

## THE ASSOCIATIVE SECTOR: TYPOLOGY AND ECONOMIC ROLE

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### **Abstract**

*In the common vision, associations should primarily act as a democratic deliberation in order to collectively redefine the common good and rethink the organization of the social game. However, associations play an undeniable economic role, particularly by buying and / or selling products. To maintain their impact in the field of values and democratic rules, the rules of the associations in the economic sphere must be different from other companies. Associations may be classified according to many factors including, for example, their Financing, their role of market regulation and also of employer, based of their place in the different typologies.*

### **Keywords**

*Nonprofit organization, typology, economic impact, employees*

### **Plan**

- I) Introduction :
- II) From typology to modeling
- III) Associative sector and functioning of the market economy

### **Introduction**

Associations representing one of the actors of the wider sector of the social economy that includes:

- Philanthropic foundations, and managers of establishments;
- Associations;
- Health and social establishments managed by mutual;
- Some co-operatives and integration enterprises.

They are primarily non-profit organizations in the sense that management is provided by volunteers. To quote the general definition of Hautenne B. (2004): "A non-profit institutions includes several people who have decided to unite and cooperate to provide a solution to a problem or meet a need." Mutual cooperation can be official or unofficial. Individuals voluntarily decide to form an association. Jean-Louis Laville and Renaud Sainsaulieu (2004) view the pursuit of a joint project as the base of the creation of an association. According to these works, five operational structural features can help define non-profit institutions. Thus these entities would be:

- *Organized*: according to a certain structure, regular meetings, a regulated membership and rules of decision making. They must be deemed legitimate, whether such entities are constituted formally or legally registered or not;
- *Private*: they are institutionally separated from the government, even if funding can come from government sources;

- *Non-profit*: their objectives are not primarily commercial and they do not redistribute their profits to a group of directors, shareholders or managers. Any eventual profit generated by activities has to be reinvested for the benefit of the organization's objectives;
- *Autonomous*: their own internal governance mechanisms are in place, they can stop their exploitation of their own authority and basically control their own affairs;
- *Volunteers*: membership or participation in these organizations are neither mandatory nor constraints.

In the common vision, associations should primarily act as a democratic deliberation in order to collectively redefine the common good and rethink the organization of the social game. For some authors, main added value of associations is to implement actions of general interest according to the values that drive them. In this sense they are primarily institutions of solidarity and development of social links.

However, associations play an undeniable economic role, particularly by buying and / or selling products. The priority area of social economy is the service sector. To maintain their impact in the field of values and democratic rules, the rules of the associations in the economic sphere must be different from other companies.

In France, the legislative framework governing officially declared non-profit associations is the law of 1 July 1901 and the decree of August 16, 1901. These provisions do not concern the three departments annexed in 1870 (Bas-Rhin, Haut-Rhin and Moselle) which are still governed by a former German law, called 1906. The French definition of an association is consistent with the definition of the civil society held by U.N. Handbook on Non-Profit Institutions in the System of National Accounts.

According to French tax services, profit and meritorious character of the activities of associations that let them take advantage of tax benefits are defined in three stages: disinterested management, not the existence of competition between associations and companies market, the originality of the methods used by the association judged from the rule of the "4 Ps" (Product that meets a need not addressed by the market or in a non-satisfactory manner, Persons referred mainly must justify the granting of special benefits given their economic and social situation, Prices lower than those of companies with volunteer participation, no Publicity but possibility to communicate for calls to public generosity and actions of information on the services).

The corporate purpose of the association is the type of activity exercised to try to meet the public interest or satisfy its members. This corporate purpose is not only substantially different from that of companies, but also from that of public organizations

	<b>Companies</b>	<b>Associations</b>	<b>Public organizations</b>
<b>Corporate purpose</b>	Produce and sell goods and / or services	Non-market services for the whole population or their members.	Undertake the tasks of public services in accordance with the general interest.
<b>Goal</b>	<b>Profit taking, perenity.</b>	<b>Allow those who wish to come together and share a common interest.</b>	Satisfaction of the general interest: the creation of services that provide welfare

			to all individuals of a society.
<b>Earnings management</b>	<b>Redistribution to leaders, shareholders and sometimes employees</b>	Reuse of any profits within the association to ensure its operation.	No benefits
<b>Stakeholders</b>	Leaders shareholders Employees	members, Employees, Volunteers including the management team;	Officials Elected officials
<b>Financial Ressources</b>	owners' contributions loans product sales revenue	State subsidies / local authorities, Membership, gifts and bequests, Sales of goods and services	Revenue taxes, Social contributions, Non-market services sales revenue.

#### I) From typology to modeling

Associations have been subject to many classifications. In addition and according to Jean-Louis Laville (2013), the originality of the associations is to raise both the market, redistribution and reciprocity (volunteering and volunteering). However, they use these different spheres, in very variable proportions. J.L Laville defines a " " to mix usually separate logical, even opposite.

Associations may be classified according to many factors including:

- Their purpose: Culture, sport, religion, politics, promotion of ideas, charity, humanity, lobbying....;
- Their sector (health, environment ...);
- Their activities from those of government: areas of occupation left behind or ignored by the authorities, who sometimes give them a status of pioneer organizations, innovation in terms of social interventions, realizing shares directly in competition with the public social sector or actions according to the principle of subsidiarity and division of tasks between public intervention and private initiative;
- Their positioning in relation to the market economy: competitive position or original position beside the market
- Their financing: public, sale of products and services, gifts and bequests, membership...
- Their operation mode : distribution of powers among stakeholders.

Some classifications having been the subject of several studies are discussed below. They will be followed by attempts of cross between different criteria to try to establish associations' profiles-type.

## A- Variety of classifications

### a. Target - intended audience

The association can play a role for the alone benefit of its members (for example, sharing a common hobby or defense of members' common interests) or for the all society (charitable social, humanitarian, or the dissemination and promotion some ideas or works).

### b. Governance:

One of associations' specificity is combining wage labor and member's volunteer activity, activists and possibly users. If, in the most professionalised associations, volunteers practically no longer involved in the direct production of services, they are found in the functions of administrators and functions "political" development and control of the associative project.

Desroches H. (1992) was diagrammed these complex relationships in a quadrilateral in which the four corners are: managers, the Chairman and directors, employees, and finally the members; these poles can be connected by the sides and diagonals to form a quadrangle ... Some cases are proving detrimental to the effectiveness or efficiency of the organization, or the very purpose of the association : coalition of managers and employees against the president, the directors and members (vertical cleavage) ; exclusive alliance director and president, characteristic of a technocratic and autocratic (horizontal cleavage); or more banal (especially in large organizations "ruminant") a fracture between employees and other stakeholders, etc. :

### c. Intensity of partnership with public authorities

For example, Nairi Nahapétian (2005) propose la typologie suivante des partenariats entre institutions étatiques et publiques et le monde associatif :

- La complémentarité entre actions citoyennes et actions publiques autour d'un même objectif, des approches publiques, plus normatives, et des actions citoyennes, davantage orientées vers l'accompagnement personnalisé.
- La reconnaissance des actions citoyennes par un appui financier ou légal des pouvoirs publics.
- La mise en œuvre des actions communes. Cette collaboration peut, dans certains cas, avoir un caractère expérimental ;
- Mise en place de cadres d'actions concertées pour l'intégration des préoccupations écologiques, sociales ou solidaires dans les règles de fonctionnement des marchés publics ou par la mise en place de labels officiels.

### d. Financing

There are three main funding instruments of associations by public institutions:

- Public contracts are contracts for pecuniary interest with public or private entities by legal persons of public law, to meet their needs for works, supplies or services (Market Code).
- "Subsidies are a financial contribution of the public entity in an operation that presents a general interest but which is initiated and conducted by a third party to meet needs that it has defined. In the case of the grant, the money has no direct counterpart to the public person; otherwise, in the presence of a direct counterpart to the public person, there is a public market.
- The public service concession "is a contract by which a legal person of public law entrusts the management of a public service for which it is responsible to a public or

private operator, whose remuneration is substantially linked to the results of operations the service. The delegate can be commissioned to build structures or acquire goods necessary for the service.

The types of financing would directly affect associations' aggressive behavior. Thus, according to Kaminski P. (1990): "When the need is creditworthy, Social Economy discovers the talents of" carnivorous ... And when they are not creditworthy, it is the Social Economy" ruminant "awaits placidly to take over, with the best possible productivity, the missions that the public authorities, whatever they are, cannot help but give him. Between the carnivores and ruminants". Kaminski however perceives a "third category of associations in training sometimes carried by a defensive reaction, as is fill a niche left vacant by the great contemporary changes, or the maintenance of endangered activities".

Among the characteristics of the voluntary sector, hybridization - depending on the term of Jean-Louis Laville - between resources from market economies, non-market resources from redistribution and non-monetary resources from voluntary contributions including the valued volunteer, donations and contributions allow the survival of non-profit structure.

All sectors listed associative activities combine the combination of three types of resources, even if significant disparities of proportion exist between them.

e. Business segment

The internationally common classification (International Classification of Non-profit Organizations, ICNPO) -Identifies ten sectors or areas of the social economy:

1. Culture, Sports and Recreation
2. Education and Research
3. Health
4. Social services
5. Environment
6. Local development, housing
7. Defense of Rights and Interests
8. Foundations redistributive
9. International Help
10. Professional Organizations

In 2013, according to a survey by INSEE in 2014, France has 1.3 million active associations. Almost half of them are involved mainly in the field of sport (24%) or in the recreation (22%). Next come the cultural associations (18%) and those of defense of causes, rights or interests (17%). The survey was made from a questionnaire which was sent to 34400 associations operating in France: half were associations with employees, the other half without any employees.

f. Militant behavior

Traditionally, the associations "Managers" are distinguished (who assume public delegation of management tasks) from associations "militant". However, management associations are often very militant and remain reflective places on public action. They owe

assume the tasks connected to solidarity gaps left by the state and at the same time, they do not have to stop calling out the public authorities so that they assumes their role.

## B- Typologies and templating

The confrontation between two or more types provides interesting results in terms of typical profiles of association or associative history.

### a. The four European "ideal-types"

In their work, Salamon and Anheier (1998) has compared classification ICNPO with items of expenditure and resources. They obtained the following table from a survey:

#### Les quatre ideal-types de SSBL, selon la théorie des origines sociales

NPC Level of Public social spending	Dimension of	
	Low	High
Low	<b>statist</b> (Japan, developping countries)	<b>Liberal</b> (Anglo-Saxon)
High	<b>Social Democrat</b> (Scandinavian countries)	<b>Partnership or corporatist</b> (Continental Europe)

Source : Salamon and Anheier, 1998

NPC= Non Profit Sector

Edith Archambault (2000) distinguishes geographical areas involving the same type of forms of association as part of research conducted within the program led by the Johns University. According to her, there would be four great models in Europe: the Rhine area, Anglo-Saxon, Scandinavian and Mediterranean:

- The Rhine area model, linked with Germany, Austria, the Netherlands, Belgium and sometimes France, is characterized by the existence of large organizations. Their action is intertwined with that of the welfare state, according to the subsidiarity principle. Organizations are publicly funded and operate using professional than through volunteering. They mostly work in the sectors of health and education. They usually gather in large federations by ideological affiliation.
- In the Anglo-Saxon model, there is a very strong tradition of volunteering. These voluntary organizations have more diversified sources of income in the Rhineland model. Certainly, they are also strongly supported by the government, but mainly through public purchases of subsidies. These organizations work in cooperation with local communities and instead are united by types of action than by ideological affiliation. Executives, but also the volunteers are trained in specific university courses.
- The Scandinavian model is built around the labor movement, particularly strong in Sweden, Denmark, Finland and Norway, rather in the culture, sport and recreation. As health, education and solidarity and the welfare state is still the main player. in the Scandinavian model involves very few professionals; thus, it is a tradition for a young out of school to spend a year in a non-profit structure before entering the workforce, a tradition inspired the law on volunteerism in February 2005 in France. There are also many international organizations to support the third world.

- In the Mediterranean model, the development of non-profit organizations is also more recent and less than elsewhere in Europe, particularly as some of these countries, such as Spain and Portugal remained until the years 70 under the thumb of authoritarian regimes. However, the cooperative sector is also more developed than elsewhere in Europe. These initiatives are also geared more towards the areas of education and health, but also the reduction of local inequalities.

#### b. Type profiles

According to Edith Archambault work (2010), we can distinguish several types of associations based on certain criteria:

Type 1, the first type consists of the largest associations living from public funding, mainly from the State, social organizations and general advice. These associations have many employees and are primarily active in the areas of social welfare, medical and social, training, education and integration. They also have associations of cultural industries, leisure and advocacy groups as soon as they are large in terms of managed and number of employees budget. Given their proximity to public power and their dependence on public funding, they are much more than other types, particularly affected by difficulties arising from the delay in the payment of government subsidies, the withdrawal of public partner and a decrease in public funding of any kind. They complain of excessive control by government and increasing constraints they impose them. They are also very vulnerable to legislative and regulatory changes that often surround their activity. The generalization of bidding for these associations is a source of difficulty they fall much more frequently than others.

Type 2 is mainly composed of sports associations. Their number and relative homogeneity explain that they are one type alone. Difficulties in finding volunteer leaders to renew leadership structures. This also indicates a significant level of competition among associations.

Type 3 Le troisième type est composé de petites associations de membres souvent actives dans les domaines de la culture, des loisirs, quelques petites associations militantes, humanitaires, d'éducation et de services économiques. Souvent assez jeunes, elles sont généralement de petits employeurs et s'appuient fréquemment sur le bénévolat. Les associations de ce type connaissent de fréquents problèmes de concurrence entre elles, qui traduisent par une baisse du nombre d'adhérents, liées à une taille qu'elles estiment elles-mêmes trop réduite. Elles sont principalement en butte à des difficultés de trésorerie.

Parodi M. (2000), meanwhile, considers that: managers associations are variously located in a space defined by a social-economic axis and a private-public axis. These two axes schematically define four types of managers associations. This presentation into quadrants can overshadow the many cases of interference between the types of activity and location within the same association. This overlap reflects the ambivalence of most managers associations. Empirical observation leads us to distinguish at least two types of associations: associations more or less professionalized and middle managers on the one hand, and militant type associations on the other. A large or small manager organization pursue an economic activity. They participates in the economic system: the flow of

production of goods and services traded on various types of market, streams of income are the counterparty. They also participates in the financial system by the management of its budget, its treasury, its financial investments and borrowings. The actors of the social economy claim the right place associations in a "plural economy".

c. Other possible pathways

Many other studies to compare several criteria and typologies could shed new light on the world of associations. However, it is first necessary to find new sources of statistics, as data in this field are still precarious, both in microeconomic and macroeconomic levels.

For example, conducting statistical studies on associations face the scatter of associations in the national accounts among four institutional sectors:

Tableau 1 : L'économie sociale dans la comptabilité nationale

Organisations de l'économie sociale	Secteur institutionnel
Associations et fondations marchandes	Société Non Financières
Associations à financement public prédominant	Administration
Publiques Associations et fondations sans salariés	Ménages
Autres associations et fondations	ISBLSM

Sources : Edith Archambault (2014)

## II) Associative sector and functioning of the market economy

The associations are an important economic weight in both by their demand and supply of goods and services, employee employment and market regulation. We have separated this section into two parts: one concerns the direct role of associations in the economic sphere, the other relates to externalities.

### A - Economic behavior of associations

#### a. Governance

Although associative governance can neither apply the search criteria of the optimum profitability of invested capital and research 'value' for the benefit mainly of owners or shareholders depending on the size of the company, managing a associative business has many similarities to that of a commercial enterprise: the same rigor and the same rules of accounting and financial management. However, the associations, the balance sheet has a few specific formal presentation (no share capital, for example); even if a manager should have combination of equity and net working capital related to the volume of its business. The cash management suffers the same constraints as any company. Payment terms "clients" particularly long (including government) submit to particular problems to manage their recurring overdrafts. The wealthiest should have a financial investment strategy. The associations are brought in order to develop their projects, can adopt for their production of goods and services a behavior similar to that of private enterprise. Often public funding is supplemented by resources that the association can draw an economically profitable or donations from individuals, corporations or foundations. However, the associations tend to make "other economy", focusing on ethical notions of solidarity, environmental and social sustainability for instance.



### b. La pratique de la concurrence

According Cefaï D. (2010), the competition between associations by governments is required in public procurement. The associations, in this instrumental vision and dependence on public authorities, become mere managers, service providers.

Fonda (2007, 2009), if associations could benefit the development of the welfare state and public spending, they have also been able to develop in a context of "competitive markets" and find financial resources to implement their project within the framework of mixed economy is characterized by a combination of public and private funding.

Several phenomena help explain the mechanisms of increased competition associations between them and also with "capitalist" companies:

- The service sector development and, in particular, of relational services in western economies.
- Raising the standard of living and therefore the appearance of a solvent market.
- Increased demand for services by the social protection system set up by the welfare state.
- The adoption of restrictive regulations in terms of qualifications, teacher ratios or amenities for protecting fragile government led to increasing professionalization of many service activities and also the costs and the cost price.
- In some cases, the associative sector has promoted the organization of competition with companies, or between the associations themselves. Most of the time, the government is involved in this process (militancy for quality, safety, ...).

### c. Job provider

12% of the 161,000 associations have employees, usually one or two (INSEE, 2014). Recourse to wage labor is rare in leisure and defense cases (around 5% of associations are resort) and higher in social, humanitarian actions or charitable, education and management of economic services (20 to 30 %). The social housing or nursing home is distinguished by a very frequent use (over 80%).

#### Nombre d'associations en 2013 selon le domaine d'activité principal

Primary area of activity	Number of associations	Proportion of organizations with employees * (en %)
Sports	307 500	12
Leisure, entertainment, social life	281 300	4
Arts, entertainment and artistic activities	237 100	14
Defense of causes, rights, interests	217 100	6
Management of economic services and local development	36 000	30
Education, training and non-medical research	78 200	27
Health	42 800	14
social or medical-social Hosting	5 100	83
social and humanitarian actions or	97 100	24

charity

**Total**

**1 302 200**

**12**

Source Insee 2014

Moreover, the staff made available by other organizations often contributes to the activity of hiring associations of education and training. In total, employees work in associations represent 7% of the revenues in the overall economy, full-time equivalent.

In 2013, the number of paid working hours for employees associations represent the equivalent of 1.3 million full-time jobs. The part-time employment is very common in the nonprofit world: half of the associations use part-time jobs. This share reached 70% in the fields of sports and culture, while it is around 30% in managing economic services and social housing. Given the part-time, the share of health and social fields in all of employer associations is even more important when we think in paid hours rather than in number of employees.

## **B – Externalities**

### **Reducing inequalities**

Daniel Cefaï (2010) and Jean-Louis Laville (2010): These areas of "relational service" produce "externalities" strong, type reducing gender inequalities (autonomy of women accessing employment and training) or reducing public spending (home care of patients or former is cheaper and more satisfying than the accommodation in specialized institutions ...). These services could be supported by the state and public funding is justified for the neoclassical theory. But "in the case of multilateral and collective externalities", it may not be enough. The state is not increased to meet that median voters and neglecting minority populations and increasingly, to align the criteria for election not only profitability, but economic.

It may be recalled that any economic literature addresses the negative effects of too much durable inequality (because it may be necessary in the short term in a development process) for major economic and social equilibrium.

#### **a. Social capital**

According to the OECD report (2001), social capital represents the networks, norms, values and understandings that facilitate cooperation within or among groups. The importance of social capital in society, and people's access to capital, are often measured by participation rates in various types of community activities and reported levels of trust. But research linking social capital of a side and access to capital, and the other:

- Health improvement;
- Greater well-being;
- Reduction in crime;
- A better government.

However, until now, transnational research has found few links between social capital and growth.

For Edith Archambault and Philippe Kaminski (2009), "Social capital is different from human capital. The first is a quality created between actors, while the second is a clean quality individuals. "The main thesis proposed by Yann Moulier Boutang is that we are

witnessing a profound transformation from capitalism to a "cognitive capitalism" based prospecting in the valuation and exploitation of knowledge elements that resist numerical coding and incorporating maximum positive externalities".

Human capital and the quality of social links are crucial factors of the new wealth irreducible to the exchange. The positive externalities of free activity, upstream and downstream of the exchange being the main source of value today.

However, PONTHEUX S. (2003) is much more skeptical about the extent of social capital and thus the operational capability of verifying the contribution of this notion in explaining production levels.

It is possible to add that the social link can bring both negative externalities than positive. The social bond is measured not only in terms of intensity but also in terms of values it uses.

## **Innovation**

"Civil society has historically always played an important pioneering role, discoverer of new social needs, supporting many problems pertaining to health, education, exclusion, ecology, even before the public authorities do not worry about it." Alternative éco (2005)

**According to Daniel Cefaï (2010) and Jean-Louis Laville (2010), The main explanation for the existence of the third sector lies indeed in the fact that it supports the business areas where the market is not interested. When benefits are products whose characteristics are not known prior to the transaction, especially in the case of a customization of goods and services, problems of asymmetric information (and adverse selection) and personal confidence (and moral hazard) are overcome by the criterion of non-profit status. It may be that providers enjoy rent-a-captive market, they may only deal with the most profitable beneficiaries. In short, not redistribution of profits is a quality and safety guarantee that the market can not provide; and the neoclassical theory recognizes that non-governmental and non-profit organizations are most appropriate here (Henry Hansmann and Burton Weisbrod).** La société civile a historiquement toujours joué de précurseur, de découvreur de nouveaux besoins sociaux, prenant en charge de nombreux problèmes liés à la santé, à l'éducation, à l'exclusion, à l'écologie, avant même que la puissance publique ne s'en préoccupe.

According Sibieude, 2007, some innovative social economy, by force of their convictions and societal values that drive them are able to create wealth where none previously existed a market considered insolvent and unsustainable.

The associative model may be an appropriate response to needs that can not meet the traditional business: unprofitable, insolvent public activities responses tailored to each individual, immediate response to the emergency in the vicinity. "Associations, both they impel innovative modes of action.

The purpose is the search for "profits" to the community, including "taking over the functions abandoned elsewhere.

According to Kaminski (1990), only so recently formed associations are really bring innovation. In almost most cases, associational activity existed to market development.

The cases are exceedingly rare where an association seeks to impose itself in a mature market. The mode of associative production can be an indicator of future markets. "

### **b. Market regulation**

Associations are "information intermediaries" between supply and demand - even as more and more companies are introducing certification or labeling guaranteeing ethics devices.

We must have both an entrepreneurial spirit and concern for the general interest. Associations, viewed as privileged and official representative of civil society, assume a more and more key role in the legal amendment and in the legislative creation both at national level and international forums. Therefore, they also act in this way on economic regulation.

Moreover, by their activism, associations can influence consumer tastes: awareness campaigns (organic, feed, fur, use of certain products, fair trade products ...).

### **Conclusion**

The associative sector is evolving. Its growth would be higher than other economic sectors. In a period characterized by a high unemployment rate, the employer sector role is significant in terms of economic policy, even if this role is actually focused on certain types of associations.

Many works have already been made to characterize the associations and their development in relation to their impact on economic activity. The typologies are varied, they have their roots in more or relevant original concepts based on periods or geographical areas studied.

Yet many studies conducted to remain for the abundance of these typologies. The standard profiles defined for the European zone are worth face other areas and also deserve to be validated against other criteria.

Lacks of Statistic data and the difficult integration of this field in national accounts of the associative field, however, makes the short term difficult.

The density of the work on this topic, provides a glimpse of a better account of the associations in the national and international accounts, to allow further comparisons between countries or between local areas.

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