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Children's Rights Organisations in the Swedish Welfare State

A qualitative, comparative study about the Swedish Children's Rights organisations BRIS, Friends and Rädta Barnen

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Abstract

Title: Children's Rights Organisations in the Swedish welfare state

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The aim with this study is to investigate the Swedish Children's Rights organisations: BRIS, Friends and Rädda Barnen and how the professionals at these organisations perceive the organisations role in the Swedish welfare system. The design of the study is qualitative, where ten professionals have been interviewed using a qualitative semi-structure method. The objectives were to explore the professional's view of the strategic work of the organisation, along with their adaption to the external environment and how this can be explained. The theoretical framework of Neo institutional theory and Recourse dependency theory has been used to explain how the external environment influence and control the organisations to move in a certain direction. A thematic analyse method was used in order to identify coherent themes in the interviews.

The results of this study implies that it is a major difference in how the respondents at the different organisations perceive their organisations contribution to the Swedish Welfare system and that this can be explained by the different environment of the organisations creation and tradition. However, even though the organisations differ in the structure, their origin and the work they perform, the organisations tend to become more similar to each other. With the contribution of the theoretical framework, this can be explained by the organisations requirements to adapt to the external environment and the environmental recourses of which they are dependent on in order to gain legitimacy and financial recourses. These isomorphic mechanisms is in this study shown to create a development in all of the three organisations to become more professionalized and administrative organisations and similar to organisations in the governmental and private sector.

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Abbreviation

BRIS - Barnen Rätt I Samhället (Children's Rights in the Society)

CRC – Convention on the Rights of the Child

CSR – Cooperate Social Responsibility

EC- European Commission

EU – European Union

FICAB – Friends Intenational Center Against Bullying

FRII - Frivilligorganisationernas Insamlingsråd (Swedish Fundraising Council)

NGO – Non-governmental organisation

NPM – New Public Management

SIDA – Swedish International Development Cooperation Agency

UN - United Nation

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1. Introduction

The Swedish welfare system, along with the Nordic countries, has traditionally been viewed as close to the ideal of a welfare state with well-developed welfare arrangements and with a high degree of equality. This comparatively strong welfare regime has led to the conclusion among several international researchers that the voluntary sector in Sweden is weak and not as well developed in an international comparison. However, as will be stated in this study, the voluntary organisations in Sweden are an important and fundamental part of the Swedish welfare system and the work of child protection.

Earlier this year, the UN Committee on the Rights of the Child presented their recommendation for the Swedish government to fulfil the rights of the child in Sweden. In the report, an extensive concern for the situation in Sweden was presented, with a particular focus on the discrimination of migrant children and for children in marginalized areas, along with the situation for children in schools. Several children's rights organisations has been a part in the process of identifying the situation for children in Sweden and the recommendations of how it can be improved, and were also present when the government was questioned in Geneva in January 2015. The recommendations to the government were among others, to improve the involvement of the child in all the decision-making affecting them and the need of enhancing the competence of children's rights to professionals and authorities. Moreover, the children's rights organisations has for several years implied the need of initiate an incorporation of the Convention on the Rights of the Child as such into the Swedish legislation, something that is now on the agenda for the Swedish government. In this process, and several other processes of promoting children's rights in the society, the Swedish voluntary children's rights organisations have an important role. (The Swedish Government, 2015)

The main contribution of this paper is to draw empirical attention to how this role is perceived by the professionals working in the children's rights organisations BRIS, Friends and Räd Barnen, with a particular attention to how the organisations is influenced by external actor and how this can be explained. The study will start with a definition of important concepts that will be used in this paper, followed by an introduction to the background of the Swedish voluntary sector and the voluntary children's rights organisations and it's relation to the UN Convention on the Rights of the Child.

2. Definition of concepts

In the following section I will present the key concepts that will be used further on in this paper. The aim with this section is to give the reader an understanding of the core in the study, and as a guideline to the concepts that will be used in the literature review. The definitions of the concepts have emerged during the work of the study and during the literature review. As will be presented in this section, the interpretation of the following concepts is dependent of the context in which they are used and because of this, both definitions of international and Swedish concepts will be presented.

2.1 The voluntary sector and the voluntary organisations

To find a definition of voluntary social work is by several scholars described as a complex process and a variety of terms has been used to describe it, such as nongovernmental organisations (NGOs), the third sector, organized civil society, community sector, the informal sector or social economy. The reason to the variety of terms to describe this sector is explained by Milligan (2009) as a result of the sectors different context in different national and social policy fields. Milligan (2009) present in the article *Voluntary Sector* in the *International Encyclopedia of Human Geography* a broad definition where he refers to the sector in the society ...

... which encompasses formal, nonprofit distributing organizations that are both self-governing and constitutionally independent of the state. Though voluntary organizations may employ paid staff and receive funding from the state, their remit is to act for public rather than shareholder benefit. (Milligan, 2009:165)

To the background of this definition it is also possible to identify criteria's for organisations that is operating in this sector. John Hopkins Comparative Nonprofit Sector Project (JHCNSP) (in Salomon &Anheier, 1997) represents one of the most comprehensive attempts to define and identify the voluntary sector. He has identified the following five criteria's to identify the voluntary organisations that represent the voluntary sector:

- They are formalised organisations, in other words, sustainable organisations with a formal structure. In a Swedish context, this comprises the existence of a board of directors.
- They are independent organisations, separated from the state and municipalities, but could be supported financially by the officials.
- They are non-profit organisations, which does not aim to make a profit or any other form of economic return for their members or the board.
- They are self-governed and control their own activities.
- They are subject to voluntary contributions in the form of voluntary work or/and donations.

(Salomon &Anheier 1997:10)

This study will be based according to this presented criteria's above and I will because of this refer to the concept *voluntary organisations* and *the voluntary sector*. Moreover, these two concepts are most similar to the Swedish concepts *ideella organisationer* and *frivillig sektor*, which are the concepts that the organisation's that has been studied is using. (Lundström,

2004) Other close concepts are the concepts of *civil society* or the *third sector*, which refers to all systems distinct from the government and business. Since the study aims to present work performed by organisations, and these concepts also include the family and other social relationships, the concepts of civil society or the third sector will not be used in the study.

2.2 Advocacy

One of the most cited definitions of the concept of advocacy within the field of non-profit organisations is provided by Jenkins (1987). He states that advocacy is defined as “any attempt to influence the decisions of an institutional elite on behalf of a collective interest”. (Jenkins, 1987:297) The definition of what kind of organisations that could qualify as “advocacy organisations”, vary among researchers of the area. For scholars that present a broader definition of advocacy organisations include those organisations that have a more indirect effect to influence legislations and policies, such as providing empowerment and opportunities for vulnerable groups to speak up and be heard by decision makers. This, with the aim of increasing the participation of affected groups in the decision-making processes, but also to organise political campaigns and provide research on community needs. A narrower definition has been presented by Avner (2002) and limits the definition of advocacy to lobbying, or to direct communication to officials or politicians. (Avner, 2002; Kimberlin, 2010) In this study, the broader definition has been used in order to include various strategies of advocacy.

2.3 Social movement

Tarrow (1998) gives a broad definition of social movements as

...collective challenges, based on common purposes and social solidarities, in sustained interaction with elites, opponents, and authorities. (Tarrow, 1998:4)

Meyer & Kretschmer (2007) continues to define social movement as something that consist of both the interests of individuals, as well as established organisation that helps to coordinate the movement's effort. This creates a group of individual that is united by shared ideals, aspects of politics or values even if individuals in the group differ in other issues. Social movements are established distinct cultures but are not separated from politics and culture in the society in which they operate; the social movements draws ideas and criticisms from the society and also contributes back to it. In this, Meyer & Kretschmer (2007) implies that the social movement occurs around a structure that is provided by established groups and dependent on the political setting and this group can take different forms.

Social movements are always about more than their explicit claims, including components of culture and values. [...] Social movements are vehicles that express a constructed social and political identity. (Meyer & Kretschmer, 2007:540)

In a summary, social movements could in a broad definition been viewed as a mobilising actor that is defined by a strong symbolic relationship or bond that through different organisational forms works for the same aim, to implement or prevent fundamental social changes or to restore previous social conditions. (Chesters & Welsh, 2011)

2.4 Professionalization

Friedson (1970) defines profession by focusing on the process rather than a structure, since he found that each profession was unique and highly dependent on the context. Friedson (1970) then refer this process to as the process of *professionalization* and that this process involves around three main areas: 1) responsibility for meeting the demands on the market; 2) the undertaking of higher educational qualifications and 3) the participation in essential expertise training with the aim of provide the participants with advanced knowledge of the field in which they operate. Through this process, Friedson (1970) discover that professionalization was a social constructed phenomenon, were the process of becoming a professional revolves around the experience of a different status or position that has an impact on the identity of that individual, and that this identity is what differs the professional from a occupational worker. Furthermore, Friedson (1970; 1986) also identifies that the professional identity generates in some privileges, such as “knowledge monopoly” and “gate keeping”. The “knowledge monopoly” refers to owning the truth on the field and “gate keeping” is seen as a method by which institutions are able to control over desirable recourses. In this way, professionalization is a desirable and powerful process in an organisation, which enables the organisation to control the external environment. (Friedson, 1970; 1986; Leigh, 2014) In the case of voluntary organisation, professionalization can be seen in two different ways: the professionalization of volunteers and a professionalization that revolves around expertise, which includes the replacement of volunteers with paid staff. This will be further mentioned in the research done by Lundström (1997; 2001) in the literature review.

2.5 Cooperate Social Responsibility

The concept of Cooperate Social Responsibility (CSR) is often associated with the notion of sustainable development and is the idea of that business should be responsible for more than to achieve a high profit for their shareholders; that they also have a responsibility for the social and ecological environment in which they operate. This implies companies to go beyond mandatory, legal requirements and take further responsibility and to integrate environmental, social and governance practices in their business plan and model. The European Commission (EC) defines CSR as:

A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. (European Commission, 2011)

The environmental concern focuses on the companies impact the on the ecological environment, whereas the social dimension put the attention on the relationship between the business and the social society.

The foundation of CSR was developed during the 1960s by a rapid change in the social environment in USA, and this created a pressure for companies to adopt a CSR-perspective, as a responsible thinking of the social and ecological society in which they operate. Over the past decades, the concept of CSR has continued to develop and the importance and significance has increased rapidly and is nowadays a subject for research and theory building. In this thesis, CSR will be mentioned in the findings of the interviews that have been

conducted, were the development of the children's rights organisations relationship to CSR will be outlined.

3. Background

In this section I aim to present an overview of the context of my study and how this relates to my research question. I will begin with a short presentation of the Swedish welfare state and how this has been related to the voluntary sector in Sweden in previous research. I will then shortly present how the children's rights organisations in Sweden has operated and interacted within the Swedish welfare state by presenting Lundström's (2001) research of two of the most important organisations in the voluntary field of children's rights: Rädde Barnen and BRIS and end with an introduction to the New Public Management. In the section that follows, I will present the organisations that have been studied, in terms of working methods, funding and the development of the organisations in the recent years. In the last part of the chapter, I will present the frame of the research together with the research questions of the study.

3.1 The welfare state and the non-profit sector in Sweden

Lundström (1996) implies that in order to understand the voluntary sector in Sweden, it has to be put and understood in the context in which they act. (Lundström, 1996) Lundström and Wijkström (1997) research described in the book *The Nonprofit Sector in Sweden*, takes its departure in the welfare state research and relates this to the study of social movements in Sweden. The authors begin their study by presenting some of the questions raised by various scholars, notably American, if the voluntary sector is an actual existing phenomena in Sweden, or if this sector is too dependent and bound to the state along with if the autonomy of these organisations can be questioned. Further, the authors focus on the service production of the voluntary sector, and analyse this in relation to the history of the sector and its relationship to the state. The authors start their historical context of the Swedish welfare state and the voluntary organisations after the time of the Second World War, when the first cornerstones of the current Swedish welfare state were laid, and refer to the research done by Korpi and Esping-Andersen and their categorization of the welfare states. In this classical categorization of the welfare states, a high level of de commodification and a strong state is characterizing the welfare state of Sweden. The welfare categorization of Esping-Anderson and Korpi is influenced and inspired by the writings of Tittmuss and the institutional redistributive model which is characterized by a high degree of universalism, where all citizens are included in the social service programs. Lundström and Wijkström (1997) states that even though the research of Tittmuss, Esping Andersen and Korpi does not include the non-profit sector in their analysis of the welfare states, the research is of high importance to bridge these two traditions, since the non-profit sector is, like stated by Lundström (1996; 2001), influenced and affected by the type of welfare state that they operate within. (Lundström & Wijkström, 1997; Lundström, 1996, 2001)

Lundström and Wijkström (1997) go further by analysing the welfare state and the voluntary sector in Sweden in an international context. The authors allege that the Swedish voluntary sector is in an international comparison strong, both in participation and economic terms, and is a common form of organisations in the Swedish society. This has also been the outcome of Jeppsson Grassman and Svedberg (1996) research about the voluntary action in a Scandinavian context, where the authors states that the Swedish voluntary sector is approximately in the same size as other West European countries in terms of both economic importance, when measured as percentage of the GNP, and in size. (Jeppsson Grassman & Svedberg, 1996; Lundström & Wijkström; 1997; Lundström, 1996). In terms of participation

Sweden also has, in an international perspective, a big percentage of the population who belong to a voluntary organisation. (Lundström & Wijkström, 1997) Instead, the execution of the organisations in the Swedish society is different. In comparison to for instance Germany and the United States, which has a dominant non-profit sector in social services, health care and education, the Swedish non-profit organisations is more related to sports, cultural life and labour unions. (Johansson, 2005a; b; Lundström, 2001) The organisations are also most often democratic associations with a participation based on membership. (Lundström, 1996) Another difference that is mentioned by several scholars when the Swedish voluntary sector is described in an international context, is that the Swedish voluntary organisations historically has been in the character of social mass-movements with a main focus of promoting advocacy work and have a comparatively low degree of direct service in the form of providing advice, gifts, food etc. Lundström (2001) labels these different aspects of the voluntary sector by using the terms voice producing and service producing, were Swedish organisations has historically been seen as the former. (Lundström, 2001; Lundström & Wijkström, 1997; Jeppsson Grassman & Svedberg, 1996)

Historically, it can be stated that the development of the voluntary sector has a close relationship to the development of the Swedish welfare state. At the beginning of the twentieth century, about one out of ten Swedes was a member of at least one voluntary organisation, compared to the 1970s when nine out of ten Swedes had a membership registered in a voluntary organisation. The development of the welfare state has in other words gone hand in hand with the growing number of membership and commitment in voluntary organisations. In the same way as the welfare state has developed, so has the character of the voluntary organisation changed over the twentieth century. Since the 1980s, new ideological ideas in the developing part of the world has put the pressure of the voluntary organisations ability to produce social service, and has because of this been seen with a increasing importance by the public sector. This has also changed the organisational structure within the voluntary organisations along with the relationship between the voluntary sector and the state, which is going to be further discussed in the later section of the paper. (Lundström, 1996; Jeppsson Grassman & Svedberg, 1996)

Several scholars has done research with the aim of categorize the organisations in the Swedish voluntary sector. Meeuwisse and Sunesson (1998) define the voluntary organisations in principles of the activities within the organisations. The authors separates the organisations in organisations with the principle of “we for you”, were volunteers or professionals work for a certain group of people or people with a certain problem, and organisations with the principle of “we for us”, were people in a certain situation work for their own purpose. (Meeuwisse & Sunesson, 1998) With a similar definition, Lundström (1992) describes three kinds of voluntary organisations; organisations performing (1) philanthropic social work, or “we for them”, (2) “help to help yourself” (in Swedish: *hjälp till självhjälp*) which engage the ones that needs the help but is organised and controlled by others and (3) “self-organised help” where the affected ones organises and develop the activities for themselves. (Lundström, 1997:9-10) In this study, voluntary organisations that mostly performing philanthropic work, or “we for the them” will be studied and further outlined in the following sections.

3.2 Children's Rights and the Convention on the Rights of the Child (CRC)

Further in this chapter voluntary organisations working with children's rights will be presented and therefor, the concept of children's rights along with the Convention on the Rights of the Child (CRC) will in this section be described.

The concept of children and childhood is a cultural and sociological constructed phenomenon with a definition that have transformed during the history. The view of children was traditionally seen as a property of their parents but was in the European context changed in between the sixteenth and eighteenth century, when the status of children gradually started to improve. It was not until during the eighteenth century that the childhood was starting to be considered as an important stage of life that included certain rights. During the nineteenth century, the idea of the childhood as a vulnerable stage was introduced by the work of child-saving movement and resulted in that the concept of child protection was introduced. In 1924, the first document that included children's rights; The declaration of the Rights of the Child and the precursor to the CRC, was ratified by the League of Nation. In 1959, the United Nation, which superseded the League of Nation, developed the updated Declaration on the Rights of the Child and in 1979 the Declaration on the Rights of the Child became the Convention on the Rights of the Child (CRC), with the aim of having the force of international law that entitles countries who ratify the Convention to be legally bound to uphold their principles. (Mapp, 2010)

The Convention on the Rights of the Child (CRC) is set by the United Nation in order to ensure a set of rights to all children, regardless of sex, ethnicity, nationality, religion or any other category of difference and was developed in relation to the recognition to the fact that people under the age of 18 years old is especially vulnerable to violation of their human rights. The CRC is because of this an additional protection to the Universal Declaration of Human Rights in order to protect children and the special violations and barriers children may face just because they are under aged. The CRC is guided by four primary principles: non-discrimination (Article 2); the best interest of the child (Article 3); the child's right to life, survival and development (Article 6); and the right of the child to have his or her views heard on matters that pertain the child (Article 12). (Office of High Commissioner for Human Rights, 1993) The rights have also been broken down into four categories: development rights, protection rights, subsistence rights and participation rights. The development rights entitle all children to reach their full adult potential and include the rights to education and the freedom of thought and religion. The protection rights protect the right to life and freedom from maltreatment and exploitation. The subsistence rights are those rights necessary to the survival, such as the right to food, health care and shelter and the participation rights give the child right to have an active role in their community in questions that concerns them. (Mapp, 2010)

The new Swedish Government, elected in September 2014, intend to make the Convention on the Rights of the Child as a part of the Swedish domestic law with a purpose to deliver a full report on this concern by 28 February 2016. In this process, the children's rights organisations in Sweden will and have had an important part in the process. This will be further discussed in the parts of Findings and Analysis of this paper. (Swedish Government, 2015)

3.3 Children's Rights organisations in the Swedish welfare state

In this section the background of children's rights organisation in Sweden will be presented. The first section presents how the view of childhood, child protection and voluntary organisations working with children has been developed in the Swedish welfare state. The following section will primarily focus on Lundström (1997; 2001) research of the children's rights organisations (mainly BRIS and Rädde Barnen) and their development as important voice producers in Sweden.

3.3.1 The Right of the Child and the voluntary organisation in a historically perspective

The Swedish feminist writer Ellen Key and her book *The Century of the Child* (in Swedish: *Barnets Århundrade*) from the year 1900 is by many seen to be a breakthrough in the perception of children and their upbringing and seems to be a turning point for the voluntary organised child protection in Sweden. From this turn of the century, voluntary organisations working with child protection was being more seen as institutional arrangements, with organised voluntary work and with a professional staff. In this era, organisations that were established were often specialised in certain areas such as health care for children and childcare, and was often targeted to poor single mothers and their children. The voluntary work was often performed by upper class women that conducted pedagogical care in so called "children cottage" (in Swedish: *barnstugeverksamhet*) that was established in the beginning of the twentieth-century. These child cottage organisations were dominated run by associations and the church. Lundström (1997, 2001) states in his article about voluntary work within the field of child protection, that in the beginning of the 1940s, 90 per cent of these organisations was delivered by others than the public and the municipalities, but as soon as the 1970s this amount was one percentage. In the same way, orphanage has faced the same development in the Swedish society. The expansion of the orphanage begun in the nineteenth-century and was back then founded by associations and individuals. However, in the 1940s the orphanage was reviewed by the government and in the 1970s, only six percentages of the orphanages was carried out by others than the officials. The expansion of the child protection services run by the government meant that the role of the voluntary organisations changed, with the aim of producing and share information about child protection and childcare. The voluntary organisations are also described by Lundström (1997) as an important actor in professionalising the field of child protection with the aim of building a strong governmental child protection service based on equality. However scholars like Lundström (1997) and Johansson (2005a) describes a shift in the development of the Swedish voluntary from being voice producers with the aim of performing advocacy work to become service producers. This will be further outlined in the literature review, were studies of the voluntary sector in Sweden today will be presented. (Lundström, 1997; 2001)

3.3.2 Children's rights organisations as voice producers

Organisations working within the field of child protection and children's rights in the voluntary sector have been studied by Lundström's (2001) in the article "Child Protection, Voluntary Organizations and the Public Sector in Sweden". The research done by Lundström (1997; 2001) will be further outlined in the literature review but since Lundström's (1997;

2001) study gives an important knowledge about the children's rights organisation and their role as voice producers, some of his study will be presented in this section in order to give the reader some basic information of this field. In the article Lundström (1997; 2001) presents an analysis of the role of Swedish voluntary organisations within the field of child protection and two of the most important voluntary organisations in the field of child protection in Sweden: Rädde Barnen (Save the Children) and BRIS (Children's Right in the Society). His point of departure in the article is that the organisations in the child protection field play an important role as a voice producer for ideology and research in two dominating concepts, namely child abuse and sexual child abuse.

The organisations presented in the research of Lundström (1997; 2001) were during the 1970s a strong voice producer in the topic of physical child abuse. This topic was highly relevant because of the Swedish debate on legislation against physical punishment of children, together with several American research reports of individual child abuse cases that started to attract public attention. This, combined with a political atmosphere that in the 1970s could be identified by political possibilities and the question of how the welfare was working and caring for vulnerable groups, was according to Lundström (1997; 2001) important factors for the establishment and development of the organisations working with child protection and why the question of child protection was put on the public authorities agenda. The two organisations described in the article put a lot of pressure of the public authorities to cooperate, in order for the possibility of an early discovery of child abuse. In the 1980s and 1990s the organisations produced similar voice services to the topic of sexual child abuse. Lundström (1997; 2001) shows in his article, which is going to be further discussed in the later section, that the voluntary organisations working with child protection and children's rights, are highly dependent on their environment and that the organisations, notwithstanding that they operate in a strong welfare state as Sweden, is by the state seen as a desirable feature in the core areas of the welfare state. With this background, the relationship between the state and the voluntary organisations can be seen as a particular interesting example of the interrelation between the two sectors. (Lundström, 1997; 2001)

3.4 New Public Management

The philosophy of New Public Management (NPM) refers to the introduction of market based and business oriented logics in to the governmental practice and has been described as "one of the most striking trends in the public administration" (Leishman et al 1996:26). NPM is characterized by transparency and performance and has had a huge influence on the official social work practice in Sweden, and the western world, in the recent decades. (Johansson et. al, 2015)

Theoretically, NPM is founded on five different theoretical microeconomic frameworks:

- (1) Public choice theory
- (2) Principal agent theory
- (3) Transaction cost theory
- (4) Technical rational theory
- (5) Institutional theory

The two main framework, public choice theory and principal agent theory implies that people are rational and dominated by self interest and that the influences by the state should be limited and that social and political life is based on contracts, where the relationship between

two agents is based on the agreement of performing various tasks for compensation. Practically, NPM means that governmental organisations are broken down to smaller autonomous units with a higher focus on standardised management methods and evaluation of the activities performed by the organisation. The NPM also focus on purchase and providing market based services in order to increase the competition among the social service provider. (Johansson et. al, 2015)

The main reason for the introduction of NPM is to implement a performance management system, with the aim to improve efficiency of the service delivery in the organisation. However, critiques of the implementation of NPM have been outlined by for instance Dunleavy and Hood (1994) that stresses that the implementation of NPM in official organisations have become so universally accepted, that it is no longer recognised as a distinctive reform. The author further states that the NPM has not been successful in defining the main purpose of the individual public sector. (Dunleavy & Hood, 1994) Also, Power (1997) have studied the negative effects of NPM and stress that higher demands on review and transparency of the work performed by the organisation risk to affect the privacy of the client group in a negative way and does not give the attention to work that is difficult to measure with standardised methods, such as preventive and advocacy work. (Power, 1997)

3.5 The organisations

This section will provide some basic information of the organisations that will be the subject of the study. The information presented below is based on official information presented by the organisations themselves at their websites, annual reports and activities reports. In all of the organisations presented, the latest official report is from the year 2013 whereby the figures that are presented are from that year. Furthermore, the regulation of FRII, The Swedish Fundraising Council, will be presented.

3.5.1 BRIS

In March 1971 a three-year-old girl was beaten to death by her step-dad in a suburb outside Stockholm. This case received much attention in the media and the children's author Gunnel Linde and the journalist Berit Hedeby together organised an exhibition with photograph of abused children with the aim of engage and organise adults to strengthen children's rights and this was the beginning of the creation to the organisation *Barnens Rätt I Samhället* (BRIS) or in English: Children's Right in the Society. The organisation started with ten volunteers and the first aim of their advocacy work was to prohibit physical punishment of children by acting as an intermediate between the children, social services and judiciary. The core of the organisation has been the telephone hot lines where children anonymously are able to call and receive guidance and counselling. In the 1980s the organisation developed their telephone hot lines to include information for adults and professionals and the organisation was divided in different regions with a federal office in Stockholm. In 2012, the organisation was in the process of a fundamental change and in 2013 the organisations did undergo a substantial professionalization, when the voluntary activities in the telephone hotlines were replaced by hiring 18 professional social workers. BRIS was also divided in five different units: Counselling, Fundraising, Communication/Advocacy, Economy and Human Recourses/Administration.

The organisation describes themselves as a political and religious unattached organisation and as a complement to the officials. The organisations ambition is to strengthen the rights and

living condition of children according to the CRC and to establish opportunities for a dialogue between children and adults. BRIS represent the children and aims to be a link between them and the society, in order to visualize their needs and to counter abuse to, and between children and youth.

In 2013, the revenues of the organisation amounted to 67 million SEK and the fundraising from companies, other organisations, foundations and individual's financed 79 % of the revenues. Of this, 82 % of the fundraising came from companies, other organisations and private foundations and the rest, 18 %, from private donors. 16 % of the total revenues of BRIS came from official contributions, such as the Swedish government, municipalities and the EU. 2 % of the revenues came from the organisations sales of advertising and 3 % of the revenues were funded by membership's fee. (BRIS, 2013; 2015)

3.5.2 Friends

The organisation Friends was founded in 1997 by Sara Damber and has today around 45 employees in three regional offices along with the federal office in Stockholm, and is the largest organisation in Sweden working against bullying. Sara had a history of being bullied at school and started the organisation with the goal to create opportunities for schools and other activities for children in order to prevent bullying, and to create a long-term approach against discrimination and intolerance. Friends work with advocacy and as an educator in order to create knowledge and awareness about bullying and to communicate the possibilities to eliminate bullying in schools, pre-schools, sports-activities and online. The organisation also works to promote more social workers in schools and for all the schools to have a policy against discrimination, harassment and bullying based on knowledge and research. Friends offers professionals, parents and associations engaged in children's activities education about bullying and how to prevent it as well as monitoring and evaluate the work they perform, along with a telephone hotline for professionals, parents and children to call for guidance.

In 2013, Friends International Centre against Bullying (FICAB) opened in Sweden with the aim of acting as a meeting point for all organisations working against bullying. The centre consist of three cornerstones- education, research and guidance in order to develop methods to work against bullying, host conferences and provide support for schools, pre-schools and sports-associations. (Friends International Centre Against Bullying, 2013)

Friends receive no funding's from the state or the municipalities and is financed by fundraising from organisations, associations and individuals along with fees from the education programs they perform. The fundraising is used to subsidize the educations for the schools, and for the organisation to perform advocacy-work against bullying and discrimination of and among children. In 2013, the revenues of the organisation was 28,4 million SEK and 14 % of the revenues came from educational fees, just above 82% came from fundraising and a bit over 3 % came from sales of products. (Friends, 2013; 2015)

3.5.3 Rädde Barnen

Save the Children was founded in May 1919 in Great Britain and later that year in Sweden, as an answer to the children affected by the First World War. During the times in between the World Wars, the organisation was focusing their work for children in Sweden, but after the Second World War the focus shifted to children outside Sweden. Today, the organisation can be seen as dived in two organisations: Rädde Barnen and Save the Children, where Rädde Barnen performs their work within Sweden and the international work is performed under the

international name Save the Children. Because of this, the Swedish title “Rädda Barnen” will be used further on in this study. The organisation Rädda Barnen is described as a strong mass movement (in Swedish *folkrörelse*) and has 190 local organisations, four regional offices and a federal office in Stockholm and has 203 permanently employed professionals and more than 75 000 members (figures from the Annual Report 2013). The board of the organisation consists of one chairman, one vice-chairman and eleven representatives, whom operate within the statutes that have been decided in the annual session (In Swedish: *riksmöte*), which is the highest decision-making body in the organisation. The organisation performs both services and advocacy work in Sweden, with a particular focus of child poverty and poor families in Sweden and the promotion of the Convention of the Rights of the Child to be included in the domestic law in Sweden. The focus of the organisation is for the most vulnerable groups, such as the rights and protection for children as refugees and children with mental health problems. The organisation has also concentrated their work by defining three different areas that is applicable on both the work performed internationally and in Sweden, where they aim to put extra efforts and resources;

(1) *Children’s rights to good governance* with the aim to allow more children to have their rights respected and to get more organisations and companies to be actors for Children’s Rights.

(2) *Children’s rights to security and protection*, which aim to lower the amount of children that is subjected to violence abuse, and discrimination and that less children show signs of mental illness. Also, that fewer children should be separated from their families in armed conflicts and natural disasters, that undocumented children in Sweden will benefit their rights to education and medical care and for refugee children to have the right to a legally secure and individual process of asylum.

(3) *Children’s rights to education* with the goal for more children to have access to a good and equal education.

The advocacy work is performed by providing knowledge and to create a close relationship to the policymakers and other actors in the society. The organisation perform an active research and analysis work that include documentation, research collaborations and evaluation of working methods and present their knowledge to professionals working with children in order to create commitment and participation to children’s rights and to influence people in the decision making process.

The total revenue for both the national and the international organisation in Sweden, in other words both Rädda Barnen and Save the Children, was in 2013, 1 016 500 000 SEK. The revenues of fundraising were 45%, and of this just over one half came from private donors. Contribution from organisations and officials was 53 % of the total revenues and just above one half came from the governmental organisation Swedish International Development Cooperation Agency (SIDA). Revenues from membership fees were 1 % and just below 1 % came from sales. (Rädda Barnen 2013; 2015)

3.5.4 FRII

FRII stands for the Swedish Fundraising Council (in Swedish: *Frivilliga organisationers insamlingskontroll*) and works in order to promote and improve the conditions and quality for fundraising by political lobbying with commercial suppliers. FRII also promotes ethical and professional standards for its members in order to improve the transparency and ethics in the process of fundraising. In order to be a member of FRII, the organisation has to follow the standards and ensure transparency in the following areas:

- The purpose of the fundraising
- Board of directors
- Management
- Internal control
- The fundraising
- Professionals and Volunteers
- Reports

All of the organisations in this study is a member of FRII and is thereby obligated to follow the ethical and professional standards of the council. (FRII: 2015)

3.6 Framing a research question

As shown in the section above, studies about voluntary organisations in Sweden shows that Sweden, in an international context, has a relatively large sector of voluntary organisations. (Lundström & Wijkström, 1997; Jeppsson Grassman & Svedberg, 1996) However, the structure of this sector is shown to be different than other countries were the voluntary sector is a significant part of the social society, such as USA, Germany and England. Since the 1990s, several extensive surveys have study the relationship between non-profit organisations and the state, and how these kinds of organisations have become a part of the governmental and municipal social services. In the same time as these organisations have the expectations of contributing with something different, it seems like the development of the organisations is moving to a more professionalized and service producing sector. Also, several of these studies requests further research about the structure of the internal organisation along with how the commitment in questions related to children and youth is organised. (Lundström & Wijkström, 1997; Jeppsson Grassman & Svedberg, 1996) Later in the study I will present some of the earlier research that has been done about the voluntary sector and describe how several international researches among with some Swedish scholars, have discussed the change in the voluntary organisations as being more and more seen as service producers within the public sector, and how this affect the organisations historically independent position in the society.

Organisations working with children's right could in this aspect be seen as particularly interesting, since these organisations is working with a group that cannot speak up for their own rights and arouse interest in question concerning themselves. This implies that these organisations have a non-symmetrical relationship and therefore could be claimed to have a certain responsibility in promoting the rights and interests of children. Because of this, the aspect of their independence is of particular significance in terms of autonomy and advocacy. (Lundström, 2001)

Because of this, this study aim to investigate the internal organisation in three of the most influential voluntary organisations within the child protection and children rights area. The aim with the study is to see how the professionals in leading positions experience the relationship between the organisation and external institutions, in terms of professionalization, autonomy and advocacy, and if there is a difference in the organisations that is being studied. The selection of organisations that will be studied has been selected on the criteria's of being three of the most influential organisations working with children's rights in Sweden, but are founded and have operated in different historical context.

4. Purpose and Research questions

The purpose of this degree report is to investigate the relationship between the voluntary organisations working with children's rights and the public and private sector. The focus will be in the perspective of the organisations with a particular focus of how these organisations balance their values, working methods and approach to external claims from the public, officials and companies. The study will also focus on the voluntary organisations process of professionalization and institutionalisation. The study is carried out by the investigation of three organisations in Sweden: Children's Rights in the Society (BRIS), Friends and Rädde Barnen. The organisation and the funding of these organisations vary and therefore my aim is to investigate if the difference in the organisations has significance in the work they perform in terms of professionalization, adaptation to the external environment and advocacy work.

Earlier research has shown a change in the relationship between the state, the organisations and other actors and that the voluntary sector that historically has been seen as a flexible, non-bureaucratic organisations based on people's good will, is moving towards to be a service producing organisation based on professionals. Is the development of the voluntary organisations going towards to become the opposite of what the aim in the beginning was, such as flexible, non-dependent actors as complement to the bureaucratic, professional organisations in the public sector? Most of the research that has been done has to a high degree been collected during the 1990s, where several researches gave example of the tendency of a changed environment in the non-profit sector. My aim with this study is to find out how the professionals in leading positions experience the organisations they work in and if this tendency to a changed environment, explained in the earlier research, has been the reality.

4.1 Research questions:

- How do the organisations BRIS, Friends and Rädde Barnen perceive their role in the Swedish welfare state?
- How do external actors influence the work performed by the children's rights organisations and how can this be explained?
- Is there a difference between the children's rights organisations in how the professionals in the organisations experience the relationship between the voluntary, public and private sector?

4.2 Delimitations

The study will focus on the experiences of the professionals and the organisations that was subjected to the study has the criteria of Salomon and Anheier (1997) criteria's for organisations that is operating in the voluntary sector. The study will therefore be following the criteria of being formalised organisations, in other words, sustainable organisations with a formal structure. In a Swedish context, this comprises the existence of a board of directors. The study will also focus on independent organisations, separated from the state and municipalities, but being supported financially by the officials. The organisations that have

been studied are non-profit organisations, separated from private companies that perform their work in Sweden. A part of the funding in the organisations could however consist by services to the private market. (Salomon and Anheier, 1997) criteria's Finally, the organisations subjected for the study is by (Lundström, 1997) defined as philanthropic organisations, which is explained to be organisations that base their work to reach out to others than the own members.

5. Literature review

This section will focus on the previous research related to the non-profit sector and the voluntary organisations in relation to the state and the process of professionalization. The literature review aims to investigate what is already known in this area, to find out if there are any significant controversies in the area and to see if there are unanswered questions in the area of my chosen research. By this, my aim is to create a broad knowledge and understanding about the non-profit sector in Sweden in relation to my research questions. The chapter will be divided in three separate sections and perspectives; “the relationship between the welfare state and the voluntary sector”, “the special character of the voluntary sector and advocacy work” and “service and professionalization” in order to relate the previous research to my research questions and to use previous ideas and research in relation to the findings and viewpoints of my study.

5.1 The relationship between the welfare state and the voluntary sector

Amnå (2005) describes a change from the 1990s, where the civil society and the voluntary sector began to receive more attention in the Swedish context, and that this society was defined as separated from both the public and the private sector and governed by something else than the market and the state. The organisation's that was operating in this sector was defined as voluntary organisations (Swedish: *ideella organisationer*). It was also during this time that a more systematically research was conducted among the social oriented organisations in this sector. Several scholars in the Swedish research institute Sköndal was during this time prominent in the research of this area and because of this, most of the research of the civil society and the voluntary sector is concentrate during the period of the early 1990s. (Amnå, 2005). However, some researchers have in more recent years been study the development in the civil society in relation to the state and the municipality, in relation to the research form the 1990s. Both of these areas in the research will be presented in this section.

In the modern times of the Swedish society, the public sector has had a dominated role in the social work area, but since the end of the 1990s social work services performed by both voluntary organisations and the public sector have increased. This has also resulted in that the voluntary sector has been given an increased attention in politics. In the budget proposition in the beginning of the 1990s, the government states that “(voluntary) organisation's activities are important from a social point of view, and that the organisation encourages democracy and community spirit”. (My translation, Regeringen, 1991:20) This quote is a good example of how the state relationship to the voluntary organisations in Sweden can be viewed. Scholars like Lundström & Wijkström (1997), Lundström & Svedberg (1998, 2003) and Johansson (2003) have explained this orientation of the non-profit sector as a result of historical processes of interactions and agreements between the civil society and the public since the nineteenth century. This development has also contributed to the creation of alliances between the government and the voluntary organisations and has been giving the government an insight and the opportunity for the state to control the organisations in some extent, meanwhile the organisations has been able to influence the decision making regarding the social policies. (Lundström & Wijkström 1997; Lundström & Svedberg 1998, 2003; Johansson, 2003)

Johansson (2005) takes in his survey, the departure in the conditions of the voluntary organisations and the question of the influence from the public sector, the state and the municipality, of strategic decision-making within the voluntary organisations. He asks the question if it is possible for the organisations to act independent by ideology when they are dependent on official funding's, or if this dependency leads to integrated processes between the state and the voluntary sector. He also raises the question if the voluntary organisations even gets subordinated the state and the municipalities. Johansson (2005a) use in his study empirical explanations to describe the extent, the conditions and how the form of public funding's to the organisations have changed since the 1990s, and the effect these changes have had on the organisations role in the society. The author also identifies theoretical factors that promotes and prevents the specific nature and role as independent factors in the Swedish welfare state. Johansson (2005a) use the titles of Blennberger et al (1999) to separate and identify four different relationships between the voluntary organisations and the state: *avant-garde*, *complementary*, *alternative* and *replacement*. The organisations defined as *avant-garde* is described to work as pioneers and takes on the responsibility to discover and put the light on new target groups and social problems that the welfare state has not succeeded to handle. The organisations play in this definition the role as advocates to the affected group. Voluntary organisations that can be described as a *complementary* to the public welfare state are those organisations that could be described as providers of services that complement the states responsibilities, for instance by providing housing and shelters. Organisations that operate as an *alternative* to the state could in other words be defined as organisations that act in a form of competing function in relation to the state. Organisations that is described as *replacement* is organisations that take over a function that has previously been managed by the public sector. In this way, Johansson (2005) identifies that the voluntary organisation have different roles in the voluntary sector and that this is connected to the relationship to the state. (Johansson, 2005; Blennberger et al, 1999) Lundström (1996) has studied this relationship in the same way as Johansson (2005) but has focus on the relationship in a historical perspective and describes that the historical relationship between the Swedish voluntary sector and the state as where the voluntary organisations can be seen as “a complement but not supplant state responsibility.“ (Lundström, 1996:2) The voluntary sector has in other words been a provider of social services that the state has not been successful to provide. This relationship has resulted in a close relationship, were the voluntary sector has been seen as an important supplement to the services provided by the public sector. (Lundström & Wijkström, 1997) Lundström and Wijkström (1997) further explain that there is a long history of state subsidies to non-profit organisations in Sweden. During the post-war period, the state subsidies from the central government to non-profit organisations increased and became a institutionalised part of the Swedish welfare state and is an important aspect of understanding the consolidate process between the non-profit organisations and the Swedish state. Among the first categories of non-profit organisations to benefit from the subsidy system were those organisations engaging in activities for children and youth. These organisations were seen to be an important part of the society in order to prevent children and youth in un-wanted activities related to drugs, alcohol and crime. (Lundström & Wijkström, 1997)

5.1.1 From voice to service?

However, several scholars have stated that the public funding's has gone from being more general to contributions more in the form of targeted financial support for projects based on defined goals and achievements. (Johansson, 2005, Lundström & Wijkström, 1997) Research in this area has shown that the character has changed to become more similar to market-based

organisations and cooperation's. The organisations has become more business-oriented in their relation to the public sector and the government now see the organisations as objects for the governmental policy, which is a shift from the previous initiative from the organisations to put pressure to the state and to act as claim-makers. (Lundström & Wijkström, 1997) Instead several scholars claims that the non-profit organisations is expected to take more and more responsibility of the social care production, take the roles of entrepreneurs and deliver social services. This has also been showing in the financial policy of the government where general yearly contributions often have been replaced by targeted contribution to certain projects. This shift has updated the argument that the voluntary sector in Sweden is going through a change from being the voice provider to become service providers. (Johansson, 2002; Wijkström 1998; Amnå, 2008) Also, Lundström (2004) has observed how the relationship between the public and the voluntary sector has changed. He states that in the Scandinavian research the relation between the state and the voluntary sector has historically been outlined in the terms of nearness and dependency and that there is a strong support between the voluntary sector and the state. The voluntary sector has because of this had a high influence on the public sector, especially regarding the protection and rights of children. (Lundström, 1997; 2001; 2004; Lundström, Wijkström, 2007) Lundström (2001) refer for instance to his article "Child Protection, Voluntary Organizations and the Public Sector in Sweden" were he presents the organisation BRIS as a good example of an organisation with an, in the time of the writing, integrative and cooperative relationship to the state. The author address the example of how material from the telephone hotlines of BRIS was seen as an important source in the preparation of the National Board of Health and Welfare's guidelines on the way on how sexual abuse should be handled in the beginning of 1990s. The organisation is also described as important contributors in individual cases regarding sexual abuse. (Lundström, 2001) Furthermore, Lundström (2001) gives the example of how both Save the Children and BRIS has campaigned for the creation of a spokesperson for children's rights, Children's Ombudsman (in Swedish: *Barnombudsmannen*). Also, when the parliament decided of the creation of this ombudsman the person to hold the post was one of the leading representatives of BRIS, which can be seen as an example of the legitimacy of the organisation from the view of the public sector. (Lundström, 2001)

However, Lundström (1997; 2001) implies, similar to the scholars described earlier, that the relationship has gone from this cooperative relationship to a relationship with a more competitive approach with higher requirements of the organisations with a more formal and stricter evaluation and control. This has also been highlighted by Ganesh and McAllum (2012), who imply that the development in the relationship between the state and the voluntary sector has led to greater demands for transparency, efficiency and accountability. Ganesh and McAllum (2012) and Lundström (2004) raises the question if the organisations in the future will be evaluated based on the general market and if this puts the pressure of the organisations in the voluntary sector to become more professionalised and the methods that are been used should been based on research. (Ganesh & McAllum, 2012; Lundström, 2004)

5.2 Special character of the voluntary sector and advocacy work

Research about the special character of the voluntary organisations has been outlined by scholars such as Hultén & Wijkström (2006), Olsson & Blomquist (2007) and Elson (2006), and these studies show how the concept of values and flexibility is described to be of high significant when describing the characteristics of the voluntary sector in relation to the social

work performed by the public sector. Also, the organisations emphasise the ability to individualize social activities based on the client's needs and requests and that they take a special responsibility for particularly vulnerable groups. (Hultén & Wijkström , 2006; Olsson & Blomquist, 2007; Elson, 2006), Other theme that is raised in the research about voluntary organisations is the organisations ability of advocacy and as voice producers in the social political area. Blennberg and Olsson (1999) has described the ability of advocacy as a result of the fact that the organisations have not been formally linked by different policies and regulations, in difference to organisations connected to the public or private sector. (Blennberg & Olsson, 1999) Wijkström and Einarsson (2004) have in their research studied the voluntary organisations strategies to create a good relationship to the state, to gain legitimacy and to be successful in terms of advocacy. The results of their study shows that the most important function of the voluntary sector is the tradition and "memories" from the past problems and solutions, combined with new power of renovation and social movements. In other words, they state that a strong establishment and a well-known name combined with an innovative and avant-garde approach with a strong leading edge of development and research should be the way to go for a successful organisation in terms of support from the public sector and advocacy work. (Wijkström & Einarsson, 2004)

Scholars like Berry and Arons (2003) from the USA states that empirical evidence implies that the involvement in advocacy among non-profit organisations is decreasing and explains that the reason for this can be understood both by looking at organisational and environmental factors. Such factors are explained to be both internal, such as the member's lack of knowledge and competence, as well as external: for instance restrictions from funders and fear of violating public policies and laws. (Berry & Arons 2003) One example of the studies about voluntary organisations within the human services is Mosley's (2010) research about voluntary organisations in USA and how organisational and environmental structures affect advocacy involvement. Mosley (2010) identifies both environmental and organisational factors to explain why certain voluntary organisations are more involved in advocacy work than others and use factors such as size, professionalization and reliance on government funding's to understand how the organisations differs and what result this has for the involvement in advocacy. She further states that advocacy can make important change in the decision-making process of officials and her results shows that financial capacity, the size of the organisation, professionalization (in particular a professional leadership) is important recourses that facilitates advocacy involvement for the organisations. She states that professionalization and professional social work values may be more connected to persons in powerful, leading positions and is therefore able to take advantage of advocacy opportunities, and that advocacy is far more professionalized than earlier assumptions. Furthermore, Mosley's (2010) study shows that inter-organisational collaboration is an important factor for the involvement in successful advocacy, where this increases the organisation's ability to learn about successful advocacy opportunities and to receive information about advocacy opportunities or needs. Mosley (2010) also suggests that organisations with governmental funding provides an initiative to advocacy since the close relationship with the public sector give the organisation an insight in policy changes, and also because they have an better connection to the governmental administrators. The conclusion of Mosley's (2010) study is that organisations with governmental funding that perform a high level of external collaboration and with a strong professional leadership is more successful in advocacy and is able to use advocacy as an effective tool to gain and maintain influence over their environment. (Mosley, 2010) Although, Mosley's (2010) study is carried out in an American context and cannot be directly translated in to the Swedish society, it could be seen that this research points in the same direction as Swedish scholars, such as Wijkström (2004) research

that has been outlined above, where factors as professionalization and a strong relationship to the state implies a successful advocacy work for the non-profit organisations.

5.3 Service and professionalization

Hammare (2013) is one of the later researchers that have done research about the professionalization in the voluntary sector and the professionals approach to a more knowledge-based organisation. In his dissertation, Hammare (2013) proclaims that there is a lack in the recent years research about the professionals attitude to an increased degree of professionalization in the voluntary organisations, in a similar way as this research has been made in the public sector. (Hammare, 2013) Similar to Hammare (2013) I have the same experience in the literature review of this topic and because of this, the research presented in this part is not up to date. However, since one of the introductions to this thesis is to study the change in the organisations, I claim that the research represented in this section is of high relevance to this study.

Meeuwisse and Sunesson (1998) write in their article about how the development of expertise in voluntary organisations within the area of social service provision and social policy has increased. This is, according to the authors, a result of the development of the welfare state and the discussion of expertise, institutionalisation and professionalization versus democracy, autonomy and participation on a voluntary basis. In the same way as the professionalization in the social work field at the governmental level has been discussed and developed, in the same way these questions is discussed and debated in the field of the voluntary organisations. (Meeuwisse & Sunesson, 1998; Hammare, 2013) Also, the change in the relationship between the state and the voluntary sector has resulted in that voluntary social work has become to be an integrated part in the Swedish social service production, which has resulted in the process of professionalization. This process of professionalization is described by the authors as a way of defining the shape, boundaries and mission of the organisation. With this, the authors' claim that the process of professionalization could be a way for the organisations to create a clear definition of the work they perform in order to increase their role as voice producers to affect the social policy in questions related to the organisations core values. (Meeuwisse & Sunesson, 1998; Lundström & Wijkström, 1997)

The process of professionalization has also resulted in an increasing investment among the voluntary organisations to reach the public. Meeuwisse and Sunesson (1998) further states that more and more people see the voluntary sector in a positive way and explains this in the way that the modern society and the welfare state is in a state of crisis, and is described as inflexible with an increasing "weakness of the social identity" (Meeuwisse & Sunesson 1998:174) The voluntary organisations are in this sense seen as an alternative that is more flexible, less bureaucratic and work in the spirit of solidarity and democracy. Meeuwisse and Sunesson (1998) continue with the discussion of the dilemma of professionalization in the public sector and that professionals never could represent the social network of people. Because of this, the authors imply that the public welfare face fundamental problems that cannot be solved by better economy, rights or more professionals. In this view, the civil society represents an alternative form of organisation, which is autonomous and separated from the control from the state and the market that is characterized by voluntariness and work performed by heart and commitment to the question they raise. The authors' states that due to an increased level of institutionalisation and professionalization in the voluntary sector, this could result in that the special character of the voluntary organisations could be eliminated. (Meeuwisse & Sunesson 1998)

The work performed by the voluntary sector is by several scholars considered as an integrated and natural part of the social society and new forms of hybrid-organisations has been created between the public, private and voluntary sector. This process of integration is also brought up by Henriksen (1996) where he states that the increased status of the voluntary organisations is further followed by an expanded degree and interest of professionalization, with the aim to define methods and legitimate the work in order to increase and maintain the status and legitimacy of the organisation. Henriksen (1996) implies that this is also linked to new, formal demands on the organisations in order to achieve the contributions, since the financial relationship between the state and the voluntary organisation has been converting to target specified services and projects, unlike previous more general contributions. Meeuwisse and Sunesson (1998) give example of this in their research when they explain how organisations have created special educational programs and inspections with the aim to guarantee that the organisations are conducted in accordance with the regulations and guidelines. The creation of own norms, educational programs and inspection protocol with the aim of creating a self-controlled organisation may however also serve as a way to keep unwanted institutional claims outside the organisation and guarantee the direction of the performance in a desirable direction. (Meeuwisse & Sunesson, 1998; Henriksen, 1996)

Meeuwisse and Sunesson (1998) also use the term co-optation to interpret how the relationship has been developed between the public and the voluntary sector, along with the process of professionalization. The term co-optation derives from Philip Selznick (1948) and is in Meeuwisse and Sunesson's (1998) research used to explain how the state chooses to cooperate and have a close relationship to the voluntary organisations in order to neutralise what could be seen as a competitor and a possible threat to the state in the arena of the production of social service. By cooperate instead of eliminate or compete, the state gives the organisations the possibility to be part of the decision-making process. However, this also requires the organisations to adapt to recruitments and expectations from the state, such as concretize the aim of the organisation and act as experts of the area they are within. In this way, Meeuwisse and Sunesson (1998) explain how the voluntary organisations, in the change of the relationship between the state and the voluntary sector, create the process of professionalization. Co-optation influences the organisations in the way of how the state and municipality expects the organisation to be loyal with the decisions being made. This could, according to the authors, be seen as a way to repay when the organisations is invited to be a part of the influence of political ideas and decisions or when the public contribute financially to a certain area that is important to the organisation. The authors states that the organisations in this way becomes business partners with the state and municipality, and is shaped more in the way of social service provider and salesman of expertise instead of just using their knowledge to be claim makers and express needs for a specific target group. (Meeuwisse & Sunesson, 1998)

5.3.1 Professionalization within the voluntary children's rights organisations

As stated in the previous section, voluntary organisations in the field of child protection and children's rights have played an important role as producers of ideology, policies and to act as claim makers in the Swedish society. Lundström (2001) presents in his article "Child Protection, Voluntary Organizations and the Public Sector in Sweden" the important contribution that has been made from the voluntary organisations BRIS and Rädde Barnen within the area of child protection, as well as the processes of institutionalisation, professionalization and the relationship to the state. In the context of professionalization,

Lundström (2001) identify two different processes of professionalization: professionalization of volunteers and avant-garde professionalization. Lundström (2001) put the emphasis in the article to analyse and explain the two organisations work to become successful, to maintain authority and to gain support from the public sector and central actors of child protection, as well as maintain the supports from members. Lundström (2001) also study the process of earning respect and to “own the truth” in the field. To answer these questions, Lundström (2001) analyses how the two organisations was establishing a discourse in the 1970s and how this gave the organisations a central position in the area of child protection and was an essential element in the success of the development of BRIS and Rädde Barnen. In this time, one of the most important contributions to the Swedish area of child protection has been to introduce international research and international scientific articles in Sweden, and in particular research of physical and sexual abuse. In the 1970s, the central topic of child protection was physical child abuse and in the article Lundström (2001) points out three important factors of the establishing of these two organisations, and its effects on the Swedish child protection policy in the 1970s. Firstly, Lundström (2001) explains that the political atmosphere and the construction of the welfare state in Sweden in this time could be described as influenced by political possibilities, which opened for the questioning of the way the welfare and the protection of children and other vulnerable groups in Sweden was functioning. Secondly, Lundström (2001) states that in this time, the international influences, notably from the USA, was at the top and the voluntary organisations was seen as a great asset of bringing international ideas and research in to the Swedish context. The third explanation of how the voluntary sector affected the Swedish welfare during the 1970s is according to Lundström (2001) that the public had begun to pay attention to individual cases of physical child abuse and the focus of this as a social problem had started to be spread among the public. In the 1980s and 1990s, the central topic on the agenda of child protection was sexual abuse and both of the described organisations addressed this subject by publishing research and reports on how to discover and identify sexual abused children as guidance to the public sector and the employees working with children. (Lundström, 2001)

Both of the organisations investigated by Lundström (2001) provide services in direct relation to help children and adolescents working with children. In the case of BRIS the telephone hot lines, that opened in the 1970s, has given BRIS important material for the organisations advocacy to promote children’s rights and has been given the organisation both legitimacy and respect. Lundström (2001) analyse the example of BRIS telephone hot lines and the changing attitude of the work related to the aspect of professionalization. In the mid-1970s, BRIS wrote about their working methods in the organisation and said in one of the first BRIS-paper that: “You don’t need to be an expert. It’s enough to be a human being”. (BRIS, 2011:7). In 1993, BRIS published an article and stated that volunteering skills also included special knowledge about children and child protection. In the same way, Rädde Barnen has turned the work in a new direction since the 1990s, were the organisation has started professional clinics helping children in sorrow, refugee children and sexual abused children. According to Lundström (2001) these examples can be seen as a way of rising professionalization and expertise in the voluntary organisations. Rädde Barnen and their development of the organisations is by Lundström (2001) definition defined as avant-garde professionalism, were the voluntary organisation was ahead in hiring professionals to work. In the time of Lundströms (2001) article this was not the case of BRIS, which was by Lundström (2001) more in the process of “professionalization of volunteers”. However, since the time of Lundströms (2001) research, we can now see that also BRIS has followed this example by hiring professional social workers for the telephone hot lines and is towards a process of “avant-garde professionalization”. (Lundström, 2001)

Lundström (2001) also claims in the article that the key issues when understanding the role and nature of the voluntary organisations is the relationship between the state and the voluntary organisations and describes in the paper how BRIS and Rädde Barnen, since the foundation of the organisations have made a lot of effort in proclaiming the rights of children and have had a big influence on the public social policy. In the case of BRIS, the creation of the telephone hot line, where especially children could call and talk anonymously, has contributed to the legitimacy of the organisations and its work in the debate on child protection and children's right. (Lundström, 2001)

6. Theoretical framework

In this section I will present the theoretical framework of the study. The theoretical framework that will be presented could all be included in an external perspective of how organisations develop and operate and take into account the external pressure of the organisations. The external environment is in this case defined by all those external relationships that could have a potential effect of the organisations efficiency and legitimacy. The theoretical framework claims that the organisations need to be in accordance with its environment in order to receive legitimacy, which is a crucial part of the survival of the organisation. Also, the external environment of the organisation is an essential part of the organisations existence, since organisations *depend* on it. The theories imply that organisations, like those that are subjected in this study, are dependent on resources, attention and legitimacy from their surroundings in order to survive. This dependency creates an uncertainty in the organisation, an uncertainty that is characterised by a concern and an unpredictability of what will happen in the future in the organisation, and in the field in which they operate. (Jacobsen & Thorsvik, 2013) In this chapter I will present two theories that take in to account and aim to explain the organisations relationship to the external world, power-relation and the interaction to surrounding systems. Firstly, I will present institutional theories and the process of legitimacy with the aim to understand how voluntary organisations are influenced by their connection to the society and existing norms and values, and how this is related to legitimacy. In this section, I aim to put focus on the neo institutional theory that gives the attention to the society's organizational fields, and how this contributes to the process of stabilisation and homogenisation. Secondly, Resource dependency theory will be presented. This theory has the ambition to explain how coordination appeal between different organisations, how organisations create strategies in order to have control of recourses distributed by external actors and how this affect the internal structure. Although, the Institutional theory is based on the Recourse dependency theory, I will present the Neo institutional theory first since this theory takes a step further by stating that organisations are also socially and culturally dependent on the external environment, which gives a broader introduction to the theoretical framework of this study. (Oliver, 1991)

6.1 Neo institutional theory and the process of legitimacy

The early institutional theory, which often is associated with Selznick (1949), focuses on individual organisations and their action in relation to their environment and the later *neo* institutional theory put the focus of organisations dependence of the environment. (Johansson, 2003) Hatch (2013) describes the neo institutional theory as a theory that argues that:

...not only do organizations require raw materials, capital, labour, knowledge and equipment, they also depend upon the acceptance of the societies in which they operate. (Hatch, 2013:74)

By this, the neo institutional theory claims that organisations are a part of the society and connected to other organisations. Organisations could in this way be seen as open systems that operates in the society and is dependent on their surroundings to survive. The structure that is established in this connection between the organisations, based on social taken-for-granted assumption rules and values, could be described as institutions. The existence of an institution means that there is an accepted way of an organisation to perform and act. (Grape

et.al, 2006) According to Scott (2001) this creates a social constructed system of norms, values and beliefs that also provides a basis for legitimacy. (Scott, 2001) The neo institutional theory assumes that because the organisations care to survive, they are required to uphold these institutional norms and rules since they are the sources of legitimacy. (Hazenfield & Garrow, 2010) To gain legitimacy, the organisations is in a constant process of persuade the surroundings that they are in line with the present ideas, values and policies.

Furthermore, scholars like DiMaggio and Powell (1983) has studied the process of legitimacy and the adaption to organisations in the surroundings, and how this makes different kind of institutions more similar to each other. They use the terminology of “organisational fields” to describe how organisations are connected and why and how organisations respond in a particular way to institutional expectations. For the organisation to be a part of these organisational fields, the organisation are subjected to certain external pressure that has to be followed in order to gain legitimacy and this tends to make the organisations more similar to each other. DiMaggio and Powell (1983) identify this and explain the process of institutionalisation and homogenisation by defining three mechanisms of isomorphic institutional change: *coercive* mechanism, *normative* mechanism and *mimetic* mechanism. The coercive mechanism occurs when external elements, that the organisation is dependent on, or when cultural expectations in the society force the organisation to change in a certain way, for instance by regulating to policies and laws. The normative mechanism arise primarily when the organisation become professionalized and adapt the knowledge and education of the people that perform the work in the organisation. In this way, when the organisations starts to invest in knowledge on how they should perform their job, the organisations seem to be more similar to each other. Mimetic mechanism occurs when the organisation copy other organisations models that have been shown to be successful. These three steps are defined by DiMaggio and Powell (1983) as pathways for organisations to institutionally induced isomorphism. (DiMaggio & Powell, 1983; Johansson, 2003)

Also Scott (2001) highlights these different kinds of pressures and has identified three different factors of what kind of pressure the organisations experience: regulative, normative and cultural-cognitive. The regulative factors is similar to DiMaggio and Powell’s (1983) definition where this is defined by policies, regulations and domestic laws that has to be followed by the organisations, both in order to exist but also to get certain contribution by the public sector. Scott (2001) identifies the normative factors as internal norms and culture in which the organisation should perform. This is formed by social assumptions of what is considered to be acceptable or not in the organisation and acts as a stabilising factor on how the organisation should be organised; what values the organisation stands for and how the employees should act. The cultural cognitive pressure is the pressure that the organisations have to adapt to in order to gain legitimacy and is according to Scott (2001) based on the knowledge in the organisation, to perform in the right way or work according to certain approved working methods. (Scott, 2001)

To focus of the external institutional environment of an organisation help us understand why organisations form their internal structure in the organisation in a certain way. Jacobsen and Thorsvik (2013) points out three crucial arguments of the importance of focusing on the external institutional environment: 1) All organisations is subjected for a pressure to meet external expectations, values and norms that is relevant for the field of which the organisation operates in, and this creates legitimacy. Organisations that lack legitimacy from the external environment could easily be criticised for being irrational or inconsiderate. 2) Because of this, organisations try to follow these external values and norms in their way of organising and

planning their objectives in the organisation. In this way, the organisation avoids being questioned or appears as deviant in relation to external expectations. 3) In order to influence the external opinion of the organisation and to secure legitimacy and support, the organisation can use objectives and the formal structure of the organisation as symbolic measurement. By this, formulated goals and structure of the organisation has no significant of the actual work that is performed, instead this aim to indicate to the external environment that the organisation is adopting the expectations of how the organisation should perform. (Jacobsen & Thorsvik 2013)

However, the institutional theory has also been criticised for not being able to explain the diversity in different organisations actions along with why and how changes in the organisations occur. For instance has Scott (1991) argued that institutions are described as to one-sided in the theory and has pointed to the need of a clarification of the levels in the analysis of the institutional theory. (Scott, 1991) This has also resulted in that several Scandinavian scholars has developed a new version of the institutional theory, called the Scandinavian Institutionalism that focus more of the individual organisation in the surrounding. The Scandinavian Institutionalism using the metaphor of translation in order to understand the process of institutionalisation and has been used in studies where different organisational ideas are institutionalised across different organisational fields and have especially been successful in studies to explain how traditional profit- and change-oriented ideas in the private sector has been translated in to the civil society and other institutional fields, which are traditionally seen as non-profit and pre-serving public sectors. This process is described as a process that moves from the emergence of a concrete practices or organisational idea in one organisational field, through to de-contextualisation were the idea is being separated from the original context, when for instance organisational scholars or professionals representing conceptions of what they consider is the best practice. In this way the organisational idea or practice is being changed into an abstract and theoretical idea. Then, the idea or practice is (re)contextualised were the abstract is being translated into a new concrete organisational context and thereby again develops to an organisational practice. In this way, the Scandinavian tradition of the institutional theory explains how successful organisational ideas can be institutionalised in different organisational fields. (Czarniawska & Sevón, 1997)

6.2 Resource dependency theory

The resource dependency theory aims to explain how environmental conditions affect organisational behaviours and stresses, in the same way as the institutional theory, that organisations attempt to obtain legitimacy and stability is driven by the interest of other organisations (Oliver, 1991) Furthermore, Pfeffer and Salancik (2003: 1) states that:

To understand the behavior of an organization you must understand the context of that behavior—that is, the ecology of the organization.

This theory implies that organisational structures are determined by the organisations dependency of important organisations in their environment. (Johansson, 2003) The more the organisation depends on resources that are controlled by elements outside the organisation, the greater is the influence of that element on the organisation. It is imperative for the organisations to ensure that the external resources enter the organisation, in the same time as the organisation forces to gain as much autonomy as possible. Because of this, the organisation develops strategies in order to manage the external environment. The strategies

also work in the way of influence the service delivery system of the organisation and to maintain autonomy over decision-making. (Hazenfield & Garrow, 2010) (Oliver, 1991)

In contrast to the institutional theory, were the institutional theory focus of the reproduction or imitation of organisational structures and routines as a response to external pressures, the resource dependency theory stresses the importance of control, independence and power in order to achieve a stable flow of important recourses. Also, these processes aim to reducing environmental uncertainty by assuming that organisations exercise some degree of power and control over the resource environment. Unlike the institutional theory, the resource dependency theory argues that the exercise of control and power leads to the achievement of organisational stability and a predictable, stable flow of necessary resources in to the organisation. In contrast, the institutional theory focuses more on the process of isomorphism, rather than power and control. (Oliver, 1991) Oliver (1991) gives in her article a convergent insight of institutional theory and the resource dependency theory. She implies that, when combining these both theories, it will demonstrate how organisational behaviour may vary as a response to the institutional pressure that organisations face. This is, according to Olivier (1991), depending on the nature and context of the institutional pressure. Also, both the institutional and the resource dependency theory imply that it is crucial for organisations to obtain legitimacy and stability and that all organisations are interest driven. Both of the perspectives also emphasise the importance of achieving legitimacy in order to achieve social mobilisation and social value. Oliver (1991) states that the combining insights from both traditions, the institutional theory and the resource dependency theory, can be used as a successful way to explain how organisations use political action (advocacy) on attempts to exert control over their environment. (Oliver, 1991)

The power relation and the relationship to the external fields are also related to the internal power relations in the organisation. Jacobsen and Thorsvik (2013) explain that the internal power relations often are closely connected to the external alliances that are built up by the organisation. This, because the organisation is forced to handle two main things in order to survive: 1) the organisation has to analyse and investigate how changes in their environment influence their organisation and 2) the organisation has to plan and implement measures to handle the changing environment and the challenges that comes from this. (Jacobsen & Thorsvik, 2013)

Oliver (1991) has created a model for analysing organisations strategic response to different external and institutional processes. The model is based on five strategies that organisation uses as a response to institutional pressures and processes: 1) acquiesce 2) compromise 3) avoid 4) defy and 5) manipulate. The model of Olivier (1991) attempt to explain the relationship to the organisations that dominating the field and the strategy they use as a response to institutional processes. A high degree of resource dependence and interconnectedness, a strong control mechanism and high similarity in goals and structure to the institutional environment is, according to Oliver (1991), expected to lead to conformity between the organisation and its environment. The opposite, however, is expected to result in different type of resistance against institutional processes in the external field. (Oliver, 1991; Johansson, 2003)

By the theoretical framework developed by the neo institutional theory and the resource dependency theory, strategic work on different organisational levels can be explained and analysed and is therefore a useful tool for analysing the relationship by the voluntary

organisations and the state in this study.

7. Methodological approach

The term *method* is by Brinkmann and Kvale (2015) explained as “the way to the goal” (Brinkmann & Kvale, 2015:132). This section presents the methodological and epistemological approach of the study, with the aim to show the different stages on the way to the goal. The aim with this case study is to gain knowledge about the respondents understanding and experience of the organisations they work within and how the relationship to external actors influences their work in terms of professionalization, advocacy and autonomy. The secondary aim with the study is to investigate if the experiences differ in the different organisations and in that case, why they differ. In order to gain this knowledge; a qualitative method has been used since the subject of investigation concerns aspect of the professionals’ experience. The qualitative method is relevant when the researcher seeks an in-depth understanding of the area that is being studied, and focus on the respondents’ perceptions or experience of a certain subject. With this background, the qualitative method is the most appropriate method to use in this study. Furthermore, Brinkmann and Kvale (2012) proposes “Seven Stage of a Grade Study”; thematizing, designing, interviewing, transcribing, analysing, verifying and reporting and each of these steps have been pursued throughout the collection of the data in order to analyse the material. I will in in this following text present how the material in this study was conducted, the design of the study and explain the reason of why different approaches have been chosen. I will also present and discuss the ethical considerations of the study along with the relevant qualitative concepts such as generalizability, validity and reliability.

7.1 Literature search

In the search for relevant literature and earlier research on the field of voluntary organisation and their relationship to the Swedish welfare state, the recommendations of Bryman (2012) has been followed where he implies that the research question and the topic of the research should be divided in smaller areas in order to find relevant literature. (Bryman, 2012) Since the study focuses of the Swedish context, a majority of the literature review has been outlined by Swedish scholars. It has, however been a priority to find literature in English, in order to restore the correct definition of important concepts.

Keywords that have been used in the literature review is; Voluntary organisation, Non-governmental organisation, Non-profit organisation, The welfare state, Sweden, Children’s rights, Advocacy work and Social Movement. The databases that have been used are: SAGE Knowledge and ProQuest.

The aim in my search for earlier research in the field was to find research from the year 2000 and forward. However, since the research about the Swedish voluntary sector has mostly been done during the 1990’s, literature from the 90’s and forward was included. Articles that were excluded in the research had in common to focus on a different kind of target group, such as the development of the social work with drug abusers or persons with disabilities. Instead, articles focusing on child protection and children’s rights within the voluntary sector has been organised in the including criteria’s explained above.

7.2 Interviews

To choose a method of a study is a way of asking the question of “what do I need to know in order to answer the research questions of my interest?” Brinkmann and Kvale (2015) imply that, in general, when the research question is formulated with the word *how*, there is a good possibility that the qualitative interviews as a method are relevant. (Brinkman & Kvale, 2015)

The structure of the interviews that has been conducted is semi-structured, where the conversation focus on predetermined topics. (Dalen, 2008) The semi-structured interview is explained by Brinkmann and Kvale (2015) to be used to obtain descriptions of the respondent’s perspectives in the world they are in and have the character of being in between a conversation and a questionnaire, and are professional in the way of having a purpose and a specific purpose. The interviews carried out in this study has been constructed according to an semi-structured interview guide (Appendix 3,4,5,6) that include an outline of topics, or themes, that I want to be covered during the interview. In each of these themes I have questions that aim to produce knowledge in the set topic. The questions are divided in different themes in order to understand the meaning of central themes in the respondents’ experiences and perspectives of the organisation they work in. (Brinkman & Kvale, 2015) Each of the interviews lasted for 30-90 minutes and seven of the interviews were held in the office of the organisation. Two of the interviews were telephone interviews because of travel distant and a case of illness and one of the interviews was held in a hotel lobby because of logistic reasons.

7.3 Respondents and the sample process

The interviews were conducted in Gothenburg and Stockholm during February-March 2015. The organisations that were chosen, Friends, BRIS and Rädde Barnen were chosen due to the conditions of organisations working with children’s rights and performed their work in Sweden. Furthermore, since one of the intentions with the study is to compare the difference between the organisations and their role in the Swedish welfare state, the organisations that were chosen represent three different historical areas of establishment.

The professionals that were contacted in the organisations was two professionals that was in the management team, one with the responsibility of fundraising and one with the main responsibility of how the organisation working with children’s rights. The study has no aim to investigate or compare the *respondents* of the organisations, whereby diversity such as gender, age or time at the organisation has not been a criterion in the process of finding respondents. Three interviews at each of the organisations were also conducted with a professional responsible for the region, in which the city of Gothenburg is included. In the organisation Rädde Barnen, one of the interviews was cancelled and because of this, four interviews were conducted in the organisation in order to compensate the cancellation. The aim with the professionals chosen for the interviews was to gain knowledge about the working methods of the organisations, the professionals’ experience of how the organisation is working to promote children’s rights, and the professionals’ experience of fundraising and the cooperation with external actors. To be able to get knowledge of the decision-making processes along with the strategic work in the organisation, professionals in the board of directors and professionals responsible for different activities in the regional organisations was chosen.

The professionals was contacted by e-mail or telephone and in some of the organisations, the first contact passed the information further to professionals that was considered to be more suitable for the study. All of the professionals that participated in the studies was given an informed consent (Appendix 1 and 2) which contained information and the purpose of the study, an overview of the design of the study and information about the participants voluntary participation a long with information about their right to withdraw from the study in any time of the process.

7.4 Data management

All of the professionals interviewed agreed that the interviews were recorded. The interview was, because of convenient reasons, conducted and transcribed in Swedish and then translated freely but strictly in to English. All of the interviews were transcribed as soon as possible after the interview, in accordance to the recommendations of Kvale (1996) to facilitate the transcription process and to start the process of analysing in an early stage. (Kvale, 1996; Brinkmann & Kvale, 2015)

The processing of data is according to Bryman (2012) an on-going process during the whole process of the research, from the creation of research questions and the formation of the interview guide to the transcription and coding of the material. Bryman (2012) states that the main difficulty with qualitative research is that it generate a huge amount of data. In order to get an overview of the transcribed materials, the transcriptions were read through several times. (Bryman, 2012) To analyse the material, the interviews was analysed through thematic content. According to Binkmann & Kvale (2015), the process of analysing and the discussion of how to analyse your material, should be considered before the interviews have been conducted. This, because the method of analysis should guideline the preparation of the interview guide, the actual interview process and the transcription of the recorded interviews. By this preparations, the final part of the analysis will be both easier and “rests on more secure ground” (Brinkmann & Kvale, 2015:216) With this in mind, the analysis of the data has been an on-going practice during the writing process. Furthermore, I have followed the process of thematic analysis in accordance to Clark & Braun (2013) six phases of the thematic analysis (2013):

1. Familiarisation with the data: To become intimately familiar with the data, the first step was to read and re-reading in combination of listening to the transcribed material several times.
2. Coding: This involves labelling important features of the data that is relevant to my research question.
3. Searching for themes: In this process, I reflected upon themes that have emerged during the writing process, such as important themes presented in the literature review, theoretical frameworks and the interviews. I also collected the codes that were labelled in step 2 in each of the relevant selected themes.
4. Reviewing themes: In this stage I tested if the themes that were chosen actually worked, in other words, if the themes tell the right story about the collected data. In this stage, I also reflected on the definition of each theme and the relationship between the themes.
5. Defining and naming themes: In this process, I continued the definition of the themes and identified what Clark & Braun (2013) defines as the *essence* of each theme with the aim of constructing a informative name for each of the themes.
6. Writing-up: Each of the themes has been used in the chapter of Findings and Analysis in order for the reader to get a consistent and proper story about the data. I also linked the

themes with earlier research, existing literature in the field and the theoretical framework of the study. This will all be presented in the Result and Analysing part of this thesis. (Clark & Braun, 2013)

7.5 Reflections and Ethical considerations

It is important to be aware of the interviewers role in the meeting with the respondent, since it is the interviewer that register and interprets the words and meanings that is being communicated, as well as *how* it is communicated. As pointed out by Brinkmann & Kvale (2015), the interview as a research method is not an open and free conversation between two persons in an egalitarian relationship. The interview is instead a professional one-way dialogue with a specific purpose for the researcher. Although, as in this study, both of the subjects in the interview are in the role as professionals, there is still a reason to talk about an asymmetry of the power relationship. This, because of the researchers monopoly of interpretations of the respondent's statements and "maintains an exclusive privilege to interpret and report what the interview really meant". (Brinkmann & Kvale, 2015: 213)

Therefore, ethical dilemmas have to be considered in the whole process of the research. Basic ethical dilemmas revolve around integrity, confidentiality, and anonymity for those people that are involved with the research. In Swedish research, four ethical principles and requirements are outlined by The Research Council (In Swedish: *Vetenskapsrådet*), which has all been considered during this research process: 1) Information, were the researcher is obligated to inform people that are involved in the research about the purpose of the study, that their participation is volunteer and they can choose to withdrawn from the study at any time. 2) Informed consent, were the participants in the research is able to decide about their participation in the study. 3) Confidentiality, which refers to that the personal information about the participants in the study should be handled with highest possible confidentiality. 4) Purpose, were the information about the participants only should be used for the actual study. (Vetenskapsrådet, 2011) Bryman (2012) has further formulated four questions for ethical concerns in four different rules for the practice of research: 1) informed consent, 2) harm to participants, 3) invasion of privacy and 4) deception, which all are closely connected to the requirements of The Research Council mentioned above. The purpose with the first concern, informed consent, is to give the potential respondents all the information necessary for the study in order to give them the opportunity to decide if they want to participate in the study or not. In this study, short information about the researcher and the study was emailed to potential respondents with the question if they were able to participate in the study. If the respondents was positive to participate, a more extensive informed consent was send that contained the purpose of the study, the main features of the study-design and information about their voluntary participation and their ability to withdrawn from the study at any time. (Appendix 1 and 2). Also, some of the respondents wanted to see the interview guide before the interview, whereby they received the interview guide by email before the actual interview. In the time of the interview, the informed consent was repeated along with information about the respondent's possibility not to answer questions. This also happened several times during the interviews, due to the respondents' lack of knowledge in some areas. On these occasions, the interview continued with another question in order not to force the participant to answer and not to risk receiving the wrong information in the area. In the second theme, if there is a potential harm of the participants in the study, questions of privacy and who said what has been considered. In this study, the organisation of the respondents is known along with the respondents different working fields in these organisations. This, because it is a crucial part of the study in relation to the research questions and the transparency of the study, since the

history of the organisations is an important variable along with the different expertise of the respondents. However, either the name or the title of the respondents will be outlined in order to keep the confidentiality for the respondents. Instead the respondents have been given numbers (1, 2, 3 or 4) and letters (RB for Rädga Barnen, B for BRIS and F for Friends) to show which one of the respondents who came from which organisation. However, when doing research in organisations where the name of the organisation is known; it is always a possibility to identify the respondents of the study and this information has been given to the respondents with a possibility to withdraw from the study. Another potential harm for the participants in the study that have been considered is the questions that were raised during the interview. Since the respondents represent their organisation, certain questions could put the respondent in an uncomfortable position. To ensure that the participants would not feel uncomfortable or stressed during the interview, information about the questions, and in some cases the interview guide, was sent to the participants before the actual interview. The third of Bryman's (2012) ethical considerations is invasion of privacy. In this study this has been considered in the way of having questions that exclusively covers the respondent's professional life and the organisation in which they work. In some interviews, personal experiences that was not relevant to the study, was decided to not be published with respect to the respondents personal life. The last of Bryman's (2012) ethical considerations is deception, which refers to if the researcher presents the research in an incorrect way to the participants. (Bryman, 2012) In the case of this study, this was considered by giving the respondents information about the purpose of the study in an early stage. Also, the information about that the study was going to be published in English and that quotes and concepts was going to be translated from Swedish to English was given to all respondents before the interview.

7.6 Validity, Reliability and Generalization

These concepts are used in research in order to get a perception of how the data collection responds to the aim of the study. Brinkmann & Kvale (2015) defines validity as a measurement to investigate if the method that has been used in the study actually investigates what it is intended to investigate. In order to achieve validity in the study, my pre-understanding of the subject has been questioned and reflected on throughout the research process. This combined with supervision during the study, has contributed to a reflection about the findings in order to present a result that reflect the respondents experiences. In this study, this has been of particular importance, since the interviews have been conducted in Swedish and later translated to English. This has a direct influence on the validity of the study, since the researcher is forced to constantly take decisions on how to translate the transcript material. With this in mind the translation process of the quotes that is being used in the chapter of Findings, has been made carefully and have been very time consuming. Moreover, some of the respondents have been asked to see the translated quotes and have therefor been offered to approve the translated quotes before the publishing of the thesis. Even though this procedure has been made, it is important to bear in mind and be aware that this does not fully reduce the dilemma of conducting the interviews in one language and present it in another. (Birbili, 2000)

The reliability is defined by Kvale (2007) as the trustworthiness of the study and how the results of the study are affected by the methods to collect, interpret and analysing the material and if the results of the study would be the same if it was made by another researcher. In order to achieve a high reliability, the research should have a high transparency as possible in order to create insight in the research for the reader and enable other researchers to remake it. With the

aim of creating a high transparency in this study as possible, all of the different processes in the study have been carefully outlined in this chapter in order for the reader to follow all steps in the research. Also, in the transcribing process the importance of transparency has been considered when the details in the interviews have been used as much as possible to reduce the impact of my own interpretations and knowledge as an impact in the study. (Kvale, 2007)

Kvale (2007) states that qualitative studies often have difficulties to generalize the results to a bigger population than the actual population that have been studied. This is due to that the sample often is selective and contains of a smaller group. (Kvale, 2007) Bryman (2012) further implies that qualitative research instead should draw the attention on the contextual uniqueness in the field that is being studied and that qualitative research should focus on producing “thick descriptions”. These thick descriptions should according to Guba & Lincoln (in Bryman, 2012) be descriptions of the details that occurs in a certain culture and be able to provide as a database were the results could be communicable to other studies. This study can only say something about the organisations that have been studied and the experiences of the professionals that have been interviewed. However, in accordance to Guba & Lincoln (in Bryman, 2012) the result of this study can work as an indicator of the development of the children’s rights organisation and their role in the Swedish welfare state (Guba & Lincoln in Bryman, 2012)

8. Results and Analysis

In this chapter, the findings of this qualitative study will be presented. The results are based on and divided into three different themes that were found in the data management of the interviews. The three different themes that will be presented are as follow: The organisations perceived contribution to the Swedish welfare system, Resource dependency and adaption and Strategic work. The presented findings will then be further analysed and discussed in relation to the literature review and the theoretical framework in accordance to each of the three themes.

8.1 Findings: The organisations perceived contributions to the Swedish welfare system

In this section I will present the findings from the different organisations in accordance to the first theme, as in what makes the organisation unique and what they provide for the welfare system in Sweden. Additionally, I will along with this presentation analyse the findings in accordance to earlier knowledge on the field, which is presented in the literature review, and the theoretical framework of the study. In this way, my aim is also to highlight in what way the organisations that have been studied differs.

8.1.1 Rädde Barnen

Rädde Barnen is an organisation with a long history and with a strong establishment in the traditional Swedish social movement. All of the respondents explain that the aim with the organisation is to further the cause of the Convention on the Rights of the Child and to promote the rights of children in the Swedish society. Two of the respondents' claims that they have seen a difference in the field, where several other organisations have started to perform social services for children. However, all of the respondents distance the organisation of Rädde Barnen to this statement and clearly claiming that providing social services is not the ideology or the aim with Rädde Barnen. The main ideology of Rädde Barnen has instead been to provide knowledge and perform advocacy work for children's rights and they have upheld a strong division between the works they perform and what they think is supposed to be performed by the state:

We have a very strong opinion in this, I think we are extreme, we will not provide social service. We could get how many millions from the Migration Agency; we will still not provide housing for unaccompanied children, for instance. (Participant RB1)

All of the respondents agree that the ideology of Rädde Barnen is to strengthen the civil society were the final goal is to withdrawn in the end. An important factor that one of the respondents is mentioning is the importance of that the work they perform should not fall because they are not there to perform social service. Two of the respondents explain this in the way of that the aim with the organisation is to perform a minor revolution:

We are lucky that people do not understand that we are engaged in subversive activities. (laughter) [...] It is a revolution; it just takes a little bit longer. (Participant RB2)

Another respondent describes it likes this:

Sometimes I think about it; we all look so nice. And sometimes we talk about it, that we are engaged in underground subversive activities (laughter). I mean, that is what we actually do. (Participant RB1)

With this, the respondents' mean that they want to make a fundamental change in the structures of the society. Two of the respondents give examples from the work they performed related to child poverty in Sweden and how this was strongly questioned by certain groups in the society when it was introduced. To get critic for the advocacy work in order to make certain vulnerable groups of children visible is by one of the respondents explained as a result that communicates that the organisation is doing the right thing. To be brave in their work and to make vulnerable groups of children visible is a fundamental cornerstone in the ideology of Rädde Barnen. One of the respondents explains it in the following way:

We should not be comfortable; it is our role to be *uncomfortable*. (Participant RB 1)

Rädde Barnen also has a youth organisation with the aim of organising young people working for children's rights and to make their voices heard by policy makers. The youth organisation is also explained to be a way for children to organise themselves for their own questions. The professional representing the youth organisation in Rädde Barnen explains in the interview:

We work for the thought of children to be seen as fulfilled individuals, whose thoughts, ideas and experiences should be taken as serious as adults. (Participant RB3)

Also, a very strong ideal of the organisation, which is mentioned by three of the respondents, is the ideal of being an including social movement and organisation, with a spirit of creativity and where everyone should feel welcome. This is, by all of the respondents, closely linked to their traditions based on membership, humanity and community and is explained as a fundamental corner stone in the organisation and guidelines the working methods used in the organisation. Since Rädde Barnen target their work to the most vulnerable groups of children, the respondents points out that it is important for the organisation itself to reflect the target group and the areas where they operate, by having a multicultural and variation in their voluntary group, as well as in their professional organisation. One of the respondents explains this in the following way:

It is also about whom we actually recruit to the organisation, which also needs to be different people. We cannot only be females working here, we are many female professionals as you can see, (laughter). But we have to kind of mirror how the society looks even in the internal organisation. (Participant RB1)

Furthermore, the respondents explain that the working methods of the organisation are highly determined by the organisational form that Rädde Barnen consists of. The strong social movement that is characterising Rädde Barnen is also explained to governing the work performed by the organisation. This results in that the work performed by the organisation could be seen as a bottom-up initiative where the members of the organisation highlights important issues and organises themselves in these questions. This also requires that the organisation exists locally and develops their different organisations where the target group exists.

It is about social mobilization of youth, adults, parents and citizens [...] where they get a platform to engage, meet others, talk about children's rights and promote what they want to change in their environment. (Participant RB1)

The respondents' highlights that the professional work in the organisation revolves a lot around supporting these initiatives and to let the voluntary and the professional work go hand in hand. One respondents explains it as two different forces in the organisation; (1) the voluntary force that is characterized by the brain storming one, with a lot of initiatives, ideas and concrete plans of how to improve for children's rights and (2) the professional one that is leading those processes and that also can be the "realistic" one, who guidelines and see how the ideas fit in in the organisation in relation to goals, resources and how it can be evaluated. This, which by three of the respondents also is described as a challenge, is what makes the organisation dynamic, creative and successful:

I imagine that if an organisation is purely professional, it could be so damn pragmatic. [...] I think that this disorderly side that has the ear to the ground is really cool to have in an organisation, because it generates: let's do this! So you have one force that only wants to go forward and then us, who are a bit more bureaucratic and hold things back. And we are needed too. (Participant RB1)

This dynamic process in the organisation also reflects the organisational culture among the professionals in the organisation. The respondents in the regional organisation in Gothenburg explain that the professionals have a clear developmental mission and allow a lot of freedom for the professional to realise this mission. This generates, according to the interviewed professionals, flexibility, innovation of new ideas and a successful cooperation between the professionals and the members.

8.1.2 BRIS

The telephone hotline of BRIS is the main service that has made BRIS known and what has made them unique in the field of children's rights organisation in Sweden. The professionals also explain the telephone hotline as the main source to the rest of the work performed by the organisation. All of the respondents emphasise that the advocacy work that is performed by the organisation arise from the Counselling Function, which consist of the telephone hotline, and one of the respondents explains that:

...to listen and pick up what the children is saying is important and we get that information from the Counselling Function when children call us. They are anonymous so we are able to truly hear what children say and think. Then, we draft this in reports and collect statistics, in the way we are able since it is anonymous. But this really tells us about the situation for children's right now, and what our focus should be at. (Participant B1)

The Counselling Function, responsible for the telephone hotline, is explained by two of the respondents as a concrete function of the organisation, which is also seen as an important informational channel when they meet external partners. One of the respondents describes this in the following way:

... It is really important with the information that we exist and that we are able to reach every child. It is 116 111 (the telephone number to BRIS) and bris.se. (Participant B1)

By this, the respondent clarifies that the information about the telephone hotline and that all children should know where to turn if they want to speak with an adult, is the organisations most important question when they meet people and inform about their organisation. The respondent continues:

It is a very clear message; BRIS, Children's Rights in the society, where you could call, email and so on. That is what BRIS do and everything BRIS do is for the best interest of the child and I think that is very obvious for people. In many other voluntary organisations you don't know what they do: You have an orphanage in Africa, and you work with homeless people. Like that. And I mean, that is really good but I strongly believe in this clarity and the simplicity in BRIS.
(Participant B1)

The telephone hotline was, as stated earlier, transferred to the head office and consists since 2013 of professional social workers. The respondents explain the movement towards a professionalization in this area of the organisation as a conscious choice to be able to offer children that calls in professional guideline and expertise. All of the respondents explain that this has also been a way for the organisation to develop the advocacy work, since the expertise in the Counselling Function are able to put together the experiences and knowledge about children and their vulnerability in reports and educational programs. Because of the expertise in this group, this process is explained to be more effective than before, when volunteers operated the telephone hotline. This gives the organisation a more clear focus of performing as a children's rights organisation and this is also something that has been developed in the internal organisation. The respondents explain that the implementation of the right of the child in the internal organisational structure is now a prioritised work in the organisation. The organisation has strengthened the staffing with a Child Specialist, with the aim to implement children's rights at an internal level of the organisation. This role is explained in the following way:

This role in the organisation also describes the process that the organisation is undergoing [...] The Child Specialist work a lot with the internal implementation, how the professionals in the organisation correspond to the right of the child, and what our own children's perspectives looks like. It could sound really easy but, as I'm sure you know, this is not self-evident just because you work with children. (Participant B3)

In this way the organisation aims to pursue a deeper and practical understanding of how to work with children's rights, both in the internal organisation and in their advocacy work. The respondent describes this work as a necessary and inevitable work, but also an arduous process:

In the internal organisation, the right of the child is what guides us; we work with this in every level. No one can escape from it. [...] To get everyone to be a part of this work, it is a very complicated work that is definitely paved with obstacles. [...] You have to remember that this organisation has worked with children's rights in 40 years and this is a kind of deepening and then you have to talk about what this actually means in a practical way. (Participant B3)

The advocacy work of the organisation is closely connected to the cooperation with the government and to influence policy makers and professionals working with children. Two of the respondents claim that the organisation has gone more towards working with all adults, and their interaction with children instead of only focusing on professionals that meet children in their work. However, one of the respondents implies that the most important advocacy work is the political advocacy they perform together with the officials. The documentation of the information received by the Counselling Function of the organisation is also mentioned by Rädde Barnen and Friends as important documented information about children's social status in the Swedish society and is also, because of this, used by other voluntary organisations in order to identify vulnerable groups.

8.1.3 Friends

Friends is an organisation that promotes children's rights to not be subjected to any kinds of harassments and bullying at arenas that children might be, such as schools, pre-schools, youth centres, sport arenas and social medias. All of the respondents agree that the principal work of Friends is their educational programs they provide at schools, pre-schools and sport associations. In these programs, they identify the cause to the problem with bullying and then provide the expertise and instruments with their educational program, which is designed for the specific problem in that organisation. Two of the respondents also state the importance of involving the whole school in the work. One of the respondents exemplifies:

We work a lot with the whole school [...] that everyone participates in this work. It should not only be certain enthusiasts that do this work, everyone should be engaged. (Participant F3)

All of the respondents clarifies that they are not the one that performs the actually work in the schools or sport associations. The professionals at Friends provide the knowledge, the analysis of the problem and the instruments, but then it is up to the schools or sport association to do the actual work. All of the respondents' underline that the expertise they provide to the schools and sport association is based on research and the organisation has a close relationship to several universities in Sweden. In this way, Friends is providing a special expertise and service to other organisations working with children with the aim of prohibit any kind of harassment and bullying.

The respondents also explains that Friends perform a strong advocacy work by publishing reports and being the official face for the issue of bullying and harassments of children. The reports by Friends in explained by all of the respondents as a result of the documentation and analysis of the situation for children. The measured effects of their work is also a very important part of the organisations work and is by all of the respondents considered to be a fundamental part of the organisations working methods. One of the respondents describes it in this way:

We measure every part in our educational program. That is really important for us, to see that what we do generate results and makes a difference. (Participant F1)

Friends also work with volunteers in their organisation; something that the respondents claim is a relatively new part in their organisation. Even if the organisation sees this as a welcoming part of their organisation, all of the respondents clearly point out that the volunteers are not responsible for the educational program. To be a part of the educational program in Friends is, according to the respondents, linked to expertise and the organisation puts high demands on the professionals performing the educational program. One of the respondents explains this in the following way:

To be an educator at Friends, this places high demands on you. You should know a lot of things. Also, if you have hired someone to do this, you are able to set requirements in a totally different way. (Participant F2).

This is also, according to the respondents, an intentional strategy from the organisation to ensure the quality and efficiency in the services they provide. The volunteers are welcome to participate in events and to represent Friends in other ways, but the educational part is strictly dedicated to the professionals. The respondent continues:

It must be based on knowledge and it must be serious. That is what we are able to deliver and what we have put a lot of efforts in the recent years and that is why we have this strong trademark. (Participant F2)

8.2 Analysis: The organisations perceived contribution to the Swedish welfare system

The respondent's perceived contribution to the Swedish welfare state varies between the three organisations that have been studied, and this could to a greater part be explained by the different environment in which the three organisations were created, formed and now operates in. In the case of Rädga Barnen, the organisation has a strong ideology in not providing direct services that could be seen to compete with the state. The role of the organisation is instead to work as an eye-opener, to identify social problems related to children in Sweden, and to perform advocacy work with the aim to draw the public attention to these issues and then be able to withdraw and let the state take over the work. The organisation Rädga Barnen are built on a strong ground of social mass movements and created in the time of traditional charity work and have a very strong bottom-up organisation with active members that raises questions and organise for the sake of children's rights. The organisation could therefor been seen as a clear example of, what Blennberger and Olsson (1999) and also in the later studies of Johansson (2005a; b), identifies as *avant-garde* organisations in relation to the state. In other words, Rädga Barnen is in this sense defined as an organisation that work as pioneers with the responsibility to put light on new vulnerable target groups in the Swedish society that by the organisation is considered not have been successfully handled by the state. Also BRIS could be described as a *avant-garde* organisation, were the documentation and information from the telephone hotline works in the way of identifying social issues among children and is, in some extent, considered to be a guideline for the other organisations in the study. However, when looking at the services provided by BRIS, the organisation could also be seen as a *complementary* organisation to the services delivered by the state. The respondents' explanation of what is considered to be the core in the organisation, namely the Counselling Function and the telephone hotline, is unlike the services performed by Rädga Barnen not a service that is explained to have the aim of being adopted by the state and were BRIS planning to withdraw from. In this way, the service performed by BRIS could be seen as a complementary organisation to existing public services. (Blennberger, 1993; Johansson, 2005a,b)

In the case of Friends, the organisation is strongly defined by the educational service they provide in schools, pre-schools and sports associations. As several scholars has outlined (Johansson 2002; 2005 Wijkström & Einarsson 2004; Amnå, 2005;) more and more organisation is expected to take the roles of entrepreneurs and deliver social services. This can also be applied to the organisation Friends, which is, in the comparison to the other two organisations in this study, a young organisation that was started in 1997, an era in the research of the voluntary sector that by the scholars was considered to be an era characterized by voluntary organisations as service producers rather than voice producers. (Lundström & Wijkström, 1997) The educational program of Friends that is offered to other professionals working with children could be considered to be a complementary or even an alternative to the services provided by the state, in the field of which the organisation is operating. The organisation fill in this way a gap in social service, which the respondents at Friends claims cannot fully be provide by the state. The respondent's at the organisation of Friends claims by

this that the issue of bullying and harassments against children requires expert knowledge and professionals that is highly educated in this special field of children's rights.

The advocacy work in the organisations also differs in the way they work and how they form their strategies for advocating for children's rights. Even in this, Rädga Barnen has developed this work in accordance to their strong membership organisation, were the organisation is described as a successful organisation to use their members to identify vulnerable groups and to develop ideas and strategies to work and improve the conditions for these groups of children. The organisation is described in terms of highly flexible with a strong belief in the social movement's efforts in improving the society for children. The advocacy work of Rädga Barnen is because of this closely related to what is identified by the citizens, in other words by those who see what is happening in their community and that have ideas of improvements. This identification strategy is therefore highly dependent on the volunteering members of the organisation, were the professionals' job is to listen and mobilise these processes. The advocacy work of the organisation and what makes them unique in this sense is their ability to work from the bottom-up perspective. The fact that they also have a youth association, who is seen as an important part of the organisation to raise and communicate social issues for children and violations of children's rights, is an important factor for the organisations ability for advocacy work.

BRIS ability for advocacy work is also closely linked to the information they collect from the Counselling Function and the information they receive from the actual target group. This information is documented and complied in different reports that have been used as guidelines for other organisations and officials were BRIS is considered to have a high degree of legitimacy. This could especially be seen to the background of the research done by Lundström (2001), were he highlights the historical strong connection between BRIS and the state. The creation of BRIS in the beginning of the 1970s, was according to Lundström (2001) a time in the Swedish welfare state characterized by political possibilities, were the voluntary sector was seen as an important part in improving the conditions for children and other vulnerable groups. Because of this, BRIS relationship to the state has been characterized by what several scholars has described as a traditional relationship defined by nearness and dependency (Lundström, 2001; Lundström & Wijkström, 1997) Also Rädga Barnen has been illustrated in the study of Lundström (2001) to be successful in their advocacy work because of the organisations strong relationship to the state. The organisation was also early in their aim of creating professional service for children. To the background of Mosley's (2010) study about inter-organisational collaboration and its effect to gain influence of the external environment, both BRIS and Rädga Barnen is example of organisations that has a strong professional leadership and a high level of external collaboration and are because of this successful to perform advocacy work and to use there organisational structure as an effective tool to be an influential part in the society. (Lundström, 2001; Mosley, 2010)

The work of BRIS has in the recent years been directed to the internal organisation. The organisation has put a strong effort in defining the organisation as a professional children's rights organisation with a professional, skilled staff and with an important internal implementation mission. This could be seen as a process of defining the organisation and what Meeuwisse & Sunesson (1998) defines as a way of defining the shape, boundaries and mission of the organisation. This is explained by the authors as a way for the organisation to create a clear definition of not only the work that is performed by the organisation, but also how it should be performed, measured and presented. The implementation strategy in the organisation could be seen as a meta-professionalization, where the professionals are received

guidelines and practical working methods in order to perform their professional work. This is by Meeuwisse and Sunesson (1998) an example of a professionalization process with the aim to improve their role as voice producers to effect social policies in questions that is related to the core values of the organisation, which in this case is children's rights and participation. (Meeuwisse & Sunesson, 1998)

8.3 Findings: Recourse dependency and adaption

In this section, the organisations adaption and dependence on internal and external actors will be presented and, in the following section, analysed.

8.3.1 Rädga Barnen

In the organisation of Rädga Barnen their main adaption is to their own members in the organisation. All of the respondents explain that the relationship to the members in the organisation is a crucial part in their professional work and that it is important to take a modest attitude towards the members and their expertise and knowledge. One of the respondents also explains that this, in a way, is conflicting with the professionalization process in the organisation, since the professionals is being more hired based on their special knowledge in the field of child protection and children's rights. One of he respondent states:

The professionalization process has to be characterized by the social movement and that is hard, because you become really competent in your special field as a professional. (Participant RB4)

This adaption is by all respondents described as a challenge and something that needs to be balanced in all of the processes of the organisation, although it is by all considered to be one of the major recourses in the organisation. Two of the respondents describes that this challenge especially refers to what the organisation actually should organize in or not and that the opinions of the members has to be considered in this process. The respondent explains it in the following way:

Rädga Barnen is in this position that we have to do everything, all the time. And when we are trying to end one activity, Children in Sorrow for instance, which Rädga Barnen worked with for many, many years. You have done this for 15 years and when it is time to close down that work, and then it will be a disaster. (Participant RB1)

Another respondent describes it in this way:

You just have to like the position we are in and try to benefit from it and if you can handle it, there is a huge power in this. ... It is like driving a big truck. You cannot just turn and drive in another direction. You have to plan and turn in the right moment. (Participant RB2)

Rädga Barnen also has to adjust their work to governmental laws and regulations, which by two of the respondents is explained to imply more and more requirements on the organisation. One of these external organisations is FRII, which is mentioned by two of the respondents. The respondents explain that new regulations of FRII entails that the organisation have to have more insight in the lives of the elected representatives in the organisation. For instance, the elected representatives have to show a credit report and details about their criminal records in order to volunteer in the organisation, and this has created a discussion among the members in the organisation. One of the respondents describes the process as a way of building higher and higher walls in the organisation and that this process could be vulnerable for the organisations aim of including and representing different groups in the society.

Another respondent also mentions that FRII has set higher standards on reports of the organisations efficiency and that this has put higher demands on the organisations reporting system and their ability to measure the work they perform, and this is explained by two of the respondents to take much more time than before. This has also been a strategic change in the organisations work in their cooperation and CSR-work with business collaborations. The respondent responsible for fundraising explains that Rädde Barnen nowadays work with longer and more strategic business collaborations:

Nowadays, we work with more complex, strategic business collaborations that also are more long-term but it also takes much longer time before it gives any reward. [...] You can get a totally different amount of money if you can *show* the business advantage, what they can earn on the collaboration. (Participant RB2)

The respondent further explains the importance of synchronising the ideology and work of Rädde Barnen with the business plans of the organisations, and that this development has not been that difficult. The respondent explains that for instance, the project “On Equal Conditions” (in Swedish: *På lika villkor*) one of the major initiatives of Rädde Barnen, have been developed together with different organisation who sees their business values when the life of children living in disadvantage areas improve:

... The ones working with business collaborations have put a lot of thinking in how we could sell this in the same way as the principles of children’s rights. How we could synchronise this with their business plans. It has not been that difficult, there is a lot of organisations, like real estate’s companies, that realise that there is a problem when children has nowhere to go. (Participant RB2)

However, even if all of the respondents explain that the organisation has a outlined strategy in their work with business collaborations, two of the respondents describe a conflict in receiving money for projects that the organisation could see has a great benefit for children in disadvantage areas and what individuals and business want to give money for. The respondent responsible for fundraising explains:

It is very easy to receive money for starting up a school in a poor country because everyone thinks that is great, but it is harder to receive money to projects that we can see means so much for children to grow up on equal conditions and have a chance to develop. [...] We have a really strong trademark, and that is really important, but we have a big challenge in that people do not really know what we are doing and it is not as easy to sell as for instance Doctors Without Borders. (Participant RB 2)

Another respondent explains this dilemma in the following way:

--- I think that Rädde Barnen is in this dilemma: what makes people give money to the organisation is maybe not always what we want to receive money for and the picture of Rädde Barnen is still very international. Of course, it is expected that the most part of the money goes abroad but we are not very successful in telling people about our work in Sweden and maybe we are in trouble there. (Participant RB1)

This is also, explains the respondent, related to the fact that they do not provide permanent services. Three of the respondents agree that it is a difficulty to receive money from donors to “only” perform advocacy work. Two of the respondents’ claims that it has been greater demands on the organisation to show results of what they are actually doing with the money they receive. One of the respondents explains that it is a challenge to handle the money that are labelled to different projects and that these money sometimes can take focus away from

projects that is more important. One of the respondents explains the difference between project funding and more general funding in the following way:

The general funding's enables you to conduct development work in a totally different way. We have a challenge in charging what we actually need in order to exist as an organisation. We have certain expenditures and we still have a challenge to get business pay for that [---] The department where I work is solely driven by general funding's, and then you have a different feeling, should I put this money on this or not. (Participant RB2)

8.3.2 BRIS

The professionalization and implementation strategy in BRIS is according to two of the professionals closely linked to external laws and regulation. One of the respondents explain that the change in the organisation can be seen through the background of changes in the society were several governmental organisations, such as the Social Services and Children's Ombudsman, is going through a change in implementing these questions in the organisation. The professionalization process in in the organisation is also described by one of the responsible for this process in BRIS, as a change that is connected to the article 3 in the CRC, namely that the best interested of the child should be considered in all the decisions regarding the child. Also, the respondent explains that the process of professionalization and the implementation strategy of the organisation are related to the recommendations that the Swedish government got by the UN:

We are trying to think based on the recommendations; because we know that we have the government's ears in these questions. But also that *we* have a responsibility. We are very active in the reporting process and to get our children's voices all the way in to the UN.
(Participant B3)

The respondent further explains the importance of applying the law, both the domestic and the international, when something that concerns children and children's rights happen in the society and describes this in the following way:

It is a lot about the actual law, that you can administer the law that exists and that you act fast when something happens in the media so that you can start working in these larger contexts.
(Participant B3)

This process has also implied in cooperation between the government and BRIS, according to two of the respondents. The respondents explain that BRIS has an important role in the work to improve for children's rights in Sweden, based on the recommendations from UN to the Swedish government. One of the respondent claims that the government highlights the civil societies role in this process and that BRIS is considered to be a important part in this work. The respondent working for one of the regional offices also explains the close relationship with the government and describes the importance of having a close relationship to the local politicians and the municipality, since they are the on making the decisions. The respondent also emphasize that it is important to have the regional and local connection in the organisation since this enables them to show their representation and apply for local funds. However, the respondent further explains that there is a difference in the different municipalities, and that it is a challenge in showing their representation in the local community since the telephone hotline is anonymous and the organisation do not know from what part of the country the calls come from.

We can see the challenge in existing and be sufficient locally. There is big difference, geographically thinking, and we are not many in the regional offices. But I think that we have to be more visible in the municipalities. Then, in reality, everyone in Sweden is able to call so actually we serve all municipalities, but to be a part and be more of an operator that works locally. I think that creates more credibility. (Participant B1)

Another respondent explains:

Some municipalities chose not to give us any money because we are not able to show that we support X amount of children in their municipality. You could think that is a bit strange, since the basis for our organisation is that children can be anonymous. [---] The municipalities want us to connect to local activities. This does not force us to be everywhere physically, but we have to, in some way, show that we are doing some good in the municipalities. Not a requirement maybe, but it is something they ask for. (Participant B2)

The relationship between BRIS and the private market is explained by all of the respondents as a successful relationship. The respondent responsible for the fundraising explains that the organisation perform a developing work with the business they cooperate, with the aim of performing advocacy work. Two of the respondents explain that the work with the private market is a matter of involving the companies in children's rights and in this way affect the companies to be a part of the social change. One of the respondents describes this process in the following way:

When we chose the organisations we want to cooperate with, we do not just want their money to any price, we want to know where the money comes from. [---] If we are able to sift out based on principles of what is the best interest of the child, a lot will happen since the organisations have to check at all stages in their organisation; in their production when it for instance comes to child labour, but also in their marketing and if that is ethical. You are in this way able to be a part of these questions, that all are a part of our core values. (Participant B3)

All of the respondents explain that they have a high creditability from private business and individuals and that many companies want to be associated with the organisation in their aim of achieving CSR. However, one of the respondents explains the experience of a difficulty in reporting and explaining the aim of the organisation. All of the respondents agree that the aim of the organisation is to change the structures in the societies, and that this is not the same as traditional charity work. One of the respondents explain the challenges in the core values of the organisation:

At BRIS, we of course think that it is about power in these questions. And it is really hard to talk about children's rights for real, since it requires that adults have to let go of the power, and that is something that not all adults are ready to do. (Participant B3)

In this way the respondents explains a difficulty since many, also professionals, have an inaccurate preconceptions of what the CRC and children's rights actually represent and that this process in one of the most important advocacy work in the organisations work for a social change.

8.3.3 Friends

Companies sponsor the majority of the activities performed by Friends and this has, according to all of the respondents, a great influence on how the organisation operates. One of the respondents explains that the organisation has a responsibility towards their donors:

We are, to a large extent, sponsored by business, and I mean that we because of this has an obligation towards companies and individuals to show that we make a difference in schools. (Participant F3)

Because of this, all of the respondents describe the process of mapping and measure the results of the work they perform as a crucial part of the organisation and that this is influenced by the organisations they cooperate with. One of the respondents describes this in the following way:

When it comes to the cooperation with business, I think we are affected. I mean, in the business community it is very clear that you measure and are able to show what you are doing, and that has had a large influence on us; that we are an organisation that measure what we do, and in that way I think we are influenced. (Participant F3)

Two of the respondents also mention the importance of having long-term relationship with their business partners. One of the respondent claims that this enables them to really “get to know each other” and that this is a crucial part in the relationship. This, in order for the partners to be engaged in the core values of Friends, but also for the companies to receive positive economic effects of the cooperation.

The positive relationship that Friends have towards companies is partly explained by one of the respondent, as a result of the flexibility of the organisation. Since the organisation has no members, there is a relatively short way for decisions to be made and the respondent sees that as a positive factor in their relationship with sponsors. Another important strategy mentioned by the respondents is their marketing campaigns, and especially their short films that has become very popular and known by many. Two of the respondents also mention that they have put a lot of effort to cover new areas and topics related to their core activities, and that this is an important part of their success in the field:

Many know us for the short films we have made and put on YouTube, and they really affect people. That is one of the reasons. In the recent years, I think it is about us showing that we can make a change and that we cover different new topics. (Participant F3)

All of the respondents at Friends further explain that they are strongly influenced by governmental laws, policies and regulation in relation to how they construct and develop their work. The new Education Act is mentioned by two of the respondents as an important influential factor in the organisation and has affected the organisation in the way of targeting professionals in schools, pre-schools and sports associations instead of educating children and pupils. This is according to the respondents, because the new Education Act put a stronger responsibility towards adults and professionals to act when a child is bullied. One of the respondents also mentions that the requirements from the governmental and municipal authorities increasing constantly and this also require the organisation knowledge level to increase.

Furthermore, all of the respondents claim that research and their cooperation with universities has a large impact on the work they perform. The respondents emphasise that the educational work they perform is completely based on scientific knowledge and the latest research on the field. The organisation has also started their own department for research and development with the aim of finding methods to measure the work they perform with research-based methods. This is also connected to their international work, were international research and working methods to eliminate bullying is explained by the respondents as a strategic choice:

I think, for Friends to develop and become a larger actor on this issue, we have to go internationally. And Sweden is not the best at everything, which also increase the opportunities for us to achieve more knowledge from different sources. (Participant B2)

Two of the respondents further explains their development as a result of their flexibility and that this flexibility partly can be explained by their absents from governmental funding's. One of the respondents explains that it has been a conscious choice by the organisation not to be bound to the state and any restrictions due to financial contributions. In their relationship to state actors, all of the respondents claim that there are some challenges and that these challenges vary among different municipalities. One of the respondents explains that there in some municipalities has a good and long term relationship, were the knowledge and expertise of the organisation is highly valued, but in other municipalities this work is more difficult:

In some municipalities it is kind of hard to get in to. It varies a lot. [---] Sometimes they think that they have an effective protection work, and that could definitely be the truth, that they think they do what they are obligated to do, and it is a lot of prestige in this. Sometimes it is hard to admit to yourself that you cannot handle it alone. (Participant F1)

Another respondent thinks that the variety in their relationship with different municipalities has to do with the attitude of the professionals' at schools and sport associations' attitude towards state obligations and what other actors should perform. The respondents implies that some social services requires expert knowledge and that it is not possible for a school or sport association to be experts and to be able to have the most recent knowledge about how to eliminate bullying. The respondents explain that this attitude varies:

Some see us as an annoying actor that raises these questions and want to earn money. And I think some see us like someone that knows these questions and are able to put time and money on these issues. I think there are two different camps there. (Participant F2)

However, on the question of which role they think they have towards governmental actors, all of the respondents agree that they are and want to be seen as a complementary actor to the work performed by the state. The respondents also highlight that they have a high trust in the work performed by the school and that the aim of Friends is to complement this knowledge with their expertise.

8.4 Analysis: Resource Dependency and Adaption

According to the new institutional theory, organisations are dependent and influenced by the environment in which they operate. The organisations depend on their environment to be able to gain legitimacy and resources, and in order to survive. The process of institutionalisation and homogenization and the three mechanisms for isomorphic institutional change, presented by DiMaggio and Powell (1983) and Scott (2001) describes the cause of why organisational ideas become institutionalised in different organisational fields. The coercive or regulative mechanism explains how the organisations that have been studied are forced to change their organisation due to external elements that the organisations depend on. (DiMaggio & Powell, 1983; Scott, 2001) For instance, the changed regulations of FRII can be seen as an example of how Rädde Barnen is forced to change its organisation, to what the respondents describes as "building higher walls". Rädde Barnens tradition in the social movement, builds on the idea of welcoming everyone to take part in the activities for children's rights, and should be seen as the core of the organisation. This is by the respondents in risk to be threatened, due to the

changed regulation of having a stronger insight in the member's personal lives. This creates a dilemma in the organisation and forces them to organize themselves in a different way in order to meet the expectations and requirements from outside. Additionally, all of the organisations mention a development in the requirements from different external actors for the organisations to change their organisational structure to be more evidence-based, where results and analysis of the work performed should be presented to be able to receive funding's. This is explained by both the organisations that have a close relationship (both financially and in the practice) to the state, mainly Rädde Barnen and BRIS, and the organisations with a strong connection to the private market, in particular Friends. In this way, the organisations are forced to put a lot of efforts, time and work in measuring their results to be able to meet the external expectations, requirements and to gain the recourses that are needed. Recourses in this sense can both be outlined as financial and legitimacy. This, since the organisations have to show results in order to receive funding's, which are explained by the respondents to be more based on projects, and as a proof of the work they perform to be seen as trustworthy and legitimate. Even if the organisations varies in their relationship to the external environment, where in particular Friends has a strong relationship to the private market and BRIS and Rädde Barnen and BRIS has traditionally had a strong relationship to the state, the organisations experience the same demands in deliver results and change their organisations to be more bureaucratic and administrative. This can be seen with the background of Czarniawska & Sevón (1997) and their definition of the Scandinavian institutionalism, where institutionalised practice and ideas is being translated between different institutional fields, where the result-oriented approach from the private market have been translated into the social service sector and then, as this study indicates, in the voluntary sector. (Czarniawska & Sevón, 1997) This has also been outlined by Meeuwisse and Sunesson (1998) study where they show that in the same way as the process of professionalization and the evidence-based approach in the social service at the governmental level has occurred, this has also been adopted by the voluntary sector. In other words, the professionalization process in the public social service has, as a way of defining and framing the practice, been translated in to the organisations that have been studied. (Meeuwisse & Sunesson, 1998) Especially BRIS, and the process of implementing the Convention of the Child in the internal organisation, can be seen as a well-defined example of this translating process. The organisations way of implementing children's rights in the entire internal organisation could also be seen as a way for the organisation to unite the professionals in the organisation in the way of getting all of the professional to work for a common mission or goal. This process is outlined by Olivier (1991) as a natural way for the organisation to adapt to external, institutionalized values and practices. Since BRIS has built their legitimacy by their efforts to appear as a highly professional children's rights organisation, it is of high significance that the organisation itself can live up to the context of children's rights and the Convention of the Child, in every part of the internal organisation. Furthermore, since the main work performed by BRIS is to influence other organisations, public and private, and to take a social responsibility for children's rights it would be unthinkable for BRIS to not adapt their organisation in the same way, otherwise the organisation would lose their legitimacy. (Olivier, 1991)

In the case of Rädde Barnen, to gain legitimacy they need to shape their organisation to be in line with the work they perform, and this can be seen as a symbolic action with the aim of showing the environment that they correspond with current expectations and norms. This is explained by Jacobsen and Thorvik (2013) that argue for the importance of organisations to focus on the external environment in order to be successful and receive a high credibility. To be able to gain legitimacy and to show the external environment that they are in line with the

work they perform, they have to adjust the formal structure of the organisation to be a more including organisation and mirror the people they meet. In the view of Jacobsen and Thorsvik (2013), this can be seen more as a symbolic action, and less significant of the actual work that is being performed. (Jacobsen & Thorsvik, 2013) Since Rädga Barnen is an organisation that strongly depends on their members, it is crucial for the organisation to symbolic mirror their members and client group in their own organisation. In the case of BRIS, the recruitment of a Children Rights Specialist and the implementation of children's rights in the internal organisation can be seen as a symbolic action of showing the environment that they are in line with what they perform and communicates to other organisations, and show for the external environment that the organisation is adopting the expectations on how the organisation should perform. Friends opening of the International Centre Against Bullying and their approach towards clear evidence-based business are their symbolic way of showing the external environment, in which they are dependent on, that they are a trustworthy organisation. Furthermore, the organisation's educational program, based on the latest research can be seen as a way for the organisation to control external actors and to keep unwanted institutional claims outside the organisation. Also, the lack of members in the organisation is by the respondents seen in a positive way, since members tend to slow down the decision making process. The ability to make fast decisions and develop the organisation in the way they want is explained as a crucial factor in their cooperation with the private sector.

8.5 Findings: Strategic work

In the final theme of the findings, the strategic work, in terms of the development in the organisations will be presented. This will then be followed by an analysis that aims to tie up how the development of the organisation is related to the organisations recourse dependence and how this forces the organisations to develop in a certain way.

8.5.1 Rädga Barnen

Even though Rädga Barnen still have a strong connection to the social movement and their volunteering members, the development in the organisation is described by two of the respondents as gone towards a more professional organisation in the recent years. The organisation did undergo a big reorganisation in 2009, were the number of professionals increased twice as much and were the organisation decentralised. This resulted in that more projects was launched in the organisation, and that professionals now are more recruited based on the expertise in different fields of children's rights and child protection. Two of the respondents explain that the organisational change in 2009 was a positive development in the organisation and resulted in increasing resources of the work locally. One of the respondents describes this development in the following way:

Decisions' regarding children often decides locally, and then we have to exist in the communities and support the advocacy work in the community. So, I think that the actual aim of the organisational change was understandable and I welcomed it. (Participant RB 4)

The respondent, however, also explains that the reorganisation also implies a larger challenge in involving the members of the organisation in the advocacy and practical work locally. This, because the high proficiently and expertise-knowledge of the professionals in the organisation risks creating a distance between the professionals and the members. Also, two of the respondents describe a change in the demography and educational level among the volunteering members in Rädga Barnen. From being a relatively middle aged, female member

group performing traditional charity work, the members of the organisation has changed to be younger, more educated and performs a more advanced and professional children's rights activities. One of the respondents describes the shift in the organisation:

We develops towards an increasing professionalization and it puts higher demands on you as a member and volunteer and the work gets more and more advanced in different ways. (Participant RB1)

The respondent further explains that this requires the organisation to work in a different way in order to hold on to their members and the social movement in the organisation. The respondent explains that the organisation stands in front of a challenge to be an including organisation, were everyone with a commitment to questions regarding children's rights can feel welcome:

We want to hold on to our ideal, that if you are interested in working voluntary with children's rights together with others, then this is the organisation you should join and our job is to support those volunteers. [---] We have to represent the target group for real, by becoming a more including organisation and masters in diversity. We have some way to go before we are there, that we have to admit, but we are on the right track. (Participant RB1)

One concrete challenge that two of the respondents mention is the membership and the member fee that are required in order to become a member in the organisation. The respondents explain that this is a traditional procedure and a typical Swedish way of engaging in different organisational activities and associations. This, however, complicates for some new members that is not familiar with the system, or do not have the possibility to become a paying member and this conflicts with the actual idea of the organisation, namely the strong social movement based in membership.

The organisation's relationship to external actors has also developed in the recent years. This is explained by three of the respondents and mentioned as a change towards less general funding's, more evidence-based methods of evaluating their work and higher expectations from different donors. This change also requires the organisation to define the actual work they perform, something that is described by three of respondents as a challenge in the organisation. All of the respondents agree that one of the challenges in the organisation is to balance practical work with advocacy work and that they sometimes need to step back and to spread the work in other children's rights organisation, in order to find out what kind of work Rådda Barnen do best. However, one of the respondents highlights the importance of the advocacy work they performed, and that this work should not be suffering because of higher demands on efficiency and measurable results:

Say, if we launch ten housing for unaccompanied children because we are experts in this area. But who will advocate us then? [...] It will become a really strange development. Who should advocate whom in the end? (Participant RB 4)

8.5.2 BRIS

The strategic work in BRIS revolves mainly around the professionalization process in the organisation. As one of the respondents explains, the fact that the organisation is a children's rights organisation does not automatically mean that the organisation are able to stop with their internal work of implementing children's rights in all parts of the organisation. The respondents explains the continued professional development in the organisation as a process of tightening and evaluate their activities in order to have full oversight of what they

communicate to external organisations and to develop their advocacy work. Additionally, for the organisation to ensure that the internal organisation can meet what they communicate to external actors. The development and the professionalization of the Counselling Function in the organisation are described by two of the respondents as a way of increasing their expertise on the field. One of the respondents describes the professionalization process in the following way:

We highlight the Counselling Function in a whole different way and illustrate it in a different way than before. The Counsellors are profiles that we use in communication, but also promote to companies in a different way. My experience is that we are able to tell people about the Counselling Function in a more concrete way and the benefits from having professionals are very clear and we highlight this, since the companies has been a part of the development and still contribute to enable this. (Participant F2)

Since the Counselling Function has been centralised, one of the respondents explains that the work in the regional offices has changed from revolved around the telephone hotline, to be more directed towards marketing and representing the organisation at events and in the community. Two of the respondents also describe a process in the advocacy work of the organisation, which has been more directed to all adults rather than professionals working with children. Also, one of the respondents explains that they go towards a development of performing a more active advocacy work with the aim of changing the social structure in the society and that this is closely connected to the professionalization process:

We have a distinct ambition to run a more active advocacy work, so it is important to see that everything is connected. (Participant B3)

Also, all of the respondents claim that the strengthening of a Children's Rights Specialist, with the responsibility of implementing the rights of the child in the internal organisation, is a clear example of the organisation ambition of being a professional, trustworthy actor on the field of children's rights.

8.5.3 Friends

The development of Friends is according to the respondents a change towards becoming a more evident children's rights organisation. The strategic work in this direction is according to all of the respondents linked to the movement they have done towards more measurable results and research, with the aim to show that they perform effective work. One of the respondents the organisation also explains that they want to have a more legal focus in the organisation in order to become a more concrete children's rights organisation:

We are trying to recruit more legal professions in the organisation as a background [...] of us trying to be a more visible children's rights organisation. (Participant F3)

The respondent also explains that this is a strategy that is affected by the regulations in the school system in Sweden. The respondent explains that the legal basis has been stronger and claims that when the law is stricter and more advanced, there is a need for skilled professionals with a certain expertise.

In the organisations work with external actors, the respondent responsible for the business cooperation explains that they have had a strong development towards a more distinct CSR-work with their sponsors. The respondent explains that one important development has been to involve the whole company that they cooperate with, and that everyone in the company

should be aware of the values and working methods in Friends. Additionally, the respondent responsible for the business cooperation describes a development in involving more donations from individuals and involving more volunteers in the organisation, in order to use the recourse of individual's engagement in the organisations work for children's rights to a safe school and leisure. This development is described as an important expansion and the respondent states that this requires a large investment in their communication strategy in order to reach out to a larger group of people:

It is not known that you can be a donor as an individual in our organisation. That is our challenge right now, and what we communicate; what information do we communicate?
(Participant F2)

This development also requires resources and professionals, according to the respondent. However, this is a work in progress and the respondent states that there is still a uncertainty in what direction the organisation should go.

8.6 Analysis: Strategic work

The final analysis of the findings in this study will focus on the strategic work of the three organisations and in what direction the respondents describes the organisations to move towards, and how the reason to this development could be explained.

In the case of Friends, their recruitment of more legal professions could be seen as a symbolic action for the organisation to become a more defined children's rights organisation. As outlined by Jacobsen and Thorsvik, (2013) this can be seen as a symbolic development in order to influence the external opinion and to secure legitimacy. With a more legal approach and a more defined children's rights organisation, the organisation is able to indicate to their external environment that the organisation is in line with the expectations of the organisations work. To have expertise knowledge as a symbolic measurement in order to receive legitimacy from the external environment, is a common strategy in the field of private business and the Scandinavian Institutionalism enables to explain how this can be translated from the private sector in to the civil society and then used in the same way by the voluntary organisations, such as in the case of Friends, where concrete practices travels from one organisational filed, to become de-contextualised and then translated into a new concrete organisational context and develops to a practice. (Jacobsen & Thorsvik, 2013; Czarniawska & Sevón, 1997)

In the case of BRIS, the organisation's development revolves around their reorganisation and professionalization. The organisation has gone from having their most important function, the Counselling Function, to be operated by volunteers, towards becoming a highly professionalised organisation with a close relationship to the Swedish government. In accordance with the model outlined by Oliver (1991), with the aim to explain the relationship to the dominating organisations in the field, it can be explained why the development of BRIS has and will be outlined in a certain way. The model explains the organisations response to institutional pressure and how this is linked to the relationship to the organisation that dominating the field, which in the case of the Sweden and the Scandinavian welfare regime is dominated by the state. BRIS has a strong relationship and dependency to the state, where they are considered to be an important actor of the decision-making process and work together with the government in order to meet and fulfil the expectations of child protection and children's rights work, according to the recommendations of the UN. Also, the organisation has a strong control mechanism in the organisation with the professionalized

Counselling Function, which enables the organisation to control all line in their reporting process. In the model of Oliver (1991) this process is expected to lead to conformity between the state and the organisation. This development makes BRIS both a highly important influential actor in the Swedish welfare state, but it also makes the organisation a highly professional organisation that is developing towards becoming an integrated part of the governmental work. (Oliver, 1991)

The development in Rädde Barnen is also explained to go towards a more professionalized development, where the recruitment of the organisation has been more based on a person's special knowledge in the field of children's rights. Furthermore, the organisation faces a development that in particular is connected to their performance of advocacy work and how to combine this with more complex regulations on the work they perform. The organisation of Rädde Barnen is highly dependent on concluding their members and is their main recourse for performing advocacy work, but they are also highly dependent on the state in order to receive funding's and legitimacy. As explained by the institutional theory and DiMaggio and Powell (1983) explanation of the coercive mechanism, the organisation is forced to change due to changed regulation and policies in order to gain legitimacy. The organisation is because of this facing a challenge in their development due to higher restrictions and this has created a dilemma in the organisation, since this threaten the their core and what makes them unique, namely their strong social movements. (DiMaggio & Powell, 1983)

The strategic work in all of the organisations can be seen as a development towards adaption to stricter regulations from their external environment and more expertise knowledge of the professionals in the organisation, and this could all be explained by how the organisations is connected to other external organisations and the society. In this way, the organisations are dependent to their environment to survive and have to adjust to the social taken-for-granted assumptions that is being established in this connection. This, explained by DiMaggio and Powell (1983) as "organisational fields", explains how organisations are subjected to external pressures to gain legitimacy and make the organisations to be more similar to each other. In accordance to DiMaggio and Powell (1983) explanation of the process of institutionalisation and homogenisation and the three mechanism for isomorphic change such as the coercive; when organisations are forced to change due to cultural elements or regulations outlined by important external elements that the organisations depend on, the normative; when organisations adapt the knowledge in the organisation to the society with the result to become more professionalized, and the mimetic; when organisations copy other organisational models that have been successful. In the case of the organisations that have been studied, the development of all of the organisations has gone towards more evidence-based activities, due to the external actors requirements for measurable results, a more highly professionalized organisation and a development towards copying business-related models. This creates an isomorphic development, even though the structure, the origin, and the work performed by the organisations can be seen to differ. (DiMaggio & Powell, 1983)

9. Discussion

The purpose with this study has been to investigate what role the respondents of the three Swedish children's rights organisation BRIS, Friends and Rädde Barnen perceive they have in the Swedish welfare system. The focus has been on how external actors influence the organisations and the difference between the organisations in how the professionals perceive the relationship between the organisations and the public and private sector. The result of the study shows that even though the organisation operates in different areas, with different strategic work and have different traditions, the organisations seems to move towards a similar development and become more similar to both each other and to the dominated actors in the field and adopt an implementation process of New Public Management.

The study shows that it is a major difference in how the respondents perceive their organisations contribution to the Swedish Welfare system and that this can be explained by the different environment of the organisations creation. In the organisation of Rädde Barnen, which was built during a time characterized by a strong social movements, the members of the organisation is seen as a fundamental cornerstone and an important part of the legitimacy and trustworthy of the organisation. Due to this, the organisation has to adapt their organisation and their strategic work to include their members. In almost the opposite way, the respondents of the organisation Friends explains a great benefit in not having any members to adapt to. Friends has a strong relationship and are highly dependent on the private market and is therefore required to follow the culture of the private sector in how they perform their work. In Friends, this has been resulted in that their strategic work revolves around a development of evidence-based methods, measurable results and with a tight organisation model where decisions can be made rapidly. In the organisation BRIS, their strategic work revolves a lot around their close relationship to the state and their role as an important factor in the implementation of children's rights at a governmental level. Because of this, the process of professionalization and their implementation of children's rights in the internal organisation are crucial in their strategic work in order to gain legitimacy of external actors of which they depend on.

The field of child protection and children's rights have a long history in the Swedish welfare state where the state traditionally has had a strong position. In this way, even if organisations like Friends have a minor dependency to the state than the others, the influence by the state can clearly be outlined by this study. All of the organisations clearly emphasise a development towards a more professional field were their work is based on expertise and measurable results, which in accordance to earlier research is something that is influenced by both the private market and at a governmental level, were the implementation of NPM have been the dominating philosophy in the recent years. Therefore, to gain legitimacy and in order to perform advocacy work, the organisations have to be in line with regulations and show results of their work in order to survive. This creates, as stated in the analysing part, that the organisations become more alike each other because of the isomorphic mechanism explained by DiMaggio and Powell (1983). This mechanism towards an isomorphic change is in this study shown to have a strong power towards the organisation, and is also a power that the organisations do not are in control of. An important aspect of this process is what this will do with the voluntary organisations in the field of children's right and child protection. As stated in the earlier research, a professionalization and bureaucratisation process could in the end eliminate the special character of the voluntary organisation that traditionally is based on a social movement and were the voluntary sector represents an alternative form of social

work, separated from the control of the state and the market. Moreover, as explained by one of the respondents in Rädde Barnen, if the voluntary sector becomes experts on their different fields of child protection and children's rights who will in the end influence whom?

Furthermore, the study shows that the organisations, in particular BRIS and Rädde Barnen, have a difficulty to receive funding for work that is difficult to measure. The organisation BRIS explains a difficulty to receive donors at the municipal level due to their difficulty to show their efficiency in a certain municipality. In the same way, Rädde Barnen describes a challenge in receiving funding to "only" perform advocacy work and to change the power structures in the society, which they see could benefit children in marginalized areas. This can be seen to the background to Power's (1997) critique to the NPM, where the need and of measurable methods and results risk to eliminate the organisations important work of advocacy in order to change the power structures in the society with the aim of improving the conditions for children in Sweden.

In accordance with previous research presented in this study, the voluntary sector represents an alternative form of social work that is separated from the work performed by the government and with an important role as multipliers. When the demands force the voluntary organisations to become more alike the governmental or private sector, the special character of the voluntary sector is in risk of being eliminated. The professionalization process and to show that the organisations performance makes a difference for children in the Swedish society, along with their close cooperation to the state is important factors for the organisations to improve children's rights in Sweden. However, as shown in this study, to reflect on the special character and the power in the social movement-tradition of voluntary organisations tend to become more important for the children's rights organisations that operate in the Swedish welfare system.

10. Conclusion and implications

The purpose of this study has been to gain understanding of the professional's experience of the strategic work and the development in the voluntary children's rights organisations BRIS, Friends and Rädna Barnen along with how they perceive their role in the Swedish welfare system. Using a qualitative method for this study, where professionals with responsibilities for the strategic work at a national and local level has been given the opportunity to share their view and experiences, has contributed to the research of the development of the voluntary sector in Sweden. The participants in this study has the overall responsibility for the work performed by the organisations in the regional and local level and has because of this an important power in the development in their organisation, which gives this study an important contribution to the previous, mainly quantitative, research in this field. However, this study also shows that dominating external actors has a crucial role in the development for the voluntary children's rights organisations in this study, since the organisations are dependent on them in order to survive. This results in, as shown in this study, that the external control contributes to an isomorphic process, where the organisations is becoming more similar to each other and to public organisations and the private market.

Since this study has been based on interviews, it is important to bare in mind the participant's rhetorical impact on this study. The professionals that have been interviewed have a rhetorical expertise in promoting and represent their organisations and the aim of the work they perform. To participate in a research study is also a way for the organisations to promote themselves and to show the importance of the work they perform and because of their high dependency on external actors, it is crucial for the professional to represent the organisation in a good way. The aim with the study has however not been to critically investigate the work performed by the organisation and this has been a conscious choice in the design of this research and the interview questions, in order to receive a relevant data collection.

Because of the implications explained above, a suggestion for further research in the area of voluntary children's right organisations and their development would be to test the results of this study in a quantitative research design in order to see pattern in their development. Moreover, an organisation is built on more than the opinions of the board of directors and external power and therefor- qualitative interviews with professionals working in different levels in the organisation with the aim to receive information about the *internal* processes and their impact on the strategic work would be an important contribution to the research in the field of the voluntary organisations in the Swedish welfare system.

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Appendix 1: Informed consent in Swedish

Informationsbrev

Hej XX,

Först och främst vill jag tacka för att du vill vara med och medverka i denna studie.

Mitt namn är Sandra Trygg och jag är student på International Master's Programme in Social Work and Human Rights på Göteborgs Universitet. Jag håller just nu på att skriva min masteruppsats, där jag gör en studie om hur ideella organisationer som arbetar med barns rättigheter arbetar med fokus på framförallt professionalisering och finansiering. Jag har bokat in tid för vår intervju den X klockan X. Intervjun kommer att ta cirka en halvtimme och beröra frågor om organisationen X och ert arbete; hur ni arbetar och hur arbetet har utvecklats i organisationen.

Jag vill poängtera att det är helt frivilligt, och att du när som helst kan avbryta ditt deltagande, utan att motivera orsaken till detta. Jag vill även tydliggöra att jag följer Vetenskapsrådets forskningsetiska principer och riktlinjer i min studie (www.codex.vr.se). Materialet från intervjuerna kommer enbart att användas till min uppsats, och ni har även möjlighet att få fingerat namn om så önskas.

Min uppsats kommer att vara färdigställd i juni 2015, och ni kommer då erhålla en kopia på uppsatsen via mail.

Är det något ni undrar över eller om det skulle bli någon förändring så får du väldigt gärna kontakta mig.

Med vänliga hälsningar,

Sandra Trygg

Telnr: 073- x x x x x x

E-mail: sandra.trygg@student.gu.se

Appendix 2: Informed consent in English

Information about the study

Dear XX

Firstly, I would like to thank you for participating in this study.

My name is Sandra Trygg and I am a student at the International Master Programme in Social Work and Human Rights at Gothenburg University. I am now in the process of writing my Master Thesis, where I study voluntary organisations in the field of children's rights and how they work, in terms of professionalization and fundraising.

I have booked the interview with you at (date and time). The interview will take approximately 30 minutes and will be concentrated on questions concerning your organisation: how you work in the organisation right now and your strategic work in the future.

I want to point out that the study is voluntary, and that you are able to withdraw from the study at any time without explaining the reason for this. I also want to clarify that I follow the ethical guidelines of The Research Council in my study (www.codex.vr.se). The material of the interview will exclusively be used for the thesis, and your name will be assumed in the study.

The thesis will be finished in June 2015 and you will receive a copy of it through e-mail.

Please contact me if you have any questions.

Best regards,

Sandra Trygg

Phone: 073-x x x x x

Email: sandra.trygg@student.gu.se

Appendix 3: Interview guide Fundraising in Swedish

Introduktion

Jag vill än en gång poängtera att intervjun är helt frivilligt, och att du när som helst kan avbryta ert deltagande, utan att motivera orsaken till detta. Jag vill även tydliggöra att jag följer Vetenskapsrådets forskningsetiska principer och riktlinjer i min studie (www.codex.vr.se). Materialet från intervjuerna kommer enbart att användas till min uppsats, och ni har möjlighet att vara anonym om så önskas.

För att kunna ha så hög reliabilitet som möjligt i min studie samt för att underlätta att höra både vad och hur mina respondenter svarar på frågorna har jag valt att använda elektronisk inspelning. Om du inte känner dig bekväm med att bli inspelad, är detta inget tvång. Det är endast jag själv som kommer att ha tillgång till det inspelade materialet, vilket kommer att förstöras efter det har transkriberats. Även det transkriberade resultatet kommer att förstöras efter uppsatsens färdigställande.

Intervjun kommer först att behandla frågor om din befattning och arbetsuppgifter samt om organisationen du arbetar på, för att sedan gå vidare till arbetssätt och samverkan.

Kort om organisationen du arbetar på

- Befattning och dina arbetsuppgifter?
- Tid på organisationen?

Din roll i organisationen

- Kan du berätta lite om din roll i organisationen?
- Kan du berätta om ditt arbetssätt gentemot yttre aktörer utanför organisationen?

Arbetssätt

- Kan du beskriva på vilket sätt du samverkar med yttre aktörer?
- Upplever du att ditt arbetssätt påverkas av yttre aktörer, i så fall på vilket sätt?
- Upplever du någon förändring i ditt arbetssätt/din roll i organisationen under de senaste åren?

Legitimitet

- Vad är din upplevelse av vad som skapar trovärdighet/legitimitet inom barnrättsområdet?
- Vad tycker du är det som har gjort att ni har skapat er ett välkänt namn inom barnrättsområdet?
- På vilket bidrar professionalitet till trovärdigheten/legitimiteten på barnrättsområdet?

Relationen till andra aktörer

- Hur upplever du organisationen som aktör i relationen till den verksamhet som bedrivs statligt eller kommunalt?
- Hur upplever du organisationens samverkan med stat och kommun?
- Hur ser du på organisationens samverkan till privata aktörer, så som företag?
- Hur ser du på organisations samverkan till privatpersoner?
- Upplever du att organisationen påverkas av ovanstående samverkan, i så fall på vilket sätt?

Utmaningar/svårigheter?

- Upplever du att det finns det några utmaningar eller svårigheter med er samverkan med stat och kommun?
- Upplever du att det finns det några utmaningar och svårigheter med er samverkan med privata aktörer, så som företag?
- Upplever du att det finns det några utmaningar och svårigheter med er samverkan med privatpersoner?

Appendix 4: Interview guide

Professionalization in Swedish

Introduktion

Jag vill än en gång poängtera att intervjun är helt frivilligt, och att du när som helst kan avbryta ert deltagande, utan att motivera orsaken till detta. Jag vill även tydliggöra att jag följer Vetenskapsrådets forskningsetiska principer och riktlinjer i min studie (www.codex.vr.se). Materialet från intervjuerna kommer enbart att användas till min uppsats, och ni har möjlighet att vara anonym om så önskas.

För att kunna ha så hög reliabilitet som möjligt i min studie samt för att underlätta att höra både vad och hur mina respondenter svarar på frågorna har jag valt att använda elektronisk inspelning. Om du inte känner dig bekväm med att bli inspelad, är detta inget tvång. Det är endast jag själv som kommer att ha tillgång till det inspelade materialet, vilket kommer att förstöras efter det har transkriberas. Även det transkriberade resultatet kommer att förstöras efter uppsatsens färdigställande.

Intervjun kommer först att behandla frågor om din befattning och arbetsuppgifter samt om organisationen du arbetar på, för att sedan gå vidare till arbetssätt och samverkan.

Kort om organisationen du arbetar på

- Din befattning och dina arbetsuppgifter?
- Tid på organisationen?
- Hur stor del professionella respektive volontärer uppskattar du att det arbetar på organisationen?

Allmänt om organisationen

- Kan du berätta lite kortfattat om organisationens värdegrund?
- Vad är ert huvudsakliga arbetssätt för att uppnå ert mål med organisationen?

Arbetssätt

- Vad upplever du är det som styr ert arbetssätt på organisationen?
- Hur tänker du kring professionalisering inom organisationen?
- Om det finns volontärer på organisationen, hur arbetar ni med dessa?
- Upplever du att yttre aktörer påverkar ert arbete? I så fall, på vilket sätt?
- Hur är din upplevelse att organisationen har förändrats under de senaste åren i termer av professionalisering och arbetssätt?

Legitimitet

- Vad är din upplevelse av vad som skapar trovärdighet/legitimitet inom barnrättsområdet?
- Upplever du att ni kan påverka barns rättigheter i Sverige? I så fall, på vilket sätt?
- Hur ser du på professionalisering och dess påverkan eller ej på trovärdighet/legitimitet på barnrättsområdet?
- Vad anser du är det som har gjort att ni har skapat er ett välkänt namn inom barnrättsområdet?

Relationen till andra aktörer

- Hur upplever du organisationen som aktörer i relationen till den verksamhet som bedrivs statligt eller kommunalt?
- Hur upplever du organisationens samverkan med stat och kommun?
- Hur ser du på organisationens samverkan till privata aktörer, så som företag?
- Hur ser du på organisations samverkan till privatpersoner?
- Upplever du att organisationen påverkas av ovanstående samverkan, i så fall på vilket sätt?

Appendix 5: Interview guide Fundraising in English

Introduction

I want to point out, once again, that the interview is voluntary, and you are at any time able to withdraw from the study, without explaining your motive. I also want to clarify that I follow the ethical guidelines of The Research Council in my study. The material of the interview will exclusively be used for the thesis, and your name will be assumed in the study.

I will use a recorder in the interviews, if you feel comfortable with that. If you are not comfortable being recorded, this is not mandatory. I will be the only one with access to the recorded material, which will be eliminated after the transcription. The transcribed material will also be eliminated after the finishing of the thesis.

The interview will be concentrated on your role at the organisation, working methods and cooperation with external actors.

Information about your organisation

- Your position at the organisation?
- Time at the organisation?

Your role in the organisation

- Your role at the organisation?
- Your role towards external actors?

Working methods-

- How do you cooperate with external actors?
- Are you influenced by external actors? In what way?
- Have there been a change in the way you work/ your position in the organisation during the past years?

Legitimacy

- What creates legitimacy in the field you are working in?
- What do you think has created the well-known name you have in the field of children's rights?
- In what way influence the process of professionalization to factors like credibility/trustworthy?

The relationship towards external actors

- How do you see the organisation in the relationship towards external actors?
- How do you experience the cooperation towards the state and municipality?
- How do you experience the cooperation towards private organisations (business)?
- How do you experience the cooperation towards the public?
- Do you experience that the organisation is affected in the above-mentioned cooperation? In what way?

Difficulties/Challenges

- Do you experience some difficulties/challenges in the above-mentioned cooperation?

Appendix 6: Interview guide

Professionalization in English

Introduction

I want to point out, once again, that the interview is voluntary, and you are at any time able to withdraw from the study, without explaining your motive. I also want to clarify that I follow the ethical guidelines of The Research Council in my study. The material of the interview will exclusively be used for the thesis, and your name will be assumed in the study.

I will use a recorder in the interviews, if you feel comfortable with that. If you are not comfortable being recorded, this is not mandatory. I will be the only one with access to the recorded material, which will be eliminated after the transcription. The transcribed material will also be eliminated after the finishing of the thesis.

The interview will be concentrated on your role at the organisation, working methods and cooperation with external actors.

Information about your organisation

- Your position at the organisation?
- Time at the organisation?
- How many professionals and volunteers work at the organisation?

About the organisation

- The core values of the organisation?
- The main working methods of to achieve the goal of the organisation?

Working methods

- What guides the working methods of the organisation?
- Your thoughts about professionalization in the organisation?
- How do you work with the volunteers of the organisation?
- Are the organisation influenced by external actors? In what way?
- Have the organisation changed in the past years in terms of professionalization and working methods?

Legitimacy

- What creates legitimacy in the field you are working in?
- Do you think that you are able to influence children's rights in the Swedish society? In what way?
- How do you experience the professionalization and its effect on the legitimacy?
- What do you think has created the well-known name you have the field of children's rights?

The relationship to external actors

- How do you experience the cooperation towards the state and municipality?
- How do you experience the cooperation towards private organisations (business)
- How do you experience the cooperation towards to the public?

- Do you experience that the organisation is affected in the above-mentioned cooperation? In what way?