

**Ioana GUTU,**  
**Irina MANOLESCU**  
*Alexandru Ioan Cuza University, Iasi*

# THE PROFILE AND COMPETENCIES OF THE MANAGERS ACTING WITHIN THE NON-TRADITIONAL INSTITUTIONS

Case  
Study

---

## Keywords

*Managerial profile,  
Non-traditional organizations*

---

## JEL Classification

M10

---

## Abstract

*The actions specific for the managers that run the non-traditional institutions do not subscribe to the managerial procedures used by their partners that act within the public, private or NGO sectors. With a background that includes from far more experience and a larger knowledge base, they are considered within the literature as being more leaders than managers for the groups they work with.*

*The article is highlighting the peculiarities concerning the profile of the managers that act within the niche sectors – NGOs partners of public institutions, Romanian autonomous administrations and corporate foundations, taking into consideration individual factors that may contribute to the decisional and collaborative processes existent among the two sectors. Starting from the general profile and competencies of managers, the study used an extensive analysis of a Curriculum-Vitae database from which we selected the critical data concerning the niche sector profile; data was available on companies websites and/or reports, projects paperwork, relevant state institutions activity reports.*

## FOREWORD

Starting with an increase of global trade and the technology advance, the known economic sectors known as Public, Private and NGO manifest the tendency of merging. The results show that economy is currently undertaking actions of three new economic niche sectors whose management do not subscribe to the traditional styles and methods.

The research begins with a short description of the three economic sectors and their newly created economic niches. On the second part of the article, the focus will be on the management features for all the six existing sectors, showing similarities and discrepancies for management and the managers features.

The last part of the study undelines a quantitative approach for one of the niche sectors already generally described, Public –NGO (working with Public Sector partnerships); with a database of 90 Curriculum Vitae of managers coming from three institutions specific for this niche sector – corporate foundations, NGOs and autonomous companies, the study reveals the managers profile for each of the three legal entities by taking into consideration a series of factors as described within the methodological approach of the article.

### PUBLIC – PRIVATE – NGO (NICHE) SECTORS

Ever since the beginning of the Twenty-First Century, a new international order has emerged, involving not only governments as representing the Public Sector, but also international organizations, corporations – coming from the the Private Sector, and also NGOs.

In the context where the government management has been studied for centuries, when taking into consideration the niche economic sectors, the litterature is very scarce.

The new vibration specific for the last decades concerning the organizations' management is increasing in intensity, as one of the main consequences of the enlargement of the international public sector that includes actions across the Globe.

Since the essence of management has as a main base the results (Mathiason, 2017), when performing internationally, the organizations take into consideration strategic planning, tactic programming, monitoring and evaluating, in order to comply with the set objectives. Along time, political players, scientists, business executives, law rapresentatives, and also the civil society were permanently requesting for a better public management.

As part of the public sector, on the national level are the state – own institutions, while on an

international sphere there are the regional or international ones, acting for the interest of countries on a bi/multilateral level. Their objectives include a variety of subjects, culminating with human rights protection and sustainability (Arustei & Manolescu & Neculaesei, 2014).

As actors of the private sector there are the companies acting on a national, regional or international level, starting with SMEs and continuing with small companies and corporations. Their purpose on the market is to increase the market value and also the profitability of the company.

As the third sector of the society, in the last two decades, the civil society becomes a very important global actor, including a variety of non-governmental organizations and also institutions that act in the name and for the citizens. Being different from governments and any other kind of businesses, the civil society acts on national, regional, transnational and global levels, with the purpose of satisfying the accomplishment of human rights, levels of education, culture, local and regional development, social services and also religion. The typical entities from the civil society sphere are the associations and foundations.

With an increasing complexity of actions and actors, the Public, Private and NGO Sectors emerged on the international level, consisting into three transition areas that resulted into specific institutional entities, counting for a considerable part of the global governance. These specific niche-sectors (as they will be called for the interest of this paper) are: the niche sector between Public-Private, Public – NGO and Private –NGO. Their activities include actions, projects and organizatoric structures that do not subscribe to the characteristics of any of the three regular economic sectors; for this reason, the paper will continue with a short description of each of the newly-created niche-sectors.

The Public-Private Niche Sector, as the name interpolates, brings into light the actions specific for the corporate governance; in order to develop actions, it uses principles and customs that traditionally belong to the public sector. With an opposite interpretation, the concept was firstly used by David Osborne and Ted Gaebler in 1993 when was introduced for the first time the idea of applying customer service model to governments (private-public), (Osborne, 2007). The concept – the new public management – promotes competition both inside and outside governments. It is important to mention that for the organizations belonging to this niche sector (state-owned companies, and private companies that traditionally develop partnerships with public institutions like schools, universities, hospitals and not only) manifest features that are related to the public sector, but their management includes rules and

principles that mostly belong to the private sector. It is important to mention that their main goal is set for the increasing of the companies' profitability.

Following the empirical debate, besides the Public-Private dynamics, in 2008 Mildred Warner introduces another niche sector – the Public – Civil Society engagement, trying to highlight the need for partnerships and common projects that merge the Public-NGO principles and result into a higher market dynamic. Widely known as the New Public Governance, an expression firstly introduced by Stephen Osborne in 2010, the niche sector between the Public Sector and NGOs is presented by the author as a new paradigm of the public services delivery (Osborne, 2010). Specific for the XXIst century, this body of managerial practice sets to a precise standard the relations between the state-owned institutions and the civil society representatives that use horizontal and vertical instruments (Arustei & Manolescu & Neculaesei, 2014) in order to coordinate different actors for reaching a common goal.

As a third niche sector there is presented the Private-NGO sphere, characterised by the actions of corporate CSR, business environment and also civil society representatives. As stated in *The Guardian* (2007) the corporate foundations derive their most income from the profit-making company that they represent, under the form of donations, shares, money raised from the companies' customers or employees and also through endowments linked to company profits. The purpose for a company to create a corporate foundation includes a variety of reasons, from enduring the continuity of giving, to increasing the company credibility and reputation, and supporting unpopular social issues.

The same niche sector notes the presence of the social enterprises, organizations that apply commercial strategies, generating revenue and profit but also making an impact in order to offer help to the social challenges merely known under social disease or poverty cases (Elsy, Forbes, 2017). Under a form of a Non-Profit Organization, a social enterprise can make profit, without being allowed the use of it for the investors (artisans, entities that sell merchandise); instead, the for-profit businesses are considered to be social enterprises when they are using the profit for a social impact, not only for measuring the success of the business. Since the common element of these entities is bringing profit first, for the second step – the use of income for social actions, it is important to state that these entities do not belong to a straight economic sector, but are rather situated on the edge of NGOs.

## **PUBLIC – PRIVATE – NGO MANAGEMENT SYSTEM**

When about public management, it must be emphasized the fact that within a qualitative approach, a good business management is different that a good government management and also a non-profit organization management. For this reason, managers as main figures of their legal entities, must operate under the idea that there is no similarity between their tasks (as representatives of the private sector) and the other public or non-profit administrators.

One of the definitions of management brings under light the common purpose of a company, which is commonly accomplished with an organized effort of others; in this case, the manager, in order to accomplish the purpose of a corporation, must build and/or modify structures, systems and relationships within the organization in order to bring benefits for the company by involving the common effort of the employees. As Chester Barnard stated, the effectiveness of a company can be better measured by the degree to which accomplishes its purpose (Barnard, 1938) while the efficiency can be measured when analysing if individuals manifest the will of becoming workers, shareholders or customers (Bower, 1977).

Compared to private or NGO managers, a public sector manager has different activities, following numerous perspectives; at first, a public sector manager must accept and accomplish goals that belong to the organization and do not represent a personal aim; second, they operate with standardised structures that are mostly designed by other groups and not themselves; the careers of people they work with are often lacking management control; the time schedule for accomplishing the pre-set goals is shorter than the one of a corporate or NGO manager.

No matter to which of the three sectors it belongs, a management system must ensure an efficient, effective and liable working environment for its stakeholders. For the public sector, the management coherence is even more important, since it reaches its outcomes through numerous agencies that need to collaborate and to be coordinated. Here, appears the need for a performance management system (Saldanha, 2017) that clarifies the results of the organization, creates synergies between the public agencies and also promotes transparency through reporting results.

The management evolution from a market to an organizational economy brings into light the fact that ever since the time of Adam Smith, markets have declined, offering their place to businesses and (non) governmental organizations that now are the main pawns of the economy. As one of the influential scientists that researched the question in regard with the difference between the Public/NGO

and Private Sector management, Herbert Simon (2000, p. 753) claims that Public and Private Sectors share similarities in management decisional methods and processes, but are not fully like. Since the contexts and the action means of the administration are different from the results, it shows that the main element that differentiates this sector is represented by its core values; in the case of the public sector, it is mostly valued the public interest and the political compromise (Herbert Simon, op.cit.), while for the private sector the most important aspect is the profit.

A second argument for the H. Simon hypothesis regards the accountability that is different between the public and private sectors. While managers from the public sector have responsibilities considering a greater number of subjects as employees, they are subject to a greater influence coming from the people they coordinate. On a decisional level, the public managers will be heavily influenced by this aspect, since the public administration is constantly under a public control. Another task specific for the public manager is to appease the civil society and the teams they work with, while achieving results. On their position as Public Sector managers, they manifest a weaker organizational commitment, fact that influences the public manager's accountability (Yoexpert online platform).

The lack of presence of the clerks and the balances specific to the Public Sector do not put pressure on the private sector managers that are only accountable to the shareholders and focus on how to efficiently maximize the bottom line. The accountability of private managers is maintained to less people than the public managers do, while their actions are not under such a constant pressure, given the lack of transparency of the Private Sector. The term of NGO (as non-governmental organization) was introduced at first in 1945 by the United Nations, in order to differentiate the rights for the participation of the intergovernmental special agencies and the ones of the international private organizations (Mostashari, 2005). As a component of the social movements of the civil society, the NGO Economic Sector is distinguished into two groups: operational NGOs (small scale projects) and advocacy (large-scale change projects, achieved through the political system influence).

The management of these non-state actors regards the Board that has members from public servants to corporate managers and international organizations, gathered under the same umbrella of satisfying the needs of the civil society by respecting human rights, social aid and promoting sustainability. According to Fowler and Malunga (2010), NGOs have relocated within the concept of civil society, the management of these organizations taking into consideration the types of the NGOs and their

scope for the activities – meeting human needs, a purpose that is opposed to increasing profitability of a company or providing a best quality for the public services.

According to Salamon and Anheier (1992, p. 135) the NGO Sector has five distinct features; at first, the authors consider the sector organization as being formal (partially institutionalized); second, NGO Sector is private (with different institutions from the ones of the government); non-profit distributing (it does not share or return profit to the owners or NGO members); self-governing (NGOs control their own activities); voluntary (involves a degree of voluntary participation, for the conduct of the agency or within the management of its actions).

It results that being a manager in an NGO is different than managing an organization coming from the Public or Private Sectors. The arguments bring into light at first the NGO actions, but also the primacy of their values and also their nature; we consider that it is important to also add voluntarism, integrity, openness, accountability, service and charity (Claeye, 2014) which in conjunction, will help managers to develop strategies that emphasize the uniqueness of their actions. Being so distinct from the business and the government organizations, these features of the NGOs also reflect in their management, integrating the individual missions, acquiring resources and developing strategies.

## RESEARCH METHODOLOGY

For the purpose of reaching the goal of this paperwork we propose as a study the profile of the managers that act within the niche sector Public-NGO; given the fact that the institutions that belong to this niche sector are the *corporate foundations*, the *NGOs that have projects within public-partnerships* and the *autonomous companies*, the study included a number of 90 Curriculum Vitae of managers acting within a number of 30 legal entities. The factors that were taken into consideration are: age, gender, studies level, field of studies, training courses, work experience.

The study used a number of 31 CVs representing the profile of the manager acting within a corporate foundation, 24 CVs that will be used for creating a profile for the NGO managers and 36 CVs that will be used as guide for the management profiles of the autonomous companies.

## THE NICHE SECTOR PUBLIC – NGO

Under a quantitative approach, the study begins by taking into consideration at first the variable *age*. As a limitation of the research, given the fact that

the dataset does not provide the birth year for all the subjects, we were able to only provide the average age for the manager's profile working within an autonomous company, while in the case of corporate foundations and NGOs - public partnerships, the average age will only be taken into consideration for a smaller number of subjects. The results show an average age of 47.6 years old for the corporate foundations, 40.1 years old for the public-partnerships NGOs and 50.4 years old for the managers acting within the autonomous companies.

The variable *gender* was also present within the study. It reveals the fact that for the sample considered, the manager's profile counts a predominantly male figure (54.44%) while female managers only cover 45.56%. The study reveals the fact that this distribution is not equal among the three considered types of organizations; as shown in Graph 1, the corporate foundations are more likely to have as managers males, while the NGOs and autonomous companies have more managers as females.

In regard with the *studies level*, the research shows that for the corporate foundations only 2.22% of managers have PhD. studies, 13.33% have Master studies, while a slightly smaller number of managers only have a Bachelor diploma.

For the NGOs, the distribution is rather different: over 5% have Phd. studies, while the majority of the managers stopped at a Master level, while only 3.33% of managers have a Bachelor.

Within the autonomous companies the situation is very different; since they lean towards the rules and regulations (Public Sector Law) that regards the Public Sector, usually there is required a certain level of studies and knowledge in order to occupy a given position. Within the given situation, it was noted a higher tendency of managers to reach a Phd. level (more than 7.5% of them have the title of Phd.). When about the difference between Master and Bachelor it was observed the fact that the difference is opposite to the previous organizations studied: 12.2% have graduated Master studies while the majority of managers that work for autonomous companies stopped their studies after a Bachelor Degree.

Overall, the sample revealed the fact that the Bachelor Degree is the minimum degree of studies that a manager must have, 34.4% of them ending their studies within this level. Almost 39% of the managers from the sample studied, besides Bachelor, also have a Masters Degree, while only 15.5% of the managers decided to also graduate a Phd.

As a main finding in regard with the studies level, the most common degree among managers is the Masters, followed by Bachelor and Phd., with a specific distribution for every type of organization studied, leading towards the conclusion that the

niche sector Public-Private has a highly trained and specialised personnel, despite the fact that there is no internal law that specifies which should be the minimum degree that must be acquired by the managers for any of these organizations.

When studying the connection between the *studies level and gender* specific for each type of organization, by using a cross tabulation, the data revealed the fact that there are more male managers that stopped their studies at a Bachelor level than females (22.2%/12.2%). When about the Masters Degree, the situation is different: 20% of female managers have a Masters Degree, while only 18.9% on males managers reached the same studies level. In regard with the Phd., the data showed a surprising situation that assumes that both genders count the same number of managers that reached a Phd. Degree – 7.78%.

The next variable that was taken into consideration is the *field of studies*. The data revealed the fact that according to the organization type, the corporate foundations managers' profile includes a psychology/ sociology or a social work degree as bachelor, with some variations like: Medicine, Physics, Law, Theology, Communication, Finance or Mathematics. The other degrees for this category of organizations have as a base line psychology – tactics for psychologic advisory, but it may also include studies in areas like Foreign Languages, Communication, P.R. or International trade.

The field of studies for the Public-NGO Partnerships is very diverse; if in the case of corporate foundations the studies trendline included Psychology, the managers that run NGOs do not share the same preference (Graph 2); they have various Bachelor fields, from Computer Science, Engineering, Management or International Business, to Finance, Sociology or Education Sciences. When taking into consideration the fields of study other than Bachelor specific for the managers that work with NGOs, the sample revealed a large subjects variety: Marketing, Communication (Sciences), (Software) Engineering, P.R., Psychology, International Business and even Philosophy or Arts. This feature that includes an extreme variety concerning the fields of studies specific for the NGOs explains the fact that people who hold management positions within non-profit organizations relieve the reason of the NGOs existence as legal entities, the will of managers and volunteers of addressing social and political issues for the benefit of the society, and not for making profit and gaining as individuals.

In the case of autonomous companies, the fields of study mainly regard the specific of each organization, that may vary from Transport (air, water, ground), Meteorology organizations, Publishing houses, Agencies for protecting animals, environment, forests etc. Given these specific

conditions, the sample showed that for the Bachelor, besides an organization-specific field of study (Physics, Engineering, Agriculture, Transport etc.), most of the managers have a degree in a Law field-related, Business Administration and Management or Trade. Other degrees as Masters or Phd. follow the same pattern, with a higher specialization; as an illustrative sample we mention titles like teledetection, transport intelligent systems, aviation and the number of fields continues.

When studying the variable *trainings* for each of the three types of organizations, the sample showed the fact that the least trained managers are the ones working in NGOs, followed by the ones from corporate foundations, while the most specialised managers work for autonomous companies. Again, this fact might be directly connected with the romanian internal law and the measures that must be applied as a *sine qua non* condition for autonomous companies that have an architecture based on the Public Sector, compared to the NGOs and Corporate Foundations whose administration is leaning toward the Private Sector.

Starting with autonomous companies, the data shows that most of the managers have trainings related to the working domain of the organization (marine law, environment management, mechanics, meteorology) but also train in areas like project management, public acquisitions, finance, communication and PR or internal audit. The managers from corporate foundations train mostly within business administration fields, journalism and communication, social policies or diplomacy. NGO managers are most likely to be trained in areas like management, marketing, foreign languages or leadership, fact that reflects their need of communicating and developing business relations with a large variety of national or international organizations, with the purpose of joining programmes and reaching goals that benefit for the society.

The last variable takes into consideration the *experience* of managers, seen as *number of jobs*. The data shows two perspectives: first, managers that evolved within the same organization, ever from the beginning of their career, and managers that started their job history in an organization (no matter if belonging to a Public, Private or NGO Sector) and switched jobs and environments, until the last job – the one of manager in an organization, reason for which it was considered as a valid subject for this study.

Following the same pattern, at first the study will take into consideration the corporate foundations managers' experience. It was shown that more than 50% of them started their career within the Private Sector, while 30% of the subjects initiated their career within a Public Sector framework. It results that among corporate foundations managers, there

is a very small number of individuals that dedicated their careers to the civil society area, namely the NGO Sector. As concerning their switch among job positions until the one of manager within a corporate foundation, the data indicates an average of 4.8 job positions, with a minimum of 1 and a maximum of 17 jobs.

Considering the NGO – Public partnerships, more than 70% of the managers have a background that includes as a first job experience the Public Sector, while only 14% started their career within an NGO environment and continued without switching among Sectors. Taking into consideration the number of jobs until reaching the position of NGO manager, a person held an average of 6 job positions, varying from 1 from for people who never worked for another company/institution/NGO until 13.

When about autonomous companies, the data shows a peculiarity for the managers careers, namely a job history that is linear, individuals that only worked for an autonomous company from the beginning of their careers, starting with their very first job. An average switch of jobs for a person that currently holds a manager job position shows the highest number among the institutions that were taken into consideration for the present study – 8 job positions. The data shows the fact that only 20% of autonomous companies managers' started their career as a Private Sector employee, and only afterwards joining to the Public Sector.

#### **JOB REQUIREMENTS SPECIFIC FOR THE MANAGERS OF THE PUBLIC-NGO NICHE SECTOR**

Under a variety of names and titles, the management positions specific for the niche sector Private-NGO that was taken into consideration for this article share a set of abilities and competencies that are common to all the managers, despite the company or institutional profile.

At first, managers should have specific abilities for analysing and getting information as a baseline for their decisions, but also time scheduling and managing the activities of others (employees, managers, teams). They should also have verbal abilities, a high level for written texts interpretation and understanding, but also active listening, critical thinking, public speaking. From a theoretical perspective, managers should manifest different interests necessary for applying the managerial functions, but also social activities, both at work and also for the ad-hoc meetings that involve the working environment.

As for the working style, managers differentiate their activities according to the projects type and objectives, leading style, self-control, attention to detail and also compliance to the

company/institutional work environment. As previously seen, the level of studies, age, gender and training shows a different management perspective for each of the three considered niche sector subjects.

As the Graph 3 suggests, managers from corporate foundations share a dynamic work environment, feature that complies with the mission and objectives of the mother company, since their main role is increasing market visibility and only after, social activities. With an average age of 47.6 years old, a corporate foundation manager often holds a position within the mother company, having only a part-time job within the corporate foundation.

The same philosophy but slightly oriented toward the social activities and taking into consideration less marketing, the Public Partnerships - NGO managers run activities for the benefit of the society, without following the idea of sharing a profit or a marketing target as the corporate foundations managers do. Their average age is the smallest from the niche sector studied, of only 40.1 years old, fact that encourages employees to make a career for NGOs and assume management positions on a very early stage.

The autonomous companies managers have the most peculiar career features compared with the other two above-mentioned job positions; with an average age of 50.4 years old and a very linear and static career, they share very much the features of the Public Sector managers, accomplishing age, training, studies and performance requirements by law.

## CONCLUSIONS

The research stresses over the accelerate economic evolution on a global level that inserted among the three basic economic sectors - Public, Private, Non-Governmental - other three niche sectors Public - Private, Public - NGO and Private - NGO that have different management systems and whose managerial profiles are vaguely determined in the literature.

Focusing the research on the niche sector Public - NGO (with public partnerships), the data shows different management profiles for each of the entities studied: corporate foundations, NGOs and autonomous companies. While corporate foundations managerial profile show a predominantly female manager, middle aged, with a predominantly Master Degree as level of studies, the autonomous companies are on the opposite side: their management has a predominantly male profile, with an age over 50 years old and highly trained and specialised.

The managers from NGO that have public partnerships with institutions like schools, universities etc. are the most diverse specialised,

with a very different background studies and a career that often included both job positions in public and private sectors; their average age is the lowest compared with their niche-sector colleagues, and also very dynamic.

The research also showed a series of limitations: the lack of availability for the in extenso CV for all the subjects considered; the lack of data like the year of birth or trainings from the selected CV; the positions history was not available for all the subjects. We consider that these limitations did not affect the validity of the study or the managers profile as it resulted from data analysis.

Since the research takes into consideration only one of the three niche economic sectors, in order to conclude over the specific of the managers' profile and competencies of the non-traditional institutions in general, the future studies will take into consideration the Private-NGO and the Public-Private specific institutions, whose conclusions will result into a specific managerial profile for the non-traditional institutions.

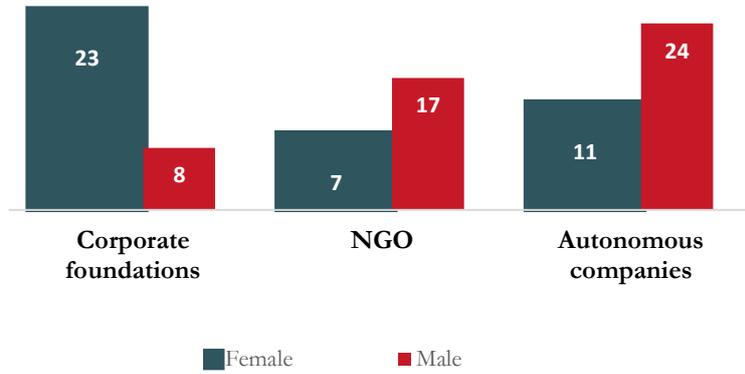
## REFERENCES

- [1] Arustei, Carmen. Manolescu, Irina. Neculaesei, Angelica. (2014). The role of organizations and of good practices within social economy. *Journal of Social Economy*, vol. IV, no.2, 30-57
- [2] Barnard, Chester. (1938) *The Functions of the Executive*. Thirteenth Anniversary Edition. Harvard University Press. Cambridge, Massachusetts and London, England.
- [3] Bower, Joseph. (1977). *Effective Public Management*. Harvard Business Review. Retrieved from <https://hbr.org/1977/03/effective-public-management>
- [4] Claeys, Frederik. (2014). *Managing Non-Governmental Organizations. Culture, Power and Resistance*. Routledge Taylor&Francis Group.
- [5] Else, Wayne. (2017). Five Essential Qualities for Social Enterprise Success. *Forbes Magazine*. Retrieved from <https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2017/10/24/five-essential-qualities-for-social-enterprise-success/#32dd13f13e16>
- [6] Fowler, Alan. Malunga, Chiku. In Lewis, Davis. (2010). *Non-Governmental Organizations, Management and Development*. Routledge Taylor&Francis Group.
- [7] Mathiason, John. (2017). *International Public and NGO Management*. Retrieved from <http://intlmgmt.cipa.cornell.edu/>
- [8] Mostashari, Ali. (2005). *An Introduction to Non-Governmental Organizations (NGO)*

- Management. Iranian Studies Group at MIT. Retrieved from <http://web.mit.edu/isg/NGOManagement.pdf>
- [9] Osborne, Stephen. (2010). *The New Public Governance?* Routledge Taylor&Francis Group.
- [10] Osborne, David. (2007). *Reinventing Government: What a Difference a Strategy Makes.* Austria. 7th Global Forum on Reinventing Government Building Trust in Governemnt. Retrieved from <http://unpan1.un.org/intradoc/groups/public/documents/un/unpan025253.pdf>
- [11] Osborne, David. Gaebler, Ted. (1993) *Reinventing government: how the entrepreneurial spirit is transforming the public sector.* N.Y. Plume.
- [12] Salamon and Anheier (1992) in Claeys, Frederik. (2014). *Managing Non-Governmental Organizations. Culture, Power and Resistance.* Routledge Taylor&Francis Group.
- [13] Saldanha, Cedric. (2017). *Performance Management.* Retrieved from <http://www.publicsectormanagement.com/performance-management.html>
- [14] Simon, Herbert (2000) in Pollitt, Christopher. (2003). *The Essential Public Manager.* Open University Press. Philadelphia.
- [15] The Guardian. (2007). Q&A What is a corporate foundation? Retrieved from <https://www.theguardian.com/society/2007/jun/13/societyguardian.societyguardian2>
- [16] Warner, Mildred. (2008). *Reversing Privatization, Rebalancing Government Reform: Markets, Deliberation and Planning.* ScienceDirect Policy and Society 27, 163-174. Retrieved from <http://cms.mildredwarner.org/p/87>
- [17] Yoexpert. *Sine anno.* How is private sector management different from public sector management? Retrieved from <http://management.yoexpert.com/management-general/how-is-private-sector-management-different-from-pu-36799.html>

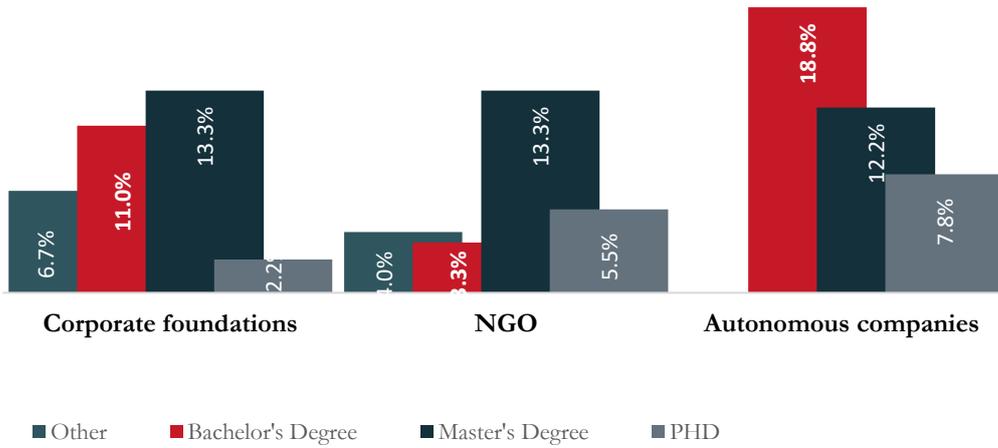
## Appendices

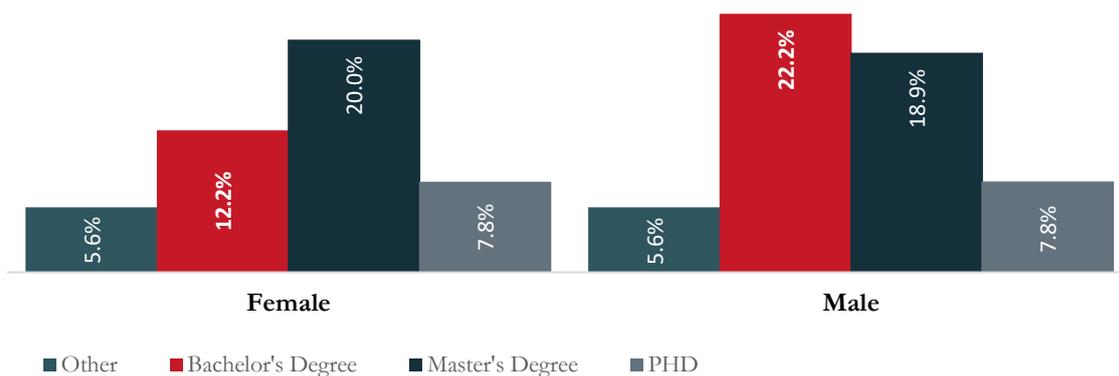
Graph 1. Non-Traditional Institutions Gender Distribution



Source: own calculations

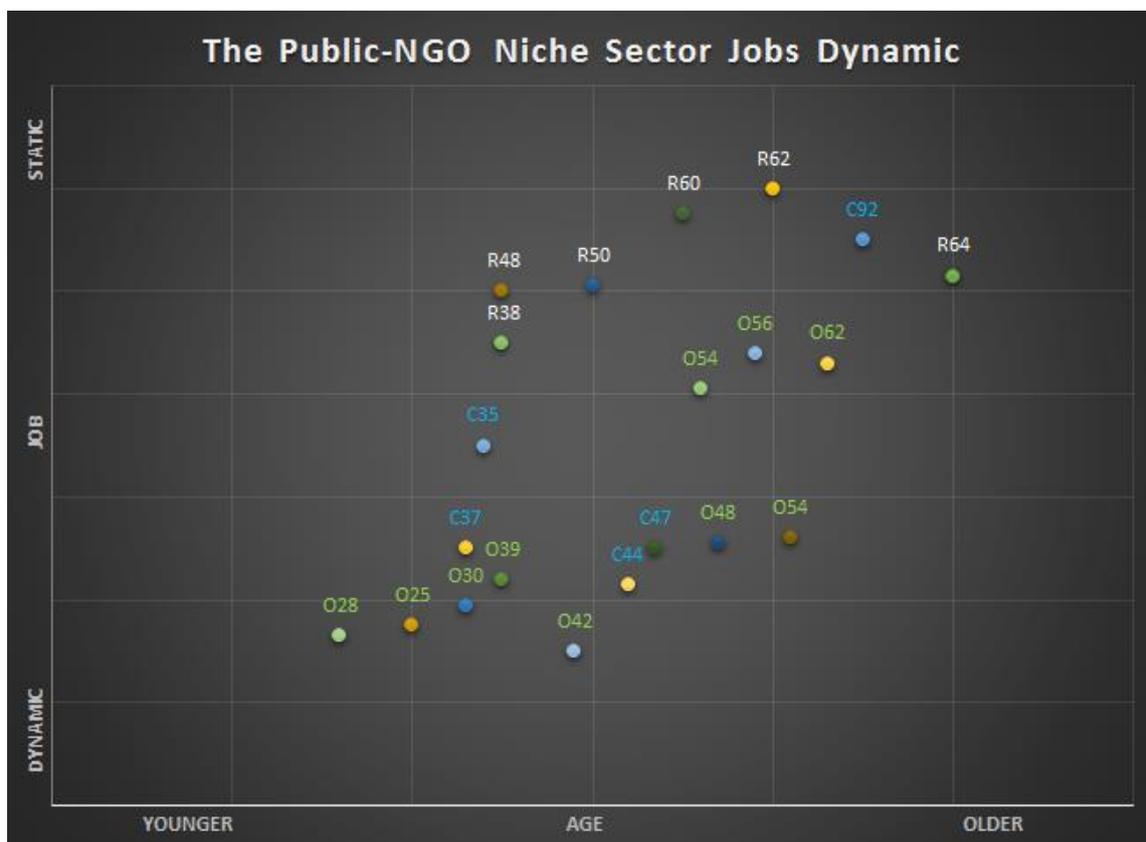
Graph 2. Public – NGO Sector Studies Repartition





Source: own calculations

Graph 3. The Public-NGO Niche Sector Jobs Dynamic



Source: own calculations