UNIVERZA V LJUBLJANI

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Gabija Kiaušaitė

Vloga in razvoj nevladnih organizacij v baltskih državah.

Študija primera – International Board on Books for Young People

Role and Development of Non-Governmental Organizations in the Baltic Countries:

A Case Study of International Board on Books for Young People

Magistrsko delo

Ljubljana, 2014

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Magistrsko delo analizira vlogo in razvoj nevladnih organizacij v treh baltskih državah – v Litvi, v Latviji in v Estoniji. Povečana rast nevladnih organizacij po svetu kaže izjemno potrebo po preučitvi tega socialnega fenomena in njegove pomembnosti v mladih demokratičnih družbah, kjer je zaradi zgodovinskih okoliščin razvoj NVO precej nov in neraziskovan. Poleg njihovega razvoja in dojemanja po svetu, poskuša ta znanstvena razprava razkriti tudi konceptualne in teoretične poglede nevladnih organizacij v baltskih republikah. Tukaj se je pokazala naraščajoča pomembnost tega sektorja v vseh treh državah, kot tudi posebne težave. Analiza ureditve nevladnih organizacij je tesno povezana z dejanskim študijskim primerom International Board on Books for Young People (IBBY) baltskih oddelkov. Poglobljena intervjuja s predsednikoma iz IBBY-ja litovske in latvijske sekcije sestavljata obsežno študijo, ki je ponudila vpogled v vsakodnevno delovanje nevladnih organizacij in odkrila pozitivne razvojne trende za prihodnost.

Ključne besede: nevladna organizacija, tretji sektor, NVO v Litvi, NVO v Latviji, NVO v Estoniji, IBBY.

Role and Development of Non-Governmental Organizations in the Baltic Countries: A Case Study of International Board on Books for Young People

This research paper considers the role and development of non-governmental organizations in three Baltic states – Lithuania, Latvia, and Estonia. The increasing growth of non-governmental organizations worldwide reveals a particular need to approach this social phenomenon and its significance in young democratic societies, where regarding historical circumstances the development of NGOs is rather recent and unexplored. The paper attempts to disclose conceptual and theoretical perspectives on NGOs in the Baltic republics, along with the development and perception globally. It showed the emerging significance of the sector in all three countries as well as particular issues. This analysis of the non-governmental organizations' implementation is closely connected with the actual case study of the Baltic Sections of International Board on Books for Young People (IBBY). The in-depth interviews with the Presidents of Lithuanian, and Latvian Sections of IBBY conducted a comprehensive study from the real-life practice of non-governmental organizations and disclosed positive development processes.

Key words: non-governmental organization, the third sector, NGO in Lithuania, NGO in Latvia, NGO in Estonia, IBBY.

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List of Abbreviations

CAL	Civil Alliance – Latvia
CBO	Community-based organization
CEE	Central and Eastern Europe
CEO	Chief executive officer
CSO	Civil society organization
CSOSI	Civil Society Organization Sustainability Index
ECOSOC	Economic and Social Council
EEA	European Economic Area
EKAK	Estonian Civil Society Development Concept (*Eesti Kodanikuühiskonna Arengu Kontseptsioo*)
EU	European Union
IBBY	International Board on Books for Young People
ICNPO	International Classification of Nonprofit Organizations
IGO	International governmental organization
LBJLP	Latvian Section of International Board on Books for Young People (*Latvijas Bernu un jaunatnes literaturas padome*)
NENO	Network of Estonian Non-profit Organizations and Foundations
NGO	Non-governmental organization
NISC	Lithuanian Non-Governmental Organisations' Information and Support Centre
NPO	Non-profit organization
NSI	Non-Governmental Organization's Sustainability Index
OSF	Open Society Fund Lithuania
TSO	Third sector organisation
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
US	United States
USAID	United States Agency for International Development
USSR	Union of Soviet Socialist Republics

1 Preface

Nowadays modern organizations have a great impact on people's life than ever had before. The ordinary definition of 'organization' can be described as a particular group of individuals which is structured excluding personal directions, and established to reach defined goals. In addition to it, Max Weber (Giddens 2005, 327) introduced the first systematic explanation of creating modern organization. He claimed that organization is a greatly authoritative way to coordinate people's activities, and producible growth in the line of time and space.

However, one of the biggest global changes in the post-industrial society is the breakthrough of organizations in so-called *the third sector*, whereof understanding differs from the traditional bureaucratic organizations introduced by M. Weber (*Ibid*, 328–334). There is no surprise that development of this sector, sometimes perceived as a vital democracy's attribute (Willetts 2011, 2), has rapidly increased during the past three decades, and fairly can be called a phenomenon (Lewis 1999; Kolarič 2009, 224). Many scientists agree about importance of the third sector organisations (TSOs) as the key institutions in civil society (Corry 2010, 14). However, this sector of society, and economy, is still undervalued, and belongs to rather uncharted waters. Consequently, this 'evolution' and expansion of the third sector innovation require a permanent progress of comprehensive studies as well.

Regarding its different relevance in every society, when "the third sector varies from country to country and regional traditions, both in the academic sphere and in regard to cultural and political development" (Evers and Laville 2004, 11)[1], the third sector has gained plenty of hidden theoretical approaches, which demands a profound knowledge, and often a one vast complex of accesses. Hence, because of this colourful diversity (Willets 2011, 4), and in many cases uncertainty, there are many terms that prevail to describe the third sector organisations: nonprofit, non-government, voluntary, civic sector, foundation, association, club, community, charity, foundation, cooperative, society, friendly society, union, church, *etc* (Kolarič *et al.* 2002, 6; Črnak-Meglič and Rakar 2009, 237; Frič 2011, 184; Willets 2011). Interestingly, these terms are either synonyms or reflecting only particular feature of one organisation and not applicable to another. In fact, a broad terminology of the third sector within the lack of accuracy reveals, how the third sector organisations are differently perceived regarding their size, activities, as well as as it shows that it is a major element of

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[1] For instance, 'European' definition of the third sector differs from the 'American' one (Evers and Laville 2004, 13); briefly presented in the theoretical part. However, this definition implementation of the third sector organisations is highly debatable and it may vary from the perspective.

many industries, for instance, health services, education, sport, culture, finance, and community services (Šimašius 2006, 7–8). Furthermore, "the third sector remains comparatively under-theorized despite some good efforts to the contrary" (Corry 2010, 12) and, therefore, it is an unique area to be studied by researchers from a wide range of disciplines, and professional fields.

This research paper focuses on the analysis of non-governmental organizations' (NGOs), and non-profit organizations' (NPOs) characteristics due to the most common usages of these two terms referring to the third sector organisations in the Baltic states. Also, in order to cover the broad range of organisations in various aspects of developments, the terms are used interchangeably in this paper. However, in many research occasions the priority is given to the usage of NGOs as a broader description having term, since "'true' NGOs cannot collaborate with the private sector" (Willetts 2011, 11), which means that these organizations are non-profits by their legal consolidation (Šimašius 2006, 8).

The establishment, behaviour, and further development of these type of organizations are particularly important, and interesting in the Baltic countries, where due to the historic circumstances, a perception and need of TSOs are much more often confusing and unclear rather than welcome in comparison to Western Europe. In fact, in the Eastern European countries the third sector has just started to bloom (Črnak-Meglič and Rakar 2009, 237). As a result, it can become a challenge to disclosure the prominence of NGOs: their situation is more miscellaneous in all three Baltic states, not fully investigated or with a lack of recent data. Hence, more and more scholars discover the topic as relevant in trying to fulfil a scientific gap (Aidukaitė 2004, 17–18; Šimašius 2007; Mačiukaitė-Žvinienė 2009). Consequently, the analysis of NGOs' role and development in the post-communist countries with specific case studies are particularly essential and necessary in order to encourage a future progress of NGOs, which have become not only a signature of the democratic society but also a modern need. The key facets of development and TSOs' meaning in each Baltic country – Lithuania, Latvia, Estonia – may vary according to the cultural differences, historical experience, and economies, which makes this research a complex challenge, divided into coherent sections presented hereinafter.

The **goal** of this master thesis is **threefold**. First, it reveals information (*Theoretical Framework*) about upgrowth and crucial, modern situation of NGOs worldwide, including well-known practice of the third sector, theories, and its major characteristics. In the second

part (*Theoretical Research Framework*), the aim is to depict as clear as possible NGO picture with historical background, and to analyse the reasons, circumstances that evoked and influenced the role and development of NGOs in Lithuania, Latvia, and Estonia. In the third part of master thesis (*Analysis Framework*) the main look is directed to the one of the most globally spread NGOs in the world – **International Board on Books for Young People** (IBBY) – which has its headquarters, or so-called IBBY National Sections, in all three Baltic states. This non-governmental and non-profit organization is specifically known as the international network of dedicated people from all over the world: they are committed to uniting books and children together as well as helping to promote and motivate young authors of children's literature. To be precise, this case study aims to comprehend the third sector organisation's position and its practical implementation in the society, its process and effects. In order to achieve the latter, the research is enriched within the in-depth interviews / questionnaires answered by the Presidents from the Lithuanian, and Latvian Sections of IBBY as well as within the IBBY organization's *per se* aspects of development, specifics, combining qualitative and discourse approaches.

The objectives described above are covered with the following investigative questions:

- What are the basic principles, specifics and definitions of non-governmental organizations globally, and in the Baltic states?
- Why and how NGOs are important to the modern society worldwide, and in the post-communist countries?
- What is the historical background for the establishment of non-governmental organizations in Lithuania, Latvia, and Estonia?
- What types of NGOs are found in the Baltic states?
- What kind of development of NGOs is in all three Baltic countries?
- What kind of the third sector progress is visible in Lithuania, Latvia, and Estonia?
- IBBY case study: establishment, role, development, and challenges in the Baltic states.

In the master thesis these hypotheses are specifically personalised:

A: The development of NGOs in Lithuania, Latvia, and Estonia cannot be considered as equivalent.

<u>B</u>: The importance, and role of NGOs in the Baltic countries are not enough clear, and presented to society.

<u>C</u>: The Baltic countries have set up primary roots and traditions for the further progress of the third sector, and are ready to keep the current flow.

<u>D</u>: A case study of IBBY organization in the Baltic countries is a sample of how structured and well-known worldwide NGO / NPO helps to promote the basic understanding of the third sector.

<u>E</u>: IBBY organization's development, and role in all three Baltic countries are considered equally important.

The master thesis is organized as follows. To succeed in the presented goals above, the research paper is divided into strict parts – preface, body text, conclusions, references, and annexes – where particular research methods are used. The paper is consisted of three major parts (*Theoretical Framework, Theoretical Research Framework, and Analysis Framework*) of three similar, and at the same time different, countries that requires the research methodology to be miscellaneous: in the first and second theoretical frameworks there are descriptive, comparative, historical, and visual-graphic methods used. As noted before, the paper analyses the situation and position of NGOs' the global perspective, and in the Baltic republics. The latter is perceived by using numerous information resources in English, Slovenian, Lithuanian, and Latvian languages: handbooks, researchers' studies, the most recent scientific articles, conference papers, dissertations, policy papers, national statistics, and social media. The entire resources list is presented in the end of master thesis (*q. v.*: References). Also, during the research the communication with the national NGOs' representatives, for instance, the Civic Alliance – Latvia, helped to address the recent data.

In the third research section of master thesis – case study – there are descriptive, narrative, comparative, and historical methods used, including the method of designed in-depth interview (*q. v.*: Annexes) with the Presidents from the Baltic Sections. The whole interview and answers to the questions by professor doc. dr. Kęstutis Urba (the Lithuanian Section) are translated from Lithuanian into English, differently from Latvian and Estonian, where the questionnaire was proceeded only in English. It should be noted, that such type of in-depth interviews provide a special and intimate look at the IBBY organizational development's aspects, culture, difficulties, and specifics, which are later analysed in detail. The interview results are compared, and analysed in order to present IBBY as actual operating NGO / NPO

in Lithuania, and Latvia. However, due to the particular research limitations and lack of information from the internal management – the President and Vise President of the Estonian Section of IBBY were not minded in the cooperation and did not participate in the research questionnaire – the Estonian Section of IBBY is naturally approached far more little than it was strived.

In the final section of master thesis there are implications and discussions presented. The final findings of combined theoretical, theoretical research, and analysis frameworks depict a comprehensive, and multiplex picture of NGOs' status in Lithuania, Latvia, and Estonia. *Inter alia*, it must be noted that this study results are relevant not only as an overview of development and role of NGOs worldwide but also it refers to the fact on how NGOs became obligatory element of the democratic nature in the Baltic states. Moreover, it reveals, how civil society functions at particular organization, its implementation, and collaboration among sectors.

Certainly, there is still much to sift and explore regarding global development of NGOs due to its relevance and diversity – especially, in relatively small countries. Thus, although the case study provides a fairly partial view of factual IBBY operations in the Baltic states, it also provides rich grass-roots data and analysis of role and development of NGOs generally, which, hopefully, should be found valuable. *In toto*, this research paper is expected to be handy for naturally curious individuals as well as for scientists and researchers of the third sector organisations in order to comprehend the Lithuanian, Latvian, and Estonian societies better: their past, their present, and their future. However, further investigations for interpretation and discussions are vastly welcome and expected.

2   Theoretical Framework

2.1 The Concept of Organization

In these modern times people's daily routine highly depends on organization where its implementation created so-called *the organized society*. To begin with, in order to cover the master thesis topic from top to bottom, there is a considerable demand to look through the 'organization' term and its application a bit more than just slightly.

There are many definitions found in order to determine organization and its essence, since lately "a good deal of the very best sociological work has been devoted to the study of organizations" (Bittner 2013, 175). Despite this fact, the term 'organization' is often categorized as expression with some certain level of fuzziness (*Ibid*, 175).

However, the most outstanding ones usually include systematic description where organization is described as a rational system or it is a structured system in order to pursue defined goals (Giddens 2005, 327; Mevlja 2007, 12). In other words, it demands a strict system which is emphasized by many scientists. According to the author of innovative work in organizational studies and management theory Chester Irving Barnard (Barnard in Guščinskienė 2000, 24), the organization is a specific group of corporations, which differs from other social groups by consciousness, predictability, and working direction. The most important is the general human being behaviour at corporation, and the second priority is given to reaching goals. Next to it, American sociologist and theorist Peter Michael Blau and his colleague William Richard Scott (Blau and Scott in Guščinskienė 2000, 25) claim that the organization, once formed and in order to pursue set goals, must have a formal structure. Here, Amitai Etzioni (Etzioni in Guščinskienė 2000, 25) states that, first of all, organization is nothing more than a social group (or alternitavely: people's groups) which is being purposely created or recreated in order to achieve specific objectives. Attention is paid to the perception of membership at organization and to the purposive actions of people internally.

Hence, it is noted that organization is a specific social group. Naturally the question lies in this: how organization differs from other social groups. Firstly, organization must be orientated to setting up and reaching specific coherent goals. Organization remains purposive as long as all members try to reach the same objectives in the same particular field. In addition to it, another typical feature is a high level of formalization (*Ibid*, 25). It means that internal structure, with included rules and regulations, is distinctly stated without considering

individual's personal characteristics and involves all members' behaviour. The most simple model of successful organzation with obligatory components is presented in Harold J. Leavitt's famously known organizational diamond-structure (*q. v.*: Figure 2.1) (*Leavitt's Diamond*). The figure depicts four essential and interactive items: organization has to be structured, technologically educated and innovative within the inclusion of human resources (people) for effective maintenance of managerial tasks.

Figure 2.1: Leavitt's Diamond
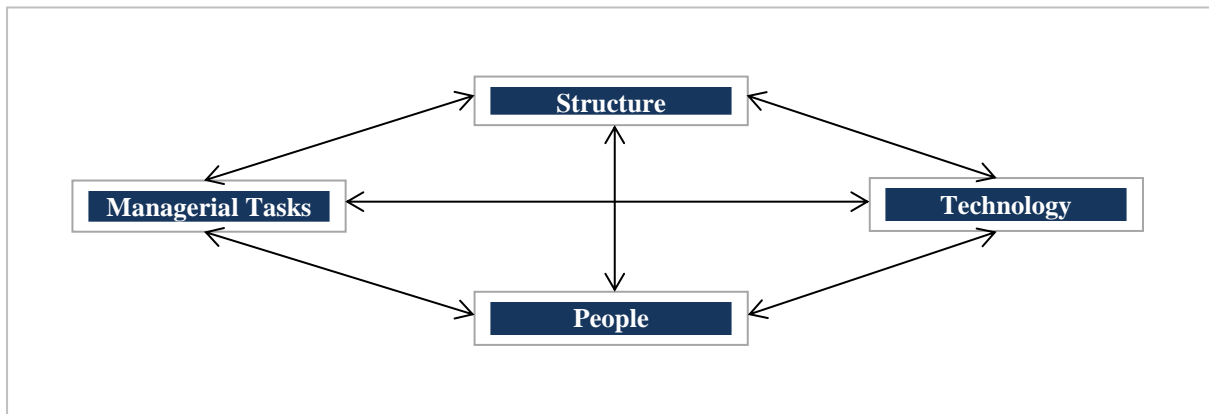
Source: *Leavitt's Diamond.*

Talking about direct operation of organization, in accordance with M. Weber (in Guščinskienė 2000, 47), modern societies cannot avoid development implementation of bureaucracy, because it is the only way to cope with a large set of social system requirements in the organizational management (Giddens 2005, 328). Because of this formal relation concept at organizations, the term 'bureaucracy'[2] by itself is classically associated with the administration of government and its various agencies (Sales 2006): these organisations are called as governmental organizations.

Contrary to bureaucratic government organizations (Chapman *et al.* 2010, 10), the modern society developed another particularly complex organizational type which is placed in relation to the state and the market, and "resists any simple classificatory scheme" (Woodin, and Starks, p. 2). This diverse range of organizations is put under the 'third sector' term and describes 'civil society'. It must be noted that due to the recent developments in research of

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[2] The term 'bureaucracy' was 'invented' by France's Administrator of Commerce Jacques Claude Marie Vincent de Gournay, in 1751, who did not like plenty governmental regulations, because he believed that it was suppressing business activity: he sarcastically used the term *bureaucratie* to describe the situation – literally meaning "government by desks" – in order to symbolize a government run by insensitive rule-enforcers and rule-makers who did not grasp or care about the outcomes of their actions (Tsoukas and Knudsen 2005, 149).

the third sector organisations (Salamon and Anheier 1997, 7), it became clear how important this new sector is, and how it will be essential in the future. As the relevant part of further perception for analysis of NGOs in the Baltic states, a comprehensive review of TSOs as organizations *per se*, where civic social groups pursue defined goals, is presented further.

2.2 Indentifying the Nature of the Third Sector Organisations (TSOs)

As it was mentioned, a notable feature on recent developments in the third sector organisations in the world has been growing for the several decades, where the term stands for "the organizational universe that emerges in many societies between government and the market" (Taylor 2010, 1). It is believed by many scolars, that the third sector has proven to have a great importance to the well-being of society, economy and to government. However, its operation, as organization, also raises a set of questions related to weakness and strengths that are not fully seized: "Some of these [*political and economic*] theories suggest that a strong third sector is a necessary and healthy component of modern democratic societies, while others argue that the third sector is a mechanism for governments to eschew responsibility for what may be regarded as vital social services" (Crampton *et al.* 2001, 2).

To answer the question how come the third sector has laid weight on policy shaping globally, there is a need to revert the eyes at the historical circumstances in brief. In the end of the XXth century the ideology of neoliberalism has entrenched (Giddens 2005, 401), and now there can be seen a specific relation in transformation among organizations of governmental bodies, private sector, and civic society (Šimašius 2007, 20; Meigas 2008, 15). The latter was empowered to wider decision making possibilities, to the provision of social services as well as to represent and advocate interests of various social groups (Mikolaitytė and Mejerė 2012, 56; Lorentzen 2010, 21). The lack of democracy, formed by not appropriate political actions in regard to business sphere, derived society's distrust and apathy towards decisions made by corrupt government, established particular conditions for the TSOs under which they were allowed to become representatives of public interest. In addition to it, a huge impact on common welfare arriving from TSOs began to be noticeable in many different disciplines, for instance, providing information to society, shaping a network of social services, such as life skills training, as well as encouraging transparency in governmental actions and involving society as active actor in policy (Mikolaitytė and Mejerė 2012, 56).

Therefore, the third sector was implemented for the benefit of people and communities, where the TSOs are sharing these common features: firstly, they are independent and non-

governmental bodies; secondly, TSOs are instituted voluntarily by organized people willing to control their own management; thirdly, TSOs are not for profit and 'value-driven' organizations where the defined objectives (social, cultural or environmental) are set forward (*Third Sector Statistical Resource* 2014, 2). This means that TSOs, because of wide nature characteristics, include a lot of diverse voluntary organizations and social enterprises, such as: "community associations, self-help groups, voluntary organizations, charities, faith-based organizations, social enterprises, community businesses, housing associations, development trusts, co-operatives and mutual organizations" (*Ibid*, 2).

Yet the third sector as such is hard to define and is famously being called as a 'loose and baggy monster' (Knapp and Kendall 2005, 65). Apparently, there is a specific reason for it. As Martin Knapp and Jeremy Kendall (*Ibid*, 65) explain, the third sector includes the picture of voluntarism which is often related to TSOs as key facet and as missing a systematic structure of organizational management. Another very interesting obscurity specifically regarding term and its description, according to O. Corry (2010, 11), is that the term "'third' itself betrays the idea of the third sector as a residual category for things that do not fit into two other 'primary' and 'secondary' categories – usually the state and the market". He disputes that in practice this sector becomes even the 'fourth sector', because "communitarian groups such as clans, families, and informal associations are also often excluded from the idea of a third sector" (*Ibid*, 11). This reveals a quite difficult situation among researchers and their perception of this sector.

Despite necessary debates, one matter is certainly understood, and particularly significant in the further theoretical and analytical frameworks of master thesis: the third sector is the non-government, non-profit sector of a country's organizational system that differs from government bodies and from for-profit business (Salamon and Anheier 1997).

In regard to many definitions of TSOs, Salamon and Anheier (1997, 9; *Ibid* 1997, 38–40; Kolarič *et al.* 2002, 20; Pantić 2006, 4–5) developed next to the 'structural-operational'[3] description, influential academic, and more restrictive definition, focusing more on the non-profit sector. As Lester M. Salamon and Helmut K. Anheier (1997, 39) point out, this option of definition is a good tool for cross-national work: "It makes it possible to define the nonprofit sector empirically without separately investigating every organization". Therefore,

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[3] This definition does not fully present the main nature of TSOs.

it can be adjusted to the third sector in general: it proposes that every TSO has these five typical attributes:

- *it is **formal**: the organization is institutionalized in that it has regular meetings, office bearers and some organizational permanence;*
- *it is **private**: the organization is institutionally separate from government (though it may receive some support from government);*
- *it is **non-profit distributing**, and if a financial surplus is generated it does not accrue to owners or directors (often termed the 'the non-distribution constraint');*
- *it is **self-governing** and therefore able to control and manage its own affairs;*
- *it is **voluntary**, and even if it does not use volunteer staff as such, there is at least some degree of voluntary participation in the conduct or management of the organization, such as in the form of a voluntary board of governors* (Lewis and Kanji 2009, 8–10).

Despite good intentions to control this 'loose and baggy monster', the classification did not avoid critics as well: for some researchers it is too restrictive for detailed analysis or historical understanding (Woodin and Starks, p. 9). Certainly, this is being underlined by the authors as well: it has few disadvantages, however, there are far more advantages (Salamon and Anheier 1997, 39). Therefore, the United Nations, in the "Handbook on Nonprofit Institutions", has introduced a more simplified version of the structural-operational definition (*United Nations Statistics Division* 2002, 17). Accordingly, the third sector consists of units that are:

- *self-governing organizations;*
- *not-for-profit and non-profit-distributing;*
- *institutionally separate from government;*
- *non-compulsory* (*Ibid*, 17).

The essence of definition remained within the minor variation, observed by H. K. Anheier (2014, 79). As it is depicted, the last attribute 'voluntary' was replaced with 'non-compulsory', which introduces, in accordance with the UN, "that membership and contributions of time and money are not required or enforced by law or otherwise made a condition of citizenship" (*United Nations Statistics Division* 2002, 20). Herein, Helmut K. Anheier (2014, 79) in the analysis of this change states that "UN definitions will gain the

most currency over time, at least for international and comparative purposes. At the same time, legal definitions will continue to be relevant at the national level, and serve as key elements in policy debates".

Summa summarum, the third sector by its nature contributes to arts, culture, religion, provision of social services, recreation, advocacy, and many other fields. Moreover, it is obvious that the research of TSOs is widely spread in the world. Even though there are many discussions regarding it, the main idea of the third sector emerged in the United States and it slightly differs from the European approach, thoroughly discussed in the next chapter.

2.3 Understanding the Characteristics of TSOs in Europe

The first perception of the third sector *per se* appeared in the United States and its 'birth date' varies depending on researcher's interest. There are few important surnames to mention regarding the primary idea of the third sector. Also, these individuals represent, how it was comprehended in the early Seventies, and how differently or similarly TSOs emerged in Europe.

To begin with, in accordance to Lorentzen (2010) there are two approaches regarding the third sector implementation. The first to be mentioned is a professor of business administration at Harvard University, Theodore Levitt, who published "The Third Sector: Tactics for a Responsive Society" in 1973. In the analysis T. Levitt represented his views about weak legitimacy of market and welfare systems. Upon discovering the New Left's skepticism towards public and private bodies (Lorentzen 2010, 25), T. Levitt came to the idea that "bureaucracies are rigid and unresponsive to ordinary human and social problems" (1973, p.15 in Lorentzen 2010, 25). In addition to it, T. Levitt differentiated the "Old Third Sector" ('classical' associations, for instance, charity and community associations, societies, sport clubs, and unions) from the emerging one – 'The New Third Sector' – which "was born on May 3, 1963, in a confrontation between Martin Luther King's non-violent strategies and the police in Montgomery, Alabama" that established a soil for new and confrontational strategies (*Ibid*, 25). Hence, his main idea was the non-responsiveness of the sector to new things, such as human rights, grass-root groups, *etc*: too much institutionalized 'The Old Third Sector' became unable to respond to new challenges and new associations coming with new political systems (*Ibid*, 26). This analysis shows, how T. Levitt noticed and stated a particularly important thing: a need for more diverse organizations within changing times and

diverse people's demands to reach a specific goal. Too much entrenched organizations due to not welcome bureaucracy at TSOs, simply cannot satisfy all public's needs.

Another important figure, equally relevant to the pioneering idea of the third sector as T. Levitt, is the sociologist Amitai Etzioni, who, at the same year as T. Levitt, published his work "The Third Sector and Domestic Mission" (*Ibid*, 26). However, A. Etzioni took a bit different approach. He was also concerned about a weak legitimacy of market and state as institutional welfare systems, and suggested the concept of 'third sector', which had to unite "the best of two worlds, efficiency and expertise from the business world, with public interest, accountability and broader planning from government" (Etzioni 1973, p. 315 in Lorentzen 2010, 26). Thus, A. Etzioni claimed that if something is in between two sectors, market system and bureaucratic state, it is the separate sector – the third sector – where value-driven actions and a certain degree of commitment from individuals take part (Corry 2010, 14).

In toto, both researchers noticed the same emerging trend which was a true challenge to the traditional approach of the private and public sectors. However, T. Levitt's attention for the political activism and responsiveness as a sector's defining core was not supported and gradually faded away, whereas A. Etzioni's concept of the third sector as "a new institution were followed up in the European welfare mixed approach some years later" (Lorentzen 2010, 26).

The European policy framework for the third sector slightly differs from the American view. The latter describes the third sector as "a discrete sector characterized by certain qualities such as civility" (Corry 2010, 12), while the European approach takes a so-called 'hybrid view' (*Ibid*, 12; Evers and Laville 2004; Kolarič *et al.* 2002; Kendall and Knapp 2000, 7; Osborne 2008). Herein, the TSOs are perceived as mixtures of social organizations, where the third sector is emphasized as part of a welfare mix or a mixed economy of welfare (Evers and Svetlik 1993 in Evers and Laville 2004, 230).

Here is a great need to look at the comprehensive analysis "The Third Sector in Europe" presented by Adalbert Evers and Jean-Louis Laville (2004), where the main differences of definitions (*q. v.*: Table 2.1) and characteristics of involved organizations are put in detail.

Table 2.1: The Organizations Involved

'European' Definition of the Third Sector	'American' Definition of the Third Sector
Emphasis on an **analytical approach** developing association typploties and changes as well as the development of the economic dimension of all 'not-for-profit' social economy organizations.	Emphasis on a **classificatory approach** centred on a statistical interpretation of the importance of a sector comprising all nonprofit organizations.
Criterion of limits on private acquisition of profits: inclusion of cooperatives and mutual aid societies.	Non-distribution constraint central, exclusion of cooperatives and mutual aid societies.

Source: Evers and Laville (2004, 13).

Next to it, they defined four main characteristics typical for the European approach of TSOs. First one to be mentioned is that contribution to the forming European third sector came from organizations other than the charities, foundations or voluntary organizations. This could mean that civil society in Europe has stronger historical roots and is based on various forms of solidarity. The second to be mentioned is a plural set of economies, which is used for the third sector rather than creating the one economic system with tools and concepts, differing them from the market theories. Third, the European approach towards the third sector is noted as open, mixed, pluralistic, with the intermediary nature. That shows there is no strict border of the sector by itself, not knowing where the private and public sectors enter theoretically. In such case, it raises a question: how much independent is the sector from political influence and market. The last feature to be important, according to A. Evers and J. L. Laville (2004, 37), is this "pluralist vision, alongside the strong historical impact of welfare politics in most European countries, has to be seen in conjuction with the fact that it was in Europe that the debate incorporated such notions as 'welfare pluralism', 'the welfare mix', 'the mixed economy of welfare' or 'the plural economy'". That means the European historical and political understandings as well as linkages within the welfare are essential, because "cooperatives, mutuals and associations / voluntary agencies have been integrated and developed in ways and to degrees that are quite different from the US experience" (*Ibid*, 37).

An interesting conception of the welfare system and non-governmental organizations' position at it is a scheme made by Victor Pestoff (in Evers and Laville 2004, 17) (*q. v.*: Figure

2.2). In this figure of the welfare mix, all action spheres of the third sector are shown: the scientist tried to delimit action areas of social enterprises and civil democracy in welfare societies, with the special focus on post-communist countries (*Ibid*, 16–17).

Figure 2.2: The Welfare Mix
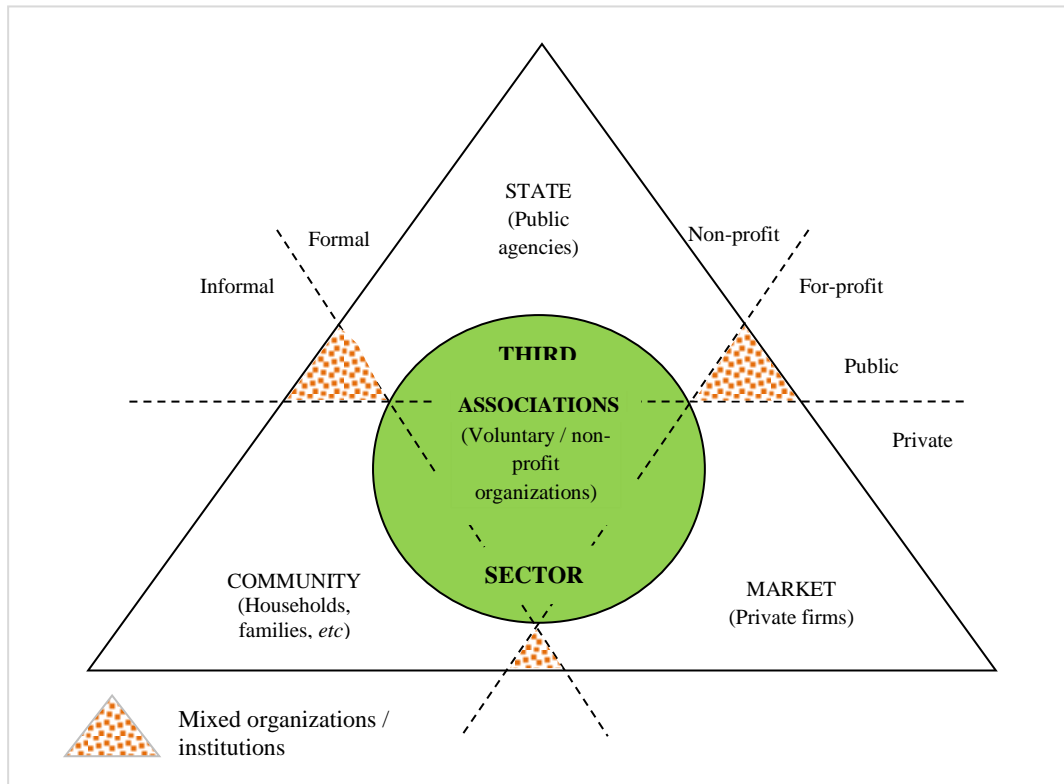
Source: Evers and Laville (2004, 17).

However, the most important idea of triangle reveals the main place / role of non-governmental organizations in the welfare system: the third sector by its nature does not fit neither to community, market nor state organizational institutions. The latter creates a perception of the third sector as the fourth field and yet this field exists in the intensive interplay between the three other sectors (Kolarič *et al.* 2002, 17), because the third sector cannot have a distinctive existence of its own. Therefore, the welfare mix figure suggests a paradox and at the same time a conceptual identity of the third sector: as the field in between, it is able to combine all other sectors' characteristics and in such way to create a hybrid identity, recognized in Europe.

Certainly, this comprehension is highly influenced by the diverse theoretical approaches, because for many scholars the third sector is actually in between the three others (*Ibid*, 19), that was also shortly discussed in the previous chapter.

From the perspective of real-life practice, in these days the European policy framework highly depends on the European Union's (EU) policy that declares an important contribution made by the third sector as responsible civil society (Haché 2011, 9). For instance, in 2010 the announcement of "The European Platform against Poverty and Social Exclusion" highly amplified the matter on how "NGOs have become essential actors in the fight against poverty and social exclusion" (Haché 2011, 11; *European Commission* 2010, 16). Hence, the third sector in Europe is becoming even more important policy shaping factor than before within these implications for:

– *the creation of sustenance of civil society;*
– *the efficient and effective delivery of public services;*
– *the development of socially responsible business and social enterprises;*
– *the promotion of social inclusion and the regeneration of deprived communities;*
– *democratic culture and accountability* (Osborne 2008).

Despite positive attitude towards TSOs in the EU, due to every member-state's diversity and different historical approach (Salamon *et al.* 1999), not all of them are eager to change their former well-operational TSOs policy, where EU development policies are sometimes considered as irrelevant intervention (eg. Sweden) (Olsson 2011, 159). However, in post-communist countries through significant financial support via the EU structural funds, such kind of 'help' is more than welcome (Kendall and Knapp 2000, 1; Drljo 2009).

At this point, when the importance in Europe is revealed, there is a need to make ourselves familiar with the smaller unit – non-governmental organizations – coming from the third sector organisations in detail.

2.4 Conception and Characteristics of Non-Governmental Organizations (NGOs)

In most European countries, the actual term 'third sector' is rarely used (Olsson *et al.* 2011, 165). Therefore, NGOs, sometimes under the label CSOs (civil society organizations), are oftentimes described as a mysterious force of democracy. However, the role of NGOs might be seen as overrated appearance with clearly too much "idelogical generalizations" (Tvedt 2002, 364). There are many diverse voices about it, which makes NGOs interesting to analyse and explore.

In this subsection the idea and global development of NGOs is presented: since the topic of such organizations is fairly complex even for the social scientists and modern researchers, herein, the scope goes for the widely accepted concept of NGOs and issues coming within it. Also, some critical reviews are depicted as part of every healthy social phenomenon.

2.4.1 Understanding the Relation of NGO to the United Nations

The concept of non-governmental organizations as such appeared in 1945: the term was firstly used in the United Nations Charter under Article 71, when UN developed partnerships with NGOs as they named them, however, there was no precise classification of it as before 1945 several different terms were used. One of them was 'specialized agencies' (Willetts 2011, 6): "The Economic and Social Council [ECOSOC] may make suitable arrangements for consultation with non-governmental organizations which are concerned with matters within its competence. Such arrangements may be made with international organizations and, where appropriate, with national organizations after consultation with the Member of the United Nations concerned" (*United Nations* 1945, Chapter X, Article 71).

As it depicted in the UN Charter, NGOs gained a consultative status in UN activities: this meant the Article 71 created ECOSOC, which had to consult with NGOs regarding specific matters, and where NGO operation was included (Ben-Ari 2013, 13–14). From then this Article 'gave birth' to many NGOs with consultative status till today: there are calculated more than 3,287 NGOs (Zettler 2009, 3). As Emeritus Professor of Global Politics at City University in London, Peter Willetts (*Ibid*, 7), argues, even though the designation is used widely, not everyone knows that the term came out within a very broad meaning from the UN Charter. Also, the term 'NGO', due to its indetermination, became a jargon in UN, therefore, there was no surprise that "term did not move outside the world diplomacy until the 1970s". However, in 1950 ECOSOC codified its definition of what were NGOs and how it would work with NGOs, in a Statute on Arrangements for Consultation with Non-Governmental Organizations: "to clarify matters, new terminology was introduced to cover ECOSOC's relationship with two types of international organizations" (Willetts 2001, *Introduction*). In addition to it, this document was revised in 1968 and later in 1996 (*Ibid*, 8). Interestingly, the designation 'NGO' is beyond description till nowadays, because the term appears to be very conceptual. This notwithstanding, it is universally agreed that NGOs provide special services for defined groups, advocate them as well as take care of environmental issues, social

services and pay attention to the development of community: *in toto*, humanitarian work, the environment, development, and human rights are seen as the main concerns and operational centrality for NGOs (Willetts 2011, 8; Mikolaitytė and Mejerė 2012, 57).

Nevertheless, the term and its implementation brings another side of the problem that it is not only a semantic issue: every country is culturally diverse and usage of term 'NGO' differs historically which can be related to specific social, economic and political contexts. Hence, a presence of active NGO means being active participant in policy process and being able to receive funding (Lewis and Kanji 2009, 8), this is defined particularly widely though.

2.4.2   Complexity and Issues on Terminology of NGOs

Every term has its own different purpose, and, in accordance with H. K. Anheier (2005, 39), "definitions are neither true nor false, and they are ultimately judged by their usefulness in describing a part of reality of interest to us". Although the term 'NGO' is broadly used, there are also other similar terms to describe organizations with such activities, for instance, 'non-profit', 'civil society', 'voluntary', *etc*. Even though the different term can be used to characterize the same matter, "the use of different terminologies does not reflect analytical rigour, but is instead a consequence of different cultures and histories in which thinking about NGOs had emerged" (Lewis and Kanji 2009, 8).

Therefore, every country chooses the best choice to define their third sector organisations: in the United Kingdom common terms are 'voluntary organization' or 'charity' (Lewis and Kanji 2009, 8; Kendall 2011), because of long tradition of volunteering and related Christian values as well as expansion of charity law. Sweden can boast about long voluntary tradition as well, connected to some widely used terms, for instance, 'charity', 'non-profit', 'voluntary organizations' (Olsson *et al.* 2011, 165). There is a different approach within the usage of terms in the United States: as it was discussed before, TSOs should be 'value-driven' and voluntary instituted organizations. Yet in the United States the term 'non-profit organization' is frequently used because of one simple and very interesting reason: here, the market is particularly prevailing, and citizen organizations are rewarded with fiscal benefits if they show that they work only for the public good, they are not commercial, and they are not profit-making bodies (Lewis and Kanji 2009, 7). The latter reveals, how the US government is actually trying to solve the dominance of market with civil inclusion or even likely forcing citizens to be active by getting specific 'bounties'.

Contrary to the Netherlands, the term 'nonprofit organizations' does not have any legally specific meaning: herein, the legal definitions are 'association' and 'foundation' (Van Der Ploeg 2010, 230; Brandsen and van de Donk 2011, 143). In addition to it, in Germany the TSOs highly depend on the government, since as Annette Zimmer and her associates (2011, 21) argue that "it has also been a matter of close state-third sector collaboration, both historically and currently, in owning, controlling and delivering a range of important public services". Thus, three type of organizations presented in order to describe TSOs organizations: 'registered organizations', 'foundations', and 'co-operatives'; often sector is called as 'non-profit' (*Ibid*). In the Czech Republic the TSOs is literally identified as a synonym to NGOs, where civil associations, foundations, foundations funds, churches, church-run organizations, public benefit corporations are included (Frič 2011, 184). The same goes for Slovenia, where the term 'NGO' is usually used for all types of TSOs (Mevlja 2007, 32; Črnak-Meglič and Rakar 2009, 237) as well as the term of 'non-profit organizations', which is also widely employed by scientists and researchers (Kolarič *et al.* 2002; Črnak-Meglič and Rakar 2009, 237). *Inter alia*, in New Zealand the terms of 'non-government organizations' and 'non-profit organizations' are more inclusive (Crampton *et al.* 2001, 3).

It is important to note, that such institutions as the UN, EU, or the World Bank, other international governmental organizations (IGOs), and developing countries are appointing more responsibility to NGOs, because they are searching for some balance between market and state which would lead to the development (Anheier 2005, 10). As it was noted in the previous chapter, 'NGO' term was firstly used in the UN Charter, in relation to the international organizations and to organizations in the 'developing' countries (Lewis and Kanji 2009, 8). Certainly, this addresses to much more diverse units of NGOs in the perspective of international point. As Thomas Babila Sama notices (2010, 2), "In the theoretical literature, the concepts that are used for the understanding of NGOs and the terms that are used to communicate them to others are often unsystematic and confusing".

More or less all types of NGOs are captured in the table of the diversity of NGO acronyms below (*q. v.*: Table 2.2), where Najam made the effort to write down 47 different acronyms with additional ones, enclosed by David Lewis and Nazneen Kanji (2009, 8).

Table 2.2: The Diversity of NGO Acronyms

AGNs	Advocacy groups and networks
BINGOs	Big international NGOs
BONGOs	Business-organized NGOs
CBOs	Community-based organizations
COME'n'GOs	The idea of temporary NGOs following funds!
DONGOs	Donor-oriened / organized NGOs
Dotcause	Civil society networks mobilizing support through the internet
ENGOs	Environmental NGOs
GDOs	Grassroots development organizations
GONGOs	Government-organized NGOs
GRINGOs	Government-run (or -inspired) NGOs
GROs	Grassroots organizations
GRSOs	Grassroots support organizations
GSCOs	Global social change organizations
GSOs	Grassroots support organizations
IAs	Interest associations
IDCIs	International development cooperation institutions
IOs	Intermediate organizations
IPOs	International / indigenous people's organizations
LDAs	Local development associations
LINGOs	Little international NGOs
LOs	Local organizations
MOs	Membership organizations
MSOs	Membership support organizations
NGDOs	Non-governmental development organizations
NGIs	Non-governmental interests
NGIs	Non-governmental individuals
NNGOs	Northern NGOs
NPOs	Nonprofit or not-for-profit organizations
PDAs	Popular development associations
POs	People's organizations
PSCs	Public service contractors
PSNPOs	Paid staff NPOs
PVDOs	Private voluntary development organizations
PVOs	Private voluntary organizations
QUANGOs	Quasi-non-governmental organizations
RONGOs	Royal non-governmental organizations
RWAs	Relief and welfare associations
SHOs	Self-help organizations
TIOs	Technical innovation organizations
TNGOs	Trans-national NGOs
VDAs	Village development associations
VIs	Village institutions
VNPOs	Volunteer non-profit organizations
VOs	Village organizations
VOs	Volunteer organizations

Source: Lewis and Kanji (2009, 8).

According to D. Lewis and N. Kanji (2009, 8), the best way is to comprehend these NGOs as a separate part of the third sector, where institutional system is divided into three parts: the first one belongs to government, the second one goes for for-profit business, and the third sector covers organizations not fitting to the first and second sections. In addition to it, D. Lewis and N. Kanji claim, bearing in mind that the third sector is both a group of organizations and a social space between the government and market, NGOs can be understood as "a specific subset of this wider family of third sector organizations" (*Ibid*, 8). Moreover, in this subset all diverse titles for NGOs should be seen "as part of the 'set' of terms for the third sector that, like different languages, has produced a range of different but comparable labels within different contexts, traditions and cultures" (*Ibid*, 8). Precisely this treatment of NGOs is used in this paper, however, it is important to mark that even NGOs term implementation is surprisingly diverse.

In summary, it can be said that "definitional variations may apply depending on the specific context in which the terms are used" (Crampton *et al.* 2001, 5). Consequently, there is no surprise of reasonable critics towards often confusing and diverse terms of NGOs, since every individual's perception on a context may vary. Yet the context of NGO is easier to be recognized by NGOs' activities and fundamentals.

2.4.3 Activities and Fundamentals of NGOs

More difficult issue than diverse terminology of NGOs appears to be its diversity of nature (Kolarič *et al.* 2002, 25). It is rather difficult to categorize NGOs by their particular activities, because, as P. Willetts claims (2001, *Types of NGO Activities*), many NGOs perform a variety of activities and often shift the balance of the activities they pursue. However, there are many different approaches for the identity of NGO, where the most interesting and relevant, such as, roles, NGOs' classification and typology, are presented in the chapter (Kolarič *et al.* 2002, 25).

To begin with, these activities and fundamentals of NGOs can be described within basics in short. The main activity of NGOs is based on corporate operations, which are orientated towards buildup, sharing common interests, and public welfare. Contrary to the individual or private activities, public activity is never spontaneous, because of the primary priority given to meet everyone's requirements (Baršauskienė *et al.* 2008, 17). Hence, the NGOs are addressed to diverse social and cultural services, for instance, health care, arts and culture,

sport, children, youth and elder people communities, ecological sustainability, education and science, civic participation and advocacy, religion, human rights, development of communities, *etc* (Anheier 2005, 96). This establishes the role and value of non-governmental organizations.

In addition to it, activities of NGOs are often depicted as a threefold model of *government – market – civil society*, where NGO is one of the crucial elements. Thus, this relation among these three elements is particularly interesting for modern scientists because of the present tension, its intention as well as possible effects for the society *per se* (Baršauskienė *et al.* 2008, 17). In the thorough analysis of this threefold relation, in accordance with Irmina Matonytė (2004 in Baršauskienė 2008, 17), there are two main key facets to distinguish: first, the relation between NGOs and the state (government); second, the relation between NGOs and business (market) (*Ibid*, 17). Thereupon, in order to be a successful and effective bond among NGOs, market, and the government, it should include the following four elements:

- a legal regulation of NGOs' activities;
- advocacy groups, or in other words interest groups, and the practice of lobbying;
- charity practice (fundraising);
- management of human resources, and public relations.

Many researchers point up that activities of NGOs depend on the operational country and its legislation system that decides about implementation and establishment of NGOs, activities, and funding resources (Salamon 1997; Kolarič *et al.* 2002; Anheier 2014). Moreover, the number of some NGOs having partnership with private sector, or so-called market, is increasing (Baršauskienė *et al.* 2008, 18).

According to the sociologist James W. Vander Zanden (in Guščinskienė 2000, 32), NGOs are such type of organizations to where people huddle together by their own wish, on in other words, voluntarily: these individuals want to spend their leisure time and socialize with people having similar interests to theirs, either expecting social services or in such way of participation provide a help to themselves. Likewise, another scientist Richard T. Shaefer (*Ibid*, 32) describes these organizations as the ones established on the ground of bilateral common interests, where a membership as such is voluntary, yet membership dues might be included.

To sum up, both researchers are supplementing one another's descriptions about NGOs. A membership is not a random matter, because participation in such organizations reveals individual's socioeconomic status. In fact, many studies show that people having higher socioeconomic status are more voluntarily involved in such organizations' activities. However, it appears controversial to think that often membership dues might be too high for individuals having less income (Guščinskienė 2000, 33). Following more structured key principals of NGOs, there is a need to take the overview of NGO types, and roles.

2.4.3.1 Categories, Typology and Classifications of NGOs

As depicted above, the key facets are definable. Yet there are many classifications, which are more or less a bit differently perceived by various authors. Naturally, this is a result of no consistent usage of NGO term, already discussed in the previous chapter, and variety of activities carried by NGOs. However, these categories are totally worth to be considered.

In broader terms, there are two major types: NGOs can be conceived by their orientation, and by the level of operation (*United Nations Environment Programme Division of Technology, Industry and Economics* 2003, 3). The first indicates activities (these activities might include human rights, environmental, or development work, where charitable, service, participatory, and empowering orientations operate), and the second refers to the operational scope of NGOs, whether it is defined as community-based organizations (CBOs), local, regional, citywide, national, or international (*Ibid*, 3–4).

In addition to it, P. Willetts (2001, *Types of NGO Activities*) emphasizes the classification of NGOs where he divided them into two groups: operational or campaigning NGOs. The first type of NGOs "have to mobilize resources in the form of financial donations, materials, and volunteer labour in order to sustain their projects and programs" (*Ibid*), which is most of the times supported by the need of headquarters bureaucracy and field staff. The second type of NGOs, actually, have pretty similar functions as operational NGOs, but herein the donation is a priority in order to get fundraising. If such campaigning NGOs are successful at this, they attract a high number of donors to their events. As P. Willetts states (*Ibid*), the first type of NGOs achieves small-scale change directly through projects contrary to the campaigning NGOs, which are able to achieve large-scale change, yet indirectly. Also, he adds that these categories, and few others, actually, do not provide "the basis for an analytical classification of NGOs" (*Ibid*). The best way to distinguish NGOs is "to obtain precise data on a range of different variables":

The number of full-time employees, the number of members and the funding of the annual budget give measures of the size of any NGO. Opinion poll data on recognition of and support for an NGO or its goals, along with the frequency of positive mentions in the news media, give measures of its political strength. There are also more subjective variables, such as the professional skill, knowledge and experience of the personnel, that matter for both operational and campaigning purposes (Ibid).

However, knowing the fact that is particularly complex to obtain such data from NGOs, this suggestion appears as idealistic one and hardly managable to achieve: firstly, during the year members' number do change; secondly, funding depends on many various factors that sometimes cannot be forecasted and needs detailed financial plan, which would depend either on donors / sponsors or on government's priorities; thirdly, this is a high risk for NGOs to become another bureaucratic tool, which would betray the nature of NGOs *per se*.

The other perspective of typology is carried out by the simple identification of different types of organizations (Kolarič *et al.* 2002, 25): the first type refers to for-profit organizations and the second type addresses non-profit organizations. In addition to it, there is another way to distinguish types of NGOs: it is important to note a so-called 'owner' or founder of organization. If it is *owned* or founded by the state, these organizations are called as public non-profit organizations. In other cases, when *owner* or founder is a private sector, the organizations are known as private non-profit organizations (*Ibid*, 25). The last measurement of typology, in accordance with the formal-legal status, is the private non-profit organizations which can be divided into two groups:

– public serving organizations (foundations, political action agencies, churches, service providers, *etc*);
– member serving organizations (social clubs and fraternalities, business and professional associations, labour unions, political organizations, *etc*) (*Ibid*, 26).

In regard to classifications of non-governmental organizations, a great systematic research of the International Classification of Nonprofit Organizations (ICNPO) was implemented "through a collaborative process involving the team of scholars working on the Johns Hopkins Comparative Nonprofit Sector Project" (Salamon and Anheier 1997, 68; Salamon *et*

al. 1999, 46). The system of classification is divided into twelve activity groups of non-governmental organizations:

1) culture and recreation;
2) education and research;
3) health;
4) social services;
5) environment;
6) development and housing;
7) law, advocacy and politics;
8) philanthropic intermediaries and voluntarism promotion;
9) international activities;
10) religion;
11) business and professional associations, unions;
12) not elsewhere classified (Salamon and Anheier 1997, 70–74).

Therefore, this classification of non-governmental organizations provides structured and thoroughly explained activity fields, which is particularly important due to the diversity non-governmental organizations carry on within their nature (Kolarič *et al.* 2002, 29). However, it is noteworthy, that this classification is not purely advantageous: "the nature of a particular type of organization may vary depending on the stage of political and economic development in a country" (Salamon and Anheier 1997, 75).

Disregard for the possible drawbacks, this globally acknowledged classification established fundamental common roots for the non-governmental organizations.

2.4.3.2 Roles of NGOs

Non-governmental organizations take different forms and shapes of roles in the countries. In regard to more common and publicly generalized roles non-governmental organizations play in society, D. Lewis and N. Kanji (2009, 1) name the following: emergency response, democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research and information provision. The latter shows a wide range of underlying fields where non-governmental organizations take a lead.

The roles certainly correlate with activities. Therefore, another more precise identification put in practice may include these roles of NGOs:

- development and operation of infrastructure;

- supporting innovation;

- demonstration and pilot projects;

- facilitating communication;

- technical assistance and training;

- research, monitoring and evaluation;

- advocacy for and with the poor (William 1991, *Roles of NGOs).*

The interesting approach is taken by David Lewis and Nazneen Kanji (2009), who narrow down his focus by turning it on the main roles of NGOs in the contemporary practice. Herein, the scientists exclude these distinct roles, that may be combined within activities of specific organization, naming them as 'three main clusters':

- service delivery;

- catalysis;

- partnership (Lewis and Kanji 2009, 91).

The first so-called cluster – *service delivery* – brings its value in developing countries, where vital main services are not available for all people. As scholars point out, a sudden growth in service provision appeared, when neoliberal development policies started to speak about declining part of the government in being direct service providers. Because of this reason the World Bank, and other donors, dictated specific conditions as to 'pick up the pieces', where various NGOs, different in competences and quality, were involved to 'fill the gaps' that were left by the governments' poor operational service (*Ibid*, 92). Hence, a usage of wide range of NGOs actors within the private sector was underlined as more flexible in providing services. Herein, D. Lewis and N. Kanji use Brett's (1993) idea that speaks about NGOs, which "exist as actors within a broader, pluralistic organizational universe, alongside the state and private sector, which has the potential to expand the range of institutional choice open to governments and communities" (*Ibid*, 93). However, there are some issues about NGOs as service providers which limit their operational effectiveness: limited sustainability, poor co-ordination, general amateurism, and quality control. Naturally, such organizations are voluntary, where the people work for their own good, which does not prove of having high professional skills. Thus, to include NGOs in service provision may be a wish of lower costs for the government. Interestingly, there is another concern about, as D. Lewis and N. Kanji

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state (*Ibid*, 93–94), "the potential loss of independence, and autonomy": this means that NGOs can become too much dependent on governments and donors, in such way losing the main idea of NGOs as independent service providers.

The second key role of NGOs, presented by D. Lewis and N. Kanji (*Ibid*, 97), is *catalysis*, which can be perceived in two ways: first form catalysis is the NGO that aims is to bring change through advocacy as well as seeking influence; the second one is the NGOs within the goal to bring innovation changes and new ideas in order to solve development issues.

The first role having NGOs, D. Lewis and N. Kanji call them as 'watchdogs', because of monitoring task in order to keep the honest policy: "This role may include the idea of being a whistle-blower if certain policies remain unimplemented or are carried out poorly, as well as scanning the policy horizon for events and activities which could interfere with future policy development, and implementation" (*Ibid*, 110). The second example of the NGO catalyst role is innovation. Therefore, such NGOs can become particularly important due to their considerable flexibility and creativity in experimenting in order solve specific problems quicker or push society easier to the faster development. Also, in such NGO where innovation is comprehended as part of their activities, there are less formal structures which may encourage members / volunteers of NGOs to participate willingly and even take risks (*Ibid*, 110). Yet it is important to mention that globalization and technologies become more and more important (Giddens 2005, 301), because they "are changing the forms of NGO activities and, in some cases, the organization of NGOs themselves" (Lewis and Kanji 2009, 162). For instance, it is already widely accepted and became rather common thing, that many NGOs started to communicate with their supporters or donors using the most popular social networking platforms, such as, *Facebook*, *Twitter*, *LinkedIn*, *Instagram*, *etc*. In this case, the rise of social media highly evokes global communications by using the Internet and makes NGOs as important actors globally, because "NGOs were crucial innovators in bringing the Internet to the public and in making the Internet a global system" (Willetts 2011, 4). *In toto*, even though not all NGOs perceive innovation as their key role, they are highly influenced by the requirements of modern society, which definitely sees it as asset of the NGO, and even likely as a must (Giddens 2005, 423).

Partnership, the third role-cluster to mention, is "a way of making more resources, increasing institutional sustainability and improving the quality of an NGO's interactions" (Lewis and Kanji 2009, 112–113). This ability to create partnerships is a key element of current

development policy. Partnership indicates the arrangement of cooperation among agencies that are working on specific project together. Herein, such NGOs share their objectives, risks, and roles. However, D. Lewis and N. Kanji encourage to see another side of it: even though the term of 'partnership' might be included as a key role of NGO, sometimes it is rather a 'buzzword' than serious role implementation (*Ibid*, 113). However, it is important to mention that in reality these three key roles usually are being combined in order to pursue defined goals better within organizational activities (Lewis and Kanji 2009, 116; Willetts 2011).

D. Lewis and N. Kanji (2009, 213) conceptualize the roles of NGOs in the process of development as follows: democratization, privatization, developmentalization, social transformation, and charity. Overall, this chapter brings a picture of NGO which is independent from any direct control of any government; it may have different classifications as well as different roles or their combinations.

If there is something to add, P. Willetts (2001) perfectly does it in concluding activities and fundamentals of NGOs:

> [...] *NGO will not be constituted as a political party; it will be non-profit-making and it will be not be a criminal group, in particular it will be non-violent. These characteristics apply in general usage, because they match the conditions for recognition by the United Nations. The boundaries can sometimes be blurred: some NGOs may in practice be closely identified with a political party; many NGOs generate income from commercial activities, notably consultancy contracts or sales of publications; and a small number of NGOs may be associated with violent political protests. Nevertheless, an NGO is never constituted as a government bureaucracy, a party, a company, a criminal organization or a guerrilla group* (*Introduction*).

A good comprehension of the activities and roles NGOs are taking is essential for the theoretical approach as well as to policymaking (Anheier 2005, 63). Thus, several theories are concisely captured forward.

2.5 Theoretical Approaches of NGOs

In the last theoretical subsection, dedicated to international acknowledgement, the main theories of NGO are briefly presented. The theories, as part of every theoretical framework, are necessary in order to fully cover this diverse topic of NGOs worldwide, and it gives a

better scrutiny to further investigation on the situation in the Baltic countries. Also, scientific critics reveal challenging insights, and potential problems of theoretical approaches.

There are many theories to address regarding NGOs, and NPOs, because of their diversity, and expansion in the world. Yet it is pretty difficult to measure their implementation, and actual benefits. It can be distinguished several directions of theories that invoke the origins, behaviour, and impact of NGOs: economic, political, sociological, organizational, social capital, civil society, welfare, *etc* (Kolarič *et al.* 2002; Anheier 2005; Lewis and Opoku-Mensah 2006; Teegarden *et al.* 2010; Anheier 2014). Many scholars, firstly, emphasize fundamental perspectives of economic, political, sociological theories, and their key facets that are briefly presented below.

2.5.1 The Major Economic Theories

In this subsection there are the very main economic theories presented, however, their application in transition economies, welfare states or developing countries is limited, in accordance with Helmut K. Anheier (2005, 120; 2014, 202). Therefore, an overview of this approach is rather descriptive than analytical, and it represents different roles of the third sector in the world (*Ibid* 2014, 202). For the master thesis purposes here, there are presented three economic theories[4], related mostly to *government – market – civil society* perception.

2.5.1.1 Public Goods / Heterogeneity Theory or *Governmental Failure*

The growth of NGOs is often explained with basic tenet of economic theory: the markets provide private goods, and the government / public sector provide public goods. According to economists and their usage of terms, there are three so-called 'failures' regarding market, state, and third sector provisions. *Government failure*, where the government of a state "does not meet the basic needs of the population through lack of resources, lack of knowledge of need, or incompetence, corruption or lack of political will" (Bradshow *et al.* 2002, 6) as well as private business. In other words, the government is responsible to offer public goods for the 'median voter', and fails to undersupply of public and quasi-public goods. That follows as if the demand consists of greater amount of this public good, then NGOs appear to fill this gap and become as 'gap-fillers' (Anheier 2005, 121), where people can benefit from such

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[4] All major theories are comprehensively analysed by Helmut K. Anheier in his book "Nonprofit Organizations: Theory, Management and Policy", where he depicts the major economic theories in explaining the non-profit sector aka the third sector. The newest, second edition, is available from 2014 year, however, the issue of 2005 regarding major economic theoretical approach is pretty similar. Herein, both versions are interchangeably revised and applied.

service without paying for it, also, in theory known as 'free riders' (Kolarič *et al.* 2002, 34; Teegarden *et al.* 2010, 13–14; Anheier 2014, 201).

2.5.1.2 Trust-related / Contract Theory or *Market Failure*

This theory addresses one of the questions: why NGOs might exist in market economies (Anheier 2005, 126; 2014, 202). In addition to it, Contract theory suggests the perception of where NGOs / NPOs start their operation due to inability of customer to judge the quantity or quality of goods, and service (Teegarden *et al.* 2010, 14). Hence, *market failure* appears when market fails to provide goods and services effectively, and this encourages NGOs to play intermediary role (Anheier 2005, 148), where establishment of non-profit organization is a response to this market failure (*Ibid*, 119). Because of often distrust of the market, where the main goal is profit and nothing else, consumers are rather to trust NGOs, where "the values of openness, transparency, and accountability seem to be more strongly embedded" (Teegarden *et al.* 2010, 14) contrary to always for-profit market.

2.5.1.3 Third-party Government / Interdependence Theory or *Voluntary Failure*

This theory shows that government and the third sector, according to H. K. Anheier (2014, 213), are much more often partners than foes. The third – *voluntary failure* – addresses the situations, when NGOs cannot effectively support social services due to limited resources in order to make contribution. Also, non-governmental organizations rely on volunteers that are often insufficient for the smooth service provision's implementation (Anheier 2005, 119). Because of limited, unorganized, and sporadic voluntary actions, NGOs / NPOs face troubles, and government has to interfere to reduce tension of weaknesses. However, this establishes mutual partnership of government's strengths, and voluntary sector's weaknesses. Hence, H. K. Anheier (2014, 214) emphasizes four main areas of such failings by voluntary sector: Philanthropic insuffiency, Philanthropic particularism, Philanthropic paternalism, and Philanthropic amateurism, where each of them addresses different weakness.

All three analysed theories explaining the third sector, and non-governmental organizations as well, with key terms, strengths, and weaknesses, are depicted below in the extract of designed table (*q. v.*: Table 2.3) by H. K. Anheier (2014, 216).

Table 2.3: Extract of the Synoptic Presentation of Major Third Sector Theories

Heterogeneity theory *a. k. a: Public goods or governmental failure theory*			
Summary	**Key terms**	**Key strengths**	**Key weaknesses**
Unsatisfied demand for public and quasi-public goods in situations of demand heterogeneity leads to emergence of nonprofit providers.	Demand heterogeneity; median voter; government; quasi-public goods.	Explains part of government-private institutional choice dynamics in liberal democracies in the context of public fund shortages; why nonprofits become 'gap-fillers'.	Assumes inherent conflict between government and private nonprofit provision.

Trust theory *a. k. a: Contract or market failure theory*			
Summary	**Key terms**	**Key strengths**	**Key weaknesses**
Non-distribution constraint makes nonprofits more trustworthy under conditions of information asymmetry, which makes monitoring expensive and profiteering likely.	Non-distribution constraint; trustworthiness; information asymmetry.	Explains part of nonprofit-forprofit institutional choice from supply-side perspective, with focus on inherent problems in 'nature' of good or service.	Other institutional responses possible (government regulation); non-distribution constraint weakly enforced; indirect profit distribution possible (forprofits in disguise).

Interdependence theory *a. k. a: Voluntary failure theory or third-party government theory*			
Summary	**Key terms**	**Key strengths**	**Key weaknesses**
Because of (initially) lower transaction costs, nonprofit organizations precede government in providing public benefit goods, but due to *voluntary failures* develop synergistic relations with the public sector over time.	Philanthropic insufficiency, particularism, paternalism, and amateurism; third-party governments.	Moves away from zero-sum, competitive relation between voluntary sector and government; explains frequent pattern of public-private partnerships.	Assumes neutral, yet well-meaning state; equates value-based and non-value-based behaviour; when will synergies develop and when not – conditions unclear.

Source: Anheier (2014, 216).

2.5.2 The Political Science Theories

The political theories, differently from economic ones, are much more complex to approach regarding the third sector, where the basic tenet of economic theory cannot be applied, and it makes a bit less productive input (Kolarič *et al.* 2002, 46; Clemens 2006; Teegarden *et al.* 2010, 4).

It can be said NGOs create a way to be active citizen, while participating in organizations' activities. In such way people are involved in civic engagement (Anheier 2014, 19) and are able to express themselves by working in specific groups in order to reach defined goals to benefit the public needs, and to meet the requirements. Hence, NGOs / NPOs suggest a great way to form choices and stimulate solidarity, innovation, advocacy, participation, and pluralism, which is important to democratic nature (Kendall and Knapp 2000, 7; Kolarič et al. 2002, 40–41).

Herein, three political science theories' units concerning non-profit organizations' are approached: *Civic diversity theory*, *General participation theory*, and *Innovation theory* (Teegarden *et al.* 2010, 14–15).

The first – *Civic diversity theory* – claims that NGOs become particular tool that empowers to participate in public life in more and greater ways. Therefore, citizens are allowed to play important role in the public debates, which means more diverse voices can be heard openly. However, NGOs "have to struggle with what it believes is appropriate with regard to diversity and tolerance" (*Ibid*, 19). The second theory – *General participation theory* – refers to the idea that NGOs play a crucial role between individual and societal interests: organization becomes a mediating actor. This includes a high level of voluntary participation that is broadly promoted in order to be active community, and in such community's spirit to make a difference in the governance (*Ibid*, 19). The third – *Innovation theory* – to be discussed addresses rise of NGOs from undersupply of services, where the main need, or wish, is to make new products happen by using creativity, flexibility, research, and innovative ideas, differently from bureaucratic organizations. Thus, NGOs are getting a role of innovators and experimenters, yet it function in rather conflicting ways with governments if there is a close relationship in between (*Ibid*, 19).

2.5.3 The Sociological Theories

The sociological approach is connected to *Social origin theory* developed by Lester M. Salamon, and Helmut K. Anheier (1998 in Anheier 2014, 218). Interestingly, this theory speaks about development patterns of NGOs / NPOs in the developed countries in regard to development operations in a society. This means that a state's decisions and choices towards public sector are highly influenced by evolved historic circumstances: "nonprofit sector across countries has different historical 'moorings' and reveals different social and economic shape" (*Ibid*, 218). Hence, the *Social origin theory* refers to four categories of development routes, or in other words, four types of welfare systems in specific society (Salamon and Anheier 1998 in Anheier 2014, 219):

1) the liberal or 'capitalist' regime (for instance, in the United States, United Kingdom, New Zealand);
2) the social democratic regime (for instance, the ones found in the Nordic countries);
3) the corporatist regime (for instance, in Germany, France, Italy, Austria, Greece, *etc*);
1) the statist regime (for instance, in Japan, and in most developing countries) (Fenger 2007, 23–24; Suleiman 2010, 155).

However, this theory has issues of testing it empirically (Anheier 2014, 223). Also, it does not cover all cross-national variations, even though *Social origin theory* was explicated due to the limitations of economic theories (*Ibid*, 218). For instance, the countries that switch their regimes from authoritarian into democratic regimes, cannot be classified within these labels mentioned above (Kolarič 2009, 226). Therefore, the scientist Zinka Kolarič with associates (2002, 56) extend this comprehension, while bringing welfare regimes' list up-to-date:

1) the liberal welfare regime;
2) the conservative corporatism welfare regime;
3) the social democratic welfare regime;
4) the catholic welfare welfare regime;
5) the state socialist welfare regime.

Each of these regimes has got particular ties with NGOs, because they influence specific attitude of society towards them: "they are seen as an integral part of a social system" (Suleiman 2010, 155).

Nevertheless, for the master thesis purposes here, the sociological approach of welfare regimes has to be more applicable to the Baltic states. A more extensive knowledge of this subject was attempted to be done by dr. H. J. M. Fenger from Erasmus University Rotterdam (2007): the scholar incorporated developing and transition post-communist countries in a welfare typology. In addition to it, in the scientific article H. J. M. Fenger uses a hierarchical cluster analysis and argues that the welfare states in post-communist states form a group of their own, which cannot be classified to any of Esping-Andersen's well-known welfare types of welfare states (*Ibid*, 27).

Therefore, there are clear distinctions between the traditional Western welfare countries and post-communist welfare states, since "the differences between the group of post-communist countries and the traditional Western welfare states are bigger than the differences between the countries within any of those groups" (*Ibid*, 26). Because of this reason, aside from the conservative-corporatist type, social-democratic type and liberal type (*Ibid*, 23–24), the researcher identifies three more welfare states' groups into which post-communist countries might be subdivided:

2) *Former-USSR welfare type (Belarus, Estonia, Latvia, Lithuania, Russia, and Ukraine). This first post-communist subtype is highly interesting. Concerning the total government expenditures, this type resembles the conservative corporatist type, but the scores on all other governmental programmes variables are below the three well-known Western European types. However, the biggest differences can be observed in the social situation and the level of trust in these countries.*

3) *Post-communist European welfare type (Bulgaria, Croatia, Czech Republic, Hungary, Poland, and Slovakia). This type to some extent resembles the previous type. The most striking differences stem from a more relaxed economic development over the last few years. This is reflected in the levels of economic growth and inflation. Moreover, the level of social well-being is somewhat higher than in the former-USSR countries. This is reflected in the infant mortality and the life expectancy scores. Finally, this group of countries clearly is more egalitarian than the previous group.*

4) *Developing welfare states type (Georgia, Romania, and Moldova). This final type clearly represents countries that are still developing towards mature welfare states. Both the programme variables and the indicators for the social situation remain clearly behind the levels of the other groups of countries. The high-level of infant*

mortality and the low life expectancy illustrate the difficult social situation in which
these countries are (*Ibid*, 24–25).

This new view of welfare in post-communist states enriches the perspective of sociological theories, where history plays a crucial role in the social development. Moreover, it addresses the role and development of non-governmental organizations as well: communist regime states were not allowed to any freedom of civic engagement on the contrary to Western states. Because of the latter reason and remaining distrust in government, the actual implementation of non-governmental organizations, as a part of welfare and particular service providers, is far more difficult in post-communist states.

Overall, this sociological approach regarding NGOs implementation and operation is slightly more explicatory, however, diverse as other theoretical approaches discussed above. It proves that every country is different regarding social, and the most important historic, means. This valuable understanding is significant for the coming analytical framework of the Baltic states.

2.6 Section Summary

In the theoretical framework there were many important approaches of NGOs' worldwide, as the third sector's unit, implementation presented, and analysed in detail. To summarize it, in modern society organizations became explicitly necessary, however, bureaucratic operation became not enough effective in order to supply the needs of active society's members. Because of this reason organizations, with intermediary role of particular service provision, among government and market were instituted. The third sector is very diverse, and at the same time unique in every country. Therefore, there are American and European perceptions of TSOs distinguished, whereas the European approach, within rich every state's historic roots, creates the 'hybrid' view: the TSOs are seen as mixtures of social organizations as well as the third sector is emphasized as part of a welfare mix or a mixed economy of welfare.

In addition to it, the third sector's organizations started to be realized as important matter, and the need of many different terms' separation arose. In 1945 UN made the important move in denomination of non-governmental organizations *per se*. However, there are many various names depicting different fields of activities, which are often seen in the term or its acronym: from INGOs to BONGOs, and the like. Yet, despite this plenty of different terms in various countries, it may be said that 'NGO' and 'NPO' terms, or at least fundamentals, are the most popular and universally used in many European countries.

Activities and fundamentals of NGO are diverse as well as their nature: such organizations must have clear and specific goal or a matter they want to pursue or change. However, from the practical perspective the legal regulation, fundraising, advocacy, and management of human resources are the basic elements of strategy every NGO must have. Moreover, NGOs are often categorized by their level of operation, and orientation, yet there can be more types and classifications of it (Salamon and Anheier 1997; Kolarič *et al.* 2002). The roles of NGOs, according to D. Lewis and N. Kanji (2009), can be divided into service delivery, catalysis, partnership or mixed all together. Hence, within the roles, fundamentals, and activities NGOs are covering, they cannot make profit, represent political parties, or be instituted as a government bureaucracy body, even though they may be closely tied of cooperation depending on NGOs' activities.

Regarding theoretical approaches of NGOs / NPOs, it is also broad field to discuss. There are three main points of theoretical views concerning NGOs' implementation and operation as such: economic, political, and sociological. The economic theories describe NGOs establishment's need as supplementary due to market's or government's undersupply of service provision. Yet there are three main failures in this three actors' play: market, governmental, and voluntary. The second, political science theories, present NGOs as a particular tool that helps to empower society to be united and in such way to be heard (*General participation theory),* encouraging to be active as diversity (*Civic diversity theory*), and be open to innovations as a mean for more flexible and quicker decisions (*Innovation theory*). The third, sociological theories, turn at the social perspective of the society, where *Social origin theory* depicts that each state's welfare depends on specific regimes they implemented, within unique historic outcomes through the years. The main includes the liberal, the conservative corporatism, the social democratic, the church, and the state socialist welfare regimes with adding three more, concerning this master thesis topic, *Former-USSR, Post-communist European, Developing welfare states* types. However, it is important to mention the critics of theories which often are perceived as too much diverse to be analysed, and too much variable, even though such type of organizations exist for quite a long time.

This detailed analysis of global expansion, importance, and benefits of the third sector allow a comprehensive look at the certain experiences. *In toto*, the second part of theoretical research framework follows within the particular case of NGOs' situation, development, and role in the Baltic states.

3 Theoretical Research Framework

3.1 Understanding the Importance of NGOs in the Baltic States

Despite all contemporary critics in regard to suppressing influence in Europe (Lewis and Opoku-Mensah 2006, 668), non-governmental organizations are specifically relevant in democracy building of the developing and transition countries, as well as NGO policy think tanks. Moreover, it is already disclosed that "The organisational structures of national and regional Civil Society and NGO co-ordinations vary depending on the countries concerned, their historical cultural, political and economic development with regard to internal and external power relations" (Bradshaw *et al.* 2002, 10). Hence, relatively similar and at the same time different, three countries in the North of Europe, the Baltic states, are interesting matter to be traversed in connection with NGOs' development and role.

Nowadays the geographical spread of NGOs is wide and diverse, however, the first assumption that NGOs were a mere feature of Western societies is not right. As P. Willetts (2001, *The Geographical Spread of NGOs*) states, it derived from a particular "mixture of ignorance", when Western states believed in their superiority during the Cold War, and speculations about authoritarian regimes having countries. In fact, in modern times every country was about 'to boast' having at least local NGOs: "Under the most authoritarian regimes or in the least developed countries there are still self-help co-operative groups, community welfare associations, religious groups, professional and scientific associations, sports and recreational bodies, *etc*. Even Romania during the dictatorship of President Ceaucescu was host to the International Federation of Beekeepers' Associations" (*Ibid*).

Certainly, the non-existence / low level / too less mature nature of democracy is the important factor influencing the number of NGOs in specific country. Yet the other factors play crucial roles as well, for instance, is the country big or small, what kind of diversities (religious, cultural, and ethnic) it has and how they affect each other, the quality of communication infrastructure, or what kind of economy the government supports (*Ibid*; Anheier 2014, 56). As the sample for the latter, P. Willetts (2001, *The Geographical Spread of NGOs*) compares Iceland or Finland having relatively few functioning NGOs, contrary to Bangladesh or India, whereas tens of thousands of NGOs may be found.

It is important to point out, that from the perspective of comparison across locations in Europe, the Baltic region of three countries – Lithuania, Latvia, Estonia – provides nearly an

ideal setting[5]. Regardless many research-based studies of the third sector worldwide, this region of East-Central Europe is not so widely approached: "However, whereas extensive research on the third sector in Poland, Czech Republic, Slovakia or even Russia helps to establish a sufficient understanding of the relative processes in these countries, the Baltic States as a region and individual countries have been under-explored" (Mačiukaitė-Žvinienė 2009, 30). Due to it, this further theoretical as well as analytical analysis, hopefully, becomes a supplementary resource. Yet it is essentially relevant that many scholars basically underlining the importance regarding relation of civil society and democracy, where the context of democracy, market economy, liberalization are broadly approached as well as these are the most dominant subjects in Central and Eastern Europe (CEE) after the collapse of the USSR (Mačiukaitė-Žvinienė and Grigaliūnaitė 2006, 116; Žalimienė 2007, 93; Mačiukaitė-Žvinienė 2009; Toots and Bachmann 2010).

Beyond all doubt, and surprise, a democratic nature and operation of non-governmental orgnizations in the Baltic region's countries are rather 'fresh', not greatly experienced, and admittedly young. Nevertheless, the third sector is important in shaping social policy as well as providing diverse social services to society (Žalimienė 2007, 92; Črnak-Melgič and Rakar 2009, 46). Within the next chapters the NGO comparative picture of Estonia, Latvia, and Lithuania presents the development, diversity, and role, influenced by circumstances of sometimes non-elective historic flow.

3.2 Historical Perspective in the Baltic States

Given their precarious geographical position and their history as a battleground on which larger powers such as Germany, Russia, Sweden, and Poland thought their many wars, it is amazing that the Baltic countries exist at all.

(O'Connor 2006, 4)

The third sector in the Baltic region did not arise suddenly, because historical background shapes each country's present, and future. As D. Lewis and N. Kanji point out (2009, 45), "The evolution of NGOs needs to be understood in relation to the history of the state, against which NGOs define themselves". Therefore, following the latter statement this section is structured in order to present particular historical review of Estonia (*Eesti*), Latvia (*Latvija*), and Lithuania (*Lietuva*) (*q. v.*: Figure 3.1).

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[5] As Anders Uhlin (2006, 52) states, in the three Baltic republics there are found sufficiently similar developments of the 'NGOization'.

To begin with, the Baltic States are found in northeastern Europe along the southern shore of the Baltic Sea, whereas the largest of them is Lithuania, then – Latvia, and the smallest is Estonia. From the early perspective of history, the Estonian, Latvian, and Lithuanian lands have been a crossroad between Germanic and Slavic Europe from the beginning of the thirteenth century.

Figure 3.1: The Baltic States

Source: *The Baltic States*, the World Atlas.

As in every country the history brings to ups and downs, whether the Baltic region experienced the German colonization, the wars and battles, and, the worst to every cultural consciousness and heritage, intensive Russification (O'Connor 2006, xi). Hence, in comparison to the Slavic ruling, the German culture often is seen as more 'beneficial', if it is possible to state it, because the loss of independence is the biggest catastrophe to each country. This tension of anti-Russian reaction persists to this day, especially in Estonia, and Latvia, where the highest percentage of Russians is living, while Lithuania does not perceive this minority group as a threat, and rather as the enriching part of society (Best 2013). Yet as K. O'Connor (2006) states, Estonians conceive themselves first as Estonians, as Scandinavians, and, certainly, as Westerners; Latvian land is historically the most Russophile, and the most ethnically diverse in comparison to Lithuania, and Estonia, however, Latvian is adored. Herein, Lithuania comes with the long time ago implemented Western Catholicism. The history of the Baltic region is rich in profound turns, and changes concerning different regimes.

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The most relatively instrumental dates regarding the long and fickle regime history of the Baltic States are briefly but comprehensively presented below (O'Connor 2006):

- *1710 In the Great Northern War (1700–1715), Russian Tsar Peter I seizes Estland and Livland (Southern Estonia and northern Latvia) from Sweden.*

- *1772–1795 Prussia, Austria, and Russian partition Poland. Lithuania and Courland (western Latvia) annexed by Russia.*

- *1824–1879 Establishment of literary societies facilitates the formation of distinctive national identities among the Baltic peoples.*

- *1845–1848 Massive conversion of Estonian and Latvian peasants to Russian Orthodoxy.*

- *1888s–1890s Russification policies implemented in the Baltic territories.*

- *1905 Revolution in the Russian Empire.*

- *1914–1918 World War I; Russia's Baltic territories occupied by German forces.*

- *1917 Russian Tsar Nicholas II abdicates throne in March as the tsarist regime collapses. Russia's new Provisional Government assents to the territorial unification of its Estonian province. In November Bolsheviks seize power in Russia.*

- *February–March 1918 Russia and Germany agree to peace terms at Brest-Litovsk. Russia must surrender its western territories, including the Baltic provinces. Estonia and Lithuania proclaim independence. In November Latvia proclaims independence.*

- *1918–1920 Baltic states fight the Bolsheviks, White Russian armies, and German and Polish forces to defend their independence. Lithuania loses Vilnius region to newly independent Poland.*

- *1920 Baltic states sign peace treaties with Soviet Russia.*

- *1919–1922 Baltic states carry out land reform introduce democratic constitutions and are admitted to the League of Nations in 1921.*

- *September 1926 Lithuania signs nonagression and neutrality pact with USSR.*

- *1926–1929 Antanas Smetona establishes dictatorship in Lithuania.*

- *1934 Konstantin Päts and Kārlis Ulmanis establish dictatorships in Estonia, and Latvia.*

- *August–September 1939 Nazi-Soviet nonaggression pact; secret protocols award the Baltic States to the USSR.*

- *June–August 1940 Baltic States occupied by Soviet troops, then annexed to USSR.*

- *1941–1944 Nazi occupation of Lithuania, Latvia, and Estonia.*

- *1944 Soviet forces reoccupy Baltic States.*

- *1956–1964 Nikita Krushchev's 'thaw' loosens ideological restrictions throughout the USSR.*

- *1970s Nationalist and human rights movements grow in the Baltic States.*

- *1987–1988 Growth of environmentalist activity in the Baltic countries, which becomes the basis for resurgent nationalist movements.*

- *April–June 1988 Popular Fronts formed in Estonia and Latvia. Sąjūdis* (in Lithuanian it means 'movement') *formed in Lithuania.*

- *November 1988 – July 1989 Restrictive language laws enacted in the Baltic republics, followed by the declaration of sovereignity within the USSR.*

- *March 1990 Elections to Baltic parliaments. Vytautas Landsbergis selected to head the Lithuanian government. Lithuania declares secession from the USSR.*

- *February–March 1991 Baltic peoples overwhelmingly vote in favour of independence in public referenda.*

- *September 6, 1991 USSR formally recognizes independence of Baltic states.*

- *September 17, 1991 United Nations admits Estonia, Latvia, and Lithuania.*

- *1994 The Baltic economies begin to recover. The Baltic states join NATO's Partnership for Peace Program.*

- *2004 The Baltic states join European Union and NATO alliance.*

This brief retrospection of the most important events in the Baltic region reveals the basic understanding about these three countries. As the historical background of states shows, the countries have faced many different regimes changing within the short period of time, bringing on instability, heavy oppression in the societal development, forced alien culture, mistrust about government, *etc*. However, a wish for the democratic nature freedom was always prevailing. To sum up, Estonia and Latvia were not able to have their own independence for quite a long time in comparison to Lithuania which experienced it during the Middle Ages (Letukienė and Gineika 2005, 87). During the twentieth century all countries shared the same destiny being swallowed by occupants, from time to time running with slightly few years of independence. Hence, such big devastations left a huge scar in the society's memory and misleading knowledge of positive contributions.

Being aware of the history allows to bring a right perception of young democracy in the Baltic states. The independence opened doors to unknown fields, whereas TSOs implementation, operation, and traditions belong to 'new field' as well. Nevertheless, the Baltic states, regardless of their young democratic age, achieved a lot and are on the way to a better tomorrow with full power and strong desire to catch up with the Western nations' welfare regimes (Toots and Bachmann 2010). Interestingly, it is said that TSOs in CEE countries are supposed to be sharing similar features that are different to other communities (Uhlin 2006, 52; Črnak-Meglič and Rakar 2009, 46). Yet it is also essential to comprehend the distinctions among comparable states, such as Lithuania, Latvia, and Estonia. A common and thorough NGOs' situation in the Baltic states, as well as individually in every country, is discussed further.

3.3 Role and Development of NGOs in the Baltic States

Over the past twenty years, the Baltic countries have undergone a great transformation that has no analogues in the Western societies (Spurga 2007, 62), whereas one of the biggest changes seen in those countries is the appearance of public, private, and third sectors. Beyond a slight doubt, CEE countries, Lithuania, Latvia, and Estonia, face particularly challenging tasks in regard to NGO *per se* implementation and running. On one hand, only recently the third sector has started to emerge, being established as well as increasing its role and gravity within society. On the other hand, in order to be consolidated and to be equally competitive in the provision of social services, NGOs have to meet preferable requirements due to service provision's quality, efficiency, and economy (Žalimienė 2007, 93).

Despite young democracy of the Baltic republics, it is expected that these societies have to be more flexible, being able to use their all dexterity in order to incorporate national and international NGOs neatly as well as to be fast reacting to innovations. This was influenced by the integration process into the European Union, strong sense of commitment, and fulfilling the requirements of the EU (Mačiukaitė-Žvinienė, and Grigaliūnaitė 2006). Thus, as Saulius Spurga argues in his paper (2007), the whole process of democratization in the Baltic region included many aspects that were highly encouraged by the EU. One of such aid forms was a support to local NGOs as well as promotion of the activities of civil society[6]. However,

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[6] As it was discussed before, these terms are highly related; some scholars even use them interchangeably, and in broadly speaking. Herein, the most general meaning of civil society is taken and being compared as even to NGOs' perception in the Baltic states in accordance with the scientific article by doc. dr. S. Spurga, professor at Mykolas Romeris University. Moreover, in other article "Looking for Civil Participation in the Baltic States:

there are unexpected results coming within the miscellaneous history of the Baltic states in political culture between them and the old members of the EU, whereas surprisingly "the process of socialization and learning has been rather superficial" (*Ibid*, 57). Therefore, the Europeanization process, coming with integration into the EU, had a certain impact on the role of NGOs in the Baltic states with specific manifold effects. In comparison to the countries of mature democracy, the Baltic republics differ from them within their consolidated democracy: "One of the exceptional features of post-communist countries which have chosen the way of democratic development is a weak civil society" (*Ibid*, 57). This means that NGOs' operation will be relatively low if there are no active members. In other words, active civil society is a way of expressing citizens' interests effectively as well as let individuals to advocate their group interests, and thereby develop the important form of political culture.

As H. K. Anheier states (2014, 56), the third sector's development depends on a few very important, and reasonable matters, saying that NGOs' "development is shaped by political cultures and forms of government, [...] also by cultural and religious factors and sociological aspects of class structure". The latter is apparently visible in the Baltic region (*q. v.* Figure 3.2).

Figure 3.4: The Development of the Processes of Interactions in Three Sectors of Interests
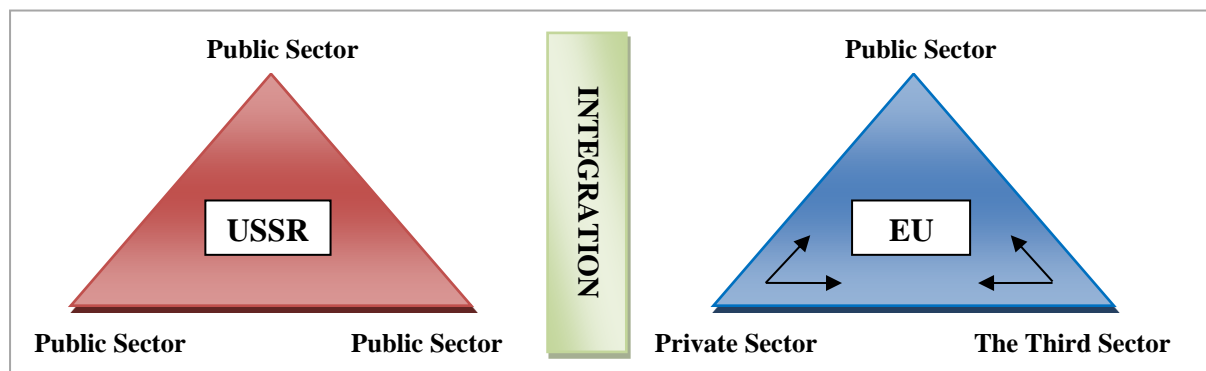
Source: Mačiukaitė-Žvinienė and Grigaliūnaitė (2006, 116).

The figure shows how the public sector was actually perceived during the Soviet Union's era, and how this process has changed within the democratic nature of EU after the integration: the state was the one dominant and supervisory, whereas the citizens did not have any

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Non-Governmental Sector" by claim of Saulė Mačiukaitė-Žvinienė and Jolanta Grigaliūnaitė (2006), civil society could be expressed by itself in a large variety of forms, for instance, individual initiatives through social movements, associations, NGOs, societies, *etc*. Hence, the role and development of NGOs are approached easier by including the development of civil society in the Baltic states, since both at once came as new appearances to these post-communist regime countries. However, different approaches are reasonable as well.

freedom to express their ideas or interests. In USSR everything was under control by the state, therefore, the third sector, understood as a specific tool to be implemented, was financed, and co-ordinated by the state. As Saulė Mačiukaitė-Žvinienė and Jolanta Grigaliūnaitė argue (2006, 116), after the integration process the government has lost its impact to the society in comparison to the previous one, since the private sector arose, and in a such way three different sectors were created. In addition to it, NGOs belong to the particular part of political context in the Baltic region, and its implementation brings affirmative contributions: "The transition processes in all three countries started to make more positive inroads in the communication of non-governmental organizations with local and central governments" (Mačiukaitė-Žvinienė and Grigaliūnaitė 2006, 116).

Nevertheless, it is relevant to take a look at the influence from the EU within the concepts of civil society, NGOs, and 'blooming' democracy in the Baltic states. Bringing back to 1988, when unexpected to USSR as well as to the Western countries 'Singing revolutions' have started, the interesting point made by Saulius Spurga (2007), reveals that, actually, these peaceful movements were carried by revived civil societies. This is what was the most fascinating, because such movements, especially active, conscious, and participating societies, were not allowed in USSR; yet such "well-articulated civil society" happened (*Ibid*). However, freshly after gaining independence, the picture of civil society in the Baltic region again became too blurry:

> *Soon, afterwards, however, the activity of citizens in the Baltic States weakened, the number of NGOs and the participation rate of citizens in various non-governmental activities diminished. A revolutionary movement as well as a process of democratic consolidation requires an active engagement of civil society. The characteristics of civil engagement in each of these two developments, however, are quite different. This explains why the activity of civil society in the Baltic States in overthrowing the old regime and striving for independency has not constituted a reliable basis for vibrant civil society in the period of democratic reforms* (Spurga 2007, 58–59).

It can be argued, whether the Baltic states have really lost their citizens' interest or whether it was due to the strikingly difficult economic conditions after the implementation of independence to the young democratic republics, barely understanding democracy with its different rules, and that it takes time for the establishment. It is widely known that only wealthy countries have a huge number of active citizens, especially noticeable in the Western

due to their wish to give something back to society, therefore this 'surprising' fall of NGOs right after getting from authoritarian regime, where everything was taken care by the state, actually, becomes not so unexpected.

3.4 Opportunities and Challenges of NGOs after Joining the European Union

After the integration into EU, there are definite changes in the perspective of NGOs' development as a significant part of democracy. Regarding data and statistics of NGOs, it is rather difficult to decide the exact number of them, because even if the NGO is registered that does not imply actual activity. However, in comparison to the Soviet Union's times, when, for instance in Lithuania, there were only 50 NGOs, the depicted data from 2006 (Mačiukaitė-Žvinienė and Grigaliūnaitė 2006, 117) reveals the increasing number of NGOs: the third sector was consisting of more than 12,000 associations in Lithuania[7]. In addition to it, Latvia can boast of having protection for NGOs which are encouraged to drive their activities: there were over 7,000 NGOs registered in the Ministry of Justice in 2006. Herein, Estonia takes a step further, where it can be said that civil society's concerns have a greater chance to be appreciated the most out of all three Baltic states: bringing the data of 2006 there were 17,775 registered NGOs (*Ibid*, 117).

Graph 3.1: Participation in Social Activities, by Country (%)
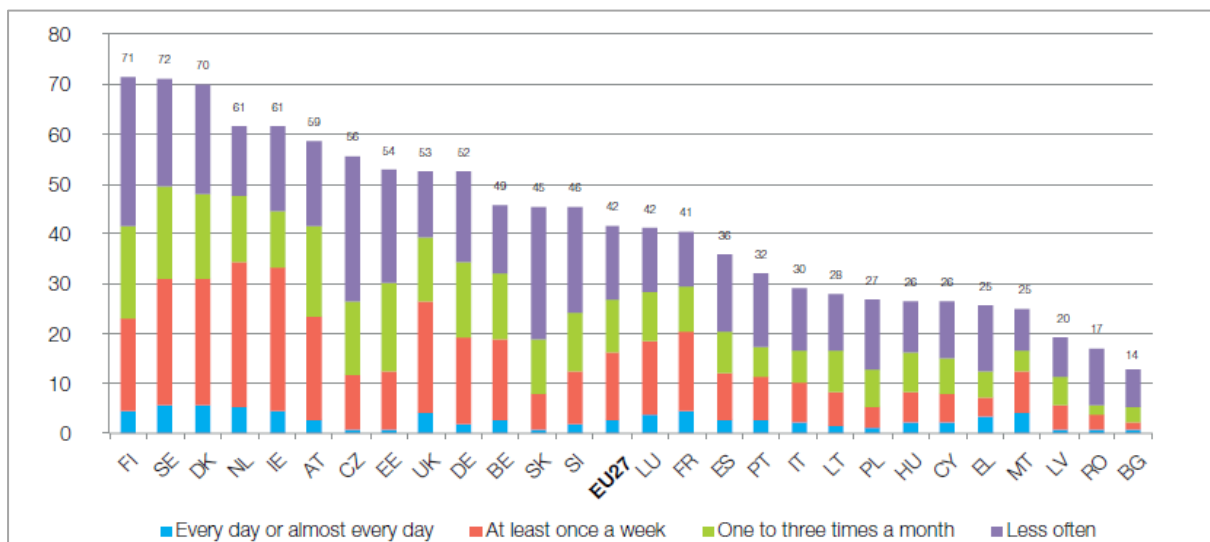
Source: Eurofound (2012, 87).

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[7] The most relevant information is presented within the next chapters of NGOs' overviews in Lithuania, Latvia, and Estonia.

The graph[8] (*q. v.*: Graph 3.1) of twenty seven EU members (herein, Croatia is not included yet) shows the participation activity in every country, whereas Latvia is the least active: Latvians participate in social activities, for instance, in a club, society, or an association less often, and one to three times a month; then goes participation of at least once a week, while indication of every day or almost every day social activities are the least expressed. Lithuania takes the second place, however, both countries, Latvia and Lithuania, are below EU 27 average limit: the bigger number of Lithuanians participation, however, does not include more frequent self-involvement in organizations. Herein, the results are pretty similar to the Latvian because of participating less often or one to three times a month in the specific social activity. Estonia is prevailing not only in the Baltic region, but among EU members as well: the figure well depicts Estonian society's similarities of participation in social activities close to the Western countries, including the active Scandinavian society. As it is shown, Estonians see themselves the most active in social activities one to three times a month or less often. Also, at least once a weak participation is pretty welcome as well. However, interestingly, even within the less active citizens in general, Lithuania surprises with relatively the biggest index of participation every day or almost every day in comparison to Estonia, and Latvia. Hence, the graph depicts pretty positive image of the whole Baltic region, yet, if analysed individually, Latvia is behind with the later incorporated members, Romania and Bulgaria, which joined EU in 2007.

Another graph (*q. v.*: Graph 3.2) focuses on voluntary activity which is related to NGOs' activity in the society, or in other words civil society's expression themselves within particular organization's help. This, however, slightly differs from the latter graph: in the graph a comparison of previously discussed participation in social activities (green colour index) and involvement in unpaid voluntary work shows all states from the Baltic region being below EU 27 average. Yet the order of priority is the same as in the former graph: the first is Estonia, where citizens are volunteering occasionally more often than regularly; the second is Lithuania, where involvement in unpaid voluntary work is nearly equal to the indications of volunteering occasionally and regularly; the third among all Baltic states comes Latvia, where volunteering occasionally is a bit more popular than regularly. However, Latvia and Lithuania are almost on the same level, differently from Estonia that is again much forward.

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[8] Herein, the symbol of LT refers to Lithuania; LV refers to Latvia; EE refers to Estonia.

Graph 3.2: Involvement in Unpaid Voluntary Work, by Country and Frequency (%)
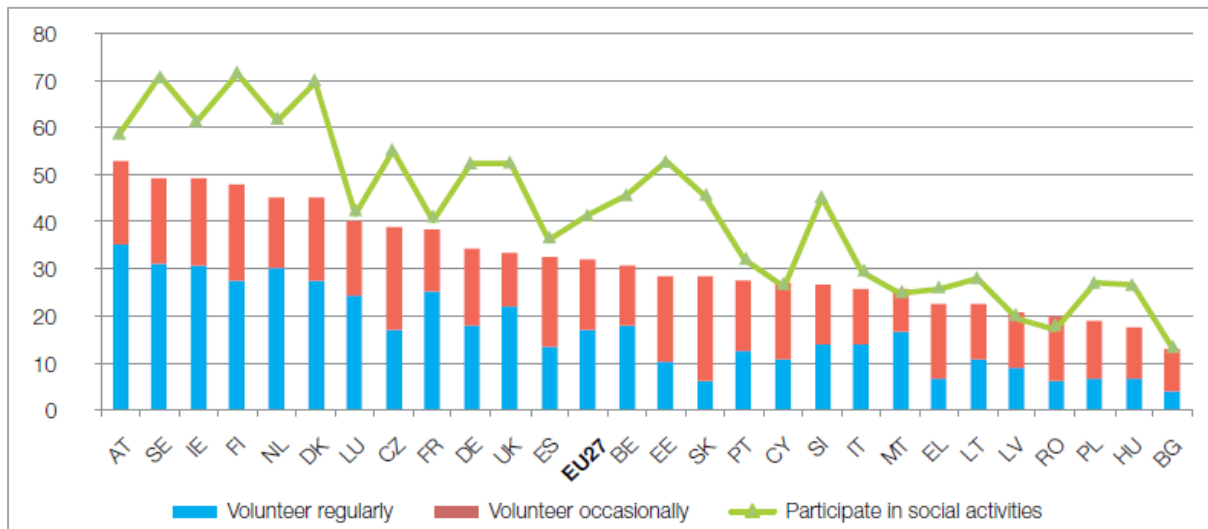
H. K. Anheier (2014, 184) introduces to the trends in the age of volunteers across the European countries (*q. v.*: Table 3.1): Latvia and Lithuania fall in the same trend group of most active 15–30 years old young people and young adults, whereas Estonia makes to the trend group of most active adults in the age frame of 30 to 50 years old. This shows that Estonians are more conscious about being volunteers regardless of their paid job. The same higher activity was depicted in the previous graph as well. In comparison to other countries, the Baltic countries are relatively modest, where only young citizens are being active.

Table 3.1: Trends in the Age of Volunteers across European Countries

Trend	Countries
Young people and young adults most active in volunteering (15–30 years)	Bulgaria, Czech Republic, **Latvia**, **Lithuania**, Poland, Romania, Slovakia, Slovenia, Spain.
Adults most active (30–50 years)	Belgium, Cyprus, Denmark, **Estonia**, Finland, Hungary, Portugal, Sweden.
Relatively even levels of volunteering across all age groups	Austria, France, Germany, Ireland, Italy, the Netherlands, UK.
Increasing participation of older people	Austria, Belgium, Finland, France, Romania, Slovenia, Spain, Sweden.

Hence, S. Mačiukaitė-Žvinienė and J. Grigaliūnaitė (2006, 121) present the opinion by former Minister for Special Assignments for Society Integration Affairs in Latvia, now Commissioner for Human Rights, Nils Muižnieks, who claimed about the Baltic states that

the actual public participation in the civil life of these countries is not well spread enough to be popular. This thought was supported by the idea of low influence made by civil society, and this might explain the low participation index in voluntary activities in the trend of adults in Latvia: even the deputies publicly claim that they do not believe in cooperation with NGOs, and reasonable decisions (*Ibid*, 121). Certainly, such attitude should not be promoted by politicians, who are rather expected to be supporting the prominent role of non-governmental organizations to society.

In addition to it, the overall view of NGOs' in the Baltic region is related to the trust of governments. Yet it is difficult to trust in government, when the social activity is not supported enough by the government, following with the explicit mistrust in NGOs as well as citizens participating there, and seeking for better change. In the graph (*q. v.*: Graph 3.3) the Baltic countries again show the same reality, where Estonia is above EU 27 average index, and Latvia with Lithuania share quite close alongside position. However, the least optimistic is Latvia, while Estonia is only slightly more optimistic than Lithuania. Besides this, the lowest relation to trust in government is found in Lithuania which is rather close to Latvians. Yet Estonia indicates the higher level of trust in government, correlated to optimism.

Graph 3.3: Correlation Between Trust in Government and Optimism about the Future, by Country
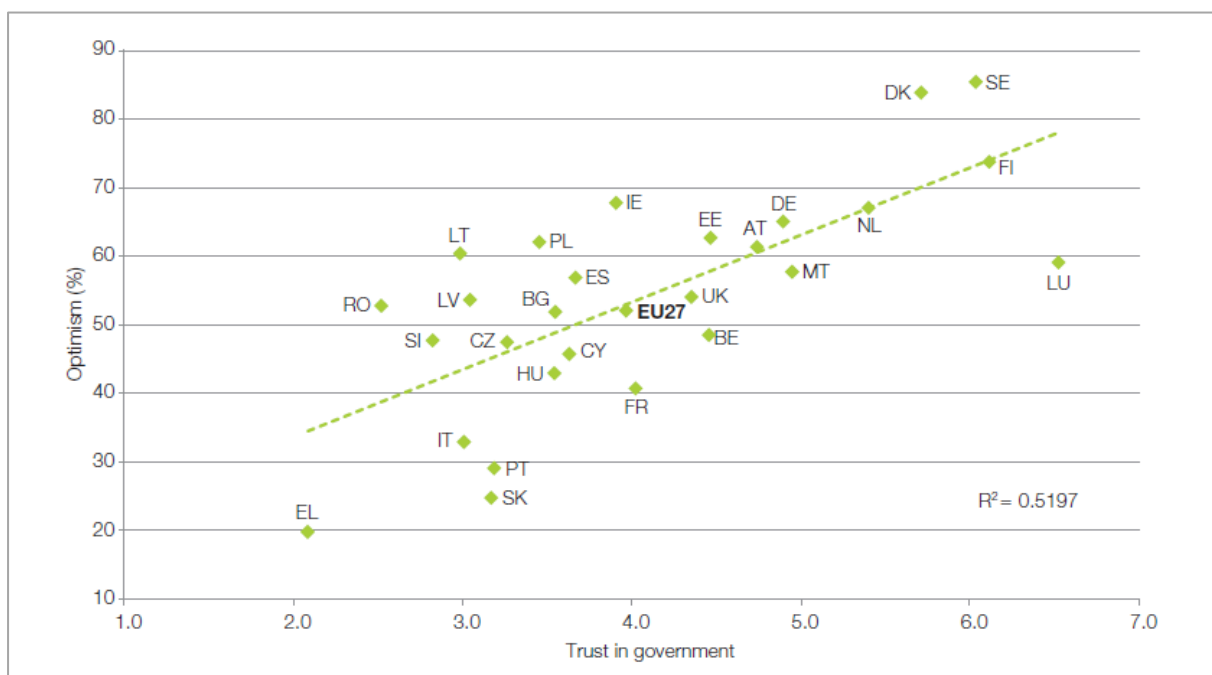
Source: Eurofound (2012, 30).

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The correlations are essentially important, because it proves the lower index of optimism and trust in government is, the less active civil society is. However, this topic is quite controversial because of the EU policy regarding NGOs and democracy consolidation in the Baltic region. As S. Spurga notices (2006, 63), the membership certainly had its share in the goals' defining procedure of organizations: "The EU has played an active role in establishing links between non-governmental actors in the Baltic states and the older member states. Some programmes have developed partnerships among NGOs across Europe. […] Thus, the European tradition in many cases has determined the pattern of the organizational structure of the society" (*Ibid*, 63).

However, there are some criticism aspects regarding NGOs as part of aid towards democracy establishment as well: pointing at the desired democracy at CEE countries, while having explicit deficit in the EU itself (*Ibid*, 60). Yet there is no doubt that integration into the EU had a huge impact on the role and development of NGOs in the Baltic states. Within the small steps, such implementation of the third sector had revealed that citizens want to be active actors in their own society, even though it is still in the development process: NGOs despite all possible difficulties do represent citizens' interests to the government, try to monitor government actions as well as attempting to provide supplementary social services in the Baltic republics (Mačiukaitė-Žvinienė and Grigaliūnaitė 2006, 118). Hence, non-governmental organizations strengthen their social value and role in all possible ways.

The following section is based on descriptive and comparative methods, firstly, presenting each of the Baltic states situation in regard to NGOs. In addition to it, the analysis of empirical data, official documents, statistics, legal regulations, and researches are included. One of the main correlation methods is CSO Sustainability Index presented in the final stage of theoretical research in the Baltic region (*The United States Agency for International Development* 2014). This technique, to some researchers known as the NGO's Sustainability Index (NSI) (Mačiukaitė-Žvinienė 2009, 31), is an already internationally approved method of empirical observations, performed by United States Agency for International Development's (USAID's) Bureau for Europe and Eurasia with the NGO Community. Because of this peculiar reason, the data is included in the analysis as well. Furthermore, the methodology of NGO sustainability index contains seven aspects of the NGO sector: legal environment, organizational capacity, service provision, infrastructure, financial viability,

advocacy, and public image of NGOs, whereas the most relevant aspects to the master analysis are accentuated and presented in detail.

In toto, due to three different languages, a more comprehensive analysis may be found in the subsection about Lithuania, and its NGOs. Nevertheless, it was attempted to cover all countries' background evenly within the methods mentioned above.

3.5 The Overview of NGOs in Lithuania

To begin with, it can be generally delivered that non-governmental organizations' practice, as health service provision and welfare supporters *per se*, started within the church during the Middle Ages (Kolarič *et al.* 2002; Šimašius 2007, 32; Baršauskienė *et al.* 2008, 6). In other words, the best characteristic example of such type institutions / organizations was a hospital, providing medical care to orphans, for all ill, and for people advanced in years. The same matter was fairly implemented at that date in Lithuania as well.

The history of NGOs in Lithuania is not widely analysed and there are not many reliable resources of chronological research or reports, however, in accordance with R. Šimašius (2007, 80; *Lithuania* 2008, 65), the early development of non-governmental organizations started in the eighteenth century. Furthermore, back to the end of the nineteenth and to the beginning of the twentieth centuries, these were certainly one of the most active periods for the implementation of various organizations by civil society. For instance, the Lithuanian educated emigration and intellectual expatriates due to their suppression to stay in Lithuania, and invaders' fearing for their educative nature, were forced to support cultural activities from the distance. In addition to it, the main goal of such organizations was to promote and keep Lithuanian spirit alive in the occupied land. Moreover, for example, in 1908 there were also powerful women movements, where one of such – Lithuanian Catholic Women's Association – was having its activities focused on cultural, civil education, and charitable work.

Therefore, various Lithuanian schools, Lithuanian literature and publishing, Lithuanian folk theatres were sponsored in order to deal with such country's tragedy. Hence, there is no surprise why education became one of the top priorities to the Lithuanian society. Yet various charities, or in other words philanthropy activities, were essential as well (Šimašius 2007, 80; Baršauskienė *et al.* 2008, 7–9). Thereinafter in the interwar period's press it was even written that such civil-based organizations were funded by the government: the crucial activities

included social, especially youth, education as well as social services for orphans, nursing homes, *etc* (Baršauskienė *et al.* 2008, 10).

However, in the Soviet era all civil society's activities were strongly forbidden: all former social associations, societies, and charities were 'frozen' under all-embracing mighty governmental control which meant a total subordination as it was depicted in the previous chapter. Also, all church activities within charitable religious organizations were suspended, whereas people, if they demonstrated their religious beliefs or similar, were strongly prosecuted and repressed by the government without any mercy. Hence, such grim Soviets' actions lead people to mistrust and being inactive. It is important to note, that these types of repressions were operated in all three Baltic states.

Despite these prohibitions in the Lithuanian land, the actual social activities had moved to the countries, for instance USA, after patriotic expatriates or went underground (Žalimienė and Rimšaitė 2007, 92): people did not have any possibilities, yet they were tend to practice philantrophy (Sunstein 2008, 114).

3.5.1   Modern Lithuania and NGOs

Shortly after Lithuania restored its sovereignty in 1990, the revival of NGOs was clearly visible due to its newly set cooperative relationship with the government: the number of such organizations massively increased, and its development regarding provision of social services, *etc* was improving (Letukienė and Gineika 2006, 214; Žalimienė and Rimšaitė 2007, 88; Baršauskienė *et al.* 2008, 11; *Lithuania* 2008, 65–66). In fact, the main sponsorship of resurgent Lithuanian NGOs was coming vastly from the foreign funding, and charities; only later this funding stopped due to entry into the European Union that has different NGOs' policy (Dromantienė 2003, 23; *Nevyriausybinių organizacijų informacijos ir paramos centras* 2014). However, in CEE countries the main funding comes from provision of particular services (Žalimienė and Rimšaitė 2007, 89). *Inter alia*, in the beginning there were no laws or legal regulations regarding non-governmental organization as such and implementation of its activities (Žalimienė and Rimšaitė 2007, 88; Dunajevas 2011, 180).

Herein, following the changes of the third sector after independence, R. Žiliukaitė and associates (2006, 23–24) exclude these developmental stages of registered NGOs in Lithuania:

- *The intensive growth stage.* The biggest increase of NGOs is noticeable during 1996–1997, where many such type of organizations were established. Hence, legal regulations were initiated regarding consolidation and activities of NGOs.

- *The stabilization stage.* The second period, according to R. Žiliukaitė and associates (*Ibid*, 23–24), belongs to the years of 1998–2002 that have marked a stabilization in the boost of NGOs.

- *The reform movement for organizations of country community stage.* This phase signifies a next development of NGOs in 2003 that is relevant due to the increasing number of movements for community type organizations working in the rural area.

- *The reduction stage.* This stage indicates a terrible decline within registering new non-governmental organizations during 2004–2005 in comparison to the other stages.

According to the Lithuanian Non-Governmental Organisations' Information and Support Centre[9] (NISC), which was established by Open Society Fund Lithuania (OSF) under the United Nations Development Programme (UNDP) initiative in 1995 (Baršauskienė *et al.* 2008, 12) in order to unite the country's non-governmental organizations, to protect their interests, and to strengthen their activities in all levels, at this day there is a list of 1,538 registered NGOs in the database by 60 municipalities with the biggest concentration in the capital Vilnius (*Nevyriausybinių organizacijų informacijos ir paramos centras*, *NGO Data base*).

Yet it is argued, that there are no reliable findings of the exact number of NGOs, their budgets, and activities (Dunajevas 2011, 80; Šilinskytė 2013, 327). It is noteworthy, that, according to S. Mačiukaitė-Žvinienė, and Jolanta Grigaliūnaitė (2006, 117), the legal environment of non-governmental organizations appeared in 2002: the new implemented law "allows individuals to designate 2 percent of their income taxes to a selected NGO and civil society; it is a new way of participation". Also, this law is important regarding the nature of democracy as well as providing less bureaucracy *per se* (*Ibid*, 117). In addition to the law's amendment starting in 2013, citizens can designate 2 percent of their income tax to specific organizations for five-year periods (*The United States Agency for International Development* 2014, 132). The latter should create more reliable funding source for the organizations in the

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[9] The website presents all detail and necessary information about the development, situation, regal regulations, and recent activities regarding NGOs in Lithuania: http://www.3sektorius.lt/en/ (5 November, 2014). The material is available in Lithuanian as well as in English.

particular time-frame as well as encourage the possibility to make strategic plans that should be usually the important drawback in majority of NGOs.

Statistics Lithuania (*Lietuvos statistikos departamentas*) [10] presents detail view of all economic entities, in other words NGOs, by their legal form and year. The number of such institutions and its change is depicted in the designed graph (*q. v.*: Graph 3.4) by the author.

Graph 3.4: Number of Economic Entities in Operation at the Beginning of the Year by Administrative Territory, Legal Form

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
■ Charity organisation and fund	250	160	195	224	285	230	222	233	225	225	209	220	242
■ Association	254	256	252	416	3331	5537	6597	7525	7957	8769	9333	9896	9951
■ Public (social) organisation	2886	2652	3831	4262	2211	189	163	153	130	117	109	51	2
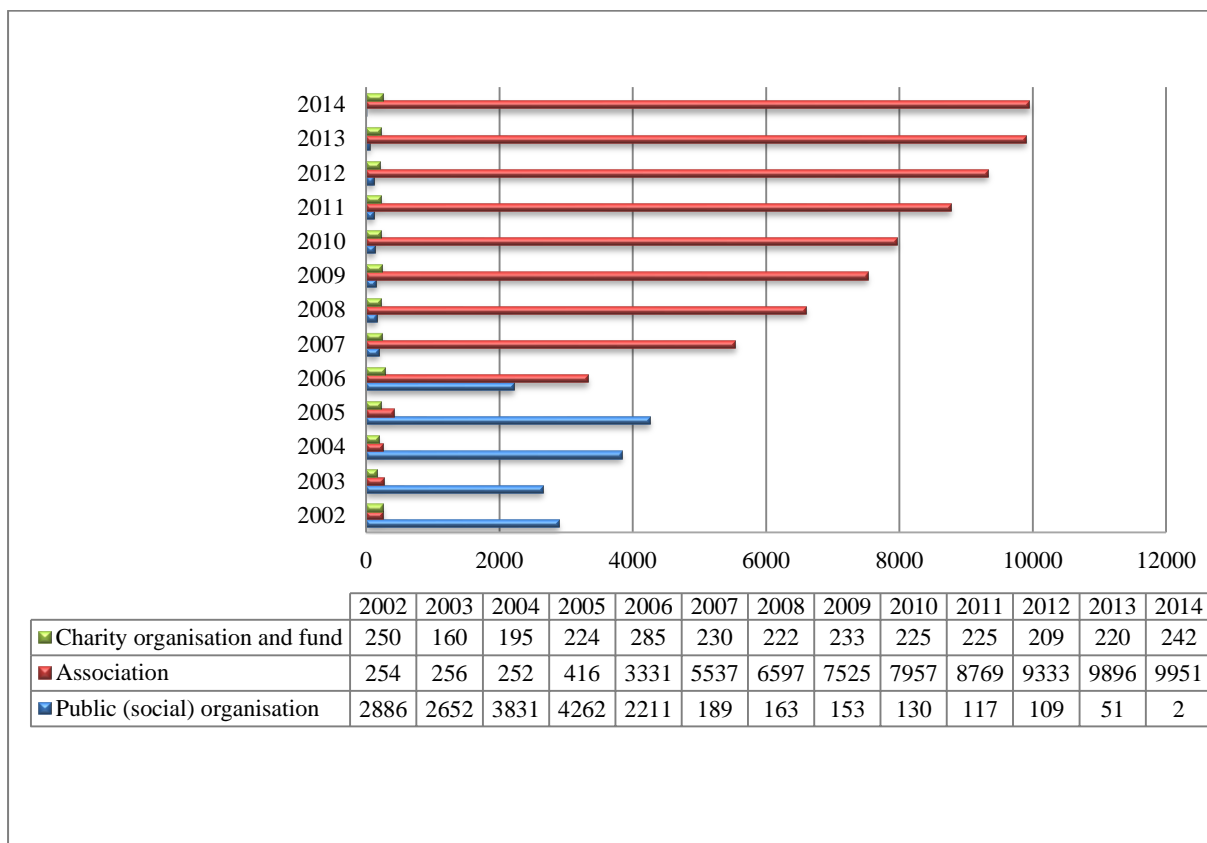
Source: Statistics Lithuania.

The graph reveals three possible legal forms of NGOs in Lithuania from 2002 to 2014 and their phases, where the number of these institutions either increased or decreased. For instance, the number of charity organisations (*labdaros organizacija*) and funds (*paramos fondas*) is shown as more or less steady and not so greatly varying during the years in comparison to the other two legal forms. In addition to it, for example, associations (*asociacija*) from 2002 to 2014 hugely developed: from 254 associations it went up to 9,951. Contrary to the public or social organisations (*visuomeninė organizacija*), the number

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[10] Database of indicators from the official website of Statistics Lithuania is available in Lithuanian and English.

changed drastically: from 2,886 in 2002 to only 2 established public (social) organisations with such legal form in 2014. However, the precise number of operating NGOs in Lithuania is rather uncertain: "As the State Registry does not provide accurate data on CSOs, it is unclear exactly how many CSOs there are in Lithuania. Each year, approximately 1,000 new CSOs register, making the total number around 25,000. Of these, between 10,000 and 12,000 are estimated to be active" (*The United States Agency for International Development* 2014, 128). This reason influences the knowledge of data about NGOs in Lithuania.

Hence, there is a need to take a look at the NGO's comprehension in Lithuania in order to understand these three types of legal forms, and their development. As Eugenijus Dunajevas argues (2011, 141) , the associations and charity organizations or funds are the primary legal forms for the NGO *per se* in Lithuania, whereas public or social organizations cannot be referred as NGOs because of too wide spectrum of 'freedom' within activities they have. Yet many scholars refer to this type as being non-governmental organizations (Šimašius 2007, 88–91; Baršauskienė *et al.* 2008, 27; Dunajevas 2011, 141). Nevertheless, the graph depicts it as the least popular legal form, which is rather peculiar. Herein comes the explanation: it is important to mention that it was removed within the new laws from 2004 "when the redundant Law on the Public Organizations was repealed leaving only the Law of Associations in force" (*NVO koncepcija Lietuvoje*; Baršauskienė *et al.* 2008, 27)[11]. As a result, although not all, it meant that many Lithuanian laws have been amended by replacing the term 'public organizations' within the term 'associations' and organizations once registered as public organizations had to register themselves as associations legal form in regard to the law (Dunajevas 2011, 178–179; *NVO koncepcija Lietuvoje*). This is a relevant reason of high variables between associations and public organizations in the graph above: it shows the development of legal changes and establishment processes in Lithuania.

Another influential factor to the development of NGOs was recession: the number of non-governmental organizations stopped increasing, when the recession of 2008–2011 had hit Lithuania (King and McNabb 2014, 101). The latter was tried to remedy in 2010, since the government "adopted a Concept Paper on the Development of Lithuanian Non-Governmental Organizations, which established a framework for the regulatory environment of CSOs that is more conducive for growth of the sector" (*Ibid*, 102). Moreover, the important legal environment's notion goes to the Law on Charitable Foundational and its amendments in

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[11] The first law regarding public organizations as a legal form of NGOs was implemented in 1995 (Baršauskienė *et al.* 2008, 26–27).

2012, however, it has not been established yet (*The United States Agency for International Development* 2014, 128). Despite particular limitations within the legal regulations on NGOs in Lithuania, the Parliament (*Seimas*) has passed the Law on Non-Governmental Organizations on the 19th of December in 2013 and that should have started on February, 2014 (*Ibid*, 128).

The second matter to discuss is the usage of terms in Lithuania. Interestingly, many scholars note the problem coming from the lack of 'what is a non-governmental organization' legal definition, and stress a huge demand to describe the main scope of NGO in Lithuania (Vadapalas, and Jočienė 2001; Šimašius 2007; Baršauskienė *et al.* 2008, 15; Dunajevas 2011, 141; *NVO koncepcija Lietuvoje*). The most fundamental research was done by Remigijus Šimašius (2007), who addresses the matter from a legal point of view, however, also thoroughly discussing the best usages of terms in Lithuania, and how they are diversely perceived. Nevertheless, there is no surprise Lithuania confronts the same problem as the rest of the Western countries, even though they have much higher implementation of democracy (Bagdonienė *et al.* 2011, 654): too diverse range of terms causes complexity not only in legal system, but also in the understanding, whether the talk goes about the same type of organization and its activities. Hence, it appears difficult to analyse the theory when there are so many different terms. More important matter, however, is Lithuanian laws that "do not contain a uniform definition of NGO" (King and McNabb 2014, 100) and create a legal environmental handicap for the successful development of non-governmental organizations in Lithuania. As R. Šimašius (2007, 14) points out, this fuziness regarding terms is even seen in the Constitution of the Republic of Lithuania, where no specific meaning is given, yet the mentioned types of organizations may be related to NGOs (*The Constitution of the Republic of Lithuania*, Article 35[12]):

> *Citizens shall be guaranteed the right to freely form societies, political parties and associations, provided that the aims and activities thereof are not contrary to the Constitution and laws.*
> *No one may be compelled to belong to any society, political party, or association.*
> *The founding and activities of political parties and other political and public organisations shall be regulated by law.*

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[12] The Constitution of the Republic of Lithuania (*Lietuvos Respublikos Konstitucija*) came into force on 2 November 1992; adopted by citizens of the Republic of Lithuania in the Referendum of 25 October 1992.

In addition to it, the term 'non-governmental organization' is directly translated into Lithuanian language as 'nevyriausybinė organizacija' (NVO), however, excluding the usage of another more literal 'non-state organization' term. The term 'non-governmental organization' was implemented in order to change the outdated term 'public organizations' (*visuomeninė organizacija*) which often referred to the negative meaning in society's memory as all sectors, including the public one, were controlled by the Soviet Union's rules (Šimašius 2007, 15; *NVO koncepcija Lietuvoje*). Yet the word combination of 'public organization' is used to describe main characteristics of NGOs. Despite the fact that some scientists point out the potential negative shades on such term in specific countries (eg. China), 'non-governmental organization' term is getting popular in the legal acts in Europe as well as on daily basis in Lithuania, however, herein the term is not consolidated within legal terms (Vadapalas and Jočienė 2001, 14; Šimašius 2007, 15).

Another widely used term in Lithuanian literature is 'ne pelno organizacija' (NPO) which refers to 'non-profit organization' (Šimašius 2007, 19–21). As it was addressed before, this term implies directly to the organizations that are not meant for profit. Both terms – non-governmental organization and non-profit organization – partly encompass one another. It is noteworthy, in accordance with R. Šimašius (*Ibid*, 21), that all non-profit organizations, except governmental ones, can be named as non-governmental organizations (non-state organizations), whereas all non-governmental organizations, excluding the ones that are seeking for profit, can be entitled as non-profit organizations. However, he also notes that both types of organizations can be comprehended within the narrow and wide approaches: the term 'non-governmental organization' may be acknowledged as more extensive and better prevailing, with higher inclusion of various activities, and movements (*Ibid*, 21). Namely the terms 'non-governmental organizations' (NGO), 'non-profit organizations' (NPO) are closely related to the application in literature as well as on daily basis. Nevertheless, there is a huge need for more constructive and more discernible consolidation of these terms in Lithuania (Vadapalas and Jočienė 2001, 13; *NVO koncepcija Lietuvoje*): the obstacles of legal term implementation and following bureaucracy within it, makes a formation of new NGOs rather confusing than a simple process (King and McNabb 2014, 101).

In regard to the operation of NGOs in Lithuania, it is important to mention that volunteers create a huge impact on the running activities at non-governmental organizations (Dunajevas 2011, 141). The significance of NGO and its growth are being mentioned in many studies, yet

a lack of clearly defined state policy for the development of NGOs, and too less attention or no expected response from the government, complicated management system for funding. Moreover, low interest in the activities from society creates unwelcome situation in the implementation, whereas "functioning as a core of the society, this sector fails to ensure the necessary human and material resources in order to perform properly the function of a watchdog of democracy and deliver services in those public life areas whereof state, enterprise or individuals are unable or unwilling to affect" (*A Study On The Creation Of The Council Of Non-Governmental Organizations* 2009, 3). In addition to it, civil society's participation in the public affairs is considered as rather poor (12–16%) in comparison to the Western nations (eg. Sweden – 56%, Netherlands – 49%, Great Britain – 42%), whereas Lithuania is depicted as having a weak civil society, despite the development of NGOs (*A Study On The Creation Of The Council Of Non-Governmental Organizations*, 2009, 3; Dunajevas 2011, 178–179). The latter is particularly difficult to evaluate: the high rate of development in the field of non-governmental organizations does not necessarily reveal their effective work if the number of actively participating citizens does not increase.

A lot of critics Lithuanian third sector receives from the experts of other countries that appear to be more concerned about the actual role and development of NGOs than the Lithuanian authorities. For instance, the non-governmental sector of Norway sees the Lithuanian NGO sector as 'weak, fragmented and largely unexplored': "Most NGOs are small / micro and are oriented toward service provision. Public policy NGOs focusing on core human rights areas are yet a rare commodity in Lithuania. Absence of a clear definition of a NGO body and lack of eligible support mechanism impede healthy development of the NGO sector, including partnerships with public and private sectors" (*NGO Norway 2013* in King and McNabb 2014, 102).

From the domestic internal perspective, however, the Lithuanian citizens agree that NGOs pursue serviceable public activities as well as represent Lithuanians' interests socially (*Nevyriausybinės organizacijos Lietuvoje* 2002; *Nevyriausybinių organizacijų informacijos ir paramos centras* 2012; *Juliaus Liudviko Vynerio labdaros ir paramos fondas* 2013). Despite this, many Lithuanians cannot define non-governmental organizations correctly (*Nevyriausybinių organizacijų informacijos ir paramos centras* 2009), which brings up a quite paradoxical situation. Overall, such comprehension reveals a huge demand for more public information about NGOs' activities (*Nevyriausybinių organizacijų informacijos ir*

paramos centras 2005), steady state's policy regarding it, and citizens' responsibility about themselves as carriers of social service provision and major promoters of democracy.

Beyond all doubts the most prominent development of NGOs was in the provision for social services that is a part of modern social welfare in the state. Interestingly, theretofore this area was the major concern supervised by the Soviet Union's government that was strongly against NGOs (Žalimienė and Rimšaitė 2007, 91). Furthermore, NGOs are very important in shaping social policy as well as providing social services, for instance, innovations brought to the health care of disabled people is specifically relevant and much more effective (*Ibid*, 92). Also, it is important to mention that due to historic memory of the Soviet government's interventions into all fields, including public sector, caused quite a paradox: people in Lithuania, and in other CEE states, because of such paternalistic policy regarding all domains, got used to be inactive citizens in such way influencing modern NGOs' development as well as wrongly perceiving them as 'intrusive governmental thing' (Žalimienė and Rimšaitė 2007, 93; Guogis and Stasiukynas 2011, 115–116). Today the majority of NGOs work in the provision of social services and health care (55%) (*Lithuania* 2008, 67). Also, another important activities of non-governmental organizations in Lithuania are sport (13%), child care and youth affairs (8%), culture (5%), education and science (6%), environment (3%), civil rights and consumer affairs (2%), equal opportunities (1%) and local communities (*Lithuania* 2008, 67; Šilinskytė 2013, 332).

Despite all natural perplexities of NGOs in young democratic Lithuania, the third sector tries to become intelligibly weighty. To conclude the role and development of non-governmental organizations in Lithuania, it can be maintained that NGOs are considered to be associations, charity organizations and support funds as well as most public institutions that meet the following criterions (*Nevyriausybinių organizacijų informacijos ir paramos* centras, *What is the NGO*):

- *are a legal entity;*
- *are by nature independent of the government or state institutions;*
- *operate by non-profit distribution principles (received profits are not distributed among founders, employees or members, but are funnelled into the principal activities indicated in the organisation's statutes);*
- *self-governance and voluntary work (members are free to join and leave as they wish);*

- *service for the benefit of society;*
- *they do not seek a ruling position or direct participation in elections.*

The non-governmental organizations' operation in Lithuania is understood as particularly crucial matter not only in the state's welfare (Bullain and Toftisova 2005, 14), but also as indicator of necessary civil society in order to achieve and sustain nation's prosperity. Also, social inclusion and cohesion take the important part in the activities of non-governmental organizations (Dromantienė 2003, 21). Equally, the third sector has started to gain its stability. Yet it is important to note that Lithuanian third sector is still insufficiently developed due to the lack of financial resources and low organizational capability (Bagdonienė *et al.* 2011, 654). Even though non-governmental organizations have well-defined roles within the activities, in reality the expectations are not fully exercised and often remains verbal. As Arvydas Guogis and Andrius Stasiukynas notice (2011, 125), "To increase the level of social capital and to decrease civic apathy it is necessary to apply the means of "more active social policy" in Lithuania". The latter is only possible to achieve in the steady implementation of legal environment and effective cooperation between governmental bodies and non-governmental organizations.

3.6 The Overview of NGOs in Latvia

The second biggest Baltic region's state, Latvia, had started to create particular movements within culture from the nineteenth century, and had a relatively strong civil society in the interwar period as well (Uhlin 2006, 45; *Latvia* 2009, 47). Latvia, the same as Lithuania, had concepts of charities, active, women organizations based on voluntary participation. Interestingly, both countries share equal countryside's life where the literature and traditional folk songs were essential in saving nation's individuality: "Many *talka*[13] folk songs known today speak about countryside people that during harvest time or when other work had to be done used to gather voluntarily to help each other with tasks at events called *talka*" (*Latvia* 2009, 47). To the question of Kevin O'Connor (2006), how the Baltic region within such harsh history surprisingly exists, it can be told there is no doubt that such type of strong heritage activities, as deep tradition of folk songs during *talka* and similar, prevented from the

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[13] In contrary to the Estonian that falls into the Uralic language family, Latvian and Lithuanian due to belonging into the same Baltic languages' group share the same word and its meaning: *talka* is rather difficult to translate into English, however, the closest meaning brings to initiative 'aid', 'assistance' or 'help'.

cultural assimilation with invaders. In addition to it, the songs' contents included the help for the elder or ill people, expressing values and the nature of people.

The analysis of the historic data in Latvia, reveals that the first initiative forms of the third sector appeared in 1868, "with the creation of the Latvian Help Society for Poor Estonians in Need in response to the crop failure of 1868" (*Ibid*, 47). Furthermore, another organization was founded: the Riga Latvian Society was established where the main goal were charitable activities. Hence, the important period for the boom of organizations was after Latvia became independent republic in 1918. Within the legal regulations, consolidated after the independence, in ten years there were 8,094 associations (*Ibid*, 47).

As it was discussed before, under the communist rule, no NGOs were allowed to operate in Latvia, which meant no active civil society. However, in all three Baltic states only these three forms of NGOs were allowed and, certainly, they were controlled by the government: *Komsomol* (for youth 15+), the Young Pioneers (10–14 year olds), and October's Children (7–9 year olds) (*Latvia* 2009, 48):

> *The Young Pioneers*[14] *encouraged schoolchildren to take care of elderly people, by helping them with shopping, 'crossing the street' etc. Komsomol organised students and workers to undertake security raids on streets (called druzhinniki). Sport clubs of enterprises organized tourism events, where people used to volunteer as managers of tourist groups. Assistance to museums and nature parks was organised, too. Volunteers acted in amateur theatre productions and participated in song and dance festivals. Nevertheless, these activities were strictly controlled by the authorities to avoid freedom of expression and criticising the system* (*Latvia* 2009, 48).

However, as Anders Uhlin notices (Uhlin 2006, 45), in the late 1980s and early 1990s there were many popular fronts for independence that subsequently emerged into particular mass movements. The latter was peacefully based on traditional folk songs in all Baltic states and, as it was mentioned in the next-next-to-last chapter, is widely known as 'Singing Revolution'[15]. Interestingly, such mass mobilization movements, the result of active civil society, firstly have started in Latvia and Estonia. Yet it was the independence movement that

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[14] The participation in such public activities controlled by the government was highly encouraged due to particular benefits, for instance, easier enrolment to university or invitations to the events, organized by the Communist Party. In other words, being active meant being good citizen of USSR.

[15] In Latvian this revolution is called *Dziesmotā revolūcija* (*Latvijā arī Trešā Atmoda* (The Third Wakening); in Lithuanian – *Dainuojanti revoliucija*; in Estonian – *Laulev revolutsioon*.

emerged in Lithuania and which lead to the political turmoil of Soviet Union and enormously infuriated Moscow (*Ibid*, 45–46). Hence, Latvia and Estonia had a slighter cut above into independency in comparison to Lithuania.

Latvia, as well as already discussed Lithuania, had many harsh historical events due to occupations and different regimes. Despite the latter, Latvia managed to rise to the top within the efforts to implement democracy as well as to consolidate civil society. As it may be seen in the latter subsection, Latvia and Lithuania share many similar developments of non-governmental organizations due to the common historical background.

3.6.1 Modern Latvia and NGOs

The Latvian civil society was active during Soviet regime just before gaining the independence, however, all civic efforts disappeared after it was achieved. As Anders Uhlin (2006, 52) claims, "Civil society activism naturally decreased, and civil society activites in post-communist Latvia are typically described as weak and mostly confined to small groups of intelectuals". As it is noted by the same researcher (*Ibid*, 52), the empirical data about civil society and its operation in Latvia is available through the Latvia Human Development Reports and through the Baltic Data House, however, there are new NGOs that try to evoke participation in the state's matters.

Regarding NGOs development, as in all CEE countries, it is pretty difficult to define the exact number. Yet A. Uhlin (*Ibid*, 52) presents this empirical data: in 1995 there were 984 registered NGOs, while in April 1997 there are 1,849 NGOs. This depicts the same situation as in Lithuania: even though NGOs' number was increasing, ironically, the membership in such organizations was highly decreasing. Therefore, the need to participate in NGOs was no longer instrumental.

In the graph (*q. v.*: Graph 3.5) the number of dynamics of NGOs in Latvia from the period of 1991 to 2011 is depicted by Lursoft (*Pārskats par NVO sektoru Latvijā. Pētījuma rezultātu atskaite* 2011, 20). The biggest increase of NGOs in Latvia is perceptible in 2010, whereas in 2011 the number rapidly decreased. Overall, a steady dynamics development is noticeable from 2003 within reaching its peak in 2010, which might be due to economic growth in all Baltic countries that later stopped and emerged into global crisis hitting young democratic natures, the Baltic states, the most. Also, it is worth to mention that Latvia joined the EU in 2004 that increased measures and possibilities for the development of NGOs: in February

2011, 13,284 NGOs were registered, whereas 62% of them were established after 2004 (*Pārskats par NVO sektoru Latvijā. Pētījuma rezultātu atskaite* 2011; *Gesellschaft für Versicherungswissenschaft und – Gestaltung* 2003, 26).

Graph 3.5: The Dynamics of Registered NGOs in Latvia (1991–2011)
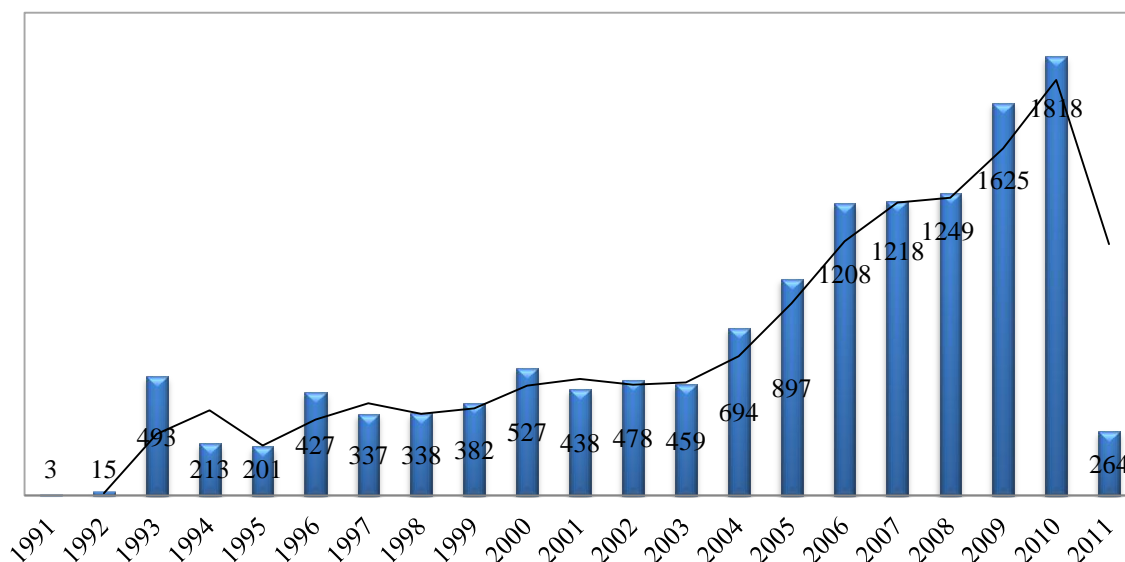
Source: based on the report of *Pārskats par NVO sektoru Latvijā. Pētījuma rezultātu atskaite* (2011, 20).

In accordance with the provided information by *Civic Alliance – Latvia*[16] (*Latvijas Pilsoniskā alianse*), in July 2013 there were 17,550 non-governmental organizations in Latvia[17]. Also, in the report of CSO Sustainability Index for Central and Eastern European Eurasia the growth of NGOs is depicted as well:

> *In December 2013, the State Register listed 18,082 active organizations, an increase of nearly 3,000 since 2012. More than forty new organizations are registered every week. According to data from the State Revenue Service, 80 percent of all registered organizations present annual reports that show considerable degrees of activity and capacity. CSOs are concentrated in some regions of Latvia more than others (The United States Agency for International Development 2014, 119).*

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[16] *Civic Alliance – Latvia* (CAL) is an umbrella NGO, founded in 2004 which unites more than 107 non-governmental organizations and private members in Latvia.

[17] In co-operation within Civil Alliance – Latvia, the newest thorough research of non-governmental organizations in Latvia (operation, and development in 2013) is supposed to be released in 2015 February. Herein, the relevant data is translated from Latvian and summarized by the master thesis author.

Furthermore, in comparison to the same year's January, the number of associations and charities increased to 815, whereas the majority of NGOs operate in the capital Rīga (45%), while in other cities the participation is lower: Liepāja (5%), Jūrmala (3%), Daugavpils, and Jelgava (2%). Moreover, the fundamental concentration of NGOs naturally leads to the capital and its surroundings because of strong centralization; *idem* is visible in 2011 as well (*Pārskats par NVO sektoru Latvijā. Pētījuma rezultātu atskaite* 2011, 10). The divisions of NGOs by regions in Latvia are fully presented in the designed graph below (*q. v.*: Graph 3.6), provided in the report of NGOs' in Latvia (*Pārskats par NVO sektoru Latvijā. Pētījuma rezultātu atskaite* 2011, 26).

Graph 3.6: Divisions of NGOs by the Regions in Latvia
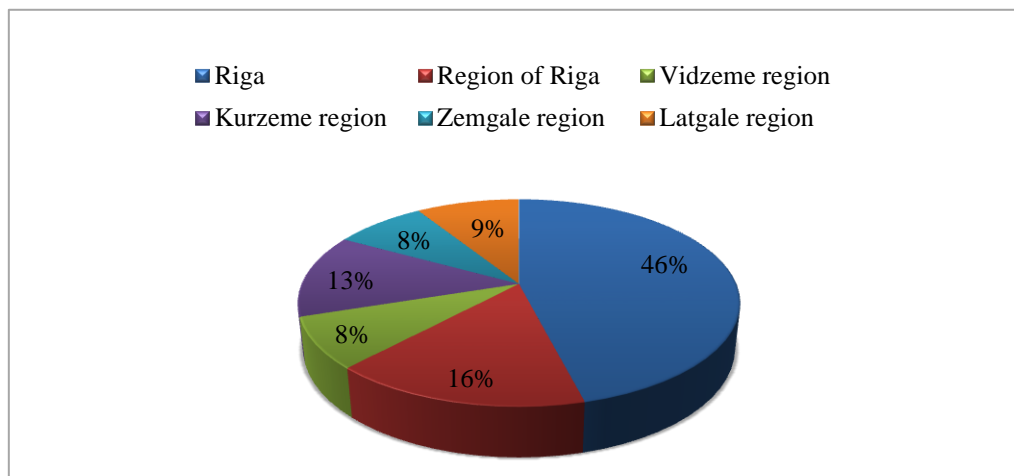
Source: *Pārskats par NVO sektoru Latvijā. Pētījuma rezultātu atskaite* (2011, 26).

In Latvia there are no legal obstacles for the establishment of NGOs, whereas presenting two legal forms of non-governmental organizations: societies that are perceived as a voluntary association of people, in other words associations, and foundations (*Latvia* 2009, 55; *Non-governmental organization activity in Latvia and participation in them* 2012, 4). Moreover, even though trade unions, religious organizations, and political parties are not considered as part of the NGO sector, they are also not for profit organizations. However, legally regulated differently (*Latvia* 2009, 55). After the independence, the Law on Public Organisations and their Associations was passed in 1992, yet later it was acknowledged as lacking particular points (Mačiukaitė-Žvinienė and Grigaliūnaitė 2006, 117). In addition to it, the analysed growth of NGOs in 2004 was caused by the simplified changes of legal regulations, starting in 2003: "The voluntary or not for profit sector is regulated by The Associations and

Foundations Act (2003) and The Law on Public Benefit Organisations (2003). Both laws are in force since 2004" (*Latvia* 2009, 51). As a result, G. J. King and D. E. McNabb (2014, 97) point out, that "[…] by 2010, the number of public organizations, associations, societies, and foundations in Latvia had increased by 12 percent" which is also the factor for the rapid growth depicted in the graph. Furthermore, the same change of NGOs concept as in Lithuania, within the next year the legal form was abolished, and NGOs had to be re-registered to associations or foundations. This was done due to the new regulations and engagement as well as accessibility to the European Union's funding (*Pārskats par NVO sektoru Latvijā. Pētījuma rezultātu atskaite* 2011). Interestingly, it is said that Latvian Ministry of culture is responsible for the civil society development in Latvia (*CSO Enabling Environment Country Profile: Latvia*).

Also, the Constitution (*Satversme*) ensures the right of association (*The Constitution of the Republic of Latvia*, Article 102): "Everyone has the right to form and join associations, political parties and other public organisations". In addition to it, the co-operation with the Parliament (*Saeima*) is ensured by The Declaration on Development of Civil Society in Latvia and Cooperation with Non-Governmental Organisations which was adopted in 2006 (*Latvia* 2009, 52). It is noteworthy, that in comparison to Lithuania, Latvia seems to have more precise understanding definition of NGOs, because the term 'non-governmental organization' (*nevalstiska organizācija*) is being used broadly in the reports, legal documents, and the like, while the term 'non-profit organization' (*bezpeļņa organizācija*) (*Latvijas Pilsoniskā aljanse* 2005, 8) is rather not applied. Even though in 2004 it was claimed that the term of NGO had not been worked out (*The development of civil society in Latvia: An analysis* 2004), the modern approach and analysed current data bring less fuzziness and reveal that one term implementation in the daily usage is visible and successful.

In regard to activities, as majority of NGOs around the world, Latvian non-governmental organizations are based on volunteers as well (*Latvia* 2009, 62). In April 2011 a public survey was provided, where 40% of Latvians claimed of their participation or joining in specific voluntary activities in the past three years (*Pārskats par NVO sektoru Latvijā. Pētījuma rezultātu atskaite* 2011; Dreifelds 2012, 324). This depicts the active society, which is particularly essential within the new regulations by the Latvian governments, trying to create citizens' active involvement in the state's life, for instance, in the fields of social services, education, and environment protection (Kalnins 128–129; Kavaliauskaitė 2011, 8–

9). However, most people in Latvia think that joining NGO is ineffective when it comes to influencing political decisions (*Europeans' Engagement in Participatory Democracy* 2013, 4). Therefore, most NGOs in Latvia are first and foremost service providers (Uhlin 2006, 53). Also, they play the important role in culture, sport, and recreation as well, where nearly 40% of NGOs were active at these fields (King and McNabb 2014, 97). However, there is a smaller number of NGOs that are working on human rights, combating corruption and ecological issues (*Ibid*, 97).

Hence, the Latvian third sector faces the similar problems to the ones in Lithuania: too less active society, too less funding, especially in the critical moments, as economic crisis, that showed the acute challenges to NGO sustainability (Dreifelds 2012). As scholars Gundar J. King and David E. McNabb (2014, 97) summarise the role and development of non-governmental organizations in Latvia, "[…] citizen participation is most organizations remains low, with most organizations still financially and administratively weak; only a small number are financially sustainable". Yet the third sector in Latvia should be more increasing in the positive direction, since the legal environment has been established and simplified. Also, the perception of NGOs as social partners should be more strongly supported within the help of government policy to work to benefit the community at large (*The Development of Civil Society in Latvia: An analysis* 2004, 77). This would appear to happen if the Latvian government delegate more responsible tasks to the third sector organisations: "Clearly, if they are to take an active role and be able to make a legitimate contribution in Latvia's decision-making process, they must gain greater public faith in their efficacy" (King and McNabb 2014, 97). The latter would ensure a more intensive civil society's engagement in the social policy.

3.7 The Overview of NGOs in Estonia

Estonia, as the third Baltic country to be approached for this master thesis topic, has got a slightly separate culture in the perspective of different language group than Latvia, and Lithuania. Furthermore, since early 1990s the Baltic states have been highly cooperating with the Northern countries (Sweden, Finland, Norway, Iceland, Denmark), and have established regional cooperation, so-called *Nordic-Baltic Eight* (Ministry of Foreign Affairs of the Republic of Latvia). It is particularly important not only for the Baltic regions' policy or economics, but also for the non-governmental organizations' development, highly supported as well as supervised by the leaders in the third sector Northern neighbours. As Helmut

Hallemaa (2002) claimed in this speech during the STR Fifth International Conference in Cape Town, South Africa, "Geographically and by character of its society Estonia belongs to the Nordic Countries and to the North Europe". The latter statement is likely to obtain the Latvian and Lithuanian societies as well, since the historical background unites them all in more or less the same degree, and that cannot be denied. However, not only the language differences create a specific gap, where Estonia naturally feels closer to the Northern states, and where Lithuania and Latvia are rather more bonded. Also, another interesting fact by the scholars is, that "In terms of well-being and happiness measures, Estonia is the most advanced of the three Baltic states. Estonians proudly reflect on their economic and cultural achievements since 1991" (King and McNabb 2014, 104). The latter supposedly depicts the situation of non-governmental organizations in Estonia as well.

It is noteworthy, that the history of NGOs in Estonia started in the nineteenth century and this development was connected with the era of national awakening in 1860, where national folk songs were factually influential for society's consciousness (Kala 2008, 445–446; Randma-Liiv *et al.* 2008; *GHK* 2010), and where associational life, foundations, and the cooperative movements took the important role (Lagerspetz and Rikmann 2003, 6). The same as in Lithuania and Latvia, in the early twentieth century the establishment of independence in 1918 was a particularly important step for the further implementation of the third sector: "In the 1920s and 1930s, much of the associational life was closely connected to the nation building process. The newly independent country was successful in mobilising its citizenry for voluntary work within cultural community centres, education, and defence organisations" (Lagerspetz and Rikmann 2003, 7; *Estonia* 2010, 237). Hence, during the early 1930s, Estonia had even 12,000 registered voluntary associations that depicted active civil society and comprehended significance of non-governmental organizations (Randma-Liiv *et al.* 2008). Nevertheless, within the destructive Soviets' occupation all activities of associations were eliminated, except the ones operated by the Soviets' government, already discussed in the previous chapter (*Ibid*, 7–8; Lagerspetz and Rikmann 2003, 2).

Moreover, when the civic cultural movements emerged into the independence movements, 'Singing Revolutions', Estonians managed to sustain their active society to 1990, and in such way gradually establishing civic initiatives. Yet after sovereignty all Baltic states have experienced a drastic decline in all forms of civic engagement (Randma-Liiv *et al.* 2008).

3.7.1 Modern Estonia and NGOs

It must be noted that Estonian citizens present the most rapid development regarding non-governmental organizations activities in the Baltic region, which roots were seen before the restoration of the country's independence in 1991 (Lagerspetz and Rikmann 2003, 2). Nowadays, the third sector in Estonia is valued as the essential asset to the open democratic society's development and positive changes, where "Estonian non-profit organizations operate as service providers, advocacy groups, grant makers, societies, think tanks, institutes, clubs, networks and umbrella organizations ("Civil society")" (Meigas 2008, 4). However, it cannot be forgotten that many non-governmental organizations were re-established, for instance, the Estonian Students Society, Estonian Women's League, as well as many new organizations appeared too (*GHK* 2010, 2). The latter was highly developed within the help of Western European states, where the Nordic countries had a great impact on Estonia, as it is presented in the Estonian National Report (*Ibid*, 2).

Regarding the first years of independence, there is no doubt that they were full of new changes and new legal regulations. Furthermore, in the analysis by Lagerspetz and Rikmann (2003, 8), there are depicted three types of organizations that the third sector consists of: non-profit associations (*mittetulundusühingud*), foundations (*sihtasutused*), and non-profit partnerships (*seltsingud*), whereas, jointly, in Estonia "they are all referred to as non-profit organisations (*mittetulundusühendused*)" (*Ibid*, 9). However, the current approach applies two legal forms of non-government organizations in Estonia, in accordance with the Central Commercial Register: there are non-profit associations and foundations (Meigas 2008, 15; *Statistics Estonia*). As Iris Meigas (2008, 16) in his research paper points out, the Estonian central registry for non-profit organizations and foundations indicates twelve types of organizations that may be perceived variously:

> […] *ordinary association, trade union, artistic association, apartment association, housing association, building association, church, abbey, congregation, the association of congregations, party, association of local governments, commercial co-operative with the members' personal liability, additional liability commercial cooperative, land improvement association, limited liability commercial co-operative. More than half of the NPOs in Estonia are apartment, gardening and garage associations (Lagerspetz 2006). Of the remaining 11,000 organizations about 1,200 are actual public benefit organizations ("Civil society")* (Meigas 2008, 16).

Overall, it is pretty complicated to distinguish the specific civil society's organizations working for public benefits. It is noteworthy, also emphasized by many scholars, that the official data usually cannot reveal or estimate the scientific number of active civil society, bearing in mind that not all organizations, even though they are registered, do actually operate (Lagerspetz and Rikmann 2003, 9). Furthermore, the official data by Statistics Estonia depicted in the designed graph (*q. v.*: Graph 3.7) presents the third sector's development in Estonia by year and two legal forms starting from 2002.

The graph shows the situation of foundations and non-profit associations during eleven years (2002–2013 [18]), where foundations had fairly steady growth, while the non-profit associations' development was highly increasing, within the recent assumption that it is still expanding. However, in 2011 a high growth of non-profit associations is depicted.

Graph 3.7: Non-Profit Associations, Foundations and Institutions in the Statistical Profile by Legal Form and County

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Foundation	477	545	596	633	669	715	761	779	783	791	883	757
Non-profit association	17632	19367	20858	21943	22815	24241	24837	26679	28303	29507	28183	28376
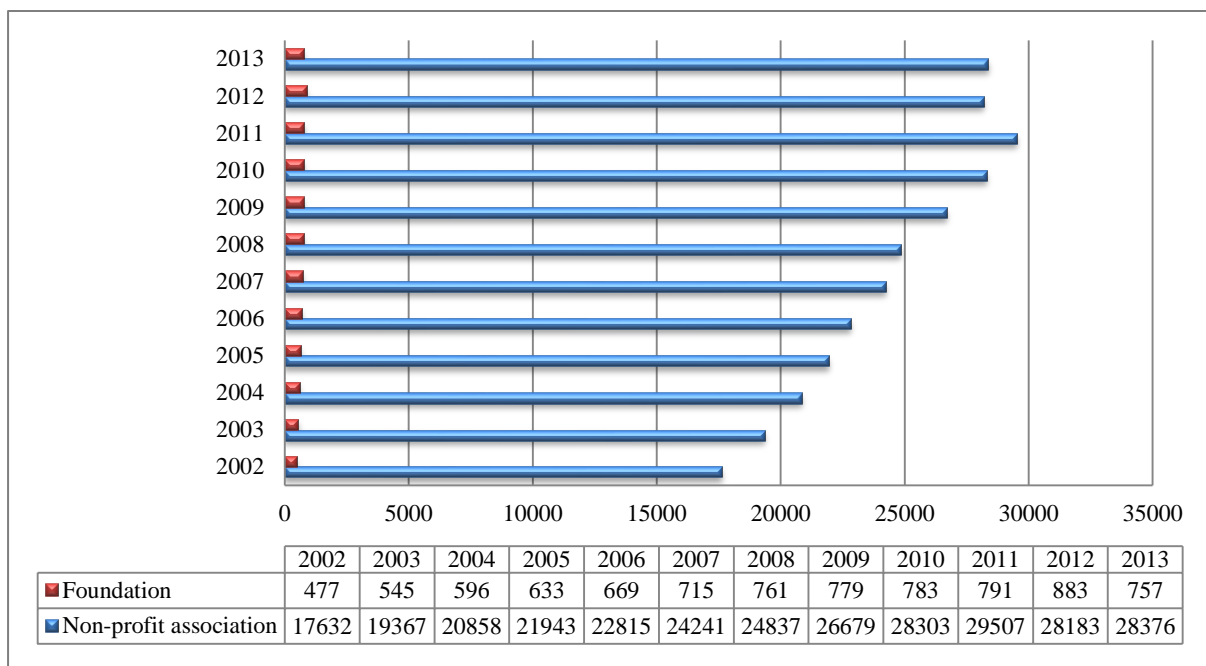
Source: Statistics Estonia.

In regard to the legal regulations of NGOs, the Estonian Constitution of 1992 provided a particularly relevant basis for the implementation of non-governmental organizations (Mačiukaitė-Žvinienė and Grigaliūnaitė 2006, 118) (*Constitution of the Republic of Estonia*, Article 48):

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[18] Statistics Estonia does not provide the newest data from 2014.

Everyone has the right to form non-profit associations. Only Estonian citizens may belong to political parties.

The establishment of organisations and unions which possess weapons, are militarily organised or perform military exercises requires prior permission, for which the conditions and procedure of issuance shall be provided by law.

Organisations, unions, and political parties whose aims or activities are directed at changing the constitutional order of Estonia by force, or are otherwise in conflict with the law providing for criminal liability, are prohibited.

Only a court may terminate or suspend the activities of, or fine, an organisation, union or political party, for a violation of the law.

Moreover, there are no legal handicaps and the field of NGO is highly improving and the legal environment is favourable to the non-governmental organizations in Estonia generally (*Research about NGO in Estonia* 2004; *Estonia* 2010, 239). The Estonian Parliament (*Riigikogu*) passed two main laws which came into force in 1996: the Foundations Act (1995), and Non-profit Associations Act (1996) (Lagerspetz and Rikmann 2003, 9; Randma-Liiv *et al.* 2008). Beside these two laws, Lagerspetz and Rikmann (2003, 9) address to the old Act of Non-Governmental Organisations from 1994 that was replaced by the other two mentioned above, as not subjecting any difference between foundations and other forms of NGOs in Estonia. Consequently, the legal regulations and their consolidation reveal a stable and modern legal environment.

Probably the most important step in the institutionalization of NGOs and cooperation with the government, similar to the ones made in Canada, Croatia, Denmark, France, or Hungary, was initiated in 1999 and adopted in 2002 (Randma-Liiv *et al.* 2008): the *Estonian Civil Society Development Concept* (EKAK, i. e. *Eesti Kodanikuühiskonna Arengu Kontseptsioon*) brought into public debate the issues of effective cooperation between NGOs and the government; this national document describes different roles, major regulation and development principles (Hallemaa 2002; Rikmann 2005, 3; Randma-Liiv *et al.* 2008; Hallemaa and Servinski 2009, 90; Kavaliauskaitė 2011, 5–6). This was the result of the project "Strengthening Estonia's NGOs' Sustainability" (1998–2001) lead by the United Nations Development Program (UNDP), Government of the Republic and the Network of Estonian Non-Profit Organizations and Foundations (NENO) (*Network of Estonian Nonprofit Organizations*). As NENO (*Ibid*), established in 1991, rather excessively claims, "EKAK is a document (one of the first of its

kind in the world) that defines the mutually complementary roles of public authorities and civic organizations, and lays out principles and mechanisms for cooperation in shaping and implementing public policies and building civil society in Estonia"[19].

There is no doubt that this important landmark of NGOs and civic society's implementation in Estonia had a great impact on the modern development of the third sector: during this concept's consolidation academics, politicians and NGO experts were collaborating together publicly in order to make a constructive concept that was rewritten three times (Bullain and Toftisova 2005, 5; Kübar 2008). Due to the long establishment process, whereas "writing the document and later seeing it adopted by *Riigikogu* certainly gave the Estonian NGO community a boost of self-esteem and self-recognition as a united force in society" (Kübar 2008). Hence, this strategic document leads to the practical building of civil society, where every two years there are meetings of EKAK implementation in the parliament: many agreements of cooperations launched (eg. *Code of Good Practice on Involvement, Code of Good Practice on Public Service Delivery*); launch of government's participation portal www.osale.ee, *etc* (Kübar 2008).

Although the great case of EKAK establishment proved out the effective system of civil society's development as well as NGOs' importance and role in young democratic states, the Estonian government is still improving the implementation of the third sector. Another important step was done by the Estonian Ministry of the Interior which published an approved four-year Civil Society Development Plan in 2011 (*Siseministeerium* 2012) (King and McNabb 2014, 91). It is said that objectives are directed to the increase of more active "citizen participation in the country's social life" as well as to "improve citizens' associations, and increase the level of public / private organization cooperation" (King and McNabb 2014, 91). This reveals the actual understanding of active civil society: the constant strengthening of the third sector is an ongoing process.

In the perspective of activities, the Estonian third sector does not show any differences to other countries, where non-governmental organizations are active in all possible fields, for instance, sport and culture, social services, health and environment, as well as civic rights, education and local development, fewer in philanthropy, policy analysis, *etc* (*Civil Society in*

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[19] The research included a collaboration purpose with the Latvian and Estonian NGO representatives due to the lack of English data. However, the Estonian representatives as they present themselves, "the single and largest Estonian organization uniting public benefit nonprofit organizations", the Network of Estonian Nonprofit Organizations (NENO), was not willing to contribute in order to provide any newest research results regarding the third sector in Estonia.

Estonia). In addition to it, associations and foundations operate as service providers, think-tanks, institutes, advocacy groups. However, according to the recent data (*The United States Agency for International Development* 2014, 77), NGOs are fairly too less recognized as service providers by the state and local governments, which may be caused by the lack of experience. Another matter to be mentioned, NGOs are trying to promote social entrepreneurship, yet the concept is still sufficiently obscure department (*Ibid*, 77). Regarding registration places, as well as Lithuania and Latvia having the most organizations registered in the capitals, the Estonian biggest concentration of organizations is found in the capital Tallinn (Rikmann 2005, 4).

The last to be approached in the subsection of NGOs' overview in Estonia, is the usage of the term. Interestingly, the Estonian Constitution *per se* (*Constitution of the Republic of Estonia*) implemented the term 'non-profit associations' that might explain rather more popular term 'non-profit organizations' than 'non-governmental organizations' in most of the documents, scientific articles and research studies, analysed by the author. However, the terms are used interchangeably in the majority of papers analyzing the third sector's role and development in the Baltic states.

Overall, non-governmental organizations in Estonia have no legal obstacles and the government is actively supporting the third sector and its implementation: "Organisations operate freely and the freedom of assembly and civic activism are ensured by legislation. Registration of an NPO, reporting and other communications with the authorities can be completed online" (*Estonia* 2010, 239). Therefore, in the perspective of legal environment, Estonia is the most advanced from all Baltic countries. However, the Estonian third sector and civil society face the same issues in many cases as its Baltic region's neighbours: still existing rather low trust in public institutions as well as in government due to the unfavourable Soviets' influence in the past creates inactivity; a certain level of individualism; lack of human resources and professional experience in the operation of non-governmental organizations (Lagerspetz and Rikmann 2003, 57; Kala 2008, 447–448; Tulva, *Third Sector in Estonia: Reality and Perspectives*). Nevertheless, the third sector in Estonia is recognizable by its citizens and perceived as essential element to the versatile democratic state's growth.

To conclude the theoretical research of non-governmental organizations' role, performance and progress in the Baltic region, there is a need to take a look at the annual report of "The

CSO Sustainability Index for Central and Eastern European Eurasia" from 2013 (*The United States Agency for International Development* 2014).

3.8 A Brief Review of the 2013 CSO Sustainability Index for the Baltic States

The Civil Society Organization Sustainability Index (CSOSI), is an already internationally approved method of empirical observations, performed by the United States Agency for International Development's (USAID) Bureau for Europe and Eurasia with the NGO Community (*The United States Agency for International Development*. Europe and Eurasia Civil Society). In the seventeenth edition of the CSO Sustainability Index for Central and Eastern Europe and Eurasia, the developments of CSO sectors of the twenty-nine countries from the year 2013 are thoroughly covered and reported, whereas "the Index highlights both advances and setbacks in the development of the civil society sector, and allows for comparisons across countries and subregions over time" (*The United States Agency for International Development* 2014, 1). Due to this peculiar reason, the recent data is included in the analysis as well. Furthermore, the methodology of NGO Sustainability Index contains seven interrelated aspects of the NGO sector: legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image of NGOs, whereas the most relevant aspects to the master analysis are excluded and presented in detail (Mačiukaitė-Žvinienė 2009, 31).

The CSO Sustainability Index comprises an evaluation scale from 1 to 7 points, where 7 points indicate a very advanced third sector and 1 point indicates a low level of development (Mačiukaitė-Žvinienė 2009, 31). To be more precise, the scale denotes from 1 point to 3 points, whereas the sustainability enhanced; from 3 points to 5 points the sustainability is evolving; from 5 points to 7 points the sustainability is impeded.

In the author's designed comparative graph (*q. v.*: Graph 3.8) of all three Baltic countries, the recent data from 2013 represents all seven dimensions' general picture regarding the third sector's situation and development. The major and summarized aspects are addressed forward[20].

The total overview of CSO sustainability is mainly positive, where the sustainability is enhanced. The latter means that Baltic regions' citizens actively organize themselves to demand more transparent and more accountable governments.

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[20] For the detailed report analysis of all three Baltic States, see the whole report.

Graph 3.8: The CSO Sustainability Index Scores for the Baltic States in 2013

2013 Scores for the Baltic States

Dimension	Lithuania	Latvia	Estonia
CSO Sustainability	2,7	2,6	2,0
Legal Environment	2,1	2,2	1,8
Organizational Capacity	2,9	3,0	2,3
Financial Viability	3,2	3,3	2,4
Advocacy	2,0	1,9	1,8
Service Provision	3,4	2,5	2,3
Infrastructure	3,0	2,3	1,6
Public Image	2,6	3,1	1,9
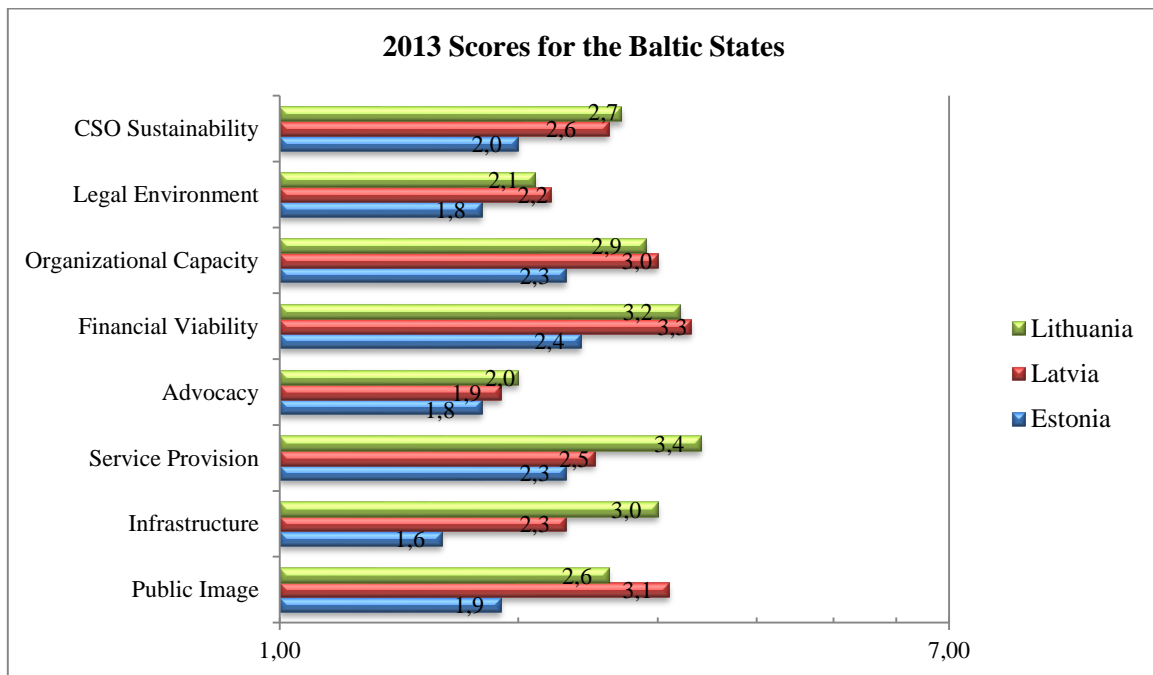
Source: *The United States Agency for International Development* **(2014, 72–134).**

To discuss it briefly, Estonia, within the highest Human Development Index of 33 from all Baltic States, appears to have the lowest score of CSO sustainability in 2013 in comparison to Latvia, and Lithuania: all dimensions' scores do not climb over enhanced sustainability border (*q. v.*: Graph 3.8). As it is explained in the report, the disappointment in party politics continued from 2012 and, thus, the satisfaction is rather low. However, the overall CSO sustainability remained with the inclusion of the closing EU Structural Funds program for 2009–2013 that must raise a new approach to other forms of funding, human resources (eg. volunteers), *etc*. In the report, in accordance with the Center of Registers and Information System, there are more than 30,000 registered NGOs in Estonia, yet the number slightly decreased in comparison to the beginning of 2013 due to inactivity. *In toto*, these NGOs were excluded from the register. Furthermore, Estonians have a favourable attitude towards NGOs, and civic activism, where professional NGOs incorporate social media as a tool for publicity and discussions. Also, as it was mentioned in the previous subsection, the code of ethics of the third sector was founded in 2002, where it was differently implemented by diverse ethics policies in organizations.

The overall overview of Latvian NGOs is quite a promising. Latvia, within the lowest Human Development Index of 44 among Baltic States, may boast of increasing civil society's

engagement into social and political activities: "citizens have become more engaged in social and political processes and […] they joined organizations or established informal activist groups do address various issues both at the local and national levels" (*Ibid*, 119). As the report states, this enlarged civic activism certainly had an impact on the growth of NGOs: the State Register counted 18,082 active entities that was nearly 3,000 more than in 2012. Hence, the data reveals increasing trust in civil society *per se*. The latter is also influenced by the transparency policy in the presentations of NGO annual reports that are submitted electronically and can be viewed by public. Also, another important matter is the perception of NGOs as a crucial element in the nation's development, where the government admits its critical engagement within the policy concerns and including civil society's participation in the National Development Plan 2014–2020. In addition to it, the relevant catalyst of such positive development of the third sector in 2013, might be stimulated by the EU presidency in 2015 that will be held in Latvia: the government will need help within it, therefore, "the Ministry of Foreign Affairs has created a co-operation agreement to guide joint activities during the presidency" (*Ibid*, 123). *Inter alia*, the same as Estonia, NGOs in Latvia use the social media in order to promote their activities, campaigns, *etc* much more in comparison to the traditional media resources. However, differently from Estonia, Latvia does not have its own ethics code of the third sector; the usage of Transparency International ethics code takes the lead. Hence, financial stability, public image, and organizational capacity reached the evolving sustainability border that is a great sign for the third sector in Latvia (*q. v.*: Graph 3.8).

In regard to the Lithuanian narrative report of NGOs, within the second highest Human Development Index of 41, no significant variations were observed: the sector is gaining positive public's recognition, whereas the volunteering increased, and the Ministry of Social Security and Labour has achieved the creation of new mechanism for more effective operation of civil society. Furthermore, a worthy remark goes to the important funding help from the European Economic Area (EEA)-Norway Financial Mechanism and the Lithuanian-Swiss Co-operation that is considered to be relevant. Yet it provides a rather low influence on the whole third sector's general financial viability, and organizational capacity, as it is discussed in the report, due to the investments that cover beneficially only a hundred non-governmental organizations' activities. In addition to it, the individual contributions are increasing because of the better economic conditions in order to meet requirements for entering the Eurozone in 2015. However, this is particularly indefinite, since there are no

precise data on active NGOs: the total number presents 25,000 NGOs from which only around 10,000 and 12,000 are considered to be active. Another important issue to be addressed is the government's attitude towards NGOs, where the impression of should-be mutual partnership, the government tends "to perceive them as more of a nuisance than a partner" (*Ibid*, 134). Yet the positive aspect comes within the private sector that slowly indicates the improving cooperation. Therefore, the same as Latvia, Lithuania did not adopt any ethics code as it was done in Estonia and the reports are made publicly only by few NGOs, even though all NGOs do submit financial reports to the tax authorities. In regard to the use of media, the social media is being used on a large scale (*Ibid*, 134). Also, the graph within the scores from 2013 (*q. v.*: Graph 3.8) reveals that Lithuania can be proud of evolving sustainability in financial viability, having the highest score among all Baltic states, service provision, infrastructure, and, almost reaching the decisive point, organizational capacity.

To conclude insights of "The 2013 CSO Sustainability Index for Central and Eastern Europe and Eurasia", the empirical observations indicate the positive changes in the Baltic States in 2013 as well as fully reflect the prospects of the third sector. However, it is important to comprehend that the Civil Society Organization Sustainability Index is not a constant number, and is changing during the years: the national non-governmental organizations have a huge impact on the annual reports presention, and its overview that might appear subjective at the certain point. For instance, such crucial factors as the EU presidency or the Eurozone might influence more effective work of all sectors, including cooperations among them, that are definitely the positive agents for the civil society's engagement in the non-governmental organizations' activities. In other case, the governments are not fully aware of the message they bring to the society, when the role of non-governmental organizations appears to be relevant only during important events: this creates a misleading picture of NGOs, which should be changed.

Therefore, all three young democratic Baltic countries put efforts to contribute to the improvement of the third sector globally, supporting and vastly covering all seven dimensions in enhanced sustainability manner.

3.9 Summary of the Theoretical Research of NGOs' Role and Development in the Baltic States

The theoretical research in the Baltic states revealed the current trends and presented a detailed analysis of the non-governmental organizations' development and role in Lithuania,

Latvia, and Estonia, where the history and its circumstances, that cannot be neglected, shaped the states' growth powerfully and still have effects.

The Baltic region's countries have experienced a long and harsh path into promised democracy and the far long-waited freedom. Despite a young democratic nature, Lithuania, Latvia and Estonia intensively travail and gradually seek to meet all requirements in order to become a prominent region with developed welfare system where citizens are active in shaping their own future.

The latter is greatly perceived within the establishment and consolidation of the third sector which activities were proceeded from the eighteenth and nineteenth centuries. Yet this upgrowth was totally diminished in the Soviets' era with no divided sectors and where every activity was under strict control. Nevertheless, the matters have changed after the collapse of USSR, where implementation of sovereignty, firstly, starting in the Baltic region within the social active movements, one of the major causes for the fall of the communist regime. Despite the great challenges and lack of knowledge of how democracy operates, the countries were eager to 'scrub out' everything connected to the former regime, therefore, consolidating new laws and learning principles of democracy from the Western Europe.

After the independence there was a high growth of various types of organizations in all three states. However, even though it is common to consider post-communist countries as being quite similar, the developments in these states are not the same in regard to the non-governmental organizations: Lithuania has the best CSO sustainability among the Baltic neighbours, though it still struggles without knowing the exact number of active NGOs; Latvia is rapidly improving; Estonia, despite being the smallest nation in the Baltic region, has supposedly the most active lead of civil society from 1991, nevertheless, faces problems of the third sector's stability and sustainability. Despite the fact, that the third sector brings fundamental puzzles globally, Lithuania, Latvia, and Estonia are representatives of a transition societies that are successfully learning to operate and communicate according to democratic precepts, highly conditioned by the entry into the EU and its civil society's policies. The unhealthy communist principles were abandoned and the civil initiatives are started to be encouraged as a major element for the democracy and positive states' growth.

Unquestionably, NGOs in the Baltic republics shape social policy, provide social services (health care, education, culture, environment, *etc*) lead citizens' advocacy (human rights), try

to cooperate with governmental entities as well as with business sector, whereas the most successful within the implementation of ethics code in practice appears to be Estonia. Nevertheless, the Latvian third sector remains prominent as well, whereas in Lithuania politicians still hold a distance from the more intense cooperation with the non-governmental organizations by not taking them seriously enough. Therefore, the problems following the third sector's prosperous development are fairly known for the other countries that were never under the post-communist regime: the lack of human resources, absence of professionals or low level of professionalism, handicaps for receiving funding, vagueness in terminology, *etc*. However, it cannot be fully generalized as every state has its own culture and history.

Regarding the growth of NGOs, the lead is steadily taken by Estonia, however, it is difficult enough to judge the real situation of active organizations in all three Baltic tates. According to the recent legal data and statistics, Lithuania has three legal types of non-governmental organizations: charity organisation (*labdaros organizacija*) and fund (*paramos fondas*), association (*asociacija*), public (social) organisation (*visuomeninė organizacija*). Latvia presents two legal forms of non-governmental organizations: societies that are perceived as a voluntary association of people, in other words associations, and foundations. Finally, Estonia depicts two legal forms of organizations: foundations (*sihtasutused*), and non-profit organisations (*mittetulundusühendused*). In December 2013, there were around 25,000 organizations listed in Lithuania, however, there were 10,000 to 12,000 estimated as being active. Whereas in Latvia at the same time there were 18,082 active organizations registered, and in Estonia there were more than 30,000 NGOs. Yet, as report of "The 2013 CSO Sustainability Index for Central and Eastern European Eurasia" (*The United States Agency for International Development* 2014) disclosed, it is relatively difficult to know the exact number of active non-governmental organizations.

In regard to the similarities and differences, the legal environment and its implementation appear to the be most distinguishing features among the Baltic states. For instance, Lithuanian laws do not have a uniform definition of NGO and even the constitution does not provide any legal clarity. Because of it, Lithuania is still struggling for the more constructive and more discernible consolidation of the terms for the third sector organisations: the obstacles of legal term implementation and following bureaucracy within it, makes a formation of new NGOs difficult. Even though the non-governmental organizations'

operation in Lithuania is understood as particularly crucial matter in the state's welfare, the Lithuanian third sector is still insufficiently developed due to the lack of financial resources and low organizational capability. Interestingly, although the government of Lithuania supposedly has passed the Law on Non-Governmental Organizations in 2013 and adopted a Concept Paper on the Development of Lithuanian Non-Governmental Organizations, there are no certain outcomes or results publicly. Hence, the government of Lithuania takes too less consideration towards NGOs: the Law on Charitable Foundational had to come in force in 2012, however, it did not. The latter is being captured by the foreign institutions of NGOs, describing the third sector as rather weak and fragmented, where the main activity fields include service provision and health care, education and science, sport, *etc*. Therefore, the situation of NGOs is possible to improve in the steady implementation of legal environment and effective cooperation between governmental bodies and non-governmental organizations.

In addition to it, the Latvian third sector faces the similar problems to the ones in Lithuania: too less active society, too less funding, especially in the critical moments, as economic crisis, that showed the acute challenges to NGO sustainability. Yet the main difference is the the legal environment for the third sector, which has been established and simplified in comparison to Lithuania: the government of Latvia has passed the Law on Public Benefit Organisations in 2003 that came in force since 2004. The issues the Latvian third sector confronts are the low participation of citizens in the organizations, financially sustainability. Also, the perception of NGOs as social partners should be more strongly supported within the help of government policy to work to benefit the community at large. This would appear to happen if the Latvian government delegate more responsible tasks to the third sector organisations and it would ensure a more intensive civil society's engagement in the social policy. Therefore, most NGOs in Latvia are first and foremost service providers. Also, they play the important role in culture, sport, and recreation as well, where nearly 40% of NGOs were active at these fields.

The best example of NGOs implementation in the Baltic states is Estonia. Herein, the non-governmental organizations have no legal obstacles and the government is actively supporting the third sector and its implementation. Therefore, in the perspective of legal environment, Estonia is the most advanced from all Baltic countries: one the most important steps in the institutionalization of NGOs and cooperation with the government was initiated in 1999 and adopted in 2002, known as the *Estonian Civil Society Development Concept*

(EKAK). Another important step was done by the Estonian Ministry of the Interior which published an approved four-year Civil Society Development Plan in 2011. However, the Estonian third sector and civil society face the same issues in many cases as its Baltic region's neighbours: still existing rather low trust in public institutions as well as in government due to the unfavourable Soviets' influence in the past creates inactivity; a certain level of individualism; lack of human resources and professional experience in the operation of non-governmental organizations. Nevertheless, the third sector in Estonia is recognizable by its citizens and perceived as essential element to the versatile democratic state's growth: associations and foundations operate as service providers, think-tanks, institutes, advocacy groups.

In toto, each of the Baltic regions' republics implemented their own legal regulations and still create legal environments within the help coming from the foreign funds and EU. Hence, the civil society and consolidation of non-governmental organizations are comprehended as essential part of strengthening democracy, where social learning and the exchange of ideas are in high degree of process. Furthermore, the recent report of "The CSO Sustainability Index for Central and Eastern Europe and Eurasia" from 2013 depicts rather promising overviews of Lithuania and Latvia, whereas Estonian civil society's operation paradoxically appears to be 'flat', even though the Human Development Index is the highest among the Baltic states.

Eventually, the theoretical research in the Baltic States reveals that civil society is never ending process and must be stimulated persistently in order to keep the right flow as well as to encourage citizens to be jointly active in order to create a wealthy future.

4 Analysis Framework

4.1 A Case Study of International Board on Books for Young People

In the final part of master thesis the actual case study of non-governmental organization's – International Board on Books for Young People (IBBY) – development and role is presented. Reasoning the research with actual findings gives a specific prominence for further discussions and implications, certainly, needed for the third sector's growth in the Baltic states.

A case study method is used for its flexible approach and detailed investigation possibility, where nearly all aspects discussed in the theoretical research are under study in practice. To a certainty, the latter enables to document and to assess the situation and complexities of the subject in the social settings. Also, it is one of the most interesting methods of qualitative analysis, enabling lots of space and freedom to researcher (Krašenkienė 2013, 5). In other words, the case study's possibilities to describe and interpret contemporary phenomenon, in this case NGOs in the Baltic states, allow to reveal a correlation between theoretical knowledge and concrete organization's operation in order to answer master thesis research's questions properly as well as to justify set hypotheses (Tamošiūnas 2003, 5).

4.1.1 Case Study Design

In essence, the case study excels at bringing the comprehension of a complex issue and examines modern real-life situation. Consequently, in order to add texture, multiple insights, and depth to the master thesis theoretical context and focus – phenomenon of non-governmental organizations in the Baltic states – the analysis of the chosen NGO's operation enhances the validity and credibility to the topic.

The expected case study purpose. Three thorough interviews conducted with the experts of the field as well as representatives, and actual witnesses of non-governmental organizations' activities in the Baltic region, supposed to reveal the social settings of management from the perspective of real-life practice.

The methods of data collection and analysis. The main technique used to collect the empirical data was a specifically designed questionnaire (*q. v.*: Appendix) that was the in-depth interview type: there were fifteen open questions, where each of the question was precisely composed within the included observation / statement regarding organization's

activities and operations. In addition to it, the questionnaires were provided in two languages, and sent by indicated e-mail[21] to the International Board on Books for Young People National Sections' Presidents in Lithuania, Latvia, and Estonia. Naturally, according to the author's preference, the President for the Lithuanian Section of IBBY received Lithuanian questionnaire, translated into English (*q. v.*: Appendix A1). Yet the original answers in Lithuanian may be found in Appendix A as well. Estonia, and Latvia received the English version questionnaires. The respondents were comprehensively introduced to the master thesis research objectives, hence, the data provided by participants was obtained by consent. Also, the participants, for taking part in the study, benefit as introducing their NGO and its operation in the country as well as receiving plausible interesting final findings of the whole research, related to their work field. Regarding the method of analysis, the author presents the questions provided to the participants in the discourse / narrative technique and develops discussions within the commentation, based on the theoretical research and participants' expressed views.

The duration of the study. The time framework, given to the respondents to answer the questions, took part from 3 November 2014, till 7 November 2014, within the exceptions explained in the *Research Limitations* subsection below. Furthermore, since the number of respondents was well-defined (three), and due to the author's personal knowledge, the time framework was chosen deliberately.

The challenges of the case study. The case study for the chosen NGO, or INGO, is designed in order to raise social responsibility and awareness of the non-governmental organizations' contribution to the civil society in the perspective of education. The major challenge of this case study is to encourage discussions and interpretations of the situation of NGOs in the Baltic states.

4.1.2   Research Limitations

Although non-governmental organizations, especially international ones, are supposed to be that active core of the civil society, it does not mean all organizations are eager to cooperate equally. Surprisingly, the Estonian Section of IBBY was totally unresponsive to any e-mail sent out to President and Liaison Officer Ms Leelo Märjamaa as well as to Vise President Ms Viive Noor. Certainly, the questionnaire was not obligatory but rather invitation to cooperate,

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[21] The contact data of each participating country is provided at the official website of IBBY.

however, no reply brought disappointment and not fully investigated case study of National Sections of IBBY in all three Baltic States, as it was planned. Overall, the Estonian NGOs' non-accessibility, including NENO as well, to any e-mail represents the Estonian third sector as not particularly responsive. However, it cannot be generalized.

Unlike Estonia, Lithuania and Latvia efficiently participated as well as showed interest in the final results. Regardless of the unexpected limitations / failures of cooperation, the author is of the opinion that the questionnaire realization rate is more than satisfactory.

The following analysis sections are divived into these parts: firstly, a concise presentation of IBBY, its major contributions, and activities, thus, theoretical application of categories and roles in relation to IBBY follows the next; thirdly, overview of the Lithuanian Section of IBBY with the following interview with expert analysis; fourthly, overview of the Latvian Section of IBBY with the following interview with expert analysis, fifthly, overview of the Estonian Section of IBBY analysis. The final section is dedicated to the summary of case study findings.

4.2 The Overview of International Board on Books for Young People

Nonprofits are different. Or unique. Or special. Or wonderful. Take your pick.

(Teegarden *et al.* 2010, ix)

As it was analysed in the theoretical and research frameworks, there are many types of non-governmental organizations worldwide. Certainly, the scope of activities is intesively broad and various. Most of the times, the understanding of 'production' and role of the third sector is rather difficult to reflect. However, the non-governmental organizations are "as agents of political and social change (advocacy) and as vehicles for wider participation" (Kendall and Knapp 2000, 7), where promotion of innovation as well as particular encouragement of choice and pluralism are supported (*Ibid*, 7).

In the broadest meaning, the International Board on Books for Young People (IBBY) is a non-governmental and non-profit organization that brings a specific social change in strengthening education's importance through promotion of books, firstly, perceiving it as the children's fundamental right to read. Yet, to be more precise, in the official website (*The International Board on Books for Young People*, *What is IBBY*) the IBBY, founded in Zurich, Switzerland in 1953 and which established famous international Hans Christian Andersen

Award in 1956, presents itself as: "The International Board on Books for Young People (IBBY) is a non-profit organization which represents an international network of people from all over the world who are committed to bringing books and children together". Thus, the latter makes IBBY most worldwide known such type of organization that works for the social education and its promotion through children's books, and operates in more than seventy countries all over the world, known as National Sections. The latter are organized in many different ways and function on national, regional, and international levels or the individual membership in IBBY is eventual, if National Section is not established in that state (*Ibid*).

IBBY has six key objectives / missions implemented:

- *to promote international understanding through children's books;*
- *to give children everywhere the opportunity to have access to books with high literary and artistic standards;*
- *to encourage the publication and distribution of quality children's books, especially in developing countries;*
- *to provide support and training for those involved with children and children's literature;*
- *to stimulate research and scholarly works in the field of children's literature;*
- *to protect and uphold the Rights of the Child according to the UN Convention on the Rights of the Child* (*Ibid*).

IBBY cooperates with many other international organizations and children's book bodies. Therefore, the aim of IBBY are multifold, where the most important value is children knowledge *per se*. Herewith, particularly relevant in many cases, for instance, in the modern processes of globalization and new technology, where a traditional children's book is often forgotten; in those countries, where illiteracy is a quite a big issue (Giddens 2005, 465); at specific cases, where the children's books are not perceived as building creativity and knowledge capacity shaping tool, *etc*. Another important matter, IBBY has a policy-making role as an advocate of children's books and it is a non-governmental organization with an official status in UNESCO, and UNICEF. Also, as depicted in the missions, IBBY protects and upholds the right of the child to a general education and to direct access to information, because of commitment to the fundamentals of the International Convention on the Rights of the Child, ratified by the United Nations in 1990 (*The International Board on Books for Young People*, *What is IBBY*). Therefore, IBBY organization works as a band that unites and

represents many countries with diversely developed book publishing, literacy programmes, levels of professionalism in children's book. The main objectives of the organization are perfectly described by the former IBBY President Patsy Aldana (2008, *IBBY in the 21st Century*):

> *By this IBBY means that every child everywhere in the world must have access to books and the opportunity to become a reader in the fullest sense. IBBY sees this as a fundamental right and the doorway to empowerment for every child. But this is not simply a matter of literacy. This principle entails becoming a life-long reader, one who can think critically, participate actively in society, resist demagoguery, understand the world, know him or herself, and know others.*
> *IBBY believes that the best way for this to happen is through access to the very best literature for children – wonderfully written and beautifully illustrated books that tell the truth of children's lives* (*Ibid*).

In regard to the management and membership of IBBY, it is said that the members are generally "authors and illustrators, publishers and editors, translators, journalists and critics, teachers, university professors and students, librarians and booksellers, social workers, and parents" (*The International Board on Books for Young People*, *What is IBBY*). In majority, the latter depicts a specific group of people who are well-educated with exclusive knowledge in the field. This reveals a contradiction to the certain opinion of those researchers in the theory that NGOs and membership attract basically individuals with a low level of professionalism. However, obviously, it cannot be generalized and highly depends on the organization's activities and objectives. In addition to it, IBBY's policies and programmes are determined by its Executive Committee (*Ibid*). As it is noted, the Executive Committee consists of ten people from different countries and a President, who are bienally elected by the National Sections at a General Assembly during the IBBY Congresses, and where they work on a voluntary basis. Furthermore, the daily management of IBBY's affairs is supervised from its Secretariat in Basel, Switzerland (*Ibid*).

Inter alia, the Biennial Reports of IBBY are the most relevant resource of information about activities, events, structures, participations in the National Sections around the world: "IBBY Biennial Report is compiled and written by the Secretariat in Basel. It includes all the basic information concerning the central organization of IBBY" (*The International Board on Books for Young People*, *Biennial Reports*).

To support such widely operating organizations, there is a need for funding. Hence, the IBBY's source of regular income are the annual dues from the National Sections (*Ibid*), which also require a specific membership fee, varying from country to country.

This overview of IBBY organization worldwide represents the fundamental activities. The next section includes a short incorporation of NGO theory in connection to IBBY. Thereafter, the next chapters focus on the analysis of the National Sections of IBBY in the Baltic states as well as the in-depth interview type questionnaires conducted with the Presidents of Lithuanian and Latvian Sections of IBBY.

4.3 Theoretical Application of Category and Role in Relation to IBBY

The discussed general activities allow adjust theoretical discussions by the scholars. In regard to the analysed theoretical approach of NGOs, by the orientation IBBY organization *per se*, as well as the National Sections, encourages empowering and, in accordance with P. Willetts' classification (2001) it is the operational type non-governmental organization.

Moreover, according to D. Lewis' and N. Kanji's role-cluster theory (2009, 97), the key role of IBBY, firstly, is 'catalyst', where the organization operates in dual way: it brings change through advocacy as well as seeks influence, and aims to bring innovation changes and new ideas in order to solve development issues. In addition to it, a competent role of 'partnership' (*Ibid*, 112–113) also leads this organization's activities, wherein the National Section interacts with the government regarding the implementation of the children's literature policy (instances of the Lithuanian and Latvian Sections of IBBY addressed through the interviews further).

However, the latter collaboration is highly risky if the government does not sustain it constantly, therefore, the importance of IBBY becomes essentially significant due to the activities of children's literature sustainability and advocacy.

4.4 Analysis of the Lithuanian Section of IBBY

The participation in the societal activities is a great way to learn how to cope with responsibilities in order to create a better social environment (Spierts 2003, 55). In addition to it, the Lithuanian Section of International Board on Books for Young People is the actual organizational instance of social responsibility in regard to education culture of "reading as

an inclusive experience" (Newman 2014, *Opening ceremony speech from the 34ᵗʰ IBBY Internal Congress in Mexico*) for children and for all comers.

This section is based on the general overview of the Lithuanian Section of IBBY, its activities, and operational directions. Interestingly, the productive operation of this non-governmenal and non-profit organization in Lithuania, that is presented further, is, firstly, inspired and stimulated by the international experience as well as practice which started in 1953 in Switzerland. Furthermore, the Lithuanian Section of IBBY (*Tarptautinės vaikų literatūros ir jaunimo literatūros asociacijos Lietuvos skyrius*) started to operate in 1992 which was established by a few initiative children's literature specialists (*Rubinaitis: vaikų literatūros informacijos svetainė*, *IBBY Lietuvos skyrius*). As the Lithuanian Section of IBBY presents itself, it is a voluntary and independent organization uniting individuals that are interested in the children's literature as such. Hence, the organization is a legal entity operating its activities in accordance with the Lithuanian Constitution, laws, other legislations, and internal regulations (*Ibid*).

Every National Section of IBBY has their own regulations and aims adapted to the operational state's needs or 'gaps'. Therefore, the Lithuanian Section of IBBY seeks the following:

− to increase public's interest in the children literature as well as to highlight the importance of children's book;
− to analyse and evaluate the children's literature, its publishing and the reading situation in the system of state's culture;
− to promote artistically mature children's literature, to encourage the development and publishing of such literature as well as to make the literature accessible to all children of the country;
− to unite professionals working with the children's literature, and to develop their professional skills;
− to implement children's literature and its information spread;
− to promote international cooperation as well as to represent Lithuanian children's literature, art of the book, and the processes of the children's literature in the international context (*Ibid*).

In regard to the activities, the Lithuanian Section of IBBY has a long tradition of operation and credibility in the society. The latter, certainly, is the result of great management, and organizational culture that determine working results. To address this non-governmental in a right way, there is a need to comprehend the difficult work of NGO and its proceeding. In addition to it, there is a wide range of activities where the organization takes the lead: it holds the awards for the best children's literature authors during the annual International Children's Book Day. Another annual event since 1993 is a scientific seminar of Pranas Mašiotas' Readings [22] that is greatly relevant to the researchers, promoters, and students that are interested in the processes of children's literature, where they discuss the matters coming within the children's literature.

It is important to mention that the organization operates on many different levels, yet all conntected to the children's literature, for instance, developing the projects, organizing conferences, seminars, literature expositions, writers', illustrators' and translators' anniversaries as well as other important events in regard to children's literature. Moreover, the quarterly magazine "Rubinaitis", that appears "to be the only periodical of this kind in the former USSR territory" (Urba 2012), published by the Lithuanian Section of IBBY can be considered as a recognized magazine with scientific articles, analyzing the children's literature. This is very important due to the visibility of NGO's activity. Also, the Lithuanian Section of IBBY creates and sustains a systematic database of writers', illustrators' creative works, *etc*. Other activities are particularly related to being the National Section of IBBY organization, which include, for instance, cooperating with other National Sections of IBBY (with the Latvian, Estonian Sections organizes seminar "Sea and Children's Literature" in Klaipėda), partners, submitting nominations for the IBBY Honour List, nominating the Lithuanian candidates for the Astrid Lindgren Memorial Award and Hans Christian Andersen Award as well as organizing national awards for the Lithuanian Section of IBBY, *etc*.

However, the most significant activities are the ones in regard to shaping education policy of children's literature in Lithuania. Notedly, the development and sustainability of children's literature *per se* receives too less attention. Thus, such organizations, as the Lithuanian Section of IBBY, become vastly necessary in order to educate with a joy coming from reading. Therefore, the Lithuanian Section of IBBY participates in cultural and educational activities, represents children's literature in the government's official meetings, *etc*. Besides

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[22] Pranas Mašiotas is the famous children's author and educator, particularly important to the development of the Lithuanian children's literature.

this, the organization also communicates with media providing the recent information, recommendations concerning children's literature as well as with other type of organizations, and private persons.

In toto, the analysis of the activities performed by the Lithuanian Section of IBBY reveals a professionally operating non-governmental and non-profit organization that is within a high scope. Nevertheless, as it is may be perceived from discussed above, the organization works seriously and with an open heart. Knowing the fact that the Lithuanian third sector is considerably uncharted territory that lacks a precise registered number of the most active NGOs, this explains the Lithuanian Section of IBBY successful proceeding during the long years from 1992 till now. *Ergo*, the inclusion into the international NGO, certainly, has its own advantage: young democratic country with newly established NGO can learn the best from the experienced ones.

However, the non-governmental organizations simply cannot exist without great Chief Executive Officers (CEO). The next section presents the in-depth interview / questionnaire with the President of the Lithuanian Section of IBBY who shares his experience within the actual process of NGO establishment, implementation, and operation in Lithuania.

4.4.1 The Questionnaire for the President of the Lithuanian Section of IBBY: Analysis of the In-depth Interview with Doc. Dr. Kęstutis Urba

Being aware of the history, development, and motivation, the Lithuanian Section of International Board on Books for Young People is a great example of successful non-governmental organization in Lithuania, where it appears that the members "all bring a passion for the non-profit sector and a belief that the work which ultimately makes the greatest difference in the quality of human and community life" (Teegarden *et al.* 2010, xvi). However, the non-governmental organization's story begins from the initiators-inspirations (Apostu 2013, 146).

Hence, doc. dr. Kęstutis Urba is a professor at the Faculty of Philology of Vilnius University, and teaches such courses as Classics of children's literature, the Lithuanian children's literature, and Foreign children's literature. Also, he is one of the most devoted and active

children's literature experts, researchers and promoters in Lithuania, if not the most[23]. Because of doc. dr. Kęstutis Urba and his efforts to promote children's literature, there was the Lithuanian Section of IBBY established that works till nowadays. Therefore, his sincere attitude and experience within the organization's implementation, and its operation from the beginning are particularly important in order to comprehend a real-life organization's inside flows put into practice.

In accordance with the answers to the questionnaire, the organization management is divided into roles, given to the Board members, who write projects, reports, *etc*. However, in the beginning of the organization's activities, where was a specific lack of human resources, doc. dr. Kęstutis Urba, as being the initiator and communicator of the Lithuanian Section of IBBY, had to do absolutely everything by himself, for instance, to communicate with the Secretariat of IBBY, to establish organization's regulations as well as to plan activities. Currently, the Section's President's fundamental functions include generating ideas for activities, coordination of the latter, looking for funds, and being representative of the Lithuanian Section of IBBY when it is needed.

In addition to the organization's establishment process as well as bearing in mind the history of Lithuania, the professor was asked, whether it was difficult to establish this NGO in Lithuania, since the Lithuanian Section of IBBY counts twenty-two years of activity. This question to doc. dr. Kęstutis Urba is sufficiently reportable, because the real facts behind the theory can be revealed. As professor depicts, the year 1992 was so-called 'rise' year (or known as Revival: *Atgimimas*), and confirms that at that time it was not difficult to establish any organization in Lithuania, thus, there were a lot of them founded or re-established. However, a bigger question appeared, as to many organizations, how to sustain organization's activities and remain active: IBBY is a membership organization with membership dues to the National Sections of IBBY worldwide. The latter, certainly, had advantages and disadvantages: being the international organization's subdivision provides a 'spine' of organization-want-to-be, and supervision. Yet financial issues hit all post-communist nations particularly sharply, where dues often appeared as issue. In according to the professor, this was the case, because during the first three-five years the biggest problem was the high international membership dues, which were a large amount of money at that

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[23] Doc. dr. Kęstutis Urba wrote many scientific articles, and books about Lithuanian children's literature. The development insights of the Lithuanian children's literature are shortly depicted in the English article "Children's Literature in Lithuania: From Robinson to "Rubinaitis"".

time. However, the Secretariat of IBBY in Basel helped within this matter in finding the supporters: the Swedish and Dutch Sections of IBBY were paying the dues for the Lithuanian Section of IBBY during the first operational years. Nevertheless, it is not very surprising, since the Western nations have longer tradition of the third sector's implementation. In regard to local foundations, professor points that the organization needed to prove its meaningfulness of existence.

Furthermore, the significance of activities carried out by the Section is a fact based on development. From the Soviet times in the Lithuanian Writers' Union was the Children's Literature Section. However, when IBBY was established, the mentioned section stopped existing: it happened that everything connected to the children's literature and its spread moved to the organization's hand. That now means this organization, that governs the activities of libraries, literary education at schools, and advocates for publishers, is one of the kinds uniting all professionals of children's literature in Lithuania. Thus, IBBY is the major contributor to the spread of the Lithuanian children's literature abroad.

In regard to operation issues in Lithuania, doc. dr. Kęstutis Urba notices that there should be less passive members, however, that is quite common situation in every non-governmental organization. There are 28–30 active members from 118, although it would be possible to appoint particular responsibilities to 50–60 members and the obligations will be carried out. The most important is a moral support to the children's literature as the idea *per se*. Yet increasingly relevant issue, the Lithuanian Section of IBBY faces, is that there are too few young people joining organization. The truth, according to the professor, is that they do join organization, yet not all young people really do have a job related to the children's literature: this might effect their eventually suppressing interests. In fact, the professor notices one specific matter due to the activity and acknowledgment of civil society: the funding cannot be the main issue but the lack of appreciation. It indicates that people who work in a particular field, often are not appreciated as they should be. Thus, this should be improved.

In order to become a valuable member of the Lithuanian Section of IBBY, one does not necessarily need to be a librarian, as the professor reveals, since the occupational register is more diverse today: the requirements to become a member include a completed higher education and that a person would be 'related to the children's literature'. Nevertheless, that meaning of 'related' is perceived very broadly. Certainly, the biggest initiative is taken by the ones who write and illustrate. As K. Urba reveals, very often they do invite to join

organization by themselves, if they notice person's idiosyncratic interest. Interestingly, the latter contradicts to the theory which implies a lack of professionalism in the non-governmental organizations. This practical case study reveals quite opposite picture, where every member has to have a certain professional degree in order to become a valuable member. This is a professional settings' strategy.

However, there is no specific strategy or public admission in order to attract new members, because, according to the professor, the organization does not want any occasional and selfish people. At the moment the organization has ten application forms in order to obtain a membership, whereas the possible average might be three new members per year. Hence, the organization chooses motivated members wisely, where the members are requested to attend at least two general meetings that are also big events in Lithuania: on the 2nd of April (International Children's Book Day), and on the 19th of December (scientific practical conferences-seminars known as Pranas Mašiotas' Readings). *Inter alia*, more active members participate in other, mediate events, whereas the most active members, in accordance with the Board, work in various juries for children's literature, write articles for the organization's magazine "Rubinaitis", suggest various ideas for the activities. Also, asked whether a modern activity of the Lithuanian Section of IBBY would be possible without technological and Internet resources, Kęstutis Urba agrees the activities would be possible but it would be less visible.

Regarding the statement, that in the theory of NGOs / NPOs are said to be necessary in order to 'fulfil the gap' made by the government, which is unable to cope with specific citizens' demands to the provision of services, the professor totally agrees with it, and gives the backgrounding answer: neither Ministry of Education and Science or Ministry of Culture do not pay special attention on the children literature as educational object or field of publishing. It is not being researched at the Institute of Lithuanian Literature and Folklore of Lithuanian Academy of Sciences as well. Yet the mentioned seminar activities 'fill this gap' to some certain extent but not fully. In addition to it, the organization gets attention in the perspective of funding for the activities' projects, publishing projects (magazine) for many years regulated by the laws. Also, representatives of the Lithuanian Section of IBBY take part in various type of discussions, related to the children's literature and reading. Undoubtedly, there is never too much consideration from the government. However, in order to earn

governmental trust, the organization, as it was approached before, needed to prove the significance of their activities to society.

The collaboration with the private sector is also important topic to the third sector. Although, as doc. dr. Kęstutis Urba implies, the private sector does participate by supporting nine awards for the authors of children's literature annually, there is a certain need to look for new sponsors every year. Hence, the cooperation with the government and private sector provides sustainability for the organization.

Since, the questionnaire is part of the analysis dedicated to IBBY as non-governmental and non-profit organization in the Baltic region, the professor, naturally, as a person with rich experience, was asked, whether IBBY national sections in the Baltic States are more co-operative among each other than with other countries. Since it is the international organization, the cooperation with neighbours and others is essential need, for instance, the traditional event "Children's literature to the Baltic Sea" ("*Vaikų literatūra prie Baltijos jūros*") in Klaipėda (Lithuania). However, probably due to more cultural and linguistic similarities, more active, often, and natural relations are with the Latvian Section of the IBBY.

In toto, the last question intended to learn from, what is needed that such a type of organization would be successful and running smoothly in Lithuania. As in many National Sections of IBBY, the successful activity to a large extent depends on the fact the Lithuanian Section of IBBY mutually cooperates with the Children's Literature Centre of Martynas Mažvydas National Library of Lithuania. Furthermore, the National Library patronizes the organization and provides premises for the official headquarters.

Interestingly, the scholar doc. dr. Kęstutis Urba emphasises the importance of social activities that should be somewhat related to the professional activities. In addition to it, another fundamental key facet is sincere relationship as well as democratic governance: a respect for each other's activities, an effort to observe each member's abilities, vocations, and potentials are essential. According to the professor, people want to remain in the organization, when they feel that they are needed and when they receive so-called physic income. For instance, the Lithuanian Section of IBBY feels united in the recently begun to organize summer trips abroad, where the places connected to the children literature are being visited.

To sum up the latter, "A wise nonprofit executive director once told me that there were two reasons our staff and volunteers show up each day: "Our mission, and the way we treat each other."" (Teegarden *et al.* 2010, ix). Therefore, the unique organizational culture encourages individuals to participate in the activities, where the organization's successful growth or sustainability relies on motivated, devoted, and appreciated members that are eager to do everything for the organization's main mission.

4.5 Analysis of the Latvian Section of IBBY

Similarly to other National Sections of IBBY, the Latvian Section of IBBY (*Latvijas Bernu un jaunatnes literaturas padome – LBJLP* or *IBBY Latvijas sekcijas*) is very closely related to the Children's Literature Centre of the National Library of Latvia as well. The most common characteristics are analysed in accordance with the Biennial Reports of IBBY (*The International Board on Books for Young People. Biennial Reports.* IBBY National Sections 2010–2012: Summary of Biennial Reports) and official website of National Library of Latvia (National Library of Latvia[24]).

The Latvian Section of IBBY was established in 1993 and members include all interested in the children's literature, for instance, authors, illustrators, researchers, critics, librarians, and teachers. There is an Annual General Meeting organized in April or May. Also, the organization holds various events and activities connected to the children's literature development and reading promotion in Latvia (*Ibid*). In addition to it, the Latvian Section of IBBY may boast of helping to organize the annual national reading promotion programme "Children's Jury", in cooperation with the Children's Literature Centre of the National Library of Latvia since 2001. Also, another important activity regarding reading promotion is "White Wolf's Books" programme, which includes different activities and awards for children's literature, developed from 2006. The latter programme incorporates the international children's literature awards, known as Jānis Baltvilks Prize that is listed as one of the most significant culture events endorsed by the Latvian government. Herein, the Section cooperates with the Children's Literature Centre of the National Library, the State Culture Capital Foundation as well as with the private sector, for instance, banks and other sponsors (*The International Board on Books for Young People. Latvian Section of IBBY*).

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[24] There is no separate website or division for the Latvian Section of IBBY as it is in Lithuania, however, the most relevant information may be found in majority in Latvian at the official website of National Library.

The organization in order to promote Latvian children's literature also prepares exhibitions, workshops, meetings, and takes part in seminars, scientific conferences in Latvia and abroad. Furthermore, the Latvian Section of IBBY regularly collaborates with the government as well: the promotion of children's literature and literacy is discussed with the Ministry of Culture, Ministry of Educations and Science, State Culture Capital Foundation, *etc*. In addition to it, the most active and productive cooperation is with the Dutch, Lithuanian, Estonian, Finnish, Swedish, German Sections of IBBY. The Dutch Section of IBBY showed a great consideration for the Latvian Section and helped to establish up the Children's Literature Centre in the National Library in Riga (*National Sections Summary 2010–2012*).

Overall, the non-governmental and non-profit organization – the Latvian Section of IBBY – operates highly within the help of Children's Literature Centre of the National Library of Latvia. *Inter alia*, the wider activities might be comprehended as being 'under cover', and not so explicitly depicted as the organization's activities solely. The latter may cause this organization being less known in the society or less approached by different professionals. Nevertheless, the analysis of the in-depth interview with the President of the Latvian Section of IBBY concisely reveals the role and development of this organization in Latvia.

4.5.1 The Questionnaire for the President of the Lithuanian Section of IBBY: Analysis of the In-depth Interview with Prof. Dr. Ilze Stikāne

The second in-depth interview with dr. Ilze Stikāne, who is the professor at the Department of Education, Psychology and Art, at the University of Latvia, discloses the situation and role of the Latvian Section of IBBY. The professor teaches such courses as Children's literature, History of Latvian literature, Latvian folklore, and the Theory of literature for students, who plans to be teachers of Latvian language and literature at the secondary schools.

Dr. Ilze Stikāne is the President of the Latvian Section of IBBY since 2003, whereas the Section was established in 1993. Thus, she could not share her experience in regard to the difficulties of organization's establishment. Yet the President's duties include a diverse range of activities, for instance, organizing Board meetings, keeping up with the actualities of the Latvian Section of IBBY, taking part in various projects, and expertise groups, *etc*. Also, the professor intensively campaigns and requests colleagues to participate in various activities for promotion of the children's literature and book art in Latvia as well as abroad.

The Latvian Section of IBBY is significant to the Latvian society, because it is the only organization that deals with promotion of children's literature, literacy, reading activities, *etc*. As dr. Ilze Stikāne highlights, during her ten years of presidency, there were particular changes and improvements that are relevant to societal education *per se*: there were large projects and programmes, governed by the organization, which greatly have focused on the children's books and literary process. The latter, therefore, is very important in the perspective of the Latvian culture's future. This reveals the fact, that such type of organization, especially when it is the only one in Latvia, is specifically necessary in order to perceive children's education value properly in these modern times, where a book is often forgotten or exchanged for new technological gadgets.

Nevertheless, approaching the issues within the key activities, the professor notices that the lack of funding is suitably the most common obstruction for the Latvian Section of IBBY. Furthermore, the government should pay a more serious consideration to such types of organizations as IBBY, which, in accordance with the statement's approval by dr. Ilze Stikāne, help to provide specific social services due to the failure of the government. The Latvian Section of IBBY is a good assistant of children's culture process, pedagogy, promoter of cross-cultural dialogues, *etc*. Also, the private sector helps to promote the Section's activities in Latvia. Hence, it features the cooperation among the sectors, yet it should be more intense.

In regard to the membership application and its process, the professor reveals that there are no specific demands in order to join organization or strategy to attract new members, however, the most popular occupation is a librarian due to the inclusion in the National Library of Latvia. In addition to it, there are around thirty active members, whereas approximately from two to three new members join organization per the year. Moreover, there are no particular expectations concerning participation, and every member is encouraged to take part in every activity, where a person sees himself / herself as helpful and functional.

Beyond all doubts, the modern activity of the Latvian Section of IBBY without technological resources would not be equally spread and considerable to the Latvian society as it is now. Also, the Baltic region's collaboration is more intensive among the countries in comparison to other National Sections of IBBY elsewhere. The latter reveals the region's strength in the

union and easier management possibilities in the sustainability of children's literature because of similar culture.

In conclusion, as dr. Ilze Stikāne points out, the collaboration within the government should be much more intense in the moral and material terms in order to stimulate a successful running of organization. Another important fact besides funding, the engagement of civil society should be more active as well as the Latvian Section of the IBBY members' activity should be higher. However, the professor notices that more time invested into the activities and their implementation would bring better results: people lack of time, because of their full-time jobs. Thus, the social activities are put aside as less relevant. This factor is pretty common in the post-regime states, where economic conditions are not stable enough or not fully providing sufficient freedom for individuals' leisure time, and fails to motivate citizens to work on a voluntary basis.

4.6 Analysis of the Estonian Section of IBBY

Even though there are no received answers to the questionnaire from, Ms Leelo Märjamaa, the President and Liaison Officer of the Estonian Section of IBBY, the activities are crisply analysed with reference to the official website of the Section (*Estonian Children's Centre, IBBY Estonia*).

Interestingly, the Estonian Section of IBBY (*MTÜ Rahvusvahelise Noorsookirjanduse Nõukogu Eesti osakond*) was first founded in 1993, at the time when all non-governmental organizations were increasingly established in post-communist countries. However, as it appears from the information, the organization had its activities stopped for some time: it was re-established in 2003 (*Ibid*). In addition to it, there are 43 individuals, and 5 organizational members, who are in majority librarians, illustrators, writers, researchers, *etc*. As other Sections, it is also financially dependent on its membership dues or receives project-based grants from the Estonian Cultural Endowment and the Ministry of Culture.

In regard to the meetings, the Estonian Section of IBBY organizes two annual meetings, where the first is the general assembly in spring, and the second is the Autumn Eve in November.

The key activity facets of the Estonian Section of IBBY are the following:

- holds the annual Tower of Babel Honour Diploma. It is given to a foreign author for an outstanding children's book published in a foreign language and translated into the Estonian. Also, the Diploma is awarded to the translator and the Estonian publisher;

- helps to organize and is one of the organizers of a contest exhibition for children's book illustrators from the Baltic Sea region (Estonia, Latvia, Lithuania, Germany, Russia, Poland, Finland, Norway, and Denmark) that is known as the Tallinn Illustrations Triennial "The Power of Pictures";

- nominates the Estonian candidates for the Astrid Lindgren Memorial Award and Hans Christian Andersen Award as well as submits nominations for the IBBY Honour List. Also, it organizes the presentation of Estonian artists at the Biennial Illustrations Bratislava (*Ibid*).

As the Estonian Section of IBBY declares, the main cooperation partner at the national level is the Estonian Children's Literature Centre, where all employees, assumingly librarians, are the members of the Section. Regarding the newest activities, it is said that this collaboration developed a new reading programme entitled as "Joy of Reading". The latter is dedicated to the The Children's Hospital of Tallinn, where weekly readings to the patients are organized. In addition to it, the Estonian Section of IBBY claims of having a good relationship with the other Baltic region's Sections (Lithuania, and Latvia) as well as with the Nordic Sections of IBBY (*Ibid*).

Overall, the analysis of the Estonian Section of IBBY reveals a positive picture of non-governmental organization, however, it is quite difficult to conclude the significance, and development of this organization due to the lack of information. Certainly, the in-depth interview with the President, who is supposed to know all current running organization's activities and their operation the best, would have enriched this research paper's part within the actual Estonian non-governmental and non-profit organization's instance. Therefore, expectantly, future investigations will be more successful and will supplement research with necessary details, provided by mutual and productive collaboration.

4.7 Case Study Summary of the Baltic Sections of International Board on Books for Young People

Nowadays, it is widely maintained that people working in the third sector must be somehow special and maybe even idealists in order to carry the message in a proper way in order to

sustain socially responsible society. As it was addressed in the previous chapters, the third sector organizations face many challenges and twofold societal opinion about their activities, transparency, and outcomes. Sadly, many individuals, certainly not all, often choose to be disregarding for their social responsibilites coming within the demoractic nature in the post-communist nations. The latter can be applied to many non-governmental organizations and their management as well, when they fail to accomplish organization's objectives or with their unknown and not fully reliable activities to the society, lose citizens' trust and interests in the further development. Therefore, both − non-governmental organization and civil society − are obliged to cooperate in order to make a change for the better. However, it strongly depends on motivated and sincere people.

The case study of the Baltic Sections of International Board on Books for Young people allowed to take the in-depth look at the organizational activities in the perspective of real-life basis. With an official status in UNESCO, and UNICEF, the IBBY is a widely known non-governmental and non-profit organization, operating from 1953, that is committed to bringing books and children together. The main mission of this organization is educational one. Therefore, children's literature promotion becomes important not only in the view of technical changes, but also as means for literacy and stimulation for individuals' creativity. In addition to it, the National Sections of IBBY operate in the local level in more than seventy countries.

Firstly, the case study showed that each of the Baltic Sections of IBBY, as non-governmental organizations, has their own history, regulations, and development. The latter was being easier revealed within the help of in-depth interview / questionnaire at the Lithuanian and Latvian Sections of IBBY.

First to be approached, the Lithuanian Section of IBBY, founded in 1992, appears to be the most diverse and active Baltic Section. The President of the Section doc. dr. Kęstutis Urba, one of the organization's initiators, disclosed the most relevant background in regard to the non-governmental organization's difficulties, implementation, growth, and activities in Lithuania, where the most important element of successful running is civil society's engagement. The organization unites 118 members. However, the organization also tends to be selective: only motivated individuals, with a higher education status but without any particular occupation, may join organization in order to create a professional area. The latter challenges most of the NGOs' scholars that are claiming non-governmental organizations are

inclined to the low level of professionalism. Yet, certainly, such type of organization, as IBBY, in majority attracts a specific group of active citizens. This thought is being supported by the Latvian Section of IBBY, founded in 1993, the professor dr. Ilze Stikāne: the members at the Latvian Section are in particular librarians, and there are no applied requirements. The last-mentioned may be perceived perfectly due to the reason that principally the National Sections of IBBY verge to the national libraries. Thus, all three – the Lithuanian, Latvian, and Estonian – Sections of IBBY cooperate with their national libraries and share premises.

Another interesting concern, regarding non-governmental organizations' activities in the Baltic states, is the relation with governments. All three Sections highly collaborate with their legal entities in order to promote and discuss the recent children's educational matters and tendencies in the countries. Moreover, this tendency is confirmed by the Lithuanian and Latvian Sections' Presidents: governments support the children's literature advocacy but, according to the Latvian Section's President, too less. This is particularly interesting, since there is only one such type of educational NGO for the children's literature in the Baltic region and yet – international. Even though the Baltic Sections of IBBY create a value to the society on the local and international levels, the importance of their advocacy for the children's literature receives too less consideration. Advantageously, the private sector is responsive to the organizations' activities in Lithuania as well as in Latvia that creates a beneficial collaboration.

In toto, the third part of the master thesis addressed the certain organization role and development in the Baltic states through the thorough interviews conducted with the experts of the field as well as representatives, and actual witnesses of non-governmental organizations' activities in the Baltic region. The case study revealed the social settings of management from the perspective of real-life practice. However, the case study does not intend to draw any strict inferences from the analysis: further scientific studies are obligatory in order to cover all three – Lithuania, Latvia, and Estonia – countries equally. The role, and development of non-governmental organizations are very miscellaneous and interesting research field that needs to be approached and explored even more in the young democratic states.

5   Implications and Discussions

Unquestionably, nowadays the third sector, consisting of non-governmental and non-profit organizations (NGO, NPO) and due to their tremendous growth, has become increasingly influential and a significant factor in world affairs (Ben-Ari 2013, 1). It may be regarded as specific society's indicator because of flexibility in reaction to rapid social, civil, political, and economical changes. Therefore, this sector resounds indices of the societal development in general: it is the important part of civil society's welfare improvement, and a supervisor for consolidation of democracy. The third sector is also referred to as independent sector of the society that indicated as "independence from the institutional legal and commerce restrictions, which constrain other sectors" (Meigas 2008, 15). Hence, the society accepts and supports the third sector organisations as a matter-of-course phenomenon.

The theoretical approaches are rather complex but relevant. Although this phenomenon lasts for several decades, the scholars face a wide range of issues in definition of the third sector. One of the main challenges is the third sector's broad diversity, expressed in the terminology as well. There are many terms prevailed to describe the third sector organisations: non-profit, non-governmental, voluntary, civic sector, foundation, association, club, community, charity, foundation, cooperative, society, friendly society, union, *etc*. The latter creates specific misunderstandings for creation of one unique theory, whereas every country due to its historic progress and legislative regulations describes the third sector organisations differently.

This research paper focused on the development and role of non-governmental organizations in the Baltic region: in Lithuania, Latvia, and Estonia. In addition to it, the Baltic states, being classified as the post-communist countries, are the representatives of transition societies undergoing a change from totalitarianism regime to democracy, and this change is extraordinaly newsworthy. Although the Western nations already discussed about long history of non-governmental organizations *per se*, they are still under-researched topic among the Baltic republics. Besides, such organizations' implementation and smooth operation are highly significant, since Lithuania, Latvia, and Estonia are learning to communicate according to democratic principles. Thus, the research was enriched with the particular case study of non-governmental organization's – International Board on Books for Young People – role and development as a tool of a real-life practice: the theory of NGOs is diverse, and it needs a special and multifold approach.

The goal of this master thesis was threefold, where the certain investigative questions were covered in order to succeed in set objectives.

First, it revealed the information about upgrowth and crucial situation of NGOs worldwide, including well-known practice of the third sector, theories, documents, studies, and its major characteristics. The main issues and recent discussions regarding NGOs were scrutinized. To be precise, the investigation displayed that the third sector is very diverse, at the same time unique in every country, and even continent: there are American and European perceptions of TSOs distinguished, whereas the European approach, within rich every state's historic roots, creates the 'hybrid' view. Moreover, there are various types of non-governmental organizations worldwide by orientation, type, classification, and role, where activities might include, for instance, human rights, environmental, development work, advocacy, social services and provision, philanthropy, *etc*. NGOs operate at local, regional, national or international levels. Furthermore, in 1945 the United Nations made the important move in denomination of non-governmental organizations *per se*. Despite the plenty of different terms in various countries, it may be said that 'NGO' and 'NPO' terms are the most popular and universally used in many European countries.

The research took a deep look at the nature of NGOs. There are three main points of theoretical approaches concerning non-governmental organizations' implementation and operation as such: economic, political, and sociological. In essence, the theoretical principles perceive non-governmental organizations as flexible 'gap fulfillers' without bureaucracy as well as mediators within the state's and business sectors in order to provide specific services society needs. Also, the third sector organisations are influential in the democracy and its sustainability, and being "effective at reaching into communities which cannot be accessed as successfully by the public sector or private sector" (Chapman *et al.* 2010, 10). All mentioned points create credibility and give significance to operation of non-governmental organizations. Therefore, within the most widely accepted fundamentals, NGOs cannot make profit, represent political parties, or be instituted as a government bureaucracy body, even though they may be closely tied of cooperation depending on NGOs' activities.

The second part of the research paper depicted non-governmental organizations' growth and relevance in the Baltic social settings: the Lithuanian, Latvian, and Estonian historical backgrounds were analysed within the recent course of democracy in the European Union that stimulated more intensive institution of legal regulations. The theoretical research

revealed that the Baltic region's countries have experienced a long and harsh path into the promised democracy and that far long-waited freedom. The activities of the third sector were proceeded from the eighteenth and nineteenth centuries. Yet this upgrowth was totally diminished in the Soviets' era with no divided sectors and where every activity was under strict control. Nevertheless, the matters have changed after the collapse of USSR, where implementation of sovereignty, firstly, started in the Baltic region within the social active movements, was the major cause for the fall of communist regime. After the independence, there was a high growth of various types of organizations in all three states, whereas Estonia was the leading state from 1991. However, the issues following the third sector's prosperous development are fairly known in other countries that were never under the post-communist regime: the lack of human resources, absence of professionals or low level of professionalism, handicaps for receiving funding, vagueness in terminology, *etc*.

Hence, each of the Baltic regions' republics implemented their own legal regulations and continue creating a steady and reliable legal environment within the help coming from the foreign funds and EU. Thus, the civil society and consolidation of non-governmental organizations are comprehended as essential part of strengthening democracy, social services' provision, innovation, where social learning and the exchange of ideas are in high degree of process. Furthermore, the recent report of "The CSO Sustainability Index for Central and Eastern Europe and Eurasia" from 2013 (*The United States Agency for International Development* 2014) depicts rather promising overviews of Lithuania and Latvia, whereas Estonian civil society's operation paradoxically appears to be 'flat', even though the Human Development Index is the highest among the Baltic states.

The research paper broadly analysed each of the countries non-governmental organizations' identification. According to the recent legal data and statistics, Lithuania has three legal types of non-governmental organizations: charity organisation (*labdaros organizacija*) and fund (*paramos fondas*), association (*asociacija*), public (social) organisation (*visuomeninė organizacija*). Latvia presents two legal forms of non-governmental organizations: societies that are perceived as a voluntary association of people, in other words associations, and foundations. Finally, Estonia depicts two legal forms of organizations: foundations (*sihtasutused*), and non-profit organisations (*mittetulundusühendused*). In December 2013, there were around 25,000 organizations listed in Lithuania, however, there were 10,000 to 12,000 estimated as being active. Whereas in Latvia at the same time there were 18,082

active organizations registered, and in Estonia there were more than 30,000 NGOs. Yet, as report of "The 2013 CSO Sustainability Index for Central and Eastern European Eurasia" (*The United States Agency for International Development* 2014) disclosed, it is relatively difficult to know the exact number of active non-governmental organizations.

In regard to the similarities and differences, the legal environment and its implementation appear to the be most distinguishing features among the Baltic states. For instance, Lithuanian laws do not have a uniform definition of NGO and even the constitution does not provide any legal clarity: the obstacles of legal term implementation and following bureaucracy within it, makes a formation of new NGOs difficult. In addition to it, the Latvian third sector faces the similar problems to the ones in Lithuania: too less active society, too less funding, especially in the critical moments, as economic crisis, that showed the acute challenges to NGO sustainability. Yet the main difference is the the legal environment for the third sector, which has been established and simplified in comparison to Lithuania. The issues the Latvian third sector confronts are the low participation of citizens in the organizations, financially sustainability. Also, the perception of NGOs as social partners should be more strongly supported within the help of government policy to work to benefit the community at large. The best example of NGOs implementation in the Baltic states is Estonia. Herein, the non-governmental organizations have no legal obstacles and the government is actively supporting the third sector and its implementation. Therefore, in the perspective of legal environment, Estonia is the most advanced from all Baltic countries. The main NGOs' activities are service provision and health care, education and science, recreation and sports, *etc*. Eventually, the theoretical research in the Baltic States revealed that civil society is a never ending process and must be stimulated persistently in order to keep the right flow as well as to encourage citizens to be jointly active in order to create a wealthy future.

In the third part of master thesis the main look was directed to the one of the most globally spread and known NGOs in the world from 1953 – International Board on Books for Young People (IBBY) – which has its headquarters, or so-called IBBY National Sections, in all three Baltic states. The case study of IBBY aimed to comprehend the position and its value in the society. The latter was tried to be perceived within the in-depth interviews / questionnaires: the Presidents from the Baltic Sections of IBBY received fifteen open questions concerning their running of NGO and their personal experience, opinion with the organizational

operation; later their answers were analysed on the basis of descriptive and discourse methods. However, the case study was not fully exercised due to the unresponsive President of the Estonian Section of IBBY. Hence, the received answers from the Lithuanian, and Latvian Sections of IBBY naturally cover the major findings of research.

The case study displayed the establishment processes in the Baltic Sections of IBBY. All Sections of IBBY pursue the educational mission and its main role to promote children's literature. All three – the Lithuanian, Latvian, and Estonian – Sections of IBBY cooperate with their national libraries and share premises. In addition to it, the case study showed that each of the Baltic Sections of IBBY, as non-governmental organizations, has their own history, internal organizational regulations, and development influenced by the independence. The latter was being easier revealed within the help of in-depth interview / questionnaire at the Lithuanian and Latvian Sections of IBBY.

The Lithuanian Section of IBBY, founded in 1992, appears to be the most diverse and active Baltic Section. The President of the Section doc. dr. Kęstutis Urba, one of the organization's initiators, disclosed the most relevant background in regard to the non-governmental organization's difficulties, implementation, growth, and activities in Lithuania. According to the experienced professor, the most important element of successful running is civil society's engagement and democratic governance. Moreover, the President of the Latvian Section of IBBY (organization founded in 1993) the professor dr. Ilze Stikāne emphasised the relation with government: government supports the children's literature advocacy but, according to the Latvian Section's President, too less. Yet all three Sections highly collaborate with their legal entities in order to promote and discuss the recent children's educational matters and tendencies in the countries. However, it raises more specific awareness of NGO situation in the Baltic region: both international Sections of IBBY are the only types of such educational NGO regarding children's literature in Lithuania and Latvia. The questions remain, whether the governments are not interested in the establishment of local NGO, and why international guidance might appear to be more reliable. Certainly, international approach gives more possibilities to the NGO abroad, but, as interviews indicated, the Baltic Sections of IBBY operate on the local and international levels very actively. This gives a serious consideration about the governmental bodies: respondents revealed of having a great input on children's literature education at school system, yet the governments pay too less attention to this NGO operation. Advantageously, the private sector is responsive to the organizations' activities in

Lithuania as well as in Latvia that creates a beneficial collaboration. Hence, the case study aimed to discover the social settings and management of non-governmental organization from the perspective of real-life practice in the Baltic states.

In the master thesis there were five hypotheses tested. The following results are organized in accordance with each hypothesis of the present study.

Hypothesis A: The development of NGOs in Lithuania, Latvia, and Estonia cannot be considered as equivalent.

The research findings affirm Hypothesis A due to the similar developments of non-governmental organizations in the Baltic states. However, it cannot be perceived as equivalent: it is particularly difficult to estimate the exact number of active non-governmental organizations as well as to measure activity of civil society.

Hypothesis B: The importance, and role of NGOs in the Baltic countries are not enough clear, and presented to society.

The research results affirm Hypothesis B: the index of civil society does not depict a real situation of knowledge in the Baltic region. The growth of non-governmental organizations is increasing, however, a lack of more active citizens' engagement depicts that society is not fully aware of the NGO functions or do not want to be involved due to the Soviets' historical memory.

Hypothesis C: The Baltic countries have set up primary roots and traditions for the further progress of the third sector, and are ready to keep the current flow.

The research implications affirm Hypothesis C due to the implementation of democracy in the Baltic republics. Also, the countries are committed to the underway third sector policy of the European Union.

Hypothesis D: A case study of IBBY organization in the Baltic countries is a sample of how structured and well-known worldwide NGO / NPO helps to promote the basic understanding of the third sector.

The research findings neither affirm nor deny Hypothesis D. Due to the incomplete case study it is difficult to judge the situation generally. However, the Lithuanian, and Latvian Sections of IBBY would support this hypothesis.

<u>Hypothesis E</u>: IBBY organization's development, and role in all three Baltic countries are considered equally important, and supported by active civil society' engagement.

The research results neither affirm nor deny Hypothesis E. The absence of an answered questionnaire by the President of the Estonian Section of IBBY constitutes the major limitation to this hypothesis and cannot be assessed. Nevertheless, the Lithuanian, and Latvian Sections of IBBY would affirm the significance of organization in the state.

Overall, the research affirmed some of the points highlighted in the hypotheses, therefore, the study of the topic, to the best of author's belief, should be continued. The author proposes more consistent future investigations with better performed case study inclusion of all three Baltic states with recommendation to encourage native researchers' cooperation. Additionally, civil society and non-governmental organizations' development continue to play crucial and ambitious role in the consolidation of democracy. As long as "the third sector brings people together to tackle issues and harnesses people's passion and energy" (Chapman *et al.* 2010, 10), the current research is by no means a complete and final study of the development and role of non-governmental organizations in the Baltic states.

6 Summary in Slovenian (Povzetek v slovenskem jeziku)

Zaradi izjemne rasti tretji sektor, sestavljen iz nevladnih in iz neprofitnih organizacij (NVO / NPO) nedvomno postaja danes bolj in bolj vpliven ter pomemben dejavnik v svetovnih zadevah (Ben-Ari 2013, 1). Poleg tega se ga lahko obravnava kot poseben družbeni indikator zaradi fleksibilnosti, kar se tiče odziva na hitre socialne, civilne, politične in ekonomske spremembe. Potemtakem ta sektor refl);tira socialni razvoj nasploh, saj je pomemben element izboljšanja blaginje civilne družbe in nadzornik, ki služi za utrditev demokracije. Tretji sektor je znan tudi kot samostojen družbeni sektor, ki je izkazal neodvisnost od institucionaliziranih pravnih in trgovskih omejitev, ki omejujejo druge sektorje (Meigas 2008, 15). Zato družba sprejema in podpira organizacije tretjega sektorja kot naravni fenomen.

Teoretski pristopi so precej zapleteni, vendar koristni. Čeprav pojav tretjega sektorja traja že več kot desetletje, se znanstveniki soočajo s celo vrsto bistvenih vprašanj glede opredelitve le tega. Eden od glavnih izzivov je široka raznolikost tretjega sektorja tudi v terminologiji. Obstajajo številni izrazi, ki opisujejo organizacije tretjega sektorja: neprofitne, nevladne, prostovoljne, državljanski sektor, ustanove, združenja, klubi, javne službe, dobrodelne organizacije, zadruge, družbe, prijazne družbe, itd. Vsi ti termini povzročijo nerazumevanje glede ustvarjanja enotne teorije, ker vsaka država zaradi svojega zgodovinskega napredka in zakonodaje opisuje organizacije tretjega sektorja drugače.

Magistrsko delo se je osredotočilo na razvoj in vlogo nevladnih organizacij v baltskih državah: v Litvi, v Latviji in v Estoniji. Poleg tega, da so baltske republike razvrščene med postkomunistične države, so tudi predstavnice tranzicijskih družb, ki so prešle s tranzicijo iz totalitarizma v demokracijo. Ta sprememba je še posebaj zanimiva. Četudi so zahodni narodi že razpravljali o zgodovini nevladnih organizacij *per se*, je ta tema premalo raziskana v baltskih republikah. Prav tako je izvajanje in nemoteno delovanje takšnih organizacij zelo pomembno, saj se Litva, Latvija in Estonija še vedno učijo komunicirati v skladu z demokratičnimi načeli. Zato je ta raziskava bila obogatena s posebnim študijskim primerom nevladne organizacije *International Board on Books for Young People*, kjer sta vloga in razvoj naslikani kot orodje realnega življenja. Teorija nevladnih organizacij je mnogovrstna, zato potrebuje poseben in večnamenski pristop.

Cilj tega magistrskega dela je bil sicer trojni, saj so bila zastavljena poglobljena vprašanja z namenom, da se doseže zastavljen cilj:

- Kaj so glavna načela, specifikacije in definicije nevladnih organizacij tako po svetu, kot tudi v baltskih državah?

- Zakaj in kako so nevladne organizacije pomembne v sodobni družbi po svetu in v postkomunističnih državah?

- Kaj je zgodovinsko ozadje implementacij nevladnih organizacij v Litvi, Latviji in Estoniji?

- Katere tipe nevladnih organizacij poznajo baltske države?

- Kakšen je bil razvoj nevladnih organizacij v vseh treh baltskih državah?

- Na kakšen način je v Litvi, Latviji in Estoniji viden razvoj tretjega sektorja?

- Študija primera IBBY: ustanovitev, vloga, razvoj in izzivi v baltskih državah.

Primaren cilj magistrskega dela je zajem in predstavitev kjučnih podatkov ter položaj nevladnih organizacij po svetu, vključno z dobro znano prakso tretjega sektorja in teorije, dokumentov, študij ter njihovih glavnih značilnosti. Bistvena vprašanja in sodobne diskusije glede nevladnih organizacij so bili temeljito raziskani. Bolj natančno raziskovanje je pokazalo, da je tretji sektor posebej mnogovrsten in hkrati unikaten v vsaki državi ter na vsaki celini: popolnoma različni ameriški in evropski dojemanji tretjega sektorja. Evropski pristop je pod bogatim vplivom različnih državnih in zgodovinskih korenin ter ustvarja tako imenovan hibridni pogled.

Poleg tega obstajajo različne vrste nevladnih organizacij po svetu tudi glede njihove usmerjenosti in vloge. Dejavnosti lahko vključujejo, na primer: človekove pravice, ekološke dejavnike, razvojno delo, odvetništvo, socialne storitve in skrb, filantropije ipd. Nevladne organizacije delujejo na: lokalni, regionalni, nacionalni in mednarodni ravni. Poleg tega so leta 1945 Združeni narodi naredili pomemben korak v nazivu nevladnih organizacij *per se*. Kljub uporabi velikega števila raznolikih izrazov v različnih državah, je bilo dorečeno tako, da sta sedaj izraza nevladnih organizacij in neprofitnih organizacij strokovna najbolj razširjena in splošno rabljena v številnih evropskih državah.

Prav tako obstajajo tri glavne točke teoretičnih pristopov v povezavi z izvajanjem in delovanjem nevladnih organizacij kot so, na primer: ekonomski, politični in sociološki. Bistvena teoretična načela dojemajo nevladne organizacije kot fleksibilno 'krpanje lukenj' brez birokracije in kot posredovalce komunikacij države s poslovnim sektorjem za zagotavljanje posebnih družbenih storitev. Nadalje organizacije tretjega sektorja so vplivale na demokracijo in njeno trajnost (Chapman *et al.* 2010, 10). Vsa navedena dejstva ustvarijo

verodostojnost in dajo pomen delovanju nevladnih organizacij. Potemtakem v okviru najširše sprejetih temeljev nevladne organizacije ne ustvarjajo dobička ter ne predstavljajo politične stranke in niso ustanovljene kot državna birokratska ureditev, čeprav so lahko z državo tesno povezane s sodelovanjem.

Drugi del raziskave je pokazal rast in pomen nevladnih organizacij v baltskih družbenih okoljih. Analizirana so bila litovska, latvijska in estonska zgodovinska družbena okolja in tudi njihove sodobne demokracije ter zakonska spodbuda nevladnih organizacij Evropske unije. Teoretična raziskava je izkazala, da so baltske države imele dolgo in kruto pot do obljubljene demokracije ter svobode. Dejavnosti tretjega sektorja so se načeloma začela v osemnajstem in devetnajstem stoletju. Vendar je ta razvoj popolnoma zastal v sovjetskem obdobju, saj je bila vsaka dejavnost omejena in pod strogim nadzorom. Kljub temu so se zadeve spremenile po razpadu Sovjetske zveze. Po osamosvojitvi leta 1991 je bila v vseh treh državah prisotna visoka rast različnih vrst organizacij, še posebej v Estoniji, ki je postala vodilna na tem področju. Bistvena vprašanja, ki so se pojavila z uspešnim razvojem tretjega sektorja, so bila enaka, kot so jih poznale druge države, ki niso nikoli bile pod komunističnem režimom: pomanjkanje človeških virov, odsotnost strokovnjakov oziroma nizka stopnja profesionalizma, nezmožnost pridobitev finančnih sredstev, nejasnosti v terminologiji itd.

V tem obdobju je vsaka od baltskih republik izvajala svoje pravne predpise in ustvarila svoje pravno okolje, kjer so bili zajeti tudi tuji skladi in skladi Evropske unije. Na ta način sta civilna družba in konsolidacija nevladnih organizacij razumljivi kot bistven del demokratične krepitve, kjer sta socialno učenje in izmenjave idej odraz tega procesa. Poleg tega tudi nedavno letno poročilo iz leta 2013 »CSO kazalec vzdržljivosti za Srednjo in Vzhodno Evropo in Evrazijo« (*The CSO Sustainability Index for Central and Eastern Europe and Eurasia*) prikazuje precej obetajoče poglede za Litvo in za Latvijo, medtem ko je estonska civilna družba izkazala paradoksalne in ne tako dobre rezultate, čeprav je indeks človekovega razvoja ravno tam najvišji primerjalno med baltskimi državami.

Po zadnjih statističnih podatkih ima Litva tri pravne vrste nevladnih organizacij: dobrodelno organizacijo (*labdaros organizacija*) in sklad (*paramos fondas*), združenje (*asociacija*), javno (družbeno) organizacijo (*visuomeninė organizacija*). Latvija predstavlja dve pravni vrsti nevladnih organizacij: društva, ki so razumljena kot prostovoljno združenje ljudi, z drugimi besedami, združenja in fundacije. Estonija, kot tretja država, ima dve pravni obliki organizacij: združenja (*sihtasutused*) in neprofitne organizacije (*mittetulundusühendused*). V

decembru 2013 je bilo v Litvi prepoznanih približno 25,000 navedenih nevladnih organizacij, od katerih je bilo od 10,000 do 12,000 ocenjenih kot aktivnih, medtem ko je v Latviji v tem obdobju bilo zaznati 18,082 nevladnih organizacij, katere so bile ocenjene kot aktivne. V Estoniji je bilo registrirano več kot 30,000 nevladnih organizacij v decembru leta 2013. Na osnovi ugotovitev iz navedenega letnega poročila je težko presoditi točno število aktivnih nevladnih organizacij.

Pravne podobnosti in razlike ter pravno okolje in njihova implementacija se kažejo kot najbolj razpoznavna lastnost med baltskimi narodi. Na primer: litovski zakoni vključno z njihovo ustavo ne poznajo enotne definicije nevladnih organizacij. Tukaj tiči tudi vzrok za težavnejše okolje za ustanovitev novih nevladnih organizacij, saj se kljub zaznavni konsolidaciji terminov za opis tretjega sektorja pojavljajo pravne ovire povezane z birokratizacijo. Kljub temu, da so nevladne organizacije v Litvi razumljene kot pomemben faktor za dobrobit države, so organizacije tretjega sektorja še vedno nezadostno razvite zaradi pomanjkanja finančnih virov in nizke organizacijske zmogljivosti. Povedno je, da kljub temu, da naj bi vlada Litve leta 2013 sprejela Zakon o nevladnih organizacijah in osnutek Razvoja litovskih nevladnih organizacij, nihče ne zagotavlja uspehov oziroma rezultatov te politike v javnosti. Litovska vlada namreč nevladni politiki posveča premalo pozornosti (leta 2012 naj bi sprejela tudi Zakon o dobrodelnih fundacijah, vendar je od tega odstopila). To pojasnuje tudi opis tujih institucij nevladnih organizacij, ki tretji sektor v državi opisujejo kot razmeroma šibak in fragmentiran, kjer glavne aktivnosti obsegajo zagotavljanje storitev in zdravstva, delovanja na področju izobraževenja in znanosti, športa itd. Iz tega sledi, da je situacijo nevladnih organizacij možno izboljšati s konstantnimi in stalnimi posodabljanjem pravnega okolja in učinkovite kooperacije vladnih teles z nevladnim sektorjem.

Latvijski sektor se v primerjavi z litovskim sooča s podobnimi težavami: premalo aktivna družba, premalo vlaganja v sektor in trenutno poslabšanje razmer zaradi ekonomske krize, ki je zamajala dolgoročen razvoj tretjega sektorja. Navkljub temu, tiči glavna razlika pravnega okolja obeh držav v dejstvu, da je vlada Latvije leta 2003 sprejela Zakon o javnih dobrodelnih organizacijah, ki je v veljavo vstopil naslednje leto. Problemi latvijskega tretjega sektorja so nizko sodelovanje državljanov znotraj organizacij in finančna nevzdržnost. Poleg tega bi morala vloga socialnega partnerja tretjega sektorja biti tudi močnejše predstavljena s pomočjo vladnih politik, kar bi koristilo širši javnosti. Vse to bi bilo lahko izvedeno, če bi vlada naložila več odgovornosti nalogam tretjega sektorja, ki bi poskrbel za intenzivnejšo

vključitev civilne družbe v socialno politiko. V Latviji tako večina nevladnih organizacij deluje kot ponudnik storitev. Druge pomembne dejavnosti zajemajo kulturo, šport in rekreacijo, s katerimi se ukvarja skoraj 40% tamkajšnih nevladnih organizacij.

Najboljši primer implementacije sektorja nevladnih organizacij v baltskih državah je Estonija, kjer le te nimajo pravnih ovir, prav tako pa vlogo tretjega sektorja aktivno podpira tudi vlada. Zato je, kar se tiče pravnega okolja, Estonija najrazvitejša izmed baltskih držav, saj je zelo pomemben korak instiualizacije nevladnih organizacij s pomočjo vlade bil začet leta 1999 ter sprejet leta 2002, kot Estonski javni družbeni razvojni koncept (EKAK). Drugi pomemben korak je opravilo estonsko Ministrstvo za notranje zadeve, ko je javno objavilo in odobrilo 4-letni Javni družbeni razvojni načrt leta 2011. Kljub vsemu se tako estonski tretji sektor, kot tudi civilna družba, v veliki meri soočata z enakimi težavami kot njihovi regionalni sosedi: še vedno prisotno nizko zaupanje javnosti v javne institucije in v vlado zaradi slabe sovjetske izkušnje v preteklosti, ki je razlog za neaktivnost; določeno individualistično naravnanost ljudi; pomanjkanje človeških virov in profesionalnih izkušenj na področju sektorja nevladnih organizacij. Navkljub temu, je potrebno poudariti, da je tretji sektor v Estoniji s strani državljanov prepoznan kot eden od ključnih elementov demokratičnega razvoja države: Združbe in fundacije opravljajo delo ponudnikov storitev, delujejo kot t. i. »think-tanki« in so zagovorniške skupine določenih perečih mnenj.

Navsezadnje je teoretična raziskava v baltskih država odkrila, da se proces civilne družbe nikoli ne konča, saj ga je potrebno vztrajno spodbujati, da bi ohranili pravilni tok. Prav tako je potrebno ohrabiti državljane, da so skupaj aktivni v ustvarjanju bogate prihodnosti.

V tretjem delu magistrskega dela je bil glavni pogled usmerjen v eno izmed najbolj razširjenih in znanih nevladnih organizacij na svetu – *International Board on Books for Young People* (IBBY). Ta nevladna in neprofitna organizacija ima svoje sedeže ali tako imenovane nacionalne sekcije IBBY v vseh treh baltskih državah.

Metodologija študije primera je bila uporabljena zaradi njenega fleksibilnega pristopa in detajliranih preiskovalnih možnosti, kjer so skoraj vsi vidiki teoretične raziskave obravnavani skozi praktično izkušnjo. Do določene mere, tako to dejstvo, omogoča dokumentiranje in dostop do situacij in njihovih zapletenosti. Prav tako je to tudi ena najzanimivejših metod kvalitativne analize, ki raziskovalcu omogoča veliko prostora in svobode (Krašenkienė 2013, 5). Z drugimi besedami, zmožnosti študije primera opisa in interpretacije sodobnega pojava,

v tem primeru nevladnih organizacij v baltskih državah, dovoljuje odkritje korelacije med teoretičnim znanjem in konkretnim delovanjem organizacije z namenom pravilnega odgovora na hipoteze magistrske naloge, kot tudi v samo potrditev izbire hipotez (Tamošiūnas 2003, 5).

V bistvu, ta študija primera doprinaša k razumevanju kompleksnega vprašanja s pomočjo preučitve situacije iz resničnega življenja. Za zagotavljanje dodatne globine in vpogleda v teoretični kontekst ter v poudarek k pojavu nevladnih organizacij v baltskih državah se to delo ukvarja z izbrano nevladno organizacijo, kar ponuja dodatno veljavo in kredibilnost sami raziskovalni tematiki.

Cilj IBBY študijskega primera je bil razumeti njihov položaj in vrednost v družbi s pomočjo pogobljenih intervjujev / vprašalnikov: predsedniki iz baltskih sekcij IBBY so prejeli petnajst odprtih vprašanj v zvezi z njihovim delovanjem nevladnih organizacij in njihovih osebnih izkušenj ter mnenj o organizacijskem delovanju. Kasneje so njihovi odgovori bili analizirani na podlagi opisnih in diskurzivnih metod. Vendar študija primera ni bila izvedena v celoti zaradi neodzivne predsednice estonske sekcije IBBY. Zato seveda samo prejeti odgovori iz litovskih in latvijskih sekcij IBBY pokrivajo glavne raziskovalne ugotovitve.

Študija primera je izkazala procese ustanovitve v IBBY baltskih sekcijah. Vse sekcije IBBY opravljajo svojo vlogo (izobraževalno misijo) spodbujanja otroške literature. Litovske, latvijske in estonske sekcije IBBY sodelujejo s svojimi narodnimi knjižnicami ter si delijo prostore. Poleg tega je študija primera pokazala, da ima vsaka baltska sekcija IBBY, kot nevladna organizacija, svojo zgodovino, notranje organizacijske predpise in razvoj pod vplivom osamosvajanja, kar je bilo razvidno s pomočjo poglobljenega intervjuja / vprašalnika v litovski in v latvijski sekciji IBBY.

Litovska sekcija IBBY je bila ustanovljena leta 1992 in je prepoznavna kot najbolj raznolika in aktivna baltska sekcija IBBY. Predsednik litovske sekcije IBBY doc. dr. Kęstutis Urba je eden izmed pobudnikov organizacije, ki je odkril najpomembnejše znanje o težavah nevladne organizacije, izvajanje, vlogo in razvoj ter glavne dejavnosti v Litvi. Po mnenju izkušenega profesorja, sta najpomembnejša elementa za uspešno delovanje: angažiranje civilne družbe in demokratično vodenje. Polega tega je predsednica latvijske sekcije IBBY (sekcija ustanovljena leta 1993) profesorica dr. Ilze Stikāne poudarila potreben odnos z vlado. Vlada sicer podpira otroško literaturo, vendar, po mnenju profesorice, nikakor ne v zadovoljivi meri. Z namenom večje promocije otroške literature vse tri sekcije na področju izobraževanja

aktivno sodelujejo ter komunicirajo s pravnimi subjekti. Kakorkoli, dejstvo je, da sta mednarodni sekciji IBBY Litve in Latvije edini takšne izobraževalne vrste v teh državah dodatno povečuje zavedanje specifičnosti nevladnega sektorja v Baltski regiji. Vprašanje o neinteresu vlad v ustanavljanje lokalnih nevladnih organizacij ostaja. V povezavi s tem, se pojavlja tudi upanje, da bi lahko mednarodno usmerjanje bilo tudi zanesljivejše. Vsekakor bi mednarodni pristop ponujal nevladnim organizacijam več možnosti na tujem, vendar je, kot prikazujeta intervjuja, baltska sekcija IBBY že sedaj zelo aktivna tako na lokalnem kot tudi na mednarodnem okolju. Ponuja se nam resen razmislek o vladnih telesih: intervjuvanca sta razkrila, da ima IBBY velik vpliv na otroško literaturo na področju šolskega izobraževanja, vendar jim, kljub temu prizadevanju vladne službe, še vedno posvečajo premalo pozornosti. Zasebni sektor se na dejavnosti nevladnih organizacij v Litvi in Latviji odziva ugodno, kar ustvarja nadaljno pozitivno sodelovanje. Zato je cilj študije primera bil odkriti socialne nastavke upravljanja z vidika prakse resničnega žvljenja nevladnih organizacij v baltskih državah.

V magistrskem delu je bilo testiranih pet hipotez:

<u>Hipoteza A</u>: razvoj nevladnih organizacij v Litvi, v Latviji in v Estoniji ne more biti obravnavan kot enakovreden.

Raziskovalne ugotovitve magistrskega dela so Hipotezo A potrdile. Čeprav je razvoj podoben, to ne pomeni ekvivalentnosti. Težko je tudi oceniti točno število aktivnih nevladnih organizacij in aktivnosti civilne družbe.

<u>Hipoteza B</u>: pomen in vloga nevladnih organizacij v baltskih državah v njihovih družbah nista dovolj jasni in predstavljeni.

Raziskovalne ugotovitve magistrskega dela so potrdile tudi to hipotezo. Indeks civilne družbe ne prikazuje realnega stanja znanja v baltski regiji. Rast nevladnih organizacij se povečuje, vendar pomanjkanje angažiranja večjega števila aktivnih državljanov dokazuje, da se družba v celoti ne zaveda funkcij NVO oziroma odraža pomanjkanje želje posameznikov po vključenosti v dejavnosti zaradi sovjetskega zgodovinskega spomina.

<u>Hipoteza C</u>: baltske države so vzpostavile primarne korenine in tradicije za nadaljnji razvoj tretjega sektorja ter so zavezane nadaljnemu toku.

Raziskovalne ugotovitve magistrskega dela so potrdile tudi Hipotezo C. Prav tako velja, da sta izvajanje demokracije in politika tretjega sektorja pomembni zavezi Evropske unije.

Hipoteza D: študija primera IBBY organizacije v baltskih državah je primer, kako strukturirana in svetovno znana nevladna in neprofitna organizacija pomaga spodbujati osnovno razumevanje za tretji sektor.

Raziskovalne ugotovitve magistrskega dela niso niti potrdile, niti zanikale te hipoteze zaradi nepopolno dobljenih odgovorov iz vseh treh baltskih sekcij IBBY. Vendar bi samo litovska in latvijska sekcija IBBY to hipotezo potrdili.

Hipoteza E: razvoj in vloga baltskih sekcij IBBY sta enako pomembni in podpirani s strani aktivne civilne družbe.

Raziskovalne ugotovitve magistrskega dela tako kot pri četrti hipotezi niso bile ne potrjene, ne zanikane zaradi pomanjkljivih odgovorov na vprašalnike. Kljub vsemu litovska in latvijska sekcija IBBY sami Hipotezo E potrjujeta.

Na splošno je raziskava magistrskega dela potrdila nekatere točke, ki so bile poudarjene v hipotezah, zato je po prepričanju avtorice ta študij potrebno nadaljevati. Avtorica predlaga doslednejše prihodnje raziskave z bolje izvedeno vljučitvijo študijskega primera iz vseh treh baltskih držav s priporočilom za sodelovanje domačih sodelavcev. Poleg tega civilna družba in razvoj nevladnih organizacij še nadaljujeta s svojo vlogo ključnega in ambicioznega faktorja pri konsolidaciji demokracije. Dokler tretji sektor pripomore oziroma pozitivno vpliva na aktivnejšo odzivnost ljudi in uporablja njihovo strast ter energijo za reševanje socialnih vprašanj (Chapman *et al.* 2010, 10), ta trenutna raziskava o razvoju in vlogi nevladnih organizacij v baltskih državah nikakor ni popolna ali dokončna.

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Annexes

Annex A: The Questionnaire for the President of the Lithuanian Section of IBBY (the original questionnaire within the answers in Lithuanian)

Tyrimo dalis – klausimynas. „Nevyriausybinių organizacijų vaidmuo ir plėtra Baltijos šalyse: „IBBY" organizacijos atvejis"

Klausimas. Esate Tarptautinės vaikų ir jaunimo knygos tarybos Lietuvos skyriaus valdybos pirmininkas. Prisistatykite truputėlį plačiau ir papasakokite apie savo pareigas šioje tarptautinėje organizacijoje.

Atsakymas. Kai kuriose nevyriausybinėse organizacijose pirmininkais būna labai garsūs ir garbinti žmonės ir remia tas organizacijas savo autoritetu. Aš esu dirbantis pirmininkas. Pačioje veiklos pradžioje dirbau absoliučiai visus darbus: susirašinėjau su IBBY sekretoriatu, rengiau nuostatus, planavau veiklą. Dabar organizacijoje yra daug pagalbininkų, pirmiausia tai valdybos nariai. Esame pasidaliję darbais, galiu žmonėmis visiškai pasitikėti. Yra žmonių rašančių projektus, sudarinėjančių sąmatas ir ataskaitas *etc*. Mano bene svarbiausia funkcija – veiklos idėjos, veiklos koordinavimas. Tiesa, tenka ir atstovauti, ieškoti paramos veiklai.

Klausimas. Organizacijos veikla Lietuvoje jau skaičiuoja 22–tus veiklos metus. Ar buvo sudėtinga įsteigti tokią nevyriausybinę organizaciją Lietuvoje 1992 metais? Gal pamenate, su kokiomis steigimo problemomis teko susidurti?

Atsakymas. 1992 metai buvo pakilimo (Atgimimo) metai. Tuo metu įsteigti kokią nors organizaciją Lietuvoje nebuvo sunku. Jų ir buvo įkurta arba atkurta gausybė. Tik išsilaikė kur kas mažiau, gal net visai nedaug. Kiek prisimenu, tuo metu jau egzistavo visuomeninių organizacijų įstatymas, tereikėjo viską išsiaiškinti, tinkamai parengti Įstatus, juos įregistruoti. Tiesa, per pirmuosius trejus-penkerius metus didžioji problema buvo Tarptautinis nario mokestis. Tada tai buvo didelė suma. Ir dabar mums mokestis nėra toks jau menkas. Padėjo IBBY sekretoriatas Bazelyje, surado rėmėjų – Švedijos, Nyderlandų IBBY skyriai, kurie mokėjo už mus mokesčius. Nors Lietuvoje egzistavo labdaringas Sorošo (Atviros Lietuvos) fondas, mūsų jie, atrodo, nerėmė. Arba rėmė tik fragmentiškai. Tiesiog tada mums dar reikėjo įrodyti savo egzistavimo prasmingumą.

Klausimas. Kaip manote, ar organizacijos veikla yra prasminga Lietuvos visuomenei? Kaip ir kodėl?

Atsakymas. Pasiremsiu tokiu faktu. Nuo tarybinių laikų Lietuvos Rašytojų sąjungoje buvo Vaikų literatūros sekcija. Įsisteigus IBBY, tokios sekcijos veikla užgeso. Taip susiklostė, kad viskas, kas susijęs su vaikų literatūra, jos sklaida, dabar yra mūsų organizacijos rankose. Turbūt reiktų sakyti – neoficialiai, bet realiai. Jokios įtampos ar konkurencijos su Rašytojų sąjunga (kaip ir su naujai įsisteigusia Vertėjų sąjunga) nėra. Neturime tuščių ambicijų. Rašytojų sąjunga mumis irgi, kaip suprantu, pasitiki. Mūsų organizacijoje yra ir Rašytojų sąjungos narių.

Taigi neabejotinai mūsų veikla yra svarbi. Galima būtų kalbėti, kad ji veikia, daro įtaką ir bibliotekų, veiklai, mokykloms – tiek, kiek tai susiję su literatūriniu ugdymu. Ir ypač didelę įtaką darė (bent jau anksčiau) leidybai.

Klausimas. Su kokiais sunkumais, vykdant prioritetines veiklos sritis, dažniausiai susiduria „IBBY" Lietuvos skyrius (pvz., visuomenės narių abejingumas, lėšų trūkumas ir t. t.)?

Atsakymas. Kaip ir daugelyje organizacijų, pasyvių narių galėtų būti mažiau. Tačiau mes teigiame, jog ir morališkai palaikyti vaikų literatūrą - kaip idėją - yra pakankamai svarbu, kad galėtum priklausyti IBBY skyriui.

Vis aktualėjanti problema – kad į IBBY Lietuvos skyrių ateina per mažai jaunų žmonių. Tiesą sakant, jų ateina, bet ne visų darbas susijęs su vaikų literatūra, tad ilgainiui interesai slopsta.

Finansų mums trūksta vaikų literatūros raidos skatinimui (premijoms). Tačiau veiklai apskritai, jų gauname.

Klausimas. „IBBY" yra nevyriausybinė ir ne pelno siekianti organizacija. Teorijoje apibrėžiama, kad tokios organizacijos savo veikla dažniausiai „užpildo" vyriausybės neveiksnumą / nesugebėjimą atsiliepti į visuomenės narių poreikius tam tikroje srityje. Ar sutinkate su šiuo teiginiu?

Atsakymas. Taip, tikrai. Visiškai sutinku. Nei Švietimo ir mokslo, nei Kultūros ministerijoje nėra specialaus dėmesio vaikų literatūrai kaip mokymo objektui, kaip leidybos sričiai ar pan. Mokslų akademijos Literatūros ir tautosakos institute ši sritis irgi netiriama. Mūsų seminarinė veikla (kasmetinės konferencijos-seminarai, arba Prano Mašioto skaitymai), kad ir nedideliu mastu, tai kompensuoja. IBBY labiausiai prisideda prie lietuvių vaikų literatūros sklaidos užsienyje.

Klausimas. Kaip manote, ar valdžios atstovai turėtų skirti daugiau dėmesio tokioms organizacijoms kaip „IBBY"? Kodėl?

Atsakymas. Gal ir neįprasta, bet mums Lietuvoje to dėmesio yra skiriama. Mūsų veiklos projektai, leidybiniai (žurnalo) projektai jau daugelį metų iš eilės gauna finansinę paramą iš Vyriausybės. Esame kviečiami į įvairiausio pobūdžio svarstymus, susijusius su vaikų literatūra ir skaitymu. Nenoriu pasakyti, kad tas dėmesys išskirtinis tik mums. Jį reguliuoja įstatymai. Tačiau nėra abejonių, kad reikėjo ne vienerių metų įrodyti, kad tikrai veikiame, esame reikšmingi ir paramą panaudojame teisingai.

Be abejo, valdžios atstovų dėmesio niekada ne per daug.

Klausimas. Ar „IBBY" organizacija bendradarbiauja su privačiu sektoriumi?

Atsakymas. Esame įsteigę net 9 premijas vaikų literatūros kūrėjams. Tas premijas finansuoja privataus sektoriaus atstovai. Nuolatinių rėmėjų turime nedaug, tenka beveik kasmet ieškoti naujų.

Pastaraisiais metais labai reikšmingas bendradarbiavimas su privačiu sektoriumi – Lietuvių vaikų literatūros konkursas rašytojams, dailininkams. Jį gausiai finansuoja privatus labdaros fondas, o organizuojame daugiausia mes, IBBY Lietuvos skyrius.

Klausimas. Kokių profesijų žmonės dažniausiai nori tapti „IBBY" nariais? Ar yra taikomi tam tikri atrankos kriterijai?

Atsakymas. Anksčiau labiausiai nariais norėjo tapti (ir tapo) vaikų bibliotekininkai. Dabar profesijų registras įvairėja. Iš esmės reikalaujame, kad žmogus būtų baigęs aukštąjį mokslą ir būtų „susijęs su vaikų literatūra". Bet tas „susijęs" suprantamas plačiai – galima tiesiog mėgti vaikų literatūrą ir ją skaityti. Pavyzdžiui, šiuo metu organizacijoje yra medicinos psichologė, fizikos mokslų daktarė. Žinoma, pastaruoju metu daugiau iniciatyvos rodo kuriantys (rašantys, iliustruojantys). Labai dažnai stoti į organizaciją pasiūlome mes patys, pamatę išskirtinį žmogaus susidomėjimą.

Klausimas. Kiek aktyvių narių šiuo metu vienija „IBBY" Lietuvos skyrius?

Atsakymas. Labai sunku pasakyti. Galbūt 28-30 iš 118? Tačiau skirti įpareigojimus galima kokiai 50-60 ir jie bus įvykdyti.

Klausimas. Jūsų žiniomis, kiek apytiksliai naujų narių užregistruojama per metus?

Atsakymas. Priėmimas vyksta labai netolygiai. Galbūt vidurkis būtų 3 nauji nariai per metus. Tačiau šiuo metu jau turime apie 10 paraiškų tapti organizacijos nariais.

Klausimas. Ar „IBBY" Lietuvos skyrius turi / vykdo naujų narių pritraukimo strategiją (pvz., skelbimai socialinių medijų priemonėse ir t. t.)?

Atsakymas. Ne, dėl priėmimo niekur nieko neskelbiame. Labai nenorime atsitiktinių ir savanaudžių žmonių. Tačiau nuolat gauname klausimų – kaip įstoti į IBBY? Žmonės pastebi mūsų veiklą ir susidomi. Kaip jau minėjau, pagrindinė strategija – mums patiems pastebėti žmogų, jo veiklą ir pasiūlyti stoti į organizaciją.

Klausimas. Aktyvūs ir nuoširdūs nariai yra bet kokios organizacijos šerdis. Kokio aktyvumo iš nario yra tikimasi „IBBY" organizacijos veikloje (pvz., kartą per mėnesį, mažiausiai du kartus per savaitę; yra nustatytas tam tikras darbo valandų kiekis per mėnesį, savaitę, dieną; aktyvumas neribojamas ir t. t.)?

Atsakymas. Mūsų organizacija kasmet organizuoja du visuotinius susirinkimus ir kartu didelius renginius – Balandžio 2-ąją (Tarptautinę vaikų knygos dieną) ir Gruodžio 19 (Mokslinis praktinis seminaras „Prano Mašioto skaitymai") Iš narių labai pageidaujame, kad jie dalyvautų mažiausiai tuose dviejuose renginiuose. Dar aktyvesni nariai dalyvauja ir kituose, tarpiniuose renginiuose. Patys aktyviausi nariai Valdybos pavedimu dirba įvairiose vaikų literatūros vertinimo komisijose, rašo organizacijos žurnalui „Rubinaitis", siūlo idėjas veiklai.

Klausimas. Kaip manote, ar šiandienė „IBBY" Lietuvos skyriaus veikla būtų įmanoma be technologinių ir interneto galimybių?

Atsakymas. Ne, neįmanoma. Ji, žinoma, būtų, bet daug menkesnė. Gal net visai menka.

Klausimas. Šis klausimynas yra „IBBY", kaip nevyriausybinės ir ne pelno siekiančios organizacijos, Baltijos šalyse tyrimo dalis. Ar galima teigti, kad „IBBY" Baltijos šalyse esantys skyriai yra labiau linkę bendradarbiauti tarpusavyje?

Atsakymas. Sąmoningai bendradarbiaujame tarpusavyje. Turime vieną tradicinį renginį Klaipėdoje „Vaikų literatūra prie Baltijos jūros" (kas dveji metai). Aktyvesni, dažnesni, natūralesni ryšiai su Latvijos IBBY skyriumi.

Klausimas. „IBBY" Lietuvos skyriaus veikla yra pavyzdys kitoms nevyriausybinėms ir ne pelno siekiančioms organizacijoms Lietuvoje. Prašau pasidalinkite savo asmenine patirtimi, ko reikia, kad tokio tipo organizacija sėkmingai ir ilgai gyvuotų?

Atsakymas. Privalau pabrėžti, kad dideliu mastu mūsų sėkminga veikla priklauso nuo to, kad dirbame kartu su Nacionalinės Martyno Mažvydo bibliotekos Vaikų literatūros centru.

Nacionalinė biblioteka mus globoja, jos erdvėje yra oficiali mūsų būstinė. Esu tikras, kad mūsų veikla yra naudinga Vaikų literatūros centrui, o Centras reikšmingas mums. Jeigu būtume kažkur „beorėje" erdvėje, mūsų veikla būtų, ko gera, kuklesnė.

Dar kitaip pasakyčiau, kad labai svarbu, kai visuomeninė veikla nors kiek būna susijusi su profesine veikla. Tokių žmonių turime, jais ypač remiamės.

Kitas esminis dalykas – nuoširdūs santykiai, demokratinis valdymas. Taip pat pagarba vienas kito veiklai, pastanga pastebėti kiekvieno nario gebėjimus, polinkius, galimybes. Žmonės nori išlikti organizacijoje, kai jaučiasi reikalingi ir kai sulaukia tam tikro moralinio atlygio. Mūsų organizacijos susitelkimui, pavyzdžiui, padeda pastaruoju metu imtos organizuoti profesinės vasaros kelionės į užsienį. Jų metų lankomos su vaikų literatūra susijusios vietos.

Nuoširdžiai dėkoju už Jūsų atsakymus, laiką ir pagalbą!

Annex A.1: The Questionnaire for the President of the Lithuanian Section of IBBY (English translation)

Question. Mr Kęstutis Urba, you are the President at the Lithuanian Section of IBBY. Please tell me more about yourself, and your duties within this organization.

Answer. In a number of non-governmental organizations presidents are the ones that are particularly famous and adored persons, where their main duty is to sustain organizations' activities within their authority. However, I am the president, who actually works. In a very beginning of activities I had to do absolutely everything, for instance, to communicate with the Secretariat of IBBY, to establish organization's regulations as well as to plan activities. Now in the organization there are many helpers, firstly, the Board members. We have our duties divided, and I can completely rely on these people: some of them administer projects, others estimate and do reports, *etc*. Although my fundamental function is to generate the ideas for activity and its coordination, sometimes I also represent the organization's activities and look for funding.

Question. The Lithuanian Section of IBBY counts already twenty-two years of activity. Was it difficult to establish this non-governmental organization in Lithuania? Could you please tell me, what kind of difficulties has the Lithuanian Sector of IBBY faced with its establishment?

Answer. The year 1992 was so-called 'rise' year (or known as Revival: *Atgimimas*). At that time it was not difficult to establish any organization in Lithuania, thus, there were a lot of them founded or re-established. As far as I remember, there was already the Law on Public Organisations [*remark: the law was passed in 1995; not valid from 2004*]. The only things needed to be done were to ascertain everything, to charter properly, and to register regulations. In fact, during the first three-five years the biggest problem was the high International membership dues, which were a large amount of money at that time. Also, today the dues are not so small. However, the Secretariat of IBBY in Basel helped us within this matter in finding the supporters: the Swedish and Dutch Sections of IBBY had been paying the dues for us. Even though, actually, there was Soros foundation (Open Society Fund Lithuania: *Atviros Lietuvos fondas*), they did not support us or did it fragmentarily. Literally, at that point we needed to prove our organization's meaningfulness of existence.

Question. Please share your views about role of the Lithuanian Section of IBBY. Is this organization significant to the Lithuanian society? How and why?

Answer. My answer will be based on the fact. From the Soviet times in the Lithuanian Writers' Union there was the Children's Literature Section. However, when IBBY was established, the mentioned section stopped existing: it happened that everything connected to the children's literature, and its spread is in our organization's hand. Probably, it should be said it is not official situation, reality though. There is no tension or competition with the Writers' Union as well as with freshly established The Lithuanian Association of Literary Translators [*founded in 2004*]. We do not have any empty ambitions. Therefore, the Writers' Union does not have them as well and does trust us. Besides, we also have members that belong to the Lithuanian Writers' Union.

Hence, our organization is certainly significant. We may speak about the organization does operate, governs the activities of libraries as well as literary education at schools. Especially, the organization has a huge impact, or at least had before, on the publishing.

Question. While operating the key activities, what kind of problems does the Lithuanian Section of IBBY generally face, (eg. the society's inactivity, lack of funding, *etc*)?

Answer. As in many organizations, there could be less passive members. However, we also maintain that even to support children's literature as the idea morally is fairly important in order to belong to the IBBY.

Increasingly relevant issue, that faces the Lithuanian Section of IBBY, there are too few young people joining organization. The truth is they do join the organization, yet not all young people do really have a job related to the children's literature that effects their eventually suppressing interests.

We are lacking of funding for the stimulation of the children's literature development (rewards / appreciation for the work). Overall, regarding our organization's activities, we do have funding.

Question. IBBY is a non-governmental and nonprofit organization. In the theory of NGOs / NPOs, it is said that such type of organizations are necessary, because they are 'fulfiling the gap' made by the government, which is unable to cope with specific citizens' demands to the provision of services (in other words: the government is not able to provide specific required services and they need such organizations, as non-governmental ones, to do it). Do you agree with this statement?

Answer. Yes, definitely. I fully agree with this statement. Neither Ministry of Education and Science nor Ministry of Culture do not pay special attention on the children literature as

educational object or field of publishing, *etc*. It is not being researched at the Institute of Lithuanian Literature and Folklore of Lithuanian Academy of Sciences as well. Yet our seminar activities (annual conferences-seminars, or also known as Pranas Mašiotas' Readings [*Pranas Mašiotas was the Lithuanian famous children's author and educator*]) 'fill this gap' to some certain extent but not fully. Thus, IBBY is the major contributor to the spread of the Lithuanian children's literature abroad.

Question. Please share your views. Should government pay more serious consideration to such type of organizations as IBBY? Why?

Answer. Perhaps it is unusual but we do get attention in Lithuania. Our activities' projects, publishing projects (magazine) are getting financial support from the government for many years. We are being invited to various type of discussions, related to the children's literature and literacy. However, I do not want to imply that this attention is exclusively just for us: it is being regulated by the laws. Yet, beyond a doubt, we needed many years to prove our actual activities that we are truly significant, and we utilize financial support justly.

Undoubtedly, there is never too much consideration from the government.

Question. Does the Lithuanian Section of IBBY collaborate with the private sector?

Answer. We have established nine awards for the authors of children's literature. These awards are funded by the representatives of private sector. Therefore, we have a few permanent sponsors, but every year we need to look for new ones.

In these latter years a very significant collaboration carried through with private sector is the contest for writers and illustrators of the Lithuanian children's literature. It is aplenty funded by the private charity organization, and in majority we, the Lithuanian Section of IBBY, organize it.

Question. What is the most popular occupation of people who want to become members of the Lithuanian Section of IBBY? Are there any specific criterions for the selection?

Answer. Before there were children's librarians that wanted and, actually were becoming, members. Nowadays the occupational register is more diverse. Basically, we require individual to have a completed higher education and that a person would be 'related to the children's literature'. Nevertheless, that meaning of 'related' is perceived very broadly: the one can simply like children's literature and fancy to read it. At present in the organization there are, for instance, medical psychologist, and professor of physics. Certainly, the biggest

initiative is taken by the ones who write and illustrate. Very often we invite to join organization by ourselves, if we notice person's idiosyncratic interest.

Question. How many <u>active</u> members may you count at the Lithuanian Section of IBBY this day?

Answer. It is very difficult to say. Maybe around 28–30 from 118? However, it is possible to appoint particular responsibilities to 50–60 members and the obligations will be carried out.

Question. How many new members are being registered approximately during the year?

Answer. The admission procedure is very uneven. The possible average might be three new members per year. Yet at the moment we have ten application forms in order to obtain a membership in our organization.

Question. Does the Lithuanian Section of IBBY have a specific strategy in order to attract new members to the organization (eg. call for new members in the social media, *etc*)?

Answer. No, we do not announce the admission for new members. We terribly do not want any occasional and selfish people. However, we are always addressed on how to join the IBBY. People notice our activities and get interested. As I have already mentioned, our main strategy is to notice a person, his / her activities and then we suggest to join organization.

Question. Active and sincere members are the core of every organization. How much activity from the member is expected at a participation at the Estonian Section of IBBY (eg. once per month, at least two times per week; there is precise amount of hours per month, per week or per day; the activity is not limited *etc*)?

Answer. Every year our organization holds two general meetings that are also big events: on the 2nd of April (International Children's Book Day), and on the 19th of December (scientific practical conferences-seminars known as Pranas Mašiotas' Readings). We request our members to attend at least these two events. More active members participate in other, mediate events, whereas the most active members, in accordance with the Board, work in various juries for children's literature, write articles for the organization's magazine "Rubinaitis", suggest various ideas for the activities.

Question. Please share your views. Would be a modern activity of the Lithuanian Section of IBBY possible without technological and Internet resources?

Answer. No, it would not. Certainly, the activity would be possible but it would be far more little. Maybe even very little.

Question. This questionnaire is the part of the analysis dedicated to IBBY as non-governmental and nonprofit organization in the Baltic region. Is it possible to state, that IBBY national sections in the Baltic States are more cooperative among each other than with other countries?

Answer. We cooperate among each other deliberately. We have one traditional event in Klaipėda [*in Lithuania*] named "Children's literature to the Baltic Sea" [„*Vaikų literatūra prie Baltijos jūros*"] that takes place every two years. Thus, more active, more often, and more natural relations are with the Latvian Section of IBBY.

Question. The Lithuanian Section of IBBY is a great example to other non-governmental and non-profit organizations in Lithuania. Please share your experience, what is needed that such type of organization would be successful and running smoothly?

Answer. I must highlight that our successful activity to a large extent depends on the fact we work with the Children's Literature Centre of Martynas Mažvydas National Library of Lithuania. The National Library patronizes us, and there we have our official headquarters. I am certain, that Children's Literature Centre benefits of our activities, whereas the Centre is also important to us. In other case, if we were somewhere in 'airless space', our activity, very likely, would be much more modest.

Otherwise, I would say that it is very important when social activities are somewhat related to the professional activities. We have such people, and we are highly encouraged by them.

Another key facet is sincere relationship as well as democratic governance. Also, respect for each other's activities, effort to observe each member's abilities, vocations, and potentials are essential. People want to remain in the organization, when they feel that they are needed and when they receive so-called physic income. For instance, our organization feels united in the recently begun the organization of summer trips abroad, where the places connected to the children literature are being visited.

Thank you very much for your collaboration, and time!

Annex B: The Questionnaire for the President of the Latvian Section of IBBY

Question: Ms Ilze Stikane, you are the President at the Latvian section of IBBY. Please tell me more about yourself, and your duties within this organization.

Answer: I am professor of the Department of Education, Psychology and Art of University of Latvia, my study courses are children's literature, the history of Latvian literature, Latvian folklore, the theory of literature for students who will be teachers of Latvian language and literature in secondary schools. I have been the President of the Latvian section of IBBY since 2003. My duties: to organize meetings of the board of IBBY Latvia, to keep up with the actualities of IBBY, to urge colleagues to participate in various activities of children's literature and book art in Latvia and abroad, to take part in various projects and expert groups *etc*.

Question: Could you please share when the Latvian section of IBBY was established and was it difficult to do it in Latvia? Could you please tell me, what kind of difficulties has the Latvian sector of IBBY faced with its establishment?

Answer: The Latvian section of IBBY was established in 1993. I can't tell about it, because I have not been involved in those events.

Question: Please share your views about role of the Latvian Section of IBBY. Is this organization significant to the Latvian society? How and why?

Answer: Latvian Section of IBBY is significant to the Latvian society because it is only organization to deal with promotion of children's literature, literacy, reading activities *etc*. During last 10 years some big projects and programmes of our organization greatly have focused attention to children's books and literary process. It is very important while thinking about future culture in Latvia.

Question: While operating the key activities, what kind of problems does the Latvian Section of IBBY generally face, (eg. the society's inactivity, lack of funding, *etc*)?
Answer: Lack of funding.

Question: IBBY is a non-governmental and nonprofit organization. In the theory of NGOs / NPOs, it is said that such type of organizations are necessary, because they are 'fulfiling the gap' made by the government, which is unable to cope with specific citizens' demands to the provision of services (in other words: the government is not

able to provide specific required services and they need such organizations, as non-governmental ones, to do it). Do you agree with this statement?

Answer: Yes.

Question: **Please share your views. Should government pay more serious consideration to such type of organizations as IBBY? Why?**

Answer: Yes, because they do very important job. IBBY is good assistant of children's culture process, pedagogy, promoter of crosscultural dialogue *etc*.

Question: Does the Latvian Section of IBBY collaborate with the private sector?

Answer: Yes.

Question: What is the most popular occupation of people who want to become members of the Latvian Section of IBBY? Are there any specific criterions for the selection?

Answer: Librarians. There are no any specific criterions for the selection.

Question: How many <u>active</u> members may you count at the Latvian Section of IBBY this day?

Answer: Active members – ~ 30.

Question: How many new members are being registered approximately during the year?

Answer: New members approximately during the year: 2–3.

Question: Does the Latvian Section of IBBY have a specific strategy in order to attract new members to the organization (eg. call for new members in the social media, *etc*)?

Answer: No, we have no any specific strategy.

Question: Active and sincere members are the core of every organization. How much activity from the member is expected at a participation at the Latvian Section of IBBY (eg. once per month, at least two times per week; there is precise amount of hours per month, per week or per day; the activity is not limited *etc*)?

Answer: The activity is not limited; every member can do what he wants or is able to do.

Question: Please share your views. Would be a modern activity of the Latvian Section of IBBY possible without technological and Internet resources?

Answer: No.

Question: This questionnaire is the part of the analysis dedicated to IBBY as non-governmental and non-profit organization in the Baltic region. Is it possible to state, that IBBY national sections in the Baltic States are more cooperative among each other than with other countries?

Answer: Yes, I think so, too.

Question: Please share your views about the Latvian Section of IBBY. What is needed that such type of organization would be successful?

Answer: We need bigger support from state – moral and material. Besides money, we need more time (all members are in their own job) and more members' activity.

Liels paldies!

Thank you very much for your collaboration, and time!

Annex C: The Questionnaire for the President of the Estonian Section of IBBY[25]

1. Ms Leelo Märjamaa, you are the President and Liaison Officer at the Estonian Section of IBBY. Please tell me more about yourself, and your duties within this organization.

2. The Estonian Section of IBBY was first founded in 1993 and re-established in 2003. Was it difficult to establish this non-profit organization in Estonia? Could you please tell me, what kind of difficulties has the Estonian Sector of IBBY faced with its establishment?

3. Please share your views about role of the Estonian Section of IBBY. Is this organization significant to the Estonian society? How and why?

4. While operating the key activities, what kind of problems does the Estonian Section of IBBY generally face, (eg. the society's inactivity, lack of funding, *etc*)?

5. IBBY is a non-governmental and nonprofit organization. In the theory of NGOs / NPOs, it is said that such type of organizations are necessary, because they are 'fulfiling the gap' made by the government, which is unable to cope with specific citizens' demands to the provision of services (in other words: the government is not able to provide specific required services and they need such organizations, as non-governmental ones, to do it). Do you agree with this statement?

6. Please share your views. Should government pay more serious consideration to such type of organizations as IBBY? Why?

7. Does the Estonian Section of IBBY collaborate with the private sector?

8. What is the most popular occupation of people who want to become members of the Estonian Section of IBBY? Are there any specific criterions for the selection?

9. How many <u>active</u> members may you count at the Estonian Section of IBBY this day?

10. How many new members are being registered approximately during the year?

11. Does the Estonian Section of IBBY have a specific strategy in order to attract new members to the organization (eg. call for new members in the social media, *etc*)?

12. Active and sincere members are the core of every organization. How much activity from the member is expected at a participation at the Estonian Section of IBBY (eg. once per month, at least two times per week; there is precise amount of hours per month, per week or per day; the activity is not limited *etc*)?

13. Please share your views. Would be a modern activity of the Estonian Section of IBBY possible without technological and Internet resources?

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[25] The same questionnaire was sent to the Vise President of the Estonian Section of IBBY, Ms Viive Noor.

14. This questionnaire is the part of the analysis dedicated to IBBY as non-governmental and nonprofit organization in the Baltic region. Is it possible to state, that IBBY national sections in the Baltic States are more cooperative among each other than with other countries?

15. Please share your views about the Estonian Section of IBBY. What is needed that such type of organization would be successful?

Tänan väga!

Thank you very much for your collaboration, and time!