

# Democratising the Non-Profit Sector

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## Overview

- The need for democracy in the NPS
- C.L.E.A.R potential for participation in the NPS
- Barriers to democratisation in the NPS
- The case of the criminal justice NPO in Scotland

## **The Need for Democracy in the NPS**

- Fairness
- Accountability
- Improve Decisions
- Develop trust and social capital

## **C.L.E.A.R Potential for Participation in the NPS**

**C**an participate

**L**ike to participate

**E**nabled to participate

**A**sks to participate

**R**esponded to when one participates

## **Barriers to Democratisation in the NPS**

### **Co-option by the State**

- Compacts
- Service Agreements
- Regulation

### **NPOs as Active Agents**

- Decline in organisational integrity
- Mission drift
- Increase in complexity

## **The Case of the Criminal Justice NPO in Scotland**

- Target focused = bureaucratisation
- Growth of audit culture = monitoring, evaluation & bureaucratisation
- Measurable outcomes Vs quality outcomes
- Increase in 'memo culture' = retrenchment of democratic processes
- Increase in bullying, victimisation and marginalisation of staff
- Mission drift

## **Conclusion**

- Essential to have democratic arrangements in NPOs
- Potential to have democratic arrangements in NPOs
- Current relationship between the state and NPS uncondusive to democracy
- Problem of ensuring democratic arrangements are prevalent in the NPS