



Non-profit Intermediary Support Organizations in China: The case of NPI

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The paper in a larger project

- Chinese National Social Science Foundation's Project "*Social Mechanisms of Innovation in Social Organization Management*", Led by Professor Ruan Yunxing at Zhejiang University, China
- Zhejiang Experience: Hangzhou, Ningbo, Wenzhou
- Shanghai Innovation: **NPI (ENPAI)**

The collaboration between NGOs (NPI) and the local government (Shanghai Ministry of Civil Affairs)



Theoretical Interest

Different types of NGOs : Service delivery, advocacy,
Focus on the agencies that play important roles in NGO sector evolution.

Intermediary NGOs(Carroll,1992)

Bridging organizations(Brown,1991)

Management support organizations (Connor, Kadel-Taras & Vinokur-Kaplan, 1999)

Support Organizations (Brown & Kalegaonkar, 2002)

Intermediary Support Organizations

While “intermediary” highlights the bridging role between NGOs, government agencies, business, academics, international donors, “support” refers to the services and resources that strengthen the capacities of the above constituents to accomplish their missions.

Intermediary Support Organizations in an authoritarian context



Research Questions

- Theoretically, why have intermediary support organizations emerged in China? How have they succeeded or failed in responding to the challenges faced by the Chinese government and NGO sector in general?
- Empirically, how has the collaboration between NPI and Shanghai Ministry of Civil Affairs come into being?

• **Focus on the organizational level**

What has NPI been doing?

Non Profit Incubator	Beijing, Shanghai, Chengdu, Shenzhen, Dongguan, Nanjing, Suzhou	Venues, facilities, capacity building, micro-grants, registration assistance
Social Innovation park	Shanghai Social Innovation Park (Nest)	Showcase space, resource integration
Community service platform	Shanghai Enrichment Community Service Center (Wulixiang)	Public Service Stations, community-based NGOs and social enterprises
Venture Philanthropy	Lenovo VP Project Shanghai Community VP competition	Seed funds
Fund-raising Platform	Shanghai United Foundation	Funding raising for NGOs and social enterprises
Capacity Building	Social Entrepreneur Institute(SEI)	Training sessions, Assessment services
CSR Consulting	Corporate Citizenship in Action (CCIA)	CSR strategy planning, project design, CSR report
NPO Projects Exhibition	Exhibition in Beijing 2009 and Shenzhen 2011	Network between donors and NGOs, Best Practice Showcase
Publication	Social Entrepreneur Magazine	Promotion and Education

NPI's critical intermediary and support functions

Roles	Activities	Strategic meanings	Respond to challenges
Strengthening individual and organizational capacities	SEI, Incubators	Human & Organization Development Agency	Amateurism
Mobilizing financial resources	Venture Philanthropy, Fund-raising	Financial Resource Organization	Material Scarcity
Providing information and intellectual support	SEI	Research & Information Institute	Restricted Focus
Building bridges across sectors	CCIA, Wulixiang, Nest	Inter-sectoral Bridges	Relations with the state, the market, the public, international
Building alliances for mutual support	Innovation Park	Network, (Alliance, Coalition?)	Fragmentation



Intermediary Support Organizations in authoritarian China: the interaction between Shanghai Ministry of Civil Affairs and NPI

Example: Shanghai Innovation Park (the Nest)

The strong government influence

try to turn it to a government-affiliated organization administration instead of collaboration

Hub-type social organizations

A practice of devolving responsibility for managing social organizations to trusted "people's organizations" such as the All-China Federation of Trade Unions, Women's Federation and Communist Youth League.

Transform from purely political organizations to hybrid-type social organizations that can serve as a bridge between the government and NGOs.

Authoritarian state: adaptive
NPI technology export



Conclusions and Implications

Positive: Although NPI could not cast off the strong impact of the government on its activities as we have seen in authoritarian China, such organizations have injected new dynamics into social governance structure.

Government: mind-changing, learning

NPI position, professionalism (compared to hub-type social organizations)

We wish to suggest that intermediary support organizations in china carry the importance of making right linkages between NGOs at the grassroots level and the larger socio-political system, which might reshape the Chinese civil society.



Thank you!

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