment Organizations, Non-Governmental Organizations, Nonprofit-Organizations oder die Privatisierung zur Auswahl. Sie lassen sich grundsätzlich einem der drei Sektoren zuweisen. Wenn es sich auch um unterschiedliche institutionelle Wahlmöglichkeiten handelt, so ist von grundlegender Bedeutung, welche Auswirkungen die Wahl und die damit verbundene Prozesse haben; denn häufig soll der Staat Gewährleistungsfunktionen wahrnehmen, damit sichergestellt ist, dass andere Institutionen trotz der Verlagerung weiterhin im öffentlichen Interesse agieren. Dabei wirkt sich aus, dass es im «Bereich gemeinnütziger Organisationen und verselbständigten Verwaltungseinheiten tatsächliche Prädispositionen für ein Steuerungs- und Kontrollversagen gibt.» Es ist insofern von immenser Bedeutung, wie Überwachungs- und Steuerungsmechanismen in diesem Bereich ausgestaltet sind. Anhand spezifischer, verselbständigter Verwaltungseinheiten sollen spezifischen Probleme der Corporate Governance diskutiert werden; gleichermassen interessiert, inwieweit sich die gewonnenen Erkenntnisse auch auf Nonprofit-Organisationen übertragen lassen.

Schmid, Hillel (2003): Rethinking the policy of contracting out social services to non-governmental organizations – lessons and dilemmas. In: Public Management Review, Bd. 5, Nr. 3, S. 307-323.

The article describes, analyses and evaluates the lessons and dilemmas resulting from the Government's policy of contracting out with non-governmental organizations for the provision of three types of services: foster care, adoption and home care services for the elderly. The dilemmas are: structural tension between governmental control and autonomy of provider organizations; power-dependence relations between the Government and the

providers, the choice option available to clients; the ethical, moral and professional aspects of contractualism; the myth of innovative programs initiated by provider organizations; service quality versus price of services; and accountability of organizations to their stakeholders. Based on the lessons learned, the article highlights the need to rethink the strategy of contracting out and reassess the role of the Government in providing social services.

Siebart, P. (2006): Corporate Governance von Nonprofit-Organisationen. Ausgewählte Aspekte der Organisation und Führung. Bern: Haupt.

Das Thema «Corporate Governance» hat in den letzten Jahren eine hohe Bedeutung in der wissenschaftlichen Diskussion erlangt. Gerade in Deutschland sind in diesem Zusammenhang umfangreiche Änderungen gesetzlicher Regelungen vorgenommen worden. Obwohl die Forderung nach einer transparenten Leitung der Organisation gerade auch für Nonprofit-Organisationen formuliert wird, hat die wissenschaftliche Auseinandersetzung mit dieser Thematik bisher nur am Rande stattgefunden. Patricia Siebart arbeitet die Thematik aus einem neuen Blickwinkel auf: Sie stellt zunächst die Spezifika von Nonprofit-Organisationen zusammen, um aufzuzeigen, inwiefern diese Organisationen sich von erwerbswirtschaftlichen Unternehmen unterscheiden. Dann erschließt sie die bisher für Unternehmen geführte wissenschaftliche Debatte um die Corporate Governance für Nonprofit-Organisationen. Darüber hinaus stellt sie aus einer handlungstheoretischen Perspektive dar, wie Entscheidungen von Individuen und innerhalb von Gruppen getroffen werden und welche Folgerungen sich hieraus für die Corporate Governance von Nonprofit-Organisationen ergeben. Schließlich werden verschiedene Gestaltungsoptionen für die Corporate Governance von Nonprofit-Organisationen diskutiert.

Siebart, Patricia und Christoph Reichard (2004): Corporate Governance of Nonprofit Organizations. In: A. Zimmer und E. Priller Hrsg.: Future of Civil Society. Making Central European Nonprofit-Organizations Work. Wiesbaden, S. 271-296.

This chapter deals with organizational governance, and thus outlines a fundamental aspect of nonprofit organization management. The governance structure is decisive for aspects such as the organization's fundraising capacity and its ability to adapt to environmental changes. The authors argue that already at the founding stage of the organization, the governing body's roles and responsibilities should be considered carefully in terms of their impact on the organization's development. Later on – especially before employing any professional executives – the subject has to be reconsidered to ensure a productive atmosphere of mutual trust between the board and that executive. The chapter discusses various aspects of nonprofit organization governance in order to give some advice as to which aspects ought to be taken into account to support an effective and efficient nonprofit organization. Both executive directors and board members will gain some insights into each other's role and the specific requirements for effective nonprofit organization governance.

Snively, Keith; Desai, Uday (2000): Mapping local government –nongovernmental organization interactions: A conceptual framework. In: Journal of Public Administration Research and Theory, Bd. 11, Nr. 2, S. 245-263.

As nongovernmental organizations (NGOs) grow in numbers and importance around the globe and local governments gain capacity through decentralization processes, there is increased opportunity for the two sectors to interact with each other. Here the authors develop a conceptual framework for comparative analyses of local government-NGO interactions. Five potential social functions of local governments and NGOs and the possible outcomes produced by interactions of the two sectors are examined. Research

hypotheses based on the framework are developed and suggestions given for carrying out comparative studies exploring the hypotheses.

Speckbacher, Gerhard (2003): The Economics of Performance Management in Nonprofit Organizations. In: Nonprofit Management and Leadership, Bd. 13, Nr. 3, S. 267ff.

This article analyzes whether and how private-sector notions of performance management apply to non-profit organizations. To this end the author shows that each concept of performance management used in the private sector is based on a specific economic theory of the firm and its environment. Before transferring concepts and tools derived from a certain model of the firm and its environment, one must determine whether the assumptions underlying this model are also adequate for non-profit organizations. Otherwise, one must first adjust those assumptions and analyze whether the derived concepts and tools are meaningful in the new context; if not, one must determine how to modify them accordingly. The analysis elaborates on the differences between for-profit and non-profit organizations that are important for applying performance management concepts. Moreover, the author discusses the practical implications for the use of balanced scorecards in nonprofits.

Stoene, Melissa Middleton; Hager, Mark A.; Griffin, Jennifer J. (2001): Organizational Characteristics and Funding Environments: A Study of a Population of United Way-Affiliated Nonprofits. In: Public Administration Review, Bd. 61, Nr. 3, S. 276-289.

This study examines a population of United Way-affiliated nonprofit organizations in Massachusetts (1) to test hypotheses generated by previous research on relationships between government funding and specific nonprofit organizational characteristics, (2) to compare differences in organizational characteristics between nonprofits receiving higher percentages of revenues from the United Way and from government sources, and (3) to explore associations between government funding and United Way and underexamined characteristics, including use of commercial income and racial diversity of organizational membership. The study supports previous research on the relationship between government funding and nonprofit characteristics, with one notable exception—less administrative complexity was associated with higher percentages of government funding. The study also finds differences in organizational characteristics between nonprofits with higher proportions of government funding and those with higher percentages of United Way funding, including organization size, number of board members, administrative complexity, use of volunteers, and the racial diversity of boards, staff, and volunteers.

Stone, Melissa M. & Francie Ostrower (2007): Acting in the Public Interest? Another Look at Research on Nonprofit Governance. In: Nonprofit and Voluntary Sector Quarterly, Vol 36, No 3, S. 416-438.

This article begins to fill gaps that currently exist between research on the governance of nonprofit organizations and research on public governance and focuses on how nonprofit governance research can benefit from insights in the public governance literature. As boundaries between nonprofit governance and public governance are increasingly fluid, our theoretical understanding as well as our empirical work on governance must expand to encompass these new relationships. The article summarizes the extant empirical literature on nonprofit governance and compares this research to emerging work on public governance. Drawing on this literature, the article specifically calls for research on nonprofit governance that (a) gives greater attention to the links between organizational governance and the public interest, (b) incorporates a broader view of governance as a process engaging

multiple actors and taking place at multiple levels, and (c) links governance to accountability for results.

Van Slyke, David M. und Arthur C. Brooks (2005): Why do People Give?: New Evidence and Strategies for Nonprofit Managers. In: The American Review of Public Administration, Bd. 35, S. 199-222.

As the nonprofit sector grows and its relationship with the public sector deepens, nonprofit managers are working harder at developing donated financial and human resources. Although much research on nonprofit fund-raising has looked at who donates and which fund-raising strategies are most effective, no work to date has connected the two concepts; to illuminate which fund-raising strategies work with which donors. Using interview data conducted with nonprofit fund-raising executives and survey data on Atlanta residents, the authors estimate the impacts of sociodemographic and economic characteristics on the success of different donor development approaches. After constructing conceptual and empirical models, the authors' data analysis allows them to develop a set of management implications that will assist nonprofit managers in crafting development strategies for the organizations they operate.

Young, D. R. (2002): The Influence of Business on Nonprofit Organizations and the Complexity of Nonprofit Accountability: Looking Inside as Well as Outside. In: The American Review of Public Administration, Bd. 32., Nr. 1, S. 3-19.

The ultimate test of accountability for a nonprofit organization is whether its leadership can responsibly interpret, and honestly and energetically promote, the organization's mission, even when environmental, stakeholder, and governance pressures make other paths more comfortable and secure. The degree to which nonprofits have become entwined with the business sector in recent years has brought new urgency to this challenge. Here, the risk is that contemporary nonprofit leaders, under tremendous financial and social pressures and eager to make their institutions economically successful are led, perhaps inadvertently, to compromise their missions. This risk is illustrated here with cases from private universities. Recommendations are offered that would strengthen nonprofit leadership and accountability practices.

Zimmer, Annette und Eckhard Priller Hrsg. (2004): Future of Civil Society. Making Central European Nonprofit-Organizations Work. Wiesbaden (740 S., mit CD)

Dieses umfassende Buch zu NPOs ist auf die Gründung und Stärkung von NPOs und Zivilgesellschaft in MOE-Staaten zugeschnitten. Es enthält aber auch zahlreiche eher generell gültige Beiträge zum NPO-Management. Es ist in 4 grosse Teile gegliedert: I Traditions and Perspectives of Civil Society in Central Europe, II. Regulatory Environment, III. Central Topics of NPO Management, IV. Country Profiles (mit Darstellungen des NPO-Bereichs zu Polen, Tschechien, Slowakei, Ungarn, Deutschland und Österreich. Das Buch ist eine wertvolle Arbeitshilfe für alle, die sich mit NPO-Management befassen.

Zimmer, Annette und Eckhard Priller (2004): Gemeinnützige Organisationen im gesellschaftlichen Wandel. Ergebnisse der Dritte-Sektor-Forschung. VS Verlag Wiesbaden (237 S.).

Dieses kompakte Buch gibt einen guten Überblick über den NPO- bzw. Dritten Sektor, sowohl weltweit wie auch auf Deutschland bezogen. Anhand von Fallbeispielen werden NPO-bezogene PPPs dargestellt.