Governing non-profit collaboration

A case study of bridging *internally* and *between* five Danish scouting associations

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Abstract

In my thesis, I explore the driving incentives behind the constant evolving collaboration and the current governance performance of the five Danish scouting associations and their joint-venture umbrella organization 'Spejderne'. More specifically, I evaluate the incentives and governance performance by utilizing contemporary literature including non-profit collaboration theory, various consultant reports on the topic, and perspectives on bridging between collaborating civil society organizations. As anticipated, I discovered that through closer collaboration between the scouting associations, Spejderne has a potential to improve membership quality and organizational efficiency. More interestingly, I discover that Spejderne and the five individual scouting associations have facilitated networks, goal alignment, identity, etc. amongst the boards and the highly dedicated 'elitist' members; however they have failed to engage the lower organizational levels, which consists of volunteer members essential for the daily operations. I argue that Spejderne ought to apply of a wide range of my personal recommendations to either optimize the organization, help acquire the potential benefits, address the core issue of engaging and inspiring the lower organizational levels, or a combination of these. The disjointed lower organizational level identified at Spejderne, reflects the trend in contemporary literature that focuses on leadership and governance bridging *between* the collaborating civil-society organizations. Supported by this thesis, I emphasize the importance of *'internal'* bridging, which engages and includes members on all levels. Thus, I find that *internal* bridging is equally important as bridging *between* organizations, in order to achieve a successful collaboration.

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1.0 Introduction

"[During the last four years,] there has been a noticeable change in discourse from 'them and us' to 'us as scouts'" (Friis 2017a)

Spejderne (the Scouts) is a young organization established December 2015 to facilitate the formalized collaboration between the five scouting associations in Denmark. This corresponds with the contemporary tendencies portraying non-profit civil-society organizations imitating the for-profit sector by conducting closer collaboration and mergers (Foster, Cortez, and Milway 2009). Through synergies from Spejderne, the Danish scouting associations have accessed additional funding, political influence, increased membership service, and enhanced brand value. Since 2007, the collaboration has moved from sporadic informal collaboration to a highly formalized collaboration in which Spejderne today manages huge cross-organizational projects including the 120 mil DKK 'Youth Island' (Ungdomsøen), the annual People's Political Festival (Folkemødet), and the 2017 jamboree accommodating 40,000 participants (Spejdernes Lejr 2017). By investigating the primary incentives for the transition from 'informal information sharing' to a formalized 'joint venture umbrella organization', I discover that benefits from reduced resource dependencies and improved membership service might be exhausted. Oppositely, I uncover possibilities for additional benefits by exploiting lower transaction costs through closer collaboration between the five scouting associations.

Despite all Danish scouting associations acknowledge and agree upon the fundamental principles of scouting, they are different and disagree on various topics like religious affiliations, organizational structure, cultural matters, etc. This might foster issues of legitimacy for Spejderne as a collaboration. To determine whether these differences divide the associations to such an extent that it precludes further collaboration; I discuss the arguments for and against. I conclude that the potential benefits from lowered transaction costs through collaboration combined with the changing perception of the collaboration outweigh the hindering factors, which justifies the analysis of *how* to exploit the potentials fully.

By benchmarking Spejderne's current governance performance in seven areas, inspired by Kramer's and La Piana's perspectives on non-profit collaboration and Ospinia's concept of bridging, I identify the governance areas that Spejderne needs to improve. Interestingly, I find a general trend that Spejderne succeeds in governing the top-level of the organization; however, governance of the lower levels fails. By

including Pittinsky's concepts of inter-group leadership, I might explain why Spejderne fails to promote the concepts of collaborative synergies to the lower organizational levels.

My preliminary findings of potentials, hindrance for further collaboration, historical perspectives, and governance performance, all guide the final part, which proposes recommendations for Spejderne on how to increase the likelihood of achieving success through further collaboration.

My findings and recommendations emphasize the importance of remembering the entire organization when facilitating bridging between civil-society organizations. I question the tendency in contemporary literature to focus blindly on the importance of governing *between* the organizations, and I direct attention to the importance of communication and empowerment of all levels in volunteer organizations like the Danish scouting associations. Whilst acknowledging the importance of the bridging *between* the collaborating associations, I argue that Spejderne is a perfect example of the equally important concept of bridging *internally* in the collaborating organizations.

1.1 Research questions

To guide my thesis, I pursue the following two research questions:

Research Question 1
What incentives have driven the development of the collaboration between the scouting associations, and what incentives might still present unexploited potential for Spejderne? Consider if it is realistic to collaborate further.

Research Question 2
Investigate Spejderne's current governance performance, and propose concrete recommendations to address the issues within the governance areas that are performing moderately or badly.

1.2 Structure of the thesis

To answer my research questions in a coherent and structured manner, I have structured the thesis along nine sections. Their chronology and main point of each section is described in the following:

- **Section 1** Contains an introduction to the thesis that reveals the findings, the relevance, and broader significance of Spejderne. Further, it presents the guiding research questions and the overall structure for the thesis. The section concludes with a clarification of language as well as the delimitations of the thesis.

- **Section 2** presents the methodology section containing the research purpose and the philosophy. Further, I present the research design of an in-depth case study, and research method guiding my thesis. The aim of this section is to ensure validity and reliability to my findings, describe the accumulation of knowledge, and justify the conclusions.

- **Section 3** contains the thesis' literature review. To guide the analysis of incentives for non-profit collaboration this section presents perspectives of resource dependencies, transaction costs, and network driven collaboration. To guide the analysis of governance performance and benchmarking, I present La Piana's, Ospinia's, and Kramer's perspectives of good governance in civil-society collaborations. Finally, the literature review contains perspectives on youth leadership development, as it is one of the scouts' main purposes.

- **Section 4** briefly presents the history of the scouting movement as a case from its founding father Baden-Powel until the start of the Danish collaboration.

- **Section 5** contains a historical analysis of the essential incentives for the collaboration between the five Danish scouting associations including pivotal events from 'Reload' in 2007 until the current formalized collaboration with the establishment of Spejderne.

- **Section 6** discusses the findings from section 5, and highlights the potential for lower transaction costs as an unexploited benefit from further collaboration. Additionally, the section evaluate the prospects of further collaboration by comparing hindrances and current tendencies.

- **Section 7** evaluates Spejderne's performance in seven distinct areas of governance and divides these into three categories: good, mediocre and bad.

- **Section 8** presents my recommendations for Spejderne to improve the governance performance within the areas they perform mediocre to bad areas. These are based on my findings in section 7.

- **Section 9** concludes the thesis by summarizing my findings, reiterating my recommendations for Spejderne, and highlighting the academic contribution of this thesis to broader branches of the literature. Finally, the conclusion considers potentials for future studies.

1.3 Reflections on language

To be semantically clear and avoid confusion, I include a short section clarifying the most obscure names and definitions, which exists within and between the scouting associations.

The first distinction is between the five different scouting associations, as their names are long, in Danish, and might contain abbreviations. To refer to the associations in English, I use the following denunciation:

Det Dansk Spejderkorps   =*DDS*.

Kristelig Forening Unge Mennesker   =*KFUM*.

De Grønne Pigespejdere   =*The green girls*.

Danske Baptisters Spejderkorps   = *The Baptists*.

Dansk Spejderkorps Sydslesvig   =*Schleswig scouts*.

These five scouting associations and Spejderne as a joint venture uses unique, Danish, and dissimilar names for their legal entities. In Danish, the highest legal entities are called: Korpsrådsmøde, Landsmøde, Generalforsamling, or Førstestævnet. To avoid confusion, I denounce the highest authority as *'general assembly'* regardless of scouting associations. The subsequent layer of strategic authority includes the Danish names: Korpsledelsen, Hovedbestyrelsen, and Korpsrådet. Throughout the thesis I will refer to these as the *'boards of directors'* or simply the *'boards'*, as this is essentially what they are. The boards of directors appoints a leader, who is called either Formand or Spejderchef. Throughout this thesis, I denounce these '*chief scouts'*, which too is the denunciation of spejderchefskredsen, the *'chief scouting forum'.*

Another distinction I make is between major and minor scouting associations. The terms major and minor solely refers to the size in members, thus the distinction has no offensive intentions, and solely serve the purpose of specifying the size of eventual conflicts. The major associations are DDS (35,500 members) and KFUM (27,437), whilst the minor are the green girls (<2,000 members), the Baptists (>1,000 members), and the Schleswig (~600 members) (Maul 2016; KFUM-spejderne 2015a; Baptisspejderne 2015; Scoutwiki.org 2013)

1.4 Delimitations

Investigating the collaboration between non-profit civil-society organizations such as Spejderne offers an impressive range of topics. In my thesis, I employ a historical and incentive-driven approach, alongside a

governance evaluation approach. However, Spejderne's collaboration invites for multiple research angles. Examples are the collaboration's impact on the international level in WOSM and WAGGGS. Investigating the collaboration from the local groups' and their children's perspective from a more anthropological point of view. Drawing on foreign scouting organizations for inspirations. Comparative studies of the five Danish scouting associations' identity-transition, etc.

To mitigate the risk of too broad a scope, I limit the thesis regarding both level of analysis and scientific approach. In my thesis, I primarily analyze the national level of the collaboration exemplified by th eboard's position, whilst briefly mentioning some micro-perspectives and disregarding the international macro-perspective all together. In the methodology section I justify, my chosen research design by describing and evaluating advantages and disadvantages.

Especially one interesting alternative perspective that I have left out is the Swedish scouting associations' process of collaboration, which began in the 1990's, leading firstly to an umbrella organization, and in 2013 to one common scouting organizations (Scouterna.se 2017). Despite the Swedish progress might look similar to the Danish, one essential difference exists: in the Sweden, one associations was significantly larger than the rest (Scouterna.se 2017), while the Danish case includes two major associations. To simplify my analysis and focus on the research questions, I have not included the Swedish merger, although it might be interesting.

Additionally, I have deliberately devoted attention on the differences between the two major scouting associations, as together; they represent the vast majority of the members in Spejderne. I do mention the three other associations and their incentives to engage in the collaboration; however, KFUM and DDS does receive more attention regarding analytical focus throughout the report. It is my assessment that this is a necessary prioritization, to ensure optimal recommendations for Spejderne's continues work.

A Final delimitation is the decision to begin my analysis in in 2007 Reload. Reload was the biggest cross-organizational event in Denmark, and initiated the move towards closer collaboration. In many ways, Reload in 2007 was the collaborator test, followed by an explosive evolution in the collaboration (confer section 5). In addition, 2007 is 10 years ago, which is a nice time frame of analysis – long enough to uncover tendencies and change, short enough to keep the analysis focused and to the point.

2.0 Methodology

To display the research methodology, this section presents my research philosophy, research design, and research methods. These shed light on the approach I have had in constructing the thesis, and helps ensuring transparency, validity, and reliability in my work.

2.1 Purpose

The purpose of this thesis is to engage in a consultant-like role for Spejderne, by investigating how the five Danish civil-society scouting associations collaborate, what incentivize them, wherein potentials for optimizations lie, and how to govern the collaboration optimally. My intention is to suggest a range of recommendations for Spejderne that either improve the governance of the collaboration or enable them to exploit the benefits from further collaboration. In my work with the scouting associations, and the creation of the recommendations, I have identified the importance of bridging *internally* in one's organization. Concretely, Spejderne excels in bridging *between* the collaborating organizations on the top-level; however, these practices have fails to reach all organizational levels. As the contemporary literature mainly focuses on either one of the two, my academic contribution is the importance of combining the two, by emphasizing both *cross*-organizational efforts and *internal* organizational communication.

The thesis thereby presents a guide for non-profit civil-society organizations engaged in collaboration to optimize their own collaboration and secure collaborative success in multiple dimensions of governance inspired by (Kramer 2013; Ospina and Foldy 2010). The thesis thereby is a modest academic contribution, emphasizing the importance of bridging simultaneously cross-organizationally *and* internally, whilst being a practical report with tangible recommendations, useful for the Danish scouting associations.

2.2 Philosophy

(Moses and Knutsen 2012)'s 'Bridge building' philosophy, also known as critical realism (Benton and Craib 2011), serves as the perfect fit for my thesis. By positioning itself between the two classical schools of methodology, positivism and constructivism, critical realism allows me to draw on the advantages of both perspectives at the cost of a higher complexity (Moses and Knutsen 2012). Non-profit civil-society organizations collaboration is often incentivized by 'harder' and more objective realities such as reduced resource dependencies, lower transaction costs, strong networks, etc. Oppositely, the common opposition for engaging in collaboration roots in 'softer' and more subjective realities such as, cultural differences, historical or personal grudge, fear, etc. (Milway, Orozco, and Botero 2014). Thus, I require a more nuanced

philosophy than both positivism and constructivism can provide by themselves, to encompass both the objective and subjective realities.

Ontologically, critical realism relies on four key elements in understanding of the world. These are deep, open, stratified and differentiated (Benton and Craib 2011). The most important of these are the notion of a 'deep reality' and an 'open world'. Critical realism perceives the world as three-layered, with the *empirical* being what is observable, the *actual* being events and phenomena, and the *deep/real* being the unobservable underlying mechanisms and structures (Benton and Craib 2011). The two first elements are essentially part of the positivistic ontological standpoint and omitted by the constructivist, while the deep/real is inspired from the constructivist perspective, which reiterates that critical realism lies in between the two. The idea of the open world, refers to a world where A leads to B, and these two events rarely happen spontaneously (Benton and Craib 2011).

When analyzing the incentives for collaboration between the five Danish scouting associations from 2007 until today, the critical realists' ontology serves as a fantastic approach, as it acknowledges both what is said and directly expressed, but also the underlying mechanisms that has accelerated the collaboration. This first part of the analysis is highly influenced by (Pfeffer and Salancik 1979; Williamson 2007; Guo and Acar 2005) When the analysis changes to investigate the governance performance, the acknowledgment of a deep and open world seems natural as it investigates underlying mechanisms that lead to successful collaboration. The second part of the analysis is highly influenced by (Kramer 2013; Piana and Hayes 2005; Ospina and Foldy 2010)

I do, however, acknowledge that it is unusual for a critical realistic philosophy to be predictive in its epistemology (Benton and Craib 2011), which my thesis is. In fact. This characteristic is one of the most fundamental critiques of critical realism from the positivistic school of methodology (Benton and Craib 2011). I agree with this critique, as I believe that social science should not be completely value neutral. Thus, despite undertaking the critical realist's acknowledgement of a third layer of complexity to a universal truth, an open world with causality, and underlying mechanisms infecting the world, I have still chosen to incorporate a normative conclusion that recommends improvements for Spejderne. This might explain why these studies constitutes a minority in the literature, as the problem requires a critical realist philosophy to encompass the complexity of the question; however, it requires a positivistic approach to structure a guide

to steer the collaboration towards success. With this in mind, I conclude that my pick of critical realism as philosophical standpoint with the caveat of the final recommendations/predictions being positivistic in nature, is in line with my thesis and its findings.

2.3 Research design

Linking the research purpose and research philosophy, the research design includes a broad review of the contemporary literature and an in-depth case study. One of the core strengths in critical realism is their way of not prioritizing any types of specific designs over others (Benton and Craib 2011). Instead, it is prescribes that one should utilize the design that makes sense for the individual question, investigation, and the analysis in general (Ibid).

In this thesis, a theory-confirming case study design (Moses and Knutsen 2012) is used. By making an in-depth analysis of the collaboration between the five Danish scouting association and their joint-venture Spejderne, I determine the potentials for further collaboration and evaluate the current performance within various governance dimensions. By applying existing theory in this inductive manner, the thesis utilizes the contemporary literature on governance of civil society collaboration to understand what Spejderne dos right and what needs improvements.

Naturally, the chosen research design contains both advantages and disadvantages. The disadvantages is Karl Popper's argument of falsification (Moses and Knutsen 2012), as the contemporary literature might be unable to predict the future for the collaboration between the Danish scouts, because Spejderne might be a unique non-profit. Oppositely, the strengths of the design lies within the broad support from the contemporary literature, and allows me to be normative and propose recommendations. The design of a theory-confirming case study thereby suits the conclusions of consultant-like recommendations for Spejderne, despite the philosophy being critical realism. Thus, the link between the philosophy and the purpose of the thesis relies on the balancing between critical realism's complex and nuanced understanding of the world, and the practical theory-confirming research design that identify potentials and pitfalls for the governance of non-profits' collaboration exemplified by Spejderne.

2.4 Research method

Having presented the thesis' purpose, philosophy and design, I proceed with presenting the research method. This section describes what data I have collected, how I have collected it, and how I have analyzed it. This section is divided into seven distinct sections: data type, data collection, participation selection, interview approach, data analysis, autoethnography, and validity & reliability.

Data type: This thesis relies on qualitative data. This is natural for a case study of this type, as it focuses more on uncovering the underlying mechanisms that incentives good governance than finding the absolute truth (Moses and Knutsen 2012). By applying the critical realist philosophy, the type of data is not as important, as the insights they might provide, and there is a general trend in academics that case studies links more naturally with qualitative data (Ibid). The utilization of qualitative data as opposed to quantitative allows me to be more flexible and nuanced, which is the norm amongst the contemporary literature, instead of analyzing 'big N' sources of data.

The thesis utilizes both primary and secondary literature. The primary literature is in-depth interviews with two members of the scouting association, whilst the secondary consists of academic articles, web pages, internet forums and 76 confidential KUM meeting reports from 2007-2017. Further, the work is supported by my general knowledge as being personally involved in DDS, which is described in 'autoethnography'.

Data collection: Being a member of one of the Danish scouting associations, I have an already established network, within some of the organization. This has eased the process of entry to one of the major scouting associations participating in the collaboration. Further, my supervisor, Eric Guthey, had an already established relationship with Spejderne's chief scout, David Hansen. This has enabled me to engage in constructive, though undocumented, discussions about core elements of my thesis. Especially my final recommendations has been sharpened a lot through the process of casual discussions amongst friends.

Regarding the two documented interview, I used a semi-structured interviewing style, in where I brought a couple of questions, however the main focus was let the discussion flow, and to seize opportunities presented by the interviewee (Easterby-Smith, Thorpe, and Jackson 2012). The high degree of flexibility and freedom enabled me to uncover various areas of the scouting collaboration and get a genuine feeling of the interviewee's position towards the collaboration already in play. The cost of the flexibility was very long interviews, as the discussion would wander away. The two interviews approached two hours each.

Regarding the secondary literature, it is dividable into two groups: (1) the data relevant for the broader academic area of drivers and governance for civil-society organizations collaboration, and (2) the data relevant to the concrete case of the scouting associations. The first group of data was retrieved early 2017 from various academic search engines, e.g. Google Scholar and libsearch.cbs. In addition, the curriculum from my CBS bachelor and graduate program, international Business and Politics, has been utilized. The literature review has been a constant process, as the critical realist perspective thrives upon constantly revisiting one's literature, thus pieces of literature has been added continually.

The second set of secondary data, regarding the scouting associations is a mixture of various places of information. This includes confidential records of KFUM's board meetings from 2007-2017, to qualify the historical perspective of the collaboration. Unfortunately, I was prohibited the same history of DDS meeting records, thus I settled for public documents from 2014. Further, the data consists of public legal- and strategic- documents published by both Spejderne as the umbrella organization, as well as all five scouting associations. The secondary data for the case study also consists of Facebook discussions highlighting some of the cultural differences, and mass media news articles. Finally, a backbone for the case study is the five individual scouting associations' webpages and the joint webpage. Unfortunately, both DDS and Spejderne re-launched their webpages primo March 2017, which was in the middle of my research phase. This has resulted in some dead links. However, by retrieving the older version of the pages, the articles are still accessible.

Participation selection: Despite the fact that Spejderne consists of five individual scouting associations, I have prioritized to retrieve primary data from the two major scouting associations: DDS and KFUM, as they constitute 89% of the organization (Spejderne.dk 2017d). As I managed to get hold on KFUMs meeting records, I felt it necessary to counter weight this with interviews from DDS members. From spending time investigating both organizations' official (Facebook) discussion forums, it became clear that DDS's members have a more vivid debate on the matter of collaboration, whilst KFUM's members leave the debate to the strategic level. As a final dimension for participation selection, I wanted to interview persons who participates frequently in the public debate of Spejderne.

These factors made me realize that I wanted to interview Ivar Thyssen, DDS, and Margrethe Grønvold Friis, DDS & Spejderne. From my interviews, it is evident that they represent different perspectives. Ivar is a local

group leader, who is highly focused on the spending of the individual scouting association and how that benefits his particular group. He often questions the practices, and is not afraid to stand for the many group leaders across the scouting associations, *"…who do not possess the resources to fight the battle"* (Thyssen 2017b). Oppositely, Margrethe is a part of a project group under Spejderne, which gives her valuable insights in both historic and current practices. This makes Margrethe more attached to helping Spejderne in a broader sense, compared to group leaders like Ivar, who focuses more on delivering a weekly meeting for his members. The age gap between the two identifies a correlation between who favor projects and who favor the long haul, a correlation both interviewees mention.

Interview approach*:* My two interviews were very different, as the interviewees were very different in both area of expertise and personality. This meant that the interviewees could contribute with different perspectives, thus I used two different light interview guides that are enclosed in Appendix A and B. Although the interviews are semi-structured, they had a hint of interactionism inspired by Denzin, which means that I was flexible, listening, and aware of engaging in a discussion about the Spejderne and the collaborative project as a whole, instead of focusing on the predetermined questions (Denzin 1970). A final element of the differences between the interviews was the chronology. Beginning with Ivar, he questioned some of the procedures used today, which indirectly was a critique of Margrethe and her teams' practice. Therefore, I allowed Margrethe to answer some of these questions in her interviews.

The flexibility in my structure (or lack of such) did result in long interviews, of approx. 2 hours each. However, by conducting the interviews in am undisturbed and homely environment with coffee and biscuits, it had a feeling of a friendly chat more than a long recorded interview. Naturally, both Ivar and Margrethe accepted that I recorded the interview, and they both had the option both during the interview and afterwards to request changes and rephrasing. It is important that their statements is not held against them in future work of the scouts, thus I have asked for an additional permission, before quoting phrases that might be controversial. Both interviews were conducted in Danish, and I have actively decided not to transcribe them. Instead, I uses extensive quotes to support my analytical claims and findings. I have translated the quotes to encompass the meaning to the best of my ability.

Data analysis: To familiarize with the content of the interviews, I have listened to them repeatedly upon traveling and running. This ensured a cost-effective way of working, while my unconsciousness became familiar with the content. Further, upon conducting the interviews and later rehearing them at home, I inserted bookmarks to point out pivotal points for the analysis. This was necessary, as the comfortable zone of interaction between the interviewee and I often resulted in the interview drifting off. This active way of affecting my unconsciousness made me chose not to transcribe the entire interviews. Instead, I use the translated quotes extensively whenever a point needs support. These quotes are mainly utilized in analyzing the historical incentives for further collaboration, the challenges for further collaboration, and the changing potentials for further ocllaboration. By conducting the interviews with two persons of different perspectives towards Spejderne as a project, I was able to present two opposite positions to give my case additional nuances. As no full transcriptions of the interviews exists, the records of the interviews are available on MP3 files upon request.

The second part of the utilized data was KFUMs meeting records. In order to access this material, I promised to handle it with care and respect, as it contains sporadic sensitive information. I mainly used it to evaluate a major board's feelings towards the increased collaboration since 2007. As the board meetings had widespread agendas, I skimmed the 76 KFUM records to determine the parts related to the boards position towards cross-organizational projects and the collaboration in general. When citation is possible without controversy, I uses them. The records plays an important role in understanding the evolution of the cross-organizational collaboration from 2007 until today, from the strategic board perspective. To remain loyal to KFUM, I have not included everything. This too is the reason that the documents are not public or part of the appendixes. To increase the credibility of my thesis I have enclosed the mail correspondence (in Danish) between KFUMs general secretary Thomas Kirkeskov and myself (appendix C), to verify the communication. If further evidence is required, please contact Thomas Kirkeskov.

The third part of data was debates and Facebook posts. This part was natural due to my personal engagement in the scouting association. Since November 2016, I have actively been skimming the Facebook discussions forums (which is the official discussion forums for the major associations) of DDS and KFUM daily. This meant that the discussions included in the thesis are contemporary, and the questions raised on the Facebook pages are highly relevant for the members. This implies a more sporadic data analysis of these posts, with the strengths and weakness this includes. The lack of structure might result in missed

points or misunderstanding by skipping the discourse analysis. Oppositely, the Laissez-Faire approach enabled me to constantly search for fresh content, and stay flexible concerning the discussions I utilize in the analysis. This approach stays true to the research philosophy, as it gets the work done, without prioritizing any particular approach over another (Benton and Craib 2011).

Autoethnography: This section discusses the fact that I as a writer am personally involved in the Danish scouting movement, which might causes biases in my perceived neutral approach to the research (Ellis 2011). By including a section about autoethnography, I openly acknowledge, and thereby tries to accommodate, the influence my involvement in the case organization might have, instead of pretending that I am not affected (Ellis 2011). Especially under a positivistic study, my involvement would be highly problematic (Moses and Knutsen 2012), and the reliability of my study would be significantly reduced. By acknowledging my position, I am able to consider it, and accommodate it in my way of handling data. This is an additional reason for the critical realist philosophy in this thesis, as it acknowledges the potential strengths of my personal involvement.

Concretely, my relationship with the Danish scout movement is a 18 years (18/23 of my life) membership of one of the two major associations, DDS. Currently, I am group leader (gruppeleder) for Solvang Gruppe, consisting of 120 members in Glostrup. Further, I have served a year as board member in the division, Vestskov division. Finally, I have attended DDS' general assembly, and I have an interest in the changing dynamics of the scouting associations. Naturally, this lifetime of experiences with the scouts has been one of my personal motivations to pursue this particular case study, although the case study has interesting application in the broader context of civil-society, as mentioned in the introduction.

To preserve as much reliability as possible, I have tried to separate myself from the data. Therefore, I have abstained from interviewing any members of my own group and myself, as it might be too biased. Further, I have been explicit in describing my research approach in the methodology section as a whole, and I have justified my decisions in a scientific manner.

Despite this, advocates for the autoethnographic approach like Ellis, argue that despite the biases or influences that might happen, personal involvement strengthens the academic research if done correctly (Ellis 2011). In this case, my personal involvement ensures an insider network to access and gather information more easily. Further, by having experienced the introduction of Spejderne, and followed the

discussions in various forums from DDS' official debate forum on Facebook to drunk party talks, I have a feeling of what areas are important for members. In addition, my involvement contributes to my knowledge of both the scouting culture, which has a unique sense of cohesion, but also DDS' culture towards religion, alcohol policies, etc., which is a big part of the debate revolving the collaboration.

These strengths naturally skews my understanding of the case, and naturally, I have spent less time investigating DDS, compared to the other four Danish scouting associations and Spejderne. Especially, regarding the inter-organizational debate about the individual scouting associations' involvement in Spejderne has a skewed degree of knowledge, as I have experienced and participated in DDS', whilst I have only accessed second hand knowledge from the others'. For this particular reason, I am grateful for KFUMs contribution of ten years confidential meeting records that has helped me understand their internal debate.

A final element of my involvement is my personal network of close friends, who too are scouts. Unsurprisingly, I have involved them in the process to the extent of discussing concrete ideas, testing my arguments, statements, assumptions, and final recommendations. As this has been conducted in friendly environments during chitchat, I am unable to document this. In my opinion, this does not affect either the validity not the reliability, as my process of reaching the academic findings and recommendations, is described thoroughly. The friendly discussions have served more as practical inspiration and testing, than a documented academic approach. I do acknowledge that this might have biased my thesis, thus I attempt to support my claims from an academic standpoint to strengthen the validity and reliability of the research.

To sum up, I have no doubts that my personal involvement in the scouting movement is an overall asset for this thesis. The fact that I recognize my personal involvement enables me to accommodate for it. As Ellis argues:

> "*Even though some researchers still assume that research can be done from a neutral, impersonal, and objective stance, most now assume that such an assumption is not tenable. Autoethnography is one of the approaches that acknowledges and accommodate [this]… rather than hiding these matters*". (Ellis 2011, p.2)

I feel confident that my extensive knowledge about scouting culture, my experience of change during different times for the scouts, and my engagement with many members of the five collaborating

associations enables me to present a more in-depth, nuanced, and accurate representation of the scouting associations and their collaboration. This knowledge has especially helped guide the selection process of projects and pivotal events, which have saved tremendous amount of time. In turn, this time has been invested in the rest of the research resulting in a more thoughtfully analysis.

Validity & reliability*: applying (Easterby-Smith, Thorpe, and Jackson 2012)'s definition of validity, the thesis' validity is the degree to which the measurements and findings actually provide an accurate representation of what they are supposed to describe. Thus, in my thesis the validity is determined by the level of accuracy between my estimations of the academic and practical research questions for Spejderne and the real questions (Ibid). This refers to the investigative research phase, and how the data has been collected. According to (Easterby-Smith, Thorpe, and Jackson 2012) validity is divided into two major parts: internal- and external validity.

Internal validity refers to the legitimacy of the results according to data treatment, e.g. data accumulation and data analysis (Handley 2001). Especially for quantitative studies, it is essential to treat both the treatment- and control group equally (Handley 2001). Since I utilize qualitative data, it is important for the robustness of the internal validity that my semi-structured interviews include some of the same questions. Further, I have treated the data with respect by listening to the records multiple times and worked with extensive usage of quotations. Since it is qualitative data, there is an inevitable fraction of judgment and interpretation. These uncertainty stems from both the interviewees, who understand the questions in one way, and my personal interpretation of the answer I receive. As described in the section of 'autoethnography' I am involved in the Danish scouting scene. This helps me be more clear and precise in my questions (Ellis 2011), however might bias my interpretation of the answers. In all, I would define the internal validity of this thesis as average compared to other qualitative single-case studies.

External validity refers to the 'generalizability' of my study to other population groups (Handley 2001). In my case, this is whether the finding of essential governance performance and internal bridging, is in fact generalizable on other collaborations. Having a strong literature review, helps me found the approach in the contemporary literature, and by utilizing an in-depth case study of Spejderne, which is a complex collaboration including, five actors, a shared past, cultural differences, strong different identities, and much more, I ensure that my approach is transferable to other cases. Thus, the external validity is strengthened

by utilizing contemporary literature extensively, having a complex case including most issues of collaboration, picking a case that is representative for civil-society organizations, and by treating the data with respect and having data stored electronically. This too increases the external validity of my academic contribution.

The final element of this section is reliability, which refers to whether the same results is obtained, if the research design was followed by other scientists (Handley 2001). To ensure a high degree of reliability, a study needs to describe its steps and reasoning in-depth, whilst protocoling every action (Ibid). The entire methodology section is an attempt to do so, and by carefully describing why I have chosen the specific data and how I retrieved it, treated it, and analyzed it, I believe that I have done what is expected by a highly reliable academic thesis. I am aware that my personal involvement in the scouting association, inevitably have affected some of my conclusions, which is reached primarily due to my in-depth knowledge about the organization, its culture, the issues, my network, etc. This circumstance might lower the reliability, as the study is more difficult for other 'external' scientists to conduct. However, by keeping a record of my proceedings and enclosing the section on autoethnography, the thesis' reliability should be sufficiently high.

Thus, despite my personal involvement might affecting the validity and reliability of the thesis, this methodological elaborates on my research's purpose, philosophy, design, data collection, approach, and the autoethnographic implications. Thus, the findings regarding incentives and governance of ongoing collaboration between civil-society organizations, my recommendations for Spejderne, and the academic contribution are both valid and reliable.

3.0 Literature review

To guide my investigation of potential benefits for spejderne due to further collaboration, and to support my recommendations for optimized governance on all levels, I utilize various sources of literature. To understand the journey of the collaboration between the Danish scouting associations, I utilize the perspective of why non-profit civil-society organizations collaborate. This draws on Pfeffer and Salancik's resource dependency theory (Pfeffer and Salancik 1979), Williamson's transaction costs theory (Williamson 2007), and Guo and Acar's relational approach (Guo and Acar 2005). To denounce the changing degree of collaboration throughout time, I use Guo and Acar's terminology (Guo and Acar 2005). Having determined what incentivize closer collaboration, I use the three main principles by Peter Kramer and La Piana to understand good collaborative governance (Kramer 2013; Piana and Hayes 2005). Further, I use Ospina and Foldy's theory of five principles for bridging between non-profit social-change organizations (Ospina and Foldy 2010). These eight principles boil down to seven distinct areas of governance, which guide the performance evaluation of Spejderne's governance. Finally, as Danish scouting associations focuses on developing the leaders of tomorrow (Spejderne.dk 2017), it is fitting to present perspectives of youth leadership development, as these indicates ways to obtain a higher quality in membership service. By utilizing perspectives by e.g. (Kahn, Hewes, and Ali 2009) and (Klau 2006) on youth leadership perspective, I gain insights on how to facilitate the youth leadership development.

3.1 Incentives for non-profit collaboration

To identify unexploited potentials for the five scouting associations, it is essential to understand what types of incentives that typically incentivize formalized collaboration between non-profits. According to The Bridge Span Group, mergers and close collaboration amongst nonprofit organizations are much more common than what most believe (Foster, Cortez, and Milway 2009), and temporary scholars on the issue agrees that the rate of formalized collaboration and mergers between nonprofit organizations have increased significantly (Piana and Hayes 2005; Garfinkel 2016). Although different scholars uses different terminology to describe forces that incentive closer collaboration or even mergers, it there is a tendency to cluster them into three main groups; resource dependency, transaction costs, and relationship driven collaboration (Guo and Acar 2005).

The first incentive, resource dependency, was originally pioneered by Pfeffer & Salancik and revolves around the notion that nonprofit organizations are dependent on scares resources (Pfeffer and Salancik

1979). This is especially important in times of financial distress, as it leads to diminishing funding opportunities, which ultimately makes money an even scarcer resource for the nonprofit organization. Another scares resource that often lead nonprofit organizations to initiate closer collaboration is a lack of sufficiently skilled human capital (Garfinkel 2016). When organizations are small and dependent on highly skilled voluntary staffing, they are relatively more dependent on human resources than others (Ibid). A third example of scares resource is the costumer's 'top-of-mind' position. All organizations fight for acknowledgment and recognition amongst the broader population (or its target group). This top of mind position is a 'scares resource' due to the many alternative organizations fighting for the same position (Pfeffer 2010). Besides money, human capital, and PR, other resources might be scares for the individual nonprofit organization, boiling down to my personal definition of resource dependency: 'the more dependent on external, scares and specific resources, the more fragile and uncertain the organization becomes'. According to both the Bridge Span group (Foster, Cortez, and Milway 2009) and (Guo and Acar 2005) closer collaboration can lower the dependency on these scares resources, as the number of demanding organizations is reduced, and the collaborating organizations reach a higher volume, and thus accumulate more power and create more attention.

The second type of incentive, the transaction cost perspective, is more about the internal aspects of the organization, focusing on how to increase internal efficiency by collaboration exemplified by economies of scale and reduced redundancies (Williamson 2007). Pioneered by Oliver Williamson in both 1975, 1985, 1991, and (Williamson 2007), the perspective argues that closer collaboration between non-profits leads to smother services, reduces redundant administrative tasks, and create a more efficient PR-strategy (Garfinkel 2016). Acknowledging the validity of the perspective incentives nonprofit organizations to consider closer collaboration to streamline administration in order to optimize the membership service. The transaction cost perspective is especially prevalent in areas where many organizations are providing substitutable products, with only slight differences in appearance (Garfinkel 2016), like the five scouting organizations in Denmark. This incentivizes collaboration to keep one's organization lean, redundancy free, and appealing to both members or customers (Williamson 2007).

The last aspect, the relationship driven collaboration perspective, factors in the degree of network between prominent members of the collaborating organizations. By including both formal and informal ties between

members of the (soon to be) collaborating nonprofit organizations, this perspective incorporates the human aspect of collaboration. In their studies, Guo and Acar found that friendly ties between board members of organizations enhance the chance that these organizations will initiate (further) collaboration (Guo and Acar 2005). The strongest form of network is when the same individual sits at the board for various soon to be collaborating nonprofit organizations. Whereas weaker, though still important type of network is top-members of the organizations attend the same conventions, meet regularly, work together on common projects, or share the same hobbies (Guo and Acar 2005). These ties are essential for the soon to be collaborating partners' ability to capitalize on unique opportunities for collaboration, as positive ties, whether formal or informal, enables decision makers to discus and plan collaboration on various levels of seriousness.

By acknowledging these three main groups of forces (external resource dependency, internal transaction costs, and networks) for nonprofit organizational collaboration, the incentives for non-profit civil-society organizations' collaborative behavior becomes evident. In their work, (Guo and Acar 2005) classified eight different ways of collaboration, based on their level of formality (starting most informal): *"Information sharing, referral of clients, sharing of office spaces, joint program, MSO, parent subsidiary, joint venture, and merger"*. Further, they cluster these into two main groups: informal collaboration (the first four) and formal collaboration (the latter four). By understanding the three different types of incentives, (Guo and Acar 2005) creates hypothesis and quantitatively tests for what incentives lead to more formalized collaboration between nonprofit organizations.

Guo and Acar found a statistically significant correlation between traits and likelihood of collaboration: *"Organizations are more likely to increase the degree of formality of its collaborative activities when it is older, have a larger budget size, receives government funding but relies on fewer government funding streams, has more board linkages with other nonprofits…"* (Guo and Acar 2005, p.356). Both Guo and Acar's typology of degree of formalized collaboration and their articulation of the three different incentives that lead to more formalized collaboration plays an essential role in understanding the journey of collaboration between the Danish scouting association. By analyzing the types of incentives that have driven the scouting associations' collaboration since 2007, we are able to understand what type of advantages have been realized, and in which areas further potential still exists.

As exemplified, the literature provides plenty arguments on how to rationalize one's organization by increasing funding, reduce insecurity and dependencies, creating a stronger common brand, lower internal transactions costs, etc., though opposite incentives do exists, as demonstrated by the limited amount of nonprofit organizations engage in formalized collaboration. According to an article in Stanford Social Innovation Review, the main reasons and incentives opposed to collaboration are illogical and subjective in nature (Milway, Orozco, and Botero 2014). Whereas the advantages of formalized collaborations are logical and rational, the main opposing forces to collaboration are highly emotional issues, including senior staffs' affiliations, board issues, culture, and the brand (Ibid).

Especially senior staff can feel attached to a specific position, particularly if they volunteer for it, and they might feel threatened by the new organization and competition (Ibid). Another emotional aspect that often blocks collaboration is a matter of cultural diversity (Garfinkel 2017). The partnering organizations might have different views on religion, alcohol/party policies, ways of celebrating success, member policies, communication strategy , work ethics, etc., which often creates a picture of 'them versus us' (Ibid). Imagining the partner organization as nemesis, rivals or even enemies, might put an emotional hindrance, to a financially and strategically optimal collaboration (Milway, Orozco, and Botero 2014). Thus, leadership and good governance are essentials for facilitating close and formalized collaborations between nonprofit civil-society organizations, in order to realize the benefits of collaboration.

3.2 Good governance in non-profit collaborations

Whilst formal collaboration and even mergers de occur amongst nonprofit organizations, most knowledge and literature about close collaboration stems from the for-profit field (Kramer 2013). Despite the two organizational types' similarities, a crucial difference exists. Whilst for-profit organizations are driven by profit optimization, the nonprofit organizations are driven by something else (Chandler 2016). Instead of closely collaborating or acquiring other organizations to achieve more profits through economic efficiencies and more market shares, the nonprofit organizations are motivated by incentives to better reach their goals and visions or simply deliver a better service for its members. This implies, that contrary to corporate mergers and collaborations, where differences in strength is self-evident, the nonprofit market consists of equal parts engaging in collaboration (Kramer 2013). Most nonprofit mergers happens due to lack of either funds or key staff; thus due to desperation for survival (Foster, Cortez, and Milway 2009). However, limiting formal collaboration to an option of last resort is a missed opportunity due to the absence of financial

incentives (Ibid). To guide nonprofit civil-society organizations, this section presents perspectives of good governance in collaborating/bridging organizations by (Kramer 2013; La Piana 2000a) and (Ospina and Foldy 2010).

Peter Kramer and La Piana.

According to Peter Kramer, there are three main factors for a successful nonprofit collaboration; Effective Leadership, Clear and aligned objectives, and Resources and expertise (Kramer 2013). Starting with effective leadership, Kramer argues that ties between board members, executives, and staff leaders is essential, and that *'throwing a cocktail party early in the process'* (Ibid) is a good tool, and is aligned with the findings of Guo and Acar's quantitative study (Guo and Acar 2005). Since many nonprofit organizations relies heavily on volunteer workforce, it is important that the members of the collaborating organizations are able to enjoy each other's presence, and the leaders must facilitate this. The absence of money and profit in increase the importance of personal relations, as they are often "*what keeps it together in tough times*" (Kramer 2013). Governing with effective leadership also includes the obvious aspect of the individual leaders speaking with one voice (La Piana 2000b). Regardless of the organizations actually merging or 'solely' engaging in a close and formalized collaboration, the leaders must represent the other party in some cases. This is a crucial factor, as it requires nonprofits to lay behind eventual old rivalry, and respect and support each other, as any disliking will erupt eventually (La Piana 2000b).

Having 'Clear and Aligned Goals', might seem obvious, however according to Kramer, many organizations fail to achieve it (Kramer 2013). Research shows that nonprofits that have recently gone through a process of revisiting their visions, missions, goals, etc., position themselves better to reach common goals through collaboration with other non-profits (Ibid). Not surprisingly, engaging in discussions both inter-organizationally and between the partners help create transparency, understanding and legitimacy, which helps all partners reach their common goals (Kramer 2013). According to La Piana, it is no prerequisite that partner-organizations have identical visions, however it is important that they understand each other, and see their vision in a broader perspective (La Piana 2000b).

In La Piana's experience from supervising formalized collaborations and mergers between nonprofit organizations, he often finds the organizations defining their visions as 'what' they do, instead of 'why' they do it (La Piana 2000a). For example, one nonprofit organizations might help homeless find shelter, whilst

another help homeless get food. Instead of each defining themselves with respect to what they do (ensuring shelter/food to people in need), they can collaborate, and share a vision of 'helping homeless people' (La Piana 2000a). By broadening and becoming aware of one's vision, the chance of collaborative success increases. As the National Council of Nonprofits expresses it: "*Each partner in a collaboration should be able to answer, "What role are we playing in this collective effort…*[and] *what does success look like"* (Chandler 2016) for the collaboration to work. Governing with goal alignment is key for success.

The final aspect of good collaborative nonprofit governance is resources and expertise. This is the acknowledgement that as collaboration becomes more formal, the need for external and professional assistance increases (Kramer 2013). This typically includes technical assistance, such as processing, consulting, PR, legal issues, financing, etc., to help overcome deadlocks along the process (Ibid). The costs of these external professionals, combined with new organizational platforms (intranets, IT, websites, member system, payment methods, etc.) can make the early collaboration costly, however they are required for long-run success in a formalized collaboration (Kramer 2013).

As Pfeffer's resource dependency theory argues, money is not the only resource (Pfeffer and Salancik 1979), indicating that some resources cannot be bought with sheer money (at least not in the short run). This is the case for organizational culture and political influence, which might be an important factor in formalized collaborations. When nonprofit organizations engages in collaborations, a practical dispute of uneven resources might occur, in which the more resourceful and influential can be tempted to exploit the other partner(s) (Snavely and Tracy 2002). This possess an interesting dilemma for the resourceful organization, as its members might expect it to conquer extensive influence over the collaboration. Snavely and Tracy argues, that the more powerful organization should abstain from abusing their power, as trust and acceptance is required to ensure a fruitful long-lasting collaboration (Ibid). This trust is likely compromised by exercising power against ones' partners, and trust and acceptance are far more valuable than the tempting short-term gains (Snavely and Tracy 2002).

By balancing and perfecting governance according to 'effective leadership', 'aligned goals', and 'resources and expertise', (Kramer 2013) argues that it is possible to facilitate a process for formalizing close collaboration. It is essential that the changes are communicated and aligned with the lower level of the organization – especially in nonprofit organizations driven primarily by a volunteer workforce (Balser and

McClusky 2005). In Kotter's famous terminology of organizational change his step four and five emphasize communicating the new vision and empowering all associated stakeholders to act upon this vision (Kotter 1995). Naturally, not all members and stakeholders can be engaged in the project from the earliest pre-negotiations between board members and organizational executives, however the entire organization must feel as part of the new vision to see themselves as part of the changing organization. If this fail volunteers and members might opt out, and the change is destined to fail (Kotter 1995).

Ospina and Foldy.

To support Kramer's governance perspectives, Ospina and Foldy have some interesting insights to governing collaboration between nonprofit civil-society organizations, like the Danish scouts. They argue that social change organizations can enhance the chance of success in collaborations by governing according to five interrelated practices: *prompting cognitive shifts, Naming and shaping identity, Engaging in dialogue about differences, creating equitable governance mechanisms, Weaving multiple worlds together through interpersonal relationships* (Ospina and Foldy 2010). Ospina and Foldy's findings are complimentary and support La Piana and Kramer'; however, combining the perspectives add nuances to all three perspectives. Ospina and Foldy uses the term 'bridging' instead of formalized collaboration, though the two terms are closely related, and essentially interchangeable.

Prompting cognitive shifts is about creating a common frame for all partnering organizations' concerns, in a way that resonates with the other institutions and individuals (Ospina and Foldy 2010). This is closely relates to the perspectives of La Piana, arguing the visions must be broadened to find commonalities. By prompting a cognitive shift, the members of an organization change their view or understanding of important aspects of their organization's work (Ibid). Prompting cognitive shift is thereby a desired state of mind prior to and during the initiation of the bridging processes.

Naming and shaping identity concerns creating a common identity for the bridging partners that enables all members to see themselves as part of the collaboration, without assimilation exterminating all differences (Ospina and Foldy 2010). Ospina and Foldy uses Oaxacan Binational Indigenous Coalition (OBIC) as an example. The OBIC is not rooted in a specific culture, but targets bi-national members and creates room for fractions within the organization (Ospina and Foldy 2010). This enhances the bridging potential between

the organizations, as they create an identity wherein they all see themselves, whilst maintaining room for minor individual differences or fractions, inside the collaboration –creating a form of 'dual identities'.

Whilst focusing on similarities and the common vision is essential, having an open 'dialog about differences' is important too. Paradoxically, in the pursuit of reaching long-term common goals, an open dialogue of different requirements, interests, and goals are essential for success (Ospina and Foldy 2010). As La Piana argued: *"In most cases, serious suppressed conflicts will eventually erupt, sometimes with catastrophic consequences"* (La Piana 2000a, p.7), and this acknowledgment is the foundation for Ospina and Foldy's concept of open dialogue about differences. By being honest and mutually aware of the differences between the bridging partners, the organizations are able to understand the other's reactions. According to Ospina and Foldy, engaging in dialogues about differences between the parties is equally important as creating the common foundation and discussing similarities, for collaborative success in the long-run (Ospina and Foldy 2010).

Kramer only indirectly mentioned Ospina and Foldy's fourth element: the creation of 'equitable governance mechanisms'. Whilst the other elements of good governance are 'softer' in nature by facilitating discussions and establishing a common identity, this area focuses on the formal part of governance, which ensures that all members of the partnership is formally included and treated fairly (Ospina and Foldy 2010). By including all partners as equitably as possible, there is an increased chance that all parties feel ownership of the collaboration and its outcomes. Examples of successful mechanisms differs depending on the bridging partnerships, however they all include transparency and fairness of participation in all layers of the organization, including board seats, working groups, committees, etc. (Ospina and Foldy 2010). When the partnering organizations differ in relative size and power it naturally becomes more difficult to establish equitable governance mechanisms; however, they are an essential governance element for a successful collaboration for all partners.

The final element is the emphasis on 'interpersonal relations'. Like Kramer, Ospina and Foldy argue that cross-organizational ties are essential to successful bridging between nonprofits. Ospina and Foldy extends Kramer's definition of interpersonal relations, as they emphasizes the importance of relations on all organizational levels from the board-level to the 'new member'-level, (Ospina and Foldy 2010). This emphasizes the importance of networking events, and indicates that organizations successful in bridging

manage to facilitate cross-organizational networks on all levels of their organizations. All members of successful bridging organizations have a personal network to someone from the partnering organizations, which thereby weaves the different worlds together and increases the chance for successful bridging (Ibid).

According to Ospina and Foldy these five leadership practices and organizational governance areas accommodate two underlying assumption for successful collaboration: 'minimizing power inequities' and 'recognizing the strategic value of differences' (Ospina and Foldy 2010). To ensure that the relatively powerless partners feel ownership of the collaboration, the five governance areas facilitate a minimization of potential power inequalities. The ownership of all collaborating partners increase by facilitating discussions about common visions, allowing discussions of different goals and resources, and creating mechanisms that legally ensures less powerful organizations a representative at the board (Ospina and Foldy 2010). This approach to governance is essential to avoid partners leaving, and thereby exterminate the bridging process and the consequent strategic potentials.

According to the literature of (Ospina and Foldy 2010; Kramer 2013; La Piana 2000b) It is important for social change organizations, like the Danish scouting associations, to recognize the value of differences. Regardless of degree of collaboration, differences between the partners possess advantages. Instead of assimilation, differences ought to be embraced and discussed openly between the partners. By collaborating where it makes sense, and preserve the local diversity, the bridging organizations will increase their overall chances of success (Ospina and Foldy 2010). Openly discussing differences is the main governance practices achieving this, however the others contributes likewise (Ospina and Foldy 2010; Kramer 2013). Creating equitable mechanisms ensures different perspectives on all organizational levels, and cross-organizational relations help understand each other's' perspective and position.

This concludes the section of good governance in formalized collaborating or bridging nonprofit organizations. When initiating new or accelerating established collaboration, it is relevant to acknowledge Kramer's and La Piana's suggestions and Ospina & Foldy's findings. The presented perspectives are highly interrelated, and emphasizes the importance of understanding similarities and differences between the organizations. They all focus on the importance of cross-organizational networking and relations, and emphasize visible leadership and strong governance guiding the collaboration.

3.3 Youth leadership development

Amongst other things, the Danish scouting associations strive to form the leaders of tomorrow (Spejderne.dk 2017). This justifies the relevance of establishing a baseline for what good youth leadership practice is, as it enables me to evaluate the membership quality for the scouting associations with respect to the level of youth leadership developmental practices. In the following, I investigate the contemporary literature on youth leadership developmental, inspired by amongst others (Kahn, Hewes, and Ali 2009; Klau 2006).

Youth leadership is simply put an added layer to the classical leadership theories of 'born or made leaders' – and if they are made, then how so (Kahn, Hewes, and Ali 2009 p.60-61). 'The Youth of Today' sees youth leadership practices as both a mean by facilitating the creation of more positively engaged citizens that participate in their society, and an end in itself, as it develops and improves young people (Ibid). Demonstrated by the quantity of leadership courses at business schools, it seems fair to assume that leaders whether born (Carlyle 1840) or made requires some form of training – and the earlier the better. To accommodate this perspective on leadership development, many volunteer associations focus on facilitating youth leadership including 'National Leadership Conference', 'Jewish leadership organization', 'Institute for Justice and Leadership', and the scouting associations across the world (Klau 2006).

The general requirements to all leaders in the 21st century is a constant increase in complexity, exemplified in the journey of Jim Barton (Austin, Nolan, and O'Donnell 2012). 21st century leadership requires flexibility, social competencies, economic understanding, group dynamic, strategy, charisma, and much more (Ibid). Linking the 'adult' leadership competencies with youth leadership one-to-one is not desirable. However, through roleplaying, fun, activities and practice, some of the elements are desirable to teach youngsters, to support the healthy development of children (Kahn, Hewes, and Ali 2009). This is exactly what the scouting association do (Spejderne.dk 2017). According to Klau, it is important to accompany one's leadership approach with pedagogical tools, when dealing with youth leadership. He presents three tools: 'Cases in point' learning in which real-time activities are discussed among the group of youngsters, to understand who has informal authority, who are marginalized, etc. 'Below the neck learning', which creates a safe space for the aspiring leaders, to devote themselves both intellectually and emotionally to the process of learning. And 'Reflective practice', which is constant opportunities for reflection, enabling the aspiring leaders to learn (Klau 2006). This notion of utilizing pedagogical tools to create opportunities to engage,

empower, reflect, and especially feel safe are supported by many other studies such as (Kahn, Hewes, and Ali 2009; S. A. Nielsen et al. 2015; Niekerk 2014).

According to Youth of Today, there is no one way of facilitate youth leadership, though they argue that a certain set of ingredients must be present, when the aspiring leaders are involved (Kahn, Hewes, and Ali 2009). They acknowledge Klau's set of pedagogical tools as instruments to help the process, and their five key components: Authentic opportunities, meeting needs, challenge, support and reflection, all complement Klau's perspective.

Fundamentally, 'authentic opportunities' is to perceive leadership as opportunities, not knowledge. Instead of teaching leadership, young leaders must *do* leadership in order to become leaders (Kahn, Hewes, and Ali 2009). This implies that role-plays and fictive situations must be accompanied by real world leadership opportunities. This might seem paradoxical, and it challenges many organizations, that doubt the qualities of the young leaders and therefor wrongfully teach them instead of allowing them to lead (MacNeil 2006). It is essential that organizations engaged with youth leadership development and shaping invovled citizens, not only *teach* leadership, but let the youngster *lead*. By giving authority and creating a 'learning by doing' environment, youth leadership is significantly strengthened (MacNeil 2006).

The second ingredient, 'meeting needs', emphasis helping young leaders in all aspects, not only educationally. It is important that hopes, fears and concerns about the future is aligned between the organization and the young participants (Kahn, Hewes, and Ali 2009). Participating young leaders will not learn, if their organization fail to help them discover themselves as individuals, reduce their self-destructive barriers, create positive feelings, and include them in a positive group (Ibid, p.23). Ignoring this aspect of youth leadership creates a negative space, where the organization pushes decoupled demands and projects onto the young participants, preclude learning and development (Klau 2006).

The third and fourth ingredients for cultivating youth leadership are the creation of the right mix between challenge (the third) and support (the forth) (Kahn, Hewes, and Ali 2009). Young leaders need a safe space, to deal with issues that are fitted their level (Klau 2006). However, according to social psychologist Lev Vygotsky, it is just as harmful to be too supportive as to be too challenging (Vygotsky 1978). Challenge and autonomy is necessary for the young leaders to grow outside their comfort zone, and teach the young

leaders to fight for autonomy and power. It is essential that all challenges for young leaders are appropriately selected, such that age and skill level follows the level of challenge, resulting in a desirable FLOW (Shernoff et al. 2003). Shernoff et al found, that balancing skill level and challenge, the students would perform better, as too little challenge would diminish their engagement as it would be boring, and too much would make the students loose attention, as they could not comprehend the task (Ibid). According to (Kahn, Hewes, and Ali 2009) the same principle applies to youth development. Regarding the concept of support, it both refers to safe spaces, appropriate skills, adult consolidating, and peer networking, as this enables the aspiring leader to be aware of the various sources of support in future real world situations. Thus, any organization dealing with youth leadership ought to be aware of balancing challenges and autonomy with support and skill level.

The last element of the youth leadership development is both mentioned by (Kahn, Hewes, and Ali 2009) and (Klau 2006); reflection. Applying the earlier described elements, constantly sets an aspiring leader in challenging situations, where real life leadership is required in authentic situations. This implies that they inevitably will fail, or achieve only partial success, which requires a reflective process. Reflection comes in multiple forms, including early goal setting, real time reflection during activity, and post-activity follow ups (Kahn, Hewes, and Ali 2009). During reflecting, the young leader achieves a better understanding of the situations that she might preemptively has been put in. Reflection thereby becomes the counterweight to the authentic opportunities, by transforming the learning experience into leadership knowledge (Ibid).

3.4 Summary

Having presented literature on 'incentives for/against formalized nonprofit collaboration', 'good governance of formalized collaboration', and 'youth leadership development', I am able to analyze the five Danish scouting associations and their formalized collaboration 'Spejderne'. By understanding what incentivize volunteer nonprofit organizations like the scouts to collaborate, I am able to focus my analysis on the relational, external, and internal elements that might have incentivized the collaboration between the five scouting associations. Uncovering already realized incentives, allow me to determine where unexploited potential lies. By comprehending contemporary literature on good governance, I am able to analyze and evaluate Spejderne's present governance performance along seven dimensions, which

identifies where to improve the current form of governance. Finally, youth leadership development plays a minor role in the thesis though is important in understanding the performance of one of the scouts main visions (Spejderne 2017). Any organizational change, including the formalized collaboration between the scouting associations, should lead to an increased quality in the association's product for its members. I uses youth leadership development as a proxy for this membership product, and the presented literature thereby establishes a baseline for good youth leadership development.

4.0 A brief history of the scout movement

To understand the case and the scout movement in general, it is necessary to know the founding father, Lord Robert Stephensen Smyth Baden-Powel, Also known as BP. Raised by a natural scientist and professor, BP developed an interest in nature and its endless possibilities (KFUM-Ballerup 2012). Succeeding school, BP enrolled in the British military and spent decades in Africa, famously known for his engagement in the Boer wars (Ibid). Upon returning from his military service, he developed the idea of scouting by combining his passion for nature with his practical and teamwork experiences from the military. In 1907, he successfully tested his idea on Brownsea Island with 21 boys, organized in a patrol system with self-elected leaders, which is still a core element of scouting (Ibid). At a conference a year later, he extended his idea to include three guiding principles: Duty to self, Duty to others, Duty to God. The project quickly became popular, and he acknowledged a requirement for leadership training, which explains the leadership programs for rovers and seniors established in the 1910's (Ibid). During the following decades, the scout movement grew rapidly, and formed into a movement that develops children based on principles of patrol-organization, learning by doing, leadership abilities, and identifying one true self (KFUM-Ballerup 2012). All these principles are highly related to principles for good youth leadership development discussed in the literature review.

In Denmark, both 'The Danish Scouting Associations' (DDS) and 'Christian Association for Young Men' (KFUM) where established in 1910. Both organizations were built around BP's core ideas (Berle 2017). Since then, multiple scouting associations have originated from these 2, and in the 1970s, they were reduced again, as most boys' and girls' associations merged (Baptisspejder.dk 2017a). In this way, five scouting associations persist in Denmark (DDS, KFUM, The green girls, Schleswig scouts, and the Baptist scouts); all founded on the same core principles pioneered by Baden Powel. The five associations differ in their interpretations of BP, geographical scope, target groups, culture, etc. An important commonality is their organizational membership of either (or both) WOSM and/or WAGGGS, which are the worldwide influential supra-scouting organizations for scouts and girls scouts respectively. In 2007, the mark of the world's 100th scouting anniversary, the five Danish scouting associations collaborated to create a cross-organizational event to celebrate the anniversary. The event was 'Reload', and it became the first of many cross-organizational activities, culminating in the largest jamboree in Danish history executed in Holstebro in 2012 (Schmidt 2012).

In many ways, the 2012 jamboree was a test of the close collaboration between the five associations, and not only the jamboree results were of interest, but indeed the entire process of collaboration – thus the ends would not justify the means. Following the jamboree, an extensive evaluation report was made, concluding that the jamboree was a success concerning both results and organization (Jamboree committee 2012). Further, it recommends that closer corporation should be initiated. Passing this test for collaboration, the five associations initiated even closer collaboration. This resulted in a range of different projects under the common name 'Spejderne' (the scouts). In September 2014, the first meeting reports from meetings within the chief scout forum are public. From here, the process of closer integration and a formalized cooperation continued. On December 2, 2015, the five boards signed the formalized collaboration and 'Spejderne' as a joint venture became a reality.

Despite the formalized cooperation and the establishing of 'Spejderne' as an independent association, the five scouting associations are still operating independently of one another. The associations are (yet) retaining their different target groups, geography, uniform colors, boards of directors, organization, private economy, and practical interpretation of scouting (including religion, alcohol policy, and age groups). This puts the Danish scouts in an interesting situation, in which they have begun formal integration, whilst still preserving their personal identity. This poses the question of what incentives have led a non-profit civil-society organization like the scouting associations to engage in such a formalized collaboration, leaning towards a merger. Understanding the historical context of the scout movement and some of the pivotal moments, serves as a stepping stone for an in-depth analysis of what incentives that have guided the collaboration between the five scouting associations since 2007.

5.0 Analyzing incentives for the Journey from Reload in 2007 to today

To answer the first research question of identifying unexploited potentials for Spejderne, it is necessary to analyze which incentives have driven the five scouting associations into closer and more formalized collaboration in a historical perspective. This section provides a chronological presentation of pivotal events progressing the collaboration between the associations alongside an analysis of the types of incentives that have caused these particular events.

5.1 Early, sporadic and relational driven collaboration

Although informal communication between the five associations have always existed, the first major national cross-organizational event was launched in August 2007, celebrating the 100th anniversary of the world's first jamboree with more than 10.000 Danish scouts participating in Roskilde (Spejderne.dk 2012).. Being international in nature, thus not directly related to any of the five Danish scouting associations specifically, it created a unique opportunity for collaboration. The five associations pooled resources to form the project 'Reload', which became a great success (Jessen 2007; Holm 2007; KFUM-spejderne 2007b). Analyzing the situation by applying incentives uncovers that this initial collaboration can be ascribed to a combination of pure luck (the 100th anniversary) and great *relations* between the associations' boards. This supports Guo and Acar's findings, that relationships between top management increases the likelihood of collaboration, by e.g. enabling the organizations to seize unexpected opportunities (Guo and Acar 2005).

The coincidence of an established network amongst the boards and the unique opportunity enabled the five associations to experience cross-organizational collaboration. At this point, the collaboration was limited to a single project, making the collaboration an 'informal joint program' in (Guo and Acar 2005)'s terminology. The experiences from Reload enabled the individual associations to reflect upon the volume they generated, when working together. KFUM's record from the board meeting in September 2007 reflects upon the event as: *"TM mentioned Reload and Sunrise as great events"* (KFUM-spejderne 2007b). The public attention and amount of high-quality activities targeting all age groups were impressive. Reload thereby became a project that visualized the combined power of all Danish scouting associations. Unfortunately, the following years were preoccupied with jamborees for the two major associations; Blue summer 2009, DDS (Jyllands posten 2009), and Jamboree 2010, KFUM (Hansen 2011). This reduced the incentives for big projects, however smaller restricted projects on international level between the Danish

associations continued. An example is the 2009 UN climate conference in Denmark, featuring 'Spejderne I Danmark' (Broen 2009).

5.2 More structure, more projects, more benefits

Following the two independent jamborees in '09 and '10, the collaboration was taken to the next level; the 2012 Danish scout jamboree. Featuring 35.000 Danish and international scouts, it was the biggest jamboree on Danish soil (Schmidt 2012). At this point, relations alone was not enough to incentives the collaboration. The positive experiences from Reload had verified the great results that the five associations could achieve by collaborating. As Chandler predicted, the Danish scouts provided a better membership service as a result of the collaboration (Chandler 2016): The three minor scouting associations (Baptist, Schleswig, and green girls) achieved opportunities for grand jamborees to their members, experiences otherwise impossible without visiting international jamborees or collaboration as they are too small to accrue the volume themselves. The two major associations (DDS and KFUM) achieved additional authentic projects to offer through their youth leadership development program (Kahn, Hewes, and Ali 2009). The motivation for all participating partners thereby revolved around providing otherwise impossible experiences and opportunities for their members. This makes 'higher membership quality' the core incentive for the collaboration around the 2012 jamboree.

By initiating the project in 2010, unique opportunities opened for members (KFUM-spejderne 2010). The required amount of volunteers for a jamboree facilitating 35.000 guests with logistics, activities, infrastructure, food supply, sizeable budgets etc., created numerous unique learning opportunities for young (and old) scouts. The participating scouts had an overall great experience, rating it extremely well (Jamboree committee 2012). Surely the project contained flaws, which are described in detail later, however all in all, it was a great experience for participants regardless of organizational level, as all Danish scouts felt the benefits and improved product due to the extended volume (Jamboree committee 2012). KFUM's boards described it as *"The board is impressed with the jamboree's results, and expresses deep gratitude towards the effort that created the jamboree"* (KFUM-spejderne 2012). The 2012 national jamboree thereby became a unique opportunity for members of all five associations, which reemphasizes the better membership service due to the joint program.

The success of the 2012 jamboree did not limit itself to the experience for participants. According to the evaluation report, the increased volume made the jamboree a great success measured in media references, visits from politicians, and a general sense for scouting as a united 'brand' (Jamboree committee 2012). The report found, that 85% of a representative population of 1.022 random Danes had paid attention to the jamboree, which is *"quite impressive"* (Ibid ,p36). The report states that 58% of the respondents saw it on television, whilst 20% read about it in the newspaper, and 17% heard about it on the radio (Ibid, p.37). These measurements indicates the success regarding the publicity and extensive media coverage that the jamboree experienced. By naming and branding the jamboree as 'Spejdernes Lejr 2012' (the Scouts' jamboree 2012), instead of the usual 'Blå sommer' (Blue summer, DDS), or 'Korpslejr' (association's camp, KFUM), the message of thousands scouts camping together became universally understandable. Not only did this increase the media coverage and the influence on the Danish population, it also made it relatable for Danish politicians and other influential individuals (Jamboree committee 2012). Thus, more than 50% of the Danish mayors alongside former Prime minister (Helle Thorning-Schmidt) and former opposition leader (Lars Løkke Rasmussen) visited the jamboree (Jamboree committee 2012). According to the evaluation team: *"The politicians display increased respect for the scouting movement... we estimate that we have achieved maximum impact of these [political] visits"* (Jamboree executives 2012 p.42).

The 2012 jamboree inspired the five associations to continue executing joint programs. The evaluation report recommended a new cross-organizational jamboree (in 2017 to give sufficient time for planning), which was later approved individually by the five associations e.g. (KFUM-spejderne 2013a). Further, former KFUM chief scout expressed the evolution of the collaboration due to the 2012 jamboree as: *"An increased level of formalization of procedures in the chief scouting forum is a necessity following the increased collaboration between the organizations since the Jamboree"*. (KFUM-spejderne 2013b). An example of the increased collaboration is Spejderne's engagement in the annual 'Folkemøde' (The People's Political Festival) on Bornholm. The Festival was established in 2011, however Spejderne began contributing at the 2013 edition (Folkemødet 2016). By exploiting their common brand and pooling their resources, 'Spejderne' attracted the attention from politicians, media, and the broader Danish population. Like the jamboree, the Festival provided the scouts with unique authentic learning opportunities for its highly engaged members, however the main incentive for the collaboration was the joint branding value (Friis 2017b).

Pfeffer defines resources broadly, including both tangible and intangible resources (Pfeffer and Salancik 1979). In this terminology, the Danish scouts managed to attract attention, understanding, engagement, and PR from the public. By collaborating, the scouts as a whole were able to detach themselves from the uncertainty and internal struggle for these intangible resources. The joint activities and their planning were primarily reserved for the most engaged members of the five associations, and its legitimacy and internal awareness has yet to reach the lowest levels of the organization (Thyssen 2017b). However, from a strategic resource dependency perspective, the collaboration was successful.

As predicted by (Guo and Acar 2005), the strong informal network between board members no longer solely incentivized the collaboration – it had evolved. The collaboration now successfully reduced uncertainty about resources, whilst creating greater experiences for its members by providing more and better opportunities for youth leadership development. The collaboration had changed from a single joint program in 2007, to multiple joint programs in 2014, all with varying duration, ambitions and strategic goals.

Following the increased recognition from the public due to the shared and universally understandable brand, the last scares resource became available: money. Succeeding a meeting between the Danish scouting associations and the Danish business community in October 2014, the Chief scouts from the five associations decided to establish a joint task force, 'Spejdernes Tænketank' (the scouts' think-tank) (Spejderne.dk 2015). This meant that the collaboration did not only revolve around few projects, but became semi-formalized in a think-tank, investigating ways to govern the future collaboration. Implicitly, this committed the five associations to continue collaborating in some form, and required them to invest in the project (KFUM-spejderne 2015b). Within six months, this constellation resulted in increased funding.

By February 2015, the scouts received 21 million DKK from Nordea Fonden and A. P. Møller to buy Middelgrundsfortet; the most expensive project in the history of the Danish scouts (Nordea-fonden 2016). In October 2016, Nordea granted another 120 million DKK over a 4-year period to restore the island and conduct concept development (Nordea-fonden 2016). With this significantly increased stream of economic funding, the collaboration between the five scouting associations generated advantages in all types of scares resources; funding, PR, pooled human capital, volume, knowledge sharing, higher quality, etc. The size of Middelgrundsfortet as a project required an organization outside the five scouting associations and

the chief scouting forum, which led to the establishment of Middelgrundsfunden to accommodate some of the administrative tasks (Middelgrundsfonden 2017). It consists of responsible representatives from the two major scouting associations, DDS and KFUM, whilst the organization 'Spejderne' (established Dec. 2015) provides supervision to the project (Ibid).

5.3 Formalizing the collaboration

The numerous cross-organizational projects, and the tremendous sizes of these projects required a new platform to facilitate the collaboration (S. A. Nielsen et al. 2015). Thus, the think-tank was merely a step on the way of creating a new platform. By discussing visions, organizational structures, and possibilities (Ibid), the think-tank and the chief scouts decided that the best way to continue was by forming Spejderne as an independent association consisting of the five scouting associations, and all their members. Spejderne thereby became a formal organization established December the 2nd, 2015 (*Vedtægter for Spejderne* 2015, §14). This marks an interesting turning point in the collaboration between the scouting associations. Spejderne consists of a board of up to nine members. Five seats are for one representative from each scouting association, and the four left are reserved for non-scout partners (Ibid, §4.4). Further, the five associations are financially dependent on Spejderne, as they are obliged to pay 10.000 DKK in annual fees to the organization, provide resources from their own association, and pay additional fees to cover activities depending on the association's number of members (Ibid, §9 & §10).

Spejderne's vision is essentially equivalent to that of the five scouting association; enabling children and youngsters to participate in society, develop them as individuals and leaders of tomorrow, and enhance the knowledge of scouting in the general population (Ibid, §2). At its first general assembly, the members of Spejderne determined which activities should be handed to Spejderne, indicating that the many cross-organizational projects have finally found a common platform (Nilsson 2016).

In Guo and Acar's terminology, by establishing Spejderne, the five associations have entered a new form of collaboration; 'a joint venture' (Guo and Acar 2005). Organizationally, Spejderne is an umbrella JV-organization with multiple ownership, to facilitate the cross-organizational activities, create a common brand, and exploit the benefits of collaboration including funding, branding, volume, etc. (Spejderne.dk 2017d). Guo and Acar defines a JV as a (very) formal type of collaboration, with the next step being an actual merger (Guo and Acar 2005).

5.4 Summary of the historical analysis of the collaboration

This concludes the journey of Spejderne in Denmark. It seems evident, that the driving incentives behind the increasing collaboration between the scouting associations have evolved along the way. Initially it was restricted to good relations and arbitrary opportunities, however quickly it turned into incentives for better service to members, before ultimately revolving around reducing various resource dependencies. All five scouting associations has benefitted from the collaboration, exemplified by the common projects providing additional opportunities for its members, the harmonized and concise media strategy through the common brand, the reduced competition for funds resulting in Middelgrundsfortet, etc. Essentially, the current incentive for collaboration has become a matter of reducing insecurity and dependencies, and maximizing the available resources for achieving the joint vision. Interestingly, lower transaction costs has yet to play a significant role in the collaboration. Figure 1 visualizes this journey and its driving incentives.

Relations and opportunity driven (sinlge joint projects)

Better product for members

Lower resource dependencies (Joint program)

Lower transaction costs

2007-2011
Beginning with Reload and including the international representations e.g. at UN climate conference in Copenhagen 2009

2012
The jamboree clarified that collaboration resulted in a better product for members. More volume and bigger budget led to a fantastic experience for the participants.

2012-2017
Through collaboration, the scouts have successfully reduced dependencies of external factors like: Funding, public exposure, political influence, brand value

The future?
Internal optimization through lowered transaction costs has yet to play a significant role in the collaboration

Figure 1 - Spejderne's journey. The arrows represent the incentives for collaboration. The boxes contains a brief explanation for the period (Papageorge, 2017)

In Guo and Acar's terminology, the journey implies that the pre-Reload time (prior to 2007) was defined as sporadic and informal collaboration through '*information sharing'* and '*office sharing'* between few of the five organizations (Guo and Acar 2005). The success of Reload changed this, and resulted in an increase in cross-organizational projects like the 2012 jamboree, the People's Political Festival from 2013, and

Middelgrundsfortet in 2015. By then, it was of a '*joint program*' collaboration, continuing as informal collaboration on the edge of becoming formal. With the creation of 'Spejderne' as a JV umbrella organization, the five Danish scouting associations entered the formalized collaboration, with partially shared economy, resources, PR strategy, vision, etc. due to their commitment to Spejderne.

6.0 The future for Spejderne

Having analyzed incentives driving the collaboration in the past, I am able to firstly, uncover unknown and unexploited potentials for further collaboration by using deductive reasoning. Secondly, present perspectives of what hinders this exploitation. Thirdly, justify the continued investigation of the current governance performance, by displaying some of the changes in perception of the collaboration.

6.1 Potentials for Spejderne

Comparing the types of incentives for collaboration between nonprofit organizations presented in the literature review with the incentives driving Spejderne's journey above, we can deduct that one specific type of incentive has driven an insignificant proportion of the increased cross-organizational collaboration – the transaction cost perspective (see figure 1). According to the literature, a potential for further integration exists, as collaborating organizations are able to slim their organizations as a whole, by collaborating on the organizational level (Williamson 2007). One might argue that the construction of 'Spejderne' is an attempt to lower the administrative costs, and create a clearer organizational structure of the common projects, which lowers the internal frictions (Spejderne.dk 2015). However, this is the closest that the scouting associations get to internal optimization.

Currently, all five scouting associations have individual board of directors, individual general assemblies, individual and different regional divisions, individual administrations/secretaries, individual internal member magazines, individual DUF funding, individual headquarters, individual webpages, individual uniforms, etc. Some of the three minor organizations are utilizing office spaces and joint administration with the two major associations, like the green girl scouts and DDS (DDS.dk 2017a), however this is minor in the big perspective. The argument prevails: potentials for lowered transaction costs due to further collaboration exists. Pursuing this strategy would undisputedly reduce the human capital dedicated to bureaucracy, daily operations, and administration.

Taken this logic to the extreme, 33-35 current *board* members would be able to replace their board duties with other projects that would increase the membership quality. This is because the boards presently consist of 12 members in DDS (DDS.dk 2017c), 12 members in KFUM (Spejdernet.dk 2017a), 7 members in the girl scouts (pigespejder.dk 2017), 7 members in Danish scouts South Schleswig (Spejder.de 2017), and 12 in the Baptist scouts (Baptisspejder.dk 2017b). This totals 50 board members. Thus, even by extending

the board to 15 or 17 members accommodate the need for broader representation, there would still be 33-35 people to spare for other projects and committees. I acknowledge that the responsibility of a board assembled in this extreme manner would be higher than each individual board today, though the extreme example demonstrates my argument: potentials from lower transaction cost is a significant factor.

Supporting the argument further, each scouting association presently have a cashier, chief scout(s), an administration/secretary, etc. The same analogy prevails to lower levels of the coordinating work. For instance: the regional divisions of local scouting associations each have one or two responsible division (DDS)/district (KFUM) –leader(s) and a board to supervise them. By collaborating further, some of these boards become redundant and their time could be dedicated to support the decentralized members directly. These examples of redundancies across the associations' current organization prove that a significant potential exists. This makes it a question of the associations' willingness to pursue them.

6.2 Withholding the process

The conclusions from section five support the existence of an unexploited potential from internal reduction of transaction costs. It also finds that benefits from reduced external resource dependency have already been realized. Assuming I am not the first to acknowledge these unrealized potentials, certain hindrances must withhold Spejderne from further collaboration. As presented in the literature review, pressures against further collaboration are usually of 'softer' and more illogical character compared to the benefits (Milway, Orozco, and Botero 2014). This is no different in the case of the Danish scouting associations. The five organizations are old organizations, established between 1910 (Gyldendal 2017; Bäck 2015) and 1930 (Baptisspejder.dk 2017a), and especially the three minor associations have nurtured individual niches with respect to either geography, gender or religious belief. Further, the two major associations, KFUM and DDS, have had a blurred past of rivalry.

Both DDS and KFUM were established in 1910, and from 1912-1916 they were part of the same association (Bäck 2015). In 1916, the two associations broke, as they disagreed about the influence of Christianity in the work with youth leadership (Ibid). This resulted in DDS becoming the atheistic association, whilst KFUM became the Christian association, which remain the main difference between the two associations today (Jyllands posten 2009). The shared past explains why their visions and goals are similar, their techniques for youth leadership development are practically the same, and their founding father, Lord Baden Powel, is the

same (Bäck 2015). The different perspectives on religion have shaped the cultures of the two major associations differently, and these differences become evident in cross organizational projects like the 2012 and 2017 jamboree (Jamboree committee 2012).

Besides ensuring shared guiding principles, the joint history have also led to 'friendly' rivalry. Examples of such rivalry between DDS and KFUM are 'fan-songs', where one organization are portrayed superior (Jyllands posten 2009). One song in particular has the following chorus: *"We are tearing down, what the green[KFUM]/blue[DDS] have been building up, that's the target for our sabotage troop"* (Ibid). In addition, especially older leaders have had a tendency to present scouts with different uniforms as the enemy 'with a glimpse in the eye' (personal experience). Despite the mocking and rivalry being friendly, it do distances 'them and us' and reinforces the belief that cultural difference between the associations exists.

According to Steen Petersen, who represented both major associations in the international scouting organization WOSM in 2009, the only real non-cultural difference between the two associations is the element of preaching (Jyllands posten 2009). This element has led to three big challenges that especially during the 2012 jamboree was an issue. The three challenges were 'religious affiliation', 'alcohol policy', and 'range of activities' (Jamboree committee 2012). The evaluation report of the 2012 Jamboree concludes that the scouting associations have improved their understanding of each other's perspectives in all three areas, though the scouting associations have yet to align completely. An example is that many DDS scouts find it odd, intimidating, and irresponsible to spend money on priests and other religious preachers, when members might be of various religious belief or none at all. This is exemplified by Robert Nielsen's Facebook comment in 2016: *"Can someone in 8 lines explain the concept of preaching on SL17, I am rather astonished and reserved about it"* (R. V. Nielsen 2016).

Oppositely, DDS has had a tradition for their leaders to drink a glass of wine (alcohol) when on jamborees and the children are asleep, whilst KFUM in general has a stricter alcohol policy, which creates tension and alienation between the two major associations (Jamboree committee 2012). This is exemplified by the subtle difference in strictness between the two's alcohol policies, KFUM: *"No participants – with or without uniform – in scouting events may be intoxicated"* (KFUM-spejderne 2017a) compared to, DDS: *"Alcohol may never be the main element of activities, and may never been consumed when amongst children…"* (Korpsledelsen 2009). While KFUM prohibits alcohol, DDS allows it in moderation.

The final difference uncovered by the jamboree committee, referred to the different associations being accustomed to different types of activity on jamborees. Compared to the other issues, this is the least concerning element (Jamboree committee 2012). The jamboree committee concluded that to accommodate these challenges and prepare for the next common jamboree, a "*formulation of a common foundation for scouting in Denmark is advised*" (Ibid, p.31). This common foundation is now incorporated in the work with jamboree 2017, which is a project under 'Spejderne' (Spejderneslejr.dk 2017).

Having focused mainly on the differences between the two major organizations, I acknowledge that it leaves the minor organizations in a difficult spot, balancing between the benefits from closer collaboration and their individual culture and niches. Already, DDS and KFUM have 'privileges' in some aspects of the agreements for Spejderne (*Vedtægter for Spejderne* 2015 §5.6 & §6.7), and the two major associations are naturally more involved (and thus more influential) in Spejderne's projects, as they have more available resources. By protecting niches, it becomes harder for the minor scouting associations to picture themselves as part of the shared vision. The strong individual profiles is what legitimize the minor associations' existence (Baptisspejder.dk 2017a; Spejder.de 2017; pigespejder.dk 2017), and further involvement in the collaboration compromises these individual profiles. As they are not geared to participate equally in the projects, Pfeffer would argue that they are losing power over these projects (Pfeffer 1992). Despite all of this, they still participate and thereby realize the current benefits from the collaboration. As small organizations with specific niches, they must carefully consider how much of their identity they are willing to compromise in order to realize current and future benefits of collaboration.

In my interview with Ivar Thyssen, he presents another perspective on hindrances for collaboration: *"The organization 'Spejderne' is too expensive, too much bragging, and too distant from the core tasks of delivering weekly activities in the local groups"* (Thyssen 2017b). Essentially Ivar describes two core problems: prioritizing projects over consistency, and the loss of local ownership. Firstly, he argues that the collaborative structure revolves around projects, which he defines as *'a clearly defined task, for a clear defined time period'* (Thyssen 2017b), which contains the inherent issue of a reduced focus on what he defines as '*the long haul*'. When projects are prioritized, resources are removed from daily tasks, and as he argues: "*Our administration should focus on developing our groups and divisions [to reach the groups]… In this way, we are able to support the main activity. We fail this, because we have to 'do something on the*

Island'' (Thyssen 2017b). He does not patronize cross-organizational collaboration altogether, as continues: *'cross-organizational collaboration is great when it make sense, however it must not become bragging and showoff, and it must make sense for the local groups regardless of which scouting association they are part of'* (Ibid)*.* Thus, Ivar opposes the form, focus, and structure of the collaboration. Instead, by improving the groups, they will be able to facilitate meaningful cross-organizational collaboration locally.

The second part of his considerations are the distance from the projects to the man in the bottom, which essentially questions the legitimacy of the organization. In the interview, Ivar questions the authority and legitimacy of the general assemblies' decisions to support Spejderne as a project. He argues that: *"the majority of DDS' general assembly participants are involuntarily voting cattle, as they have not spend enough time to digest the meeting material"* (Thyssen 2017b). In this way, he questions if the general assembly has truly understood the underlying consequences of what he calls a *'carte blanch'* for DDS' board in cases about Spejderne.

He exemplifies this 'carte blanch' by a debate on DDS' debating forum on Facebook March 7, where Ivar questions the expense of 350,000DKK for 70 participants at the people's political party on Bornholm 2017 (Thyssen 2017a), and asks how public exposure generated on Bornholm helps his local group in Holbæk. On Facebook, most debating participants support the expense; however, it is only few dedicated scouts (less than 100 likes, in an association with 26.000 members). Thus, Ivar is likely to represent a silent, skeptical fraction of DDS that do not agree on the priority of common funding, and there is no reason to believe such skeptic fractions not existing in the other scouting associations as well. From his perspective, the idea of an expensive collaboration focused on PR, political influence, and elitist projects, is a waste of money and too distant from the core tasks in the local group (Thyssen 2017b). Such perspectives hinders the progression of the collaboration.

6.3 What is changing

Acknowledging the cultural differences and skeptic member-fractions, what makes me justify continuing the analysis? I argue that time has changed and continues to change in a positive direction towards more collaboration. In my opinion, five concepts contribute to this: society becomes less Christian, successful boarding schools for scouts, groups displaying combined uniforms, 'forced' local collaboration, and restructured projects.

As society in general has become less Christian (Holtze 2009), some KFUM groups have released their emphasis on Christianity. Christianity is still part of KFUM's laws (Saldern 2014), however association alone does not define religious affiliation, other explanatory variables like geography might also be correlate to the degree of religiosity in the local groups. The changes in society have led to converging between the associations. For example, since 2007, it has not been mandatory for KFUM scouts to be members of the church (Berle 2007), only their leaders (Saldern 2014). Naturally, the Baptists is religiously founded, which might causes issues if the collaboration is to become strengthened further (Berle 2007). Thus, the difference still exist, and should be carefully handled, however time is changing and religion plays a significantly smaller role in the Danish society today and earlier, reducing the significance of this particular difference (Dachs 2012).

Another factor that has significantly changed the dynamics positively is the two scouting boarding schools. Especially during the later years, they have created relations between young members of the scouting associations. Korinth scouting school was founded in 1922 (Korinth-efterskole.dk 2006), and despite being formally connected with DDS, they have become highly inclusive, as they are welcome children in ninth and tenth grade, regardless of scouting association (Korinth-efterskole.dk 2006). The other boarding school, Brejning, is relatively young, founded 20 years ago, butalso welcome all scouts ("Brejning Efterskole" 2017). Both boarding schools identify themselves as scouting boarding schools, however they are not restricted to 'scouts only'. Particularly, they are not restricted to any of the specific scouting associations, which aids the cross-organizational relations between the future scout leaders.

Throughout the last 20 years, these boarding schools has granted 16-year-old scouts unique opportunities to create friendships cross membership-association. As these scouts grow older and become more influential in their local groups and associations, the effect begin to show. The early cross-organizational friendships evolve into collaborative work around different projects, exemplified by cross-organizational rower clans (Jyllands posten 2009), cross-organizational planning teams for adventure races (Saldern 2014), or boarding school reunions and work weekends ("Elevforening" 2017). Thus, the scouts that attend the boarding schools, are exposed to cross-organizational collaboration, which creates relationships and perishes prejudges. These former boarding school pupils thereby become great ambassadors for the idea of cross-organizational relations, which significantly improves the success rates in the collaboration.

The third changing element, is the half blue-half green uniforms (Jyllands posten 2009), which might be a symptom of the general convergence of the scouting associations or a result of increased cross-organizational relations on all levels due to the many joint programs. The uniforms indicates that some groups perceive the rivalry and redundancies of insisting on 'insignificant' differences negatively. These local groups' actions are incentivized mostly by feelings and cross-organizational relations as opposed to organizational optimization potentials (Jyllands posten 2009), however their point prevails – why working disjointedly, when we can collaborate? The earliest record of the movement is from in 2009, pioneered by two girls who went to a scouting boarding school together (Ibid), however it has evolved to include multiple local groups. This tendency proves that fractions of the scouting associations wants to co-exist as part of the same organization.

The fourth changing concept, is the 'forced' collaboration. As part of the 2012 and 2017 jamborees, the local scouting groups are 'forced' to collaborate cross-organizationally, which according to La Piana reduces the risk of members resisting further collaboration (La Piana 2000b). In practice the jamborees cluster local groups within the same municipality into a geographical district at the jamboree (Spejderneslejr.dk 2017), disregarding associational affiliation. The size of the district is granted depending on the number of scouts from the local groups, however the internal division of the district is a matter for the groups to settle (Ibid). This forces the local groups to collaborate and thus create cross-organizational relations. The groups also having to deal with certain tasks as a unit that pools common resources within the districts (Ibid). The 'forced' collaboration appears at the lowest organizational level, and thereby enables the local groups to experience the benefits of cross-organizational collaboration. These jamborees constitutes the only collaboration on the group level, whilst the rest is restricted to the strategic (board) level, and the projects driven by a relatively few 'elitist' volunteers.

The final change that justifies further collaboration is the changing organization from projects to annual operations. Exemplified by Ivar's perspective, projects might be perceived as illegitimate in nature. For this reason, it is a positive change that the project-like structure is changing into annual operations, in which the responsible teams are working all year and the activity is part of an annual cycle (Friis 2017a). Margrethe Friis, who is part of the scout's contribution to the People's Political Festival for the fourth year, has experienced the change over the cause of the years: "*It has most definitely changed from a project*

format to constant annual operation" (Friis 2017a). This indicates that whilst new initiatives of tangible cross-organizational collaboration might start as projects, they eventually become daily operation. Thus, the existing joint projects are likely to become increasingly formalized, eventually becoming an integrated part of Spejderne's annual cycle (Ibid), which diminishes the risk of illegitimacy related to the project.

6.4 Summary of Spejderne's future

Based on the analysis in section five, I deductively identified an unexploited potential for lowered transaction costs by significantly reducing redundancies across the five scouting associations through the initiation of closer collaboration. Acknowledging that I am not the first to discover this potential, I presented perspectives that might have slowed the genesis of the closer collaboration, leaving the potential unrealized. These hindrances include disputes over culture, religion, alcohol policies, old rivalry/history, prestige projects, etc. To justify continuing the evaluation of Spejderne's governance practices, I presented recent changes in favor of closer collaboration. This constituted of reduced religion in Denmark, successful boarding schools, groups wearing combined uniforms, 'forced' low-level collaboration, and restructuring from projects to annual operations. The arguments for and against pursuing the potential is visualized in figure 2 below:

Holding back

Incentives to change

Perceived prestige projects

cultural differences including religious affiliation

History of rivalry

Potential for lower transaction costs

Religion becoming less significant in Denmark

Forced low-level collaboration

Lasting relations through e.g. boarding schools
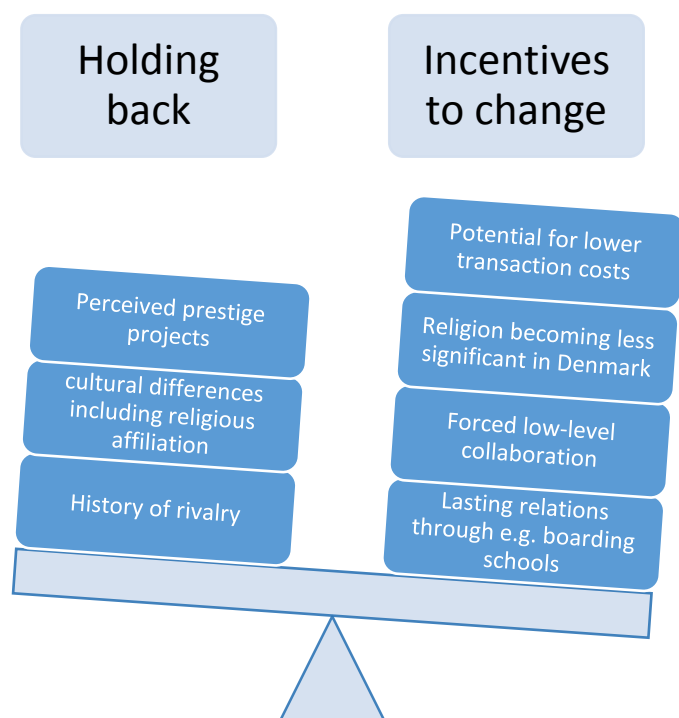
Figure 2- The weight scale visualizes the arguments for and against further collaboration. It tips towards change. In the analysis, I describe how Spejderne has an unexploited potential whilst the popular opinion on further collaboration is changing to the positive. I recommend a realization of this possibility, by initiating an evaluation of the governance performance. (Papageorge, 2017).

7.0 Spejderne's governance practices

Utilizing the perspectives from (Kramer 2013), (La Piana 2000b), and (Ospina and Foldy 2010) as benchmarking, the following analysis evaluates Spejderne's cross-organizational governance performance. I find that Spejderne excels in governance areas (1) 'Prompting cognitive shifts', (2) 'Creating equitable mechanisms', and (3) 'Resources and expertise'. I find that Spejderne performs moderate in the areas of (4) 'Naming and shaping common identity', (5) 'Relations/effective leadership', and (6) 'Clear and aligned objectives'. Finally, I find that Spejderne do poorly in the area of (7) 'Dialogue about differences'. This analysis enables me to identify which areas of governance practices need consolidation. These findings will guide my section on recommendations. I have sequenced the areas according to successfulness within the leadership area; from best to worst.

7.1 Prompting cognitive shifts

When analyzing the process of bridging and collaboration through the lens of 'promotion of cognitive shifts', it is evident that the scouting associations have successfully promoted a mental shift amongst its members towards 'being a scout'. According to Margrethe Friis, this is exemplified by the "noticeable *change in discourse from 'them and us' to 'us as scouts'"* (Friis 2017a). From her experience with cross-organizational work during the last four years, she has felt a shift in mental state amongst the collaborating partners. The shared history between the scouting associations have been the main advantage for the associations to 'zoom out', in order to acknowledge that their visions are in fact closely related. When comparing the visions of the individual scouting associations, they all emphasis a variant of *'encouraging children and youngsters to take responsibility for a better world'* (Spejdernet.dk 2017)*. This fact has eased the process of the mental shift. However, the process of promoting cognitive shifts for the scouting associations has also been successful because it has been highly prioritized by the boards from the early stages of the collaboration. Thus, the combination of high prioritization and closely related visions has enabled Spejderne to succeed within the governance area of prompting cognitive shifts.

7.2 Creating equitable governance mechanisms

Spejderne had a big task of creating *equality* mechanisms of governance between the five associations, whilst still maintaining *fairness* for the two major associations, DDS and KFUM. I find that Spejderne has managed to do this exceptionally well, both de-jure when reading the rules governing the collaboration (*Vedtægter for Spejderne* 2015) and de-facto regarding the shared participation in the working committees

(styregrupper) (Friis 2017a). Spejderne has managed to create equal participation on top levels (e.g. Boards), with loopholes for the major scouting associations, whilst maintaining freedom and task-focused working committees down the organizational chain.

Beginning with the articles of association, the governing structure is classical with the annual general assembly on top, the board just below, followed by a professional secretary for daily administration and duties (*Vedtægter for Spejderne* 2015*, §4*). In practice, the general assembly and the board consists of the same representatives: The general assembly consists of one representative from each of the five scouting associations. The board consists of nine people, which again is one representative from each scouting association, and four spots for non-scouts as business-people, funding-people, politicians, or something else (*Ibid, §4.4*). This board's composition enables Spejderne to attract inspiration from outside the five scouting associations, whilst retaining a majority of scouts on the board. In the articles of association, it is stated multiple times, that all resolutions are strived to be made in consensus, which emphasizes the importance for the individual associations be fully aligned (*Ibid, §5.6 and §6.6*). The acknowledgment of alignment and consensus is in line with the literature stating the importance of not bullying each other, despite having the power to do so in the short term (La Piana 2000b; Kramer 2013)

Continuing the analysis of the articles of association, Spejderne has succeeded in creating a de-jure equal institution that enables everyone to participate in the strategic and visionary work, whilst also accounting for the major size difference. Legally, all associations are represented both at the general assembly and the board (*Vedtægter for Spejderne,* 2015, *§4.3 & §4.4*), however both DDS and KFUM must be present and in favor of any proposal for it to be accepted (*Ibid, §5.6* and §6.7). In this way, Spejderne has assured that all associations has the same possibilities to influence the development of the strategic direction, however the major associations have a loophole, through which they can face their members and promise them that the collaboration does not undermine their sovereignty. The same principle is applied to financing, where all member associations pay the same annual subscription fee, 10.000 DKK (*Ibid, §9.1*), however the major organizations contributes with more resources (human, finance, expertise, etc.) compared to the smaller ones when Spejderne conduct their actual activities (Spejderne.dk 2017d). These legal mechanisms are on par with both (Kramer 2013) and (Ospina and Foldy 2010)'s perspectives, and indicates that the legal governance of the formalized collaboration is well executed.

Whilst the legal mechanisms ensure equal participation rights on the strategic levels, the same rights are not secured on lower organizational levels. According to Margrethe Friis, this is no problem, as instead of requiring different uniform colors for the project teams, it is more central to engage committed and competent members. Whilst the collaborative constellation initially required minimum two representatives from each scouting association in the committees (styregrupper) under the boards, this has been altered, as the rule was not contributing to the collaboration (Friis 2017a, 1:16:30). She argues:

> *"I see huge value in considering which persons we need to complete the specific task; instead of making sure that we have sufficient participants from each association… It doesn't' make sense or value to despair if we are unable to find participants from a specific association, when five members from another association is prepared. We just seize the task and get going!"* (Friis2017a, 1:16:00)

This statement supports the claim that the equalizing mechanisms ensures equal participation on top-level, whilst in the committees below, equality does not outweigh solving the tasks as efficiently as possible. Margrethe acknowledges that differences in skill, network, and scouting roots, and notes:

> *"Naturally, our differences increase the value of our projects at the People's Political Party. Currently we are seven members of the working committee two from DDS, the girls, and the Baptists, and one from KFUM. The main idea is to feel the satisfaction of the job being well done – instead of focusing on* who *completes it* (Friis, 1:17:00 2017a).

This enforces the importance of utilizing differences to achieve successful results, whilst still emphasizing the importance of getting the jobs done, instead of waiting around for equal participation. According to this analysis, Spejderne has found the right balance between securing participation from all partnering associations on top and a more motivational driven practical approach further down the organization.

7.3 Resources and expertise

According to (Kramer 2013), having the necessary resources and expertise to support the collaboration in the initial stages are essential, and my analysis suggests that Spejderne has acknowledged this and has dedicated resources accordingly. By founding the umbrella organization, and securing a budget of 4.5 million kroner financed 2/3 by funding and 1/3 by the member associations (Spejderne.dk 2017d), the

collaboration has sufficient money to acquire the necessary expertise. Although Kramer does not mention a fixed price, he argues that the collaboration is costly, and Spejderne seems aware of that. Despite critical voices represented by Ivar (Thyssen 2017b) questioning the amount dedicated to collaboration, including the 1,25 million general secretary salary (Spejderne.dk 2017d), it is the normative conclusion of this thesis supported by Kramer's perspectives, that it is a necessary economic disposition.

To proceed the evaluation of financial resources, it is relevant to evaluate the financial stability and robustness of the two major associations, since they contributes with a combined 89% of the scouting associations' financing (Spejderne.dk 2017d). By investigating DDS' and KFUM's financial statements, it is evident that both organizations have an overall stable economy with adequate results and without negative accounting annotations (KFUM-spejderne 2016; DDS 2016). The positive tendencies are also reflected in the equity of the two organizations, which are 91.5 mil. (DDS 2016) and 42 mil. (KFUM-spejderne 2016) respectively. These economic statements combined with a trend for increased memberships (KFUM-spejderne 2016; DDS 2016), which increase subsidies from DUF (the main source of income for scouts in Denmark (DDS 2016)) supports the finding that Spejderne and the scouting associations have sufficient resources to successfully govern the formalized collaboration.

7.4 Naming and shaping identities

Having analyzed the three leadership areas in which Spejderne do great, I continue with the mediocre performances. In (Ospina and Foldy 2010)'s terminology, Spejderne has successfully managed to name and shape a common identity that all Danish scouting associations and their members can see themselves in, though they need to finalize a common 'language' to perfect the governance area. Naturally, it has required a focused effort from the scouting associations and their respective boards (Nilsson 2016) to achieve the common identity, however the five Danish scouting associations have been blessed by a large degree of initial commonality. The unity includes ground principles of 'children-leads-children', which distances the five scouting associations from almost any other children's activity (Bäck 2015; DDS.dk 2017b). Additionally, the associations' common international engagement in WOSM and WAGGGS have made it easier for them to collaborate on naming and shaping an identity. The privileged point of departure is further supported by the fact that all associations call themselves 'scouts', easing the path to the common name 'Spejderne' *(The scouts)*.

However, the initial unity has not produced the common identity by itself, the push towards collaboration has required leadership focus (Kramer 2013), thus the leaders and boards of the scouting associations deserve credit for successfully moving the five associations towards the common identity early in the process. Even in 2012, with the jamboree, the name of 'Spejdernes Lejr 2012' *(the scouts' jamboree 2012)* was a strategically important tool to manifest the common identity (Jamboree committee 2012). By separating the jamboree's name from religion, gender, uniform color, and geography, all Danish scouting associations could be part of the new common identity. The strategic importance of symbols and names in shaping a common identity is mentioned throughout the contemporary literature e.g. (Pfeffer 1992; Ospina and Foldy 2010; Kramer 2013). By initially being close to each other and acknowledging the importance of common identity, Spejderne has managed to succeed in shaping a common identity. Naturally, this does not indicate that Spejderne should cease their focus on identity; contrary, it indicates that the foundation for the bridging and formalized collaboration is in place, and that the discourse indeed has begun changing from the individual associations to 'Spejderne' (Friis 2017a).

Thus, Spejderne has done a great job creating a common identity, and has achieved great results in relatively short time; however, the issue of creating a common language prevails. The common identity is constantly interrupted by different organizational structures and their naming of groups, boards, committees, age groups etc. (Friis 2017a). According to Margrethe Friis, the issues related to the lack of a common language are especially visible in Spejderne's project groups. For instance, the general assembly at DDS is called 'Korpsrådsmøde', whilst for the Baptist's 'Korpsrådsmøde' refers to the monthly board meetings (Friis 2017a) (for more examples see section 1.3). Even worse, the different age groups, and what they represent differs; the word 'senior' refers to different age groups dependent on the association (Friis 2017a; Saldern 2014).

Compared to Spejderne's other governance issues, the language inefficiencies is not devastating, however differences in the internal organizational languages naturally cause friction within the collaboration, which induce the collaboration to become inefficient. A second, and equally important element of this issue, occurs on the lower organizational levels when different language constantly reminds the scout members that the Danish scouts are different. This affects the chances of further collaboration and realization of the potentials for lower transaction costs negatively. Thus, despite being a negligible issue, Spejderne should

focus on creating and shaping a common internal language to support the common identities whilst reducing inefficiencies attributed to language barriers.

7.5 Relations

Both (Kramer 2013) and (Ospina and Foldy 2010) discuss the importance of a governance dimension evaluating the interconnectedness of Spejderne as a collaboration. Applying Kramer's framework, which focuses primarily on top leaders' cross-organizational relations, Spejderne is succeeding. However, by Ospina and Foldy's framework, which essentially is an extension to Kramer's theory by including relations on all organizational levels, Spejderne are not yet succeeding.

The relations between the different boards of directors of the five scouting associations, is incredibly strong. Since at least 2007 (and properly even earlier) a forum for chief scouts has been in place and referred to by meeting records (KFUM-spejderne 2007a). By investigating the boards' meeting records, it is evident that: representatives from the board visit the other associations' general assemblies, common top-management courses are executed, and a board of directors' forum is in place (KFUM-spejderne 2007b). Further, the shared administration between DDS and the green girls creates additional possibilities to meet and nurture cross-organizational relations (DDS.dk 2017a). To Kramer, these practices that enables the board of directors of the Danish scouting associations to meet and create relations, eases the collaboration process. By facilitating trusting relationships between the top-leaders, the collaboration gains a more effective leadership, which enhances the change of success (Kramer 2013).

Despite concluding, that Spejderne succeeds in facilitating relations between its top management, it does not do well with respect to facilitating relations on the lower levels (Thyssen 2017b). Besides the top organizational level, only a very specific type of scout becomes engaged in the building of cross-organizational relationships (Ibid). This type is the dedicated and highly engaged scout that often has attended one of the boarding schools or engages herself in the administration of cross-organizational projects like Folkemødet or the Jamboree (Ibid). Limited to 200 attending scouts at the boarding schools annually ("Brejning Efterskole" 2017; Korinth-efterskole.dk 2006), it naturally moderates the amount of lower-level cross-organizational relationships. The same restricting principle is evident in the case for the engagement in cross-organizational projects; a relatively small number of scouts compared to the size of the combined organizations can participate and thereby forge the essential cross-organizational relations.

To exemplify my point, around 70 scouts are representing Spejderne's delegation to Folkemødet (Friis 2017b) and in the working group for 'explorer island', which too is a project under Spejderne, 21 people are currently listed as actively engaged (Spejderne.dk 2017b). These limited positions support my initial argument that only already engaged scouts, becomes further engaged. This conclusion drastically reduces the number of people that expand their cross-organizational network. According to (Ospina and Foldy 2010), the limited facilitation of cross-organizational relations on the lower level reduces the chances of a successful collaboration.

Spejderne's response to the low degree of lower-level cross-organizational relations is allegedly to put everything in one basket – the 2017 Jamboree. When 30,000 Danish and international scouts from all five associations spend nine days camping together, an uncountable number of logistical tasks is to be completed through collaboration on the local level (Spejderneslejr.dk 2017). This facilitates opportunities for networking. As earlier mentioned, the organization of geographical districts on the jamboree is a great medium for facilitating these networks on lower organizational levels. According to the 2012 evaluation report, it worked five years ago, and Spejderne hope it will to do so again in 2017 (Jamboree committee 2012). The problem, though, is twofold: (1) it is their only chance for members situated on the lower organizational levels do seize the opportunity for cross-organizational relations. (2) Even if they seizes this opportunity and initiate cross-organizational networks, it decentralize the task of maintaining the relationships without supporting cross-organizational events before the next jamboree in 2022. Thus, even if the collaboration succeeds on the lower level, these nascent relationships will not mature, and the legitimate and successful bridging containing mutual understanding predicted by (Ospina and Foldy 2010) will not be realized. Spejderne needs to acknowledge this twofold issue, and adjust appropriately to facilitate relations on all organizational levels, not only the top one.

7.6 Clear and aligned objectives

Like the area of relations, Spejderne has clear and aligned objectives on the top levels, but has an important task of communicating these shared objectives to the local scouting groups further down the organizational hierarchy. According to both Kramer and Ospina, it is vital for a successful collaboration, to ensure that the aligned objectives does not remain a vision solely at the board level, but trickles down the entire organization (Kramer 2013; Ospina and Foldy 2010).

The vision and mission for the collaboration is clear and aligned inherently, as the five scouting associations' practices and techniques are homogeneous in nature. Spejderne has been created as an umbrella organization to *"engage more young people in scouting and the scouting way, to enable them to prepare them for the life to come"* (Spejderne.dk 2017a). A bi-product of this vision is an increased number of scouts across the five scouting associations, which incentivizes the scouting associations continuing contributing to the collaboration (Ibid). The vision has been developed in close collaboration between the boards of directors supported by inputs from open strategic workshops (Ibid). This indicates that all boards approve the aligned objectives. Thus, from the leadership perspective, the governance of the Spejderne's collaboration is successful regarding clear and aligned objectives.

However, these clear and aligned goals have yet to reach the lowest organizational levels. The local scout leader who prepares the weekly meetings for 20 children might not understand the importance or implications of Spejderne's visions (Thyssen 2017b). By applying Kotter's model of change, the creation of an aligned vision (as described above) is step three, whilst step four focuses on communicating the vision, and five is empowering others to act on it (Kotter 1995). In order for Kramer's concept of clear and aligned objectives (Kramer 2013) to truly become successful, a communicative strategy to inform and empower the lowest organizational level is required.

The importance of communication is acknowledged by Spejderne, which has already implemented in their focus-plan from March 2017 to March 2018 (Spejderne.dk 2017a). In this focus-plan, the fourth focusarea is:

> *"New story: Spejderne and the five scouting associations create a joint communication strategy that becomes the foundation for the creation of a new, strong tale about scouting… A part of this is to create joint procedures for communication of messages"* (Spejderne.dk 2017a).

Spejderne is halfway there, regarding the governance area of clear and aligned goals. They have successfully developed aligned goals, and by recognizing the importance of accommodating Kotter's step 4 and 5 (Kotter 1995) through strategic focus on communication, Spejderne is on the right path. However, they must focus to stay on that path, which will eventually lead to success.

7.7 Engaging dialogue about differences

The final governance area, dialogue about differences, is in many ways Spejderne's Achilles's heel. As indicated by the analysis of shaping identity and promoting cognitive shifts, the leaders of the collaborative project has focused heavily on the similarities and neglected the opportunities for 'dialogues of differences', which according to Ospina and Foldy is important in the process of bridging. An example is the 2012 jamboree evaluation report, which in 51 pages mentions three differences between the scouting associations: religious relations, alcohol policy, and range of activities in five lines (Jamboree committee 2012). Based on this, the evaluation report suggests *"an initiative towards the creation of a common foundation for the scouts in Denmark"* (Jamboree committee 2012, p.31). Ultimately, this foundation became 'Spejderne'. Despite only mentioning three differences in the evaluation report, many others exists including culture, uniform (and how to treat it), levels of development courses, age groups, gender, etc. (see section 6.2). According to (Ospina and Foldy 2010) and (Piana and Hayes 2005) these differences will eventually erupt. Thus, instead of marginalizing the differences it is important to identify the differences and allocate attention to them. Ongoing open dialogues about the differences prevent them from suddenly erupting and simultaneously enable Spejderne to benefit from them (La Piana 2000b).

In conjunction with the marginalization of the differences, there is an undesirable management of these differences. Instead of constantly trying to focus on similarities, creating common ground, and leveling out differences, the five scouting associations needs to openly discuss these differences to benefit from them (Ospina and Foldy 2010). As different propositions might appeal to different types of scouts, it is possible to create a richer and more varied activity for the members, by openly discussing how to frame these differences (Thyssen 2017b). According to the literature, cultural and organizational differences between formalized collaborating non-profits do not necessarily have to restrict the collaboration (La Piana 2000b). By embracing them, Spejderne might be able to strengthen their activities. As Ivar displayed it in the beginning of his interview: *'I'll start asking you: How many tractor labels exists? – Between 13 and 15, then, do you know how many owners, there exists? – 3! This enable them to create variety to the costumers whilst optimizing the internal structure and reaping economies of scale'* (Thyssen 2017b). Therefore, if the formalized collaboration is to succeed in the long run, frequent and open dialogues about these differences and especially how to exploit them are essential (Ospina and Foldy 2010).

As I have been unable to access documents from confidential discussions from the scout chief forum, I am unable to account for discussions about differences that might have taken place in those closed forums. Thus, the top-level management and the boards of the scouting associations might have undertaken these dialogues; however, I am certain that dialogues about differences has not reached all organizational levels. I have yet to discover public documents discussing religious, cultural, organizational, etc. differences in depth, whilst the associations' member magazines all emphasizes the importance of focusing on commonality instead of differences (issuu.com/spejder 2017; Spejdernet.dk 2017b). Thus, despite any potential closed discussions about differences, the scouting associations need to focus on this aspect of governance, if they want to follow (Ospina and Foldy 2010)'s perspectives of good governance. for the long-term success of the bridging-project 'Spejderne' has to undertake discussions about differences and involving all organizational levels.

7.8 Summary of governance performance

I have summarized my findings in figure 3 below, which visualizes the good performing governance areas on top, the mediocre in the middle, and the bad performing governance area in the bottom. The good ones are the ability to prompting cognitive shifts, the creation of equitable governance mechanisms, and resources and expertise. The mediocre are naming and shaping identities, relations, and clear and aligned objectives. The bad performing governance areas are the open dialogue about differences.

Good Governance Performance		
Prompting cognitive shifts	Creating equitable governance mechanisms	Resources and expertise

Mediocre Governance Performance		
Naming and shaping identities	Relations	Clear and aligned objectives

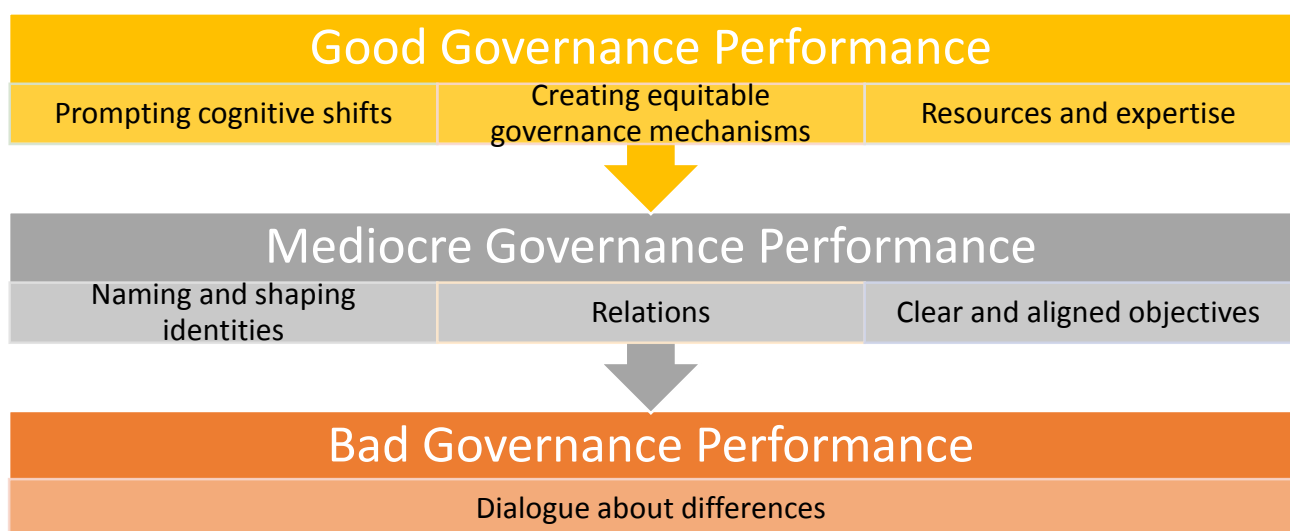| Bad Governance Performance |
|---|
| Dialogue about differences |

Figure 3 - Governance performance provides a visualization of which of the distribution of Spejderne's performance on the seven governance dimensions. The top being the good performance, the bottom the bad performance. (Papageorge, 2017)

My analysis displays that Spejderne performs sufficiently well on the good performing governance indicators that I will applaud their performance, and leave the areas for the rest of the thesis, as I am investigating areas to improve. This leaves the three mediocre and one bad governance areas. Although all four areas requires individual adjustments, it is recognizable that they share a trait of varying performance depending on the organizational level. There is a clear tendency that Spejderne governs the collaboration on the top-level well, whilst the lower level lacks. The issues regarding governance performance thereby boils down to a question of internal communication and getting the rest of the organization onboard. In his work, Pittinsky discusses this exact problem, as he argues: *"strong leadership in one group* [in my case cross-organizational top-level] *increase the likelihood of conflict with other groups* [lower organizational levels]*"* (Pittinsky and Simon 2007, p.1).

This reinforces my main academic argument: Whilst bridging *between* the collaborating organizations is important, bridging *internally* in the individual organizations is equally important, and the unintended consequence might be negative reactions from the organizations' bottom-level. My recommendations thereby address both the governance areas' individual conditions, the potential for lower transaction costs, and the lack of *internal* bridging and coherence between the top and bottom of the scouting associations' perception of the collaboration.

8.0 Recommendations

Having identified a significant potential for additional benefits from minimizing transaction costs through additional collaboration, and by having benchmarked Spejderne's performance along seven governance parameters, I am able to present recommendations on how to improve their governance performance to exploit the benefits. Naturally, these recommendations lies within the areas of governance that Spejderne performs either mediocre or badly. The recommendations are split into four groups, each referring to one of the governance areas. In the cases where a recommendation addresses multiple areas, I have placed it in the category it addresses the most. Within the governance areas, the recommendations are ordered according to their degree of 'extremeness'.

8.1 Discuss differences:

Beginning with the area in which Spejderne needs the biggest change, my recommendations include the following (1) devote additional strategic attention. (2) Create a cross-organizational online debating forum. (3) Facilitate public cross-organizational workshops dedicated to this particular topic.

Devote additional attention: The initial lack of strategic attention to dialogues about differences might explain why the area scores poorly. Instead of confronting the differences between the five scouting associations, Spejderne's communicative strategy has focused solely on similarities. While this approach has its merits, focusing exclusively on similarities undermines the benefits from differences. If Spejderne is to exploit their full potential, they have to assign additional strategic focus. This does not imply that Spejderne should focus on what differs and grieve about it. Quiet oppositely, it implies that Spejderne should focus on how to benefit from their internal differences. It requires a dedicated task force, that priorities this on the strategic level, to engage the rest of the organization. The assignment of additional strategic attention to the area is a prerequisite for the following recommendations on dialogue about differences.

A shared online debating forum: To facilitate all discussions, including those about differences, an online debating platform is required. Today, the two major scouting associations utilize Facebook pages as their respective official debating forums; however, there is no mutual place cross-organizational discussions between regular members. An online debating platform requires stringent administration, as discussions about differences might become messy; however, the discussions are important in understanding each

other's perspectives (Ospina and Foldy 2010). Since Spejderne already has a website and Facebook-page, it seems natural to incorporate a debating platform on one of them. Additionally, a cross-organizational debating forum might facilitate cross-organizational knowledge sharing.

Open face-to-face discussion workshops. Spejderne already utilizes workshops (Spejderne.dk 2017c), however organizing workshops dedicated to the dialogue about differences is new. In many ways, this has the same effects as the online debating platform, though it is more committing, forces participants to listen to each other, and alters the target group compared to the online debating. These real-life discussions could be implemented as either independent cross-organizational workshop events organized by Spejderne (like Spejderne's strategy-workshop in May (Spejderne.dk 2017c)) or as open market stalls on cross-organizational events like the Jamboree. The important element is to facilitate an easily administrated 'safe space' that engages members from all organizational levels to participate in a discussion on how to benefit from the differences between the Danish scouting associations.

8.2 Facilitating relations on all organizational levels:

As identified by the analysis of the collaborative governance, relations between top-level and highly engaged members are strong; however, the facilitation of relations lacks on the lower organizational levels. To improve relations between members regardless of organizational level, I recommend the following changes: (1) Higher degree of shared courses. (2) Additional common 'Gejst' events. (3) Merging geographical entities.

Shared Courses: Presently, the courses organized by the Danish scouting associations are usually open for participation by members from different scouting associations (Det Danske Spejderkorps 2016a), though in practice the members from the association that facilitate the course, who represent the majority of participants. An important factor for this, is the biased advertising conducted by the providing association. This is not desirable, as it does not facilitate cross-organizational relationships. Although the five associations in 2016 made an agreement on this (Ibid), it has yet to make significant changes. For instance, MOVE (Det Danske Spejderkorps 2016b), which is a magazine published by DDS advertising courses, should include advertisement for the other four associations' courses. Another example is that both DDS' and KFUM's webpages promoting courses and events (Det Danske Spejderkorps 2017; KFUM-spejderne 2017c), almost exclusively contains course provided by themselves.

This is undesirable, as courses in general, and especially PLAN and Roland, create long-lasting inter-organizational relationships (Det Danske Spejderkorps 2016, p.26-27), and by striving for a more equal participation between the scouting associations, these courses would serve as a perfect gateway for cross-organizational relations. An additional benefit from collaborating on courses is an increased variety of courses for the individual member, without the individual scouting associations having to contribute additional resources.

Gejst events: To support the collaboration between bridging non-profits, cross-organizational relations require two elements: creating (above) and *maintaining* the relations(Ospina and Foldy 2010). To accommodate both elements, Spejderne needs 'Gejst' events. Whilst shared courses would enable Spejderne to facilitate relations between members, it is still important to host events that enables members to maintain their cross-organizational network. Presently, the only event that enables regular members of the scouting associations to maintain their cross-organizational relations are the Jamboree every fifth year. More 'gejst' events inspired by Reload in 2007 (Spejderne.dk 2012), or the DDS event 'Harry Potter seeks blue owls' from 2002 (Jhandersen 2002), with the purpose of assembling thousands of people for a national event would facilitate the maintenance of established networks. By hosting such events either annually or semi-annually, Spejderne would create opportunities for all members to create new and maintain old relations, both inter- and cross-organizationally. I acknowledge that planning and executing such events are expensive regarding finance and human capital. However, I strongly believe that together with the other recommendations, Gejst events enable strong relations that make the collaborative bridging successful on all organizational levels.

Merging geographical entities. As the final recommendation in this area, it is the most radical, and requires additional consideration on the practical level before being implementable. The recommendation involves that the current association-depended geographical entities merge to new cross-organizational entities. The current districts/divisions/regions are responsible for creating cross-group events for member groups within a pre-defined geographical area (Det Danske Spejderkorps 2017b). This enables scouts from different groups to meet. Following the creation of 'Spejderne', and the quarter-organization on the joint jamboree, it makes sense to think about the divisions/districts/regions jointly, as cross-organizational geographical entities exists in those forums.

By dividing the groups into quarters at the Jamboree, Spejderne has already initiated a joint geographical division between local groups disregarding associations. My recommendation is that this trend continues, to facilitate more events with participation from all scouting associations within the same geographical area. I acknowledge that such an ambitious merger between established geographical entities requires further investigation of where to put the dividing boarders, what names to use, etc. However, such practicalities and logistic issues should not hinder the idea, as it indeed supports the need for creating and maintaining cross-organizational relations.

Besides the positive impact on the cross-organizational relations, a bi-product is significant lower transaction costs, as redundancies in divisions/districts/regions currently covering the same area are eliminated upon merger. Additionally, the geographical proximity between the groups of the same geographical entity will increase.

8.3 Common identity

Spejderne has already come a long way regarding the common identity, thus my four recommendations on this governance area are extensions to the existing practices. They include: (1) Establishing a common language. (2) Having a joint magazine. (3) Creating common skill-badges. (4) A common uniform (long run). These recommendations are both enhancing the common identity and contributing to a significantly lower level of transaction costs, because they reduce redundancies.

Common language: The lack of a common language is primarily an issue for the top-level of the organizations, as project groups waste valuable resources due to miscommunication (Friis 2017a). However, the problem too apply on the lower organizational levels, especially when discussing identity. By having different age groups with different names, local leaders often do not understand with which age groups to collaborate. Perceiving it as a hassle, it results in a decreased amount of cross-organizational collaboration locally, and an alienation between the scouting associations. The local leaders simply collaborate with the groups that uses the same language as themselves. Further, for the older children, the age groups are uncoordinated, which effectively hinders the ability to collaborate locally, as the children are not of the same age. The age groups is only a fraction of the problem, as tents have different nicknames, key organizational positions have different names, etc. (personal experience).

I acknowledge that it is difficult to invent a new language, and that names are related to culture. Nevertheless, it Spejderne has ambitions of successfully continuing their collaboration they must address it. It requires time and persistence, but the first step is to identify the differences, and propose commonalities and compromises that can 'streamline' the organization and its language. This would both significantly reduce transaction costs, but more importantly, it will increase the feeling of a common identity.

A joint magazine would indisputably support a strong common identity (Kramer 2013). Today, every scouting association has its own magazines either physically, electronically or both. These magazines consists of a combination of light journalistic work, fun articles, information about courses and workshops, advertisement, etc. – a classic member magazine (issuu.com/spejder 2017; Spejdernet.dk 2017b). An unintended bi-product of these individual magazines is the constant reminder of the differences, which is counterproductive for the common identity. By introducing a cross-organizational member magazine that includes articles on upcoming events for all Danish scouts, Spejderne would strengthen the collaboration.

I acknowledge that the individual scouting associations might still require a media to distribute information about their own general assemblies, internal strategies, new board constellations, etc. To accommodate this, I propose two options: (a) Utilize the joint magazine as a compliment to the existing ones. (b) Use the common magazine instead of the existing ones, but retain a higher frequency on delivery and dedicate space for information from the individual scouting associations. Like many of the other recommendations, this recommendation too has a positive impact on the transaction costs, as it becomes easier to attract sponsors, there would be a larger pool of writers, and distribution would experience economies of scale.

Common badges: Scouts around the world are famous for the badges on their uniforms. These badges are categorized into 'skill-badges' and 'experience badges'. The later requires the scout to participate in an event, thus scouts from different associations can achieve some of the same badges if they attend the same events or summer camps (centers are normally open for scouts regardless of association).

Oppositely, the skill-badges differs between the scouting associations. Thus, the 'knife-badge' looks different, has different requirements, and might be recommended to different age groups according to the individual scouting associations e.g. (Det Danske Spejderkorps 2017a; KFUM-spejderne 2017b). By addressing these differences, the feeling of a common identity would increase and redundancies would

decrease. Further, for the youngest members, it is a source of inspiration to meet other scouts with the same badges, despite their uniform might be of a different color, as it creates natural topics for discussion. Today, some skill badges like KFUMs 'holy senses' (KFUM-spejderne 2017b) does not appeal to others due to either geographical or religious affection. These can remain in the selection of skill-badges, by letting representatives from the implicated associations conduct the work of developing the content for these badges. The tendency of autonomously created badges (Shorty, 365-badges, etc.) might be the beginning of a joint effort to create badges (Spejder.dk 2017)

Shared uniform: Of all my recommendations, this is by far the most radical, and it evokes feelings for long-serving scouts. This recommendation is not *required* to establish a common identity; however, I believe that in the long-run, the Danish scouts should aim for a common uniform for all associations, to truly achieve a common identity. The transition could be eased by maintaining the association-depending badges on the chest, to create the sense of dual-identity that (Pittinsky and Simon 2007) describe as important for collaboration. By wearing the same uniform, Danish scouts will symbolize their unity towards the public, which reinforces the idea of a common identity (Ospina and Foldy 2010).

Besides the feeling of a common identity inside the organization, a common uniform would make Spejderne more recognizable from the outside. Presently, scouts r wear a T-shirt with a common print, regardless of association and uniform color, when they represent Spejderne by participating in national events like Folkemødet (Friis 2017a). Thus, Spejderne already acknowledges the benefits of joint visual representation. This recommendation thereby extends this, and serves as a long-term target to strive after.

8.4 Aligned goals

In my evaluation of the governance performance, my critique of this area revolved around communicating the already aligned goals to the lower organizational levels. Thus, the goals are aligned, but the lower levels of the individual scouting associations are still unaware of this. To succeed, Spejderne has to focus on communicating the aligned goals and their vision justifying the collaboration. In this section, my recommendations includes: (1) A common communication platform and strategy. (2) A dedicated task force. (3) A strong participatory profile from Spejderne whenever relevant. I am aware, that Spejderne already, to a certain extent, does this; however, they need to intensify and enhance their efforts.

Communication platform and strategy: The creation of a common communication platform is a mix of earlier recommendations, addressing the entire issue of communicating strategically. It includes either physical magazines, an open Facebook discussion page, an online forum, stands whenever possible, or a combination of these. Naturally, the communication platform must be backed by a communication strategy; however, it is exceptionally important that Spejderne access communicative channels, through which they can inform of the aligned goals that Spejderne as a joint-venture umbrella organization pursuits. This transformation has already begun, with a newly updated webpage and Facebook page in early March and strategic focus (Spejderne.dk 2017c) , however additional interactions, sharing, and empowerment to the low-level organizational members is required for the transformation to succeed – at least according to (Kotter 1995). I recommend the formulation of a strengthened internal communication strategy, which includes a joint magazine to support the electronic media,

Task force: The second recommendation is a dedicated task force that visits local scouting members, and inform about the project. This task force should consist of highly engaged, motivated, and eloquent people, who can sell the idea of Spejderne to the local groups. This helps empower the groups to participate in the chase for the common goal. A natural place to begin is district/division/region meetings, where multiple local groups are assembled. In this way, the audience is sufficiently big to justify expending resources on the event, however small enough for the message to get through. If executed correctly, the information about the common and aligned goals from Spejderne should spread quickly, and all organizational levels should feel included in the common vision and the joined goals.

Participation: The final recommendation is to participate in as many events as possible, to inform about Spejderne. Solving this task, requires the same skillset as the task force above, and could be conducted by the same people, however, this recommendation concerns the scope, not the task. Presently, Spejderne attends national events like the general assemblies of the individual scouting associations and the 2017 jamboree (Det Danske Spejderkorps 2017c). Employing a national scope is insufficient when the information lacks at the bottom. Thus, Spejderne should include division/district general assemblies, large group's general assemblies, quarter-coordination meetings, youth courses in autumn and Easter, modul-market courses, senior scouting motivation events, etc. By including these minor channels of

communication, the message of the aligned goals would reach far more members, and would empower the members of the local scouting groups to participate in fulfilling them.

8.5 Summary of my recommendations

I have summed my recommendations in figure 4 below, to visualize the four areas of governance, and their concrete recommendations. To improve the area of dialogues about differences, Spejderne should assign additional strategic focus, establish a cross-organizational debating forum, and organize open workshops. To facilitate relations on all levels, Spejderne should make courses truly unaffiliated with the associations, host additional 'Gejst-events', and create common geographical entities. To create a common identity, my recommendations are to develop a common language, create a common magazine, collaborate on the creation of badges, and develop a common uniform (long run). Finally, to align goals successfully, Spejderne should create a two-way communication platform, establish a task force responsible for communication, and increase Spejderne's participation in various events.

Discuss Differences	• Assign additional strategic focus to the area of differences and investigate how to benefit from these. • Establish a cross-organizational, online debating platform. • Organize open workshops with differences as the main topic.
Facilitate relations on all levels	• Make courses truly unaffiliated with the associations by ensuring equal advertisement and participation. • Facilitate annual or semi-annual cross-organizational 'Gejst-events'. • Merge districts/divisions/regions to create cross-organizational geographic entities.
A common identity	• Develop a common language to mittigate confusion. • Create a joint magazine, distributed to all Danish scouts. • Collaborate on creating skill-badges and their content. • Develop a common uniform allowing for affiliation badges (long-run).
Aligned goals	• Create a two-way communication platform and assign a strategy for it. • Create a task-force responsible for communicating the aligned goals. • Increase Spejderne's participation to include, courses, groups' and divisions' general assemblies, gejst-events, etc.

Figure 4 – recommendations - This figure visualizes the four areas of governance on the left, and the concrete recommendations to the right. (Papageorge, 2017)

Besides proposing solutions to the issues within the area of governance, the recommendations jointly possess two other functions: (1) addressing the lack of *internal* bridging and (2) enabling the exploitation of lower transaction costs. (1) As described in the summary of section 7, the mediocre and bad governance areas often constitute an issue of disjointedness between the lower organizational levels. Because of that, many of my recommendations revolve around communication and information, or they try to facilitate cross-organizational experiences for the regular scout. (2) By collaborating on courses, event-planning, geographical level, language, magazines, and badges, there are potentials for efficiencies and an improved membership service. These recommendations thereby realize the identified potential for lower transaction costs.

9.0 Conclusion

In this thesis, I investigated the five Danish scouting associations' formalized collaboration Spejderne, including what factors have incentivized the collaboration, how the collaboration is governed, and recommendations on how to proceed. The analysis was split into three parts, with each conclusion from the former being the underlying assumption for the next. The first part investigated the incentives behind the intensified collaboration between the associations from 2007 until today in order to identify potentials for further collaboration. The second part utilized Peter Kramer's framework of non-profit collaboration and Ospina & Foldy's framework of bridging, to identify in which governance parameters the collaboration performs greatly, moderately, and badly. The final part contained concrete recommendations that suggested ways of enhancing the quality of the collaboration in the areas that needs improvements. In this way, I have answered the initial research questions.

To address my first research question, I investigated Spejderne's Journey from 2007, when the collaboration was primarily network driven, until today, where the collaboration is primarily incentivized by reduced resource dependencies. By applying theories of predicted advantages of non-profit collaboration presented by Guo and Acar to the period, it is evident that benefits from lower transaction costs has yet to be realized. This becomes an important premise for the thesis; by changing the governance of the collaboration, a *potential* for lower transaction cost exists. To answer the first research question fully, I discussed hindrances and opportunities for further collaboration, and justified the further analysis, of how to realize the identified potential, as I concluded that times are changing in favor of more collaboration.

To answer my second research question I need to evaluate Spejderne's current governance performance and propose recommendations. Thus, the second part of the analysis investigates seven areas of current collaborative governance practices, and splits these into three categories based on performance. The seven areas is derived by combining Kramer, La Piana, and Ospinia & Foldy's perspective on good governance, and finds that: Spejderne's great governance practices are: (1) 'Prompting cognitive shifts', (2) 'Creating equitable mechanisms', and (3) 'Resources and expertise'. The governance practices that perform moderately are: (4) 'Naming and shaping common identity', (5) 'Relations/effective leadership', and (6) 'Clear and aligned objectives'. Finally, the area in which Spejderne's governance is struggling is (7) 'Dialogue about differences' (see figure 3, p.61). This implies that the three initial areas are governed so well, that I do not recommend any changes, except advising Spejderne to continue their current practices.

Having identified what areas require enhanced governance performance, the third and final part of the analysis answers the second part of research question two, by suggesting concrete recommendations for Spejderne's governance. The recommendations (see figure 4, p.70) involve: (1) to improve the area of dialogue about differences, Spejderne should allocate additional strategic focus, establishing cross-organizational online debating platforms, and present bravery to create safe spaces where the differences can be discussed openly by all layers of the organization. (2) To enable the lower levels of the organization to create relations, I recommend Spejderne to make courses unaffiliated with individual associations, create joint geographical entities instead of the current divisions/districts, and host cross-organizational 'gejst' events like Reload to fill the gaps between the jamboree every fifth year. (3) To enhance the common identity Spejderne ought to; spend time harmonizing their language, create a common magazine, collaborate on developing common scout badges and content, and initiate a, long-term plan to finalize the common identity by a common uniform. (4) To improve their governance of aligning goals, Spejderne should share their joint vision and empower all stakeholders to participate by creating a dedicated communication strategy and platform, and establish an outgoing taskforce that informs local groups and divisions about the collaboration whenever feasible.

By incorporating these recommendations into the future collaboration between the five Danish scouting associations, I believe that the chances of a successful collaboration is significantly increased, whilst the potentials from lower transaction costs becomes realizable. Obviously, a question of legitimacy, cultural differences, and history between the associations exists, however both the tendency of Spejderne as a collaboration, this thesis initial analysis, and the contemporary literature point in the direction of further collaboration. My analysis indicates that the idea of further collaboration is no stranger to Spejderne and the five individual associations in general; it is merely a question about convincing all organizational levels that further and closer collaboration is the right way for all Danish scouts. Put simply, the successfulness of Spejderne is a question about governance.

9.1 Contribution to the literature

Through this thesis, I make two main contributions to the contemporary literature. Firstly, the in-depth case study of Spejderne as a non-profit collaboration between civil-society organizations is a practical contribution in itself. Naturally, I believe its findings has specific applicability for Spejderne and the five scouting associations; however, it too contains broader significance. By utilizing a consultant-like approach,

the structure of my thesis is applicable to other non-profit organizations considering engaging in a similar collaboration. The research questions and structure might be an inspiration to others in similar positions.

Secondly and more academically important, my case study of Spejderne contributes empirical insights to the debate about balancing bridging *between* organizations and *internally* within organizations. My finding of disharmony between the top-level and bottom-level's perception of and involvement in Spejderne as a collaboration accurately exemplifies the issue. I acknowledge that the chosen research design reduces the transferability of my findings to other projects of collaborations. However, considering the contemporary academic debate, exemplified by arguments of (Piana and Hayes 2005; Kramer 2013; Ospina and Foldy 2010) on one side and (Pittinsky and Simon 2007; Berkes 2009) on the other, I argue that my thesis does indeed contribute to this debate, by investigating an empirical instance of an ongoing academic problem.

In my analysis of Spejderne's current governance performance, I identified that most of their governance issues had a common denominator of involving the lower organizational level. I name the phenomenon a lack of '*internal bridging*' and emphasize the importance of collaborating non-profit civil-society organizations to acknowledge and address this phenomenon. Supported by my work with Spejderne, I argue that bridging '*between'* and '*internally'* are equally important and deserve equal respect. In Spejderne's case, the bridging *between* is successful, whilst the *internal* bridging is failing. This mirrors the contemporary academic debate, which has a tendency to favor the bridging *between* perspectives at the cost of the *internal* bridging perspective. Thus, my thesis becomes a modest contribution against the dominating academic perspective in an attempt to moderate the debate by re-emphasizing the importance of bridging *internally* in the organization during non-profit collaboration.

9.2 Future work

This thesis and its findings might inspire future academic work in two equally interesting pathways: one pursues the academic route of the two type of bridging; the other pursues Spejderne as an interesting case. The avenue pursuing the academic discussion of bridging would be investigating whether the disharmony between the top- and bottom-level is a general issue that non-profit collaboration fail to address through proper governance. This requires a multiple-case study of non-profit collaboration, where the individual governance performance for the all collaborations are investigated, to identify a pattern that might match that of Spejderne – successful top-level governance, failing lower-level governance.

The alternative avenue for future work digs even deeper in Spejderne as a collaboration and includes some of the excluded perspectives mentioned in this delimitation. It might be a comparative study of Spejderne and the Swedish collaboration. It could include a micro-perspective from the groups. It could incorporate the international consequences, etc. There are plenty opportunities to continue pursuing either the practical or the academic perspective, as non-profit collaboration as a theme and Spejderne as a case are both interesting and seemingly unending topics.

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Appendices

Appendix A: Interview guide for Ivar Thyssen

- I briefly describe my thesis and its research question.

- From your participation on the Facebook debates, I know that you have expressed scientism towards Spejderne as a project, would you please elaborate on this.

- How do you feel about the scouting association devoting many resource towards the project?

- What should the main focus of the central administration

- Do you accept the premises that the scouting association receive additional funding through the collaboration?

- From my analysis, I see a potential for lower transaction costs through redundancies in the scouting associations. What do you think about it?

Relying on my knowledge about the Danish scouting associations, these six questions created the 'semi-structure' for my interview, and enabled me to extract the essence form Ivar's answers, and continue the dialogue to gain additional knowledge, instead of being predetermined on what to ask.

Appendix B: Interview guide for Margrethe Friis, with very condensed answers in italic

- I briefly describe my thesis and its research questions.

- From your participation on the Facebook debates, I know that you have expressed scientism towards Spejderne as a project, would you please elaborate on this.

- From my analysis, I see a potential for lower transaction costs through redundancies in the scouting associations. What do you think about it?
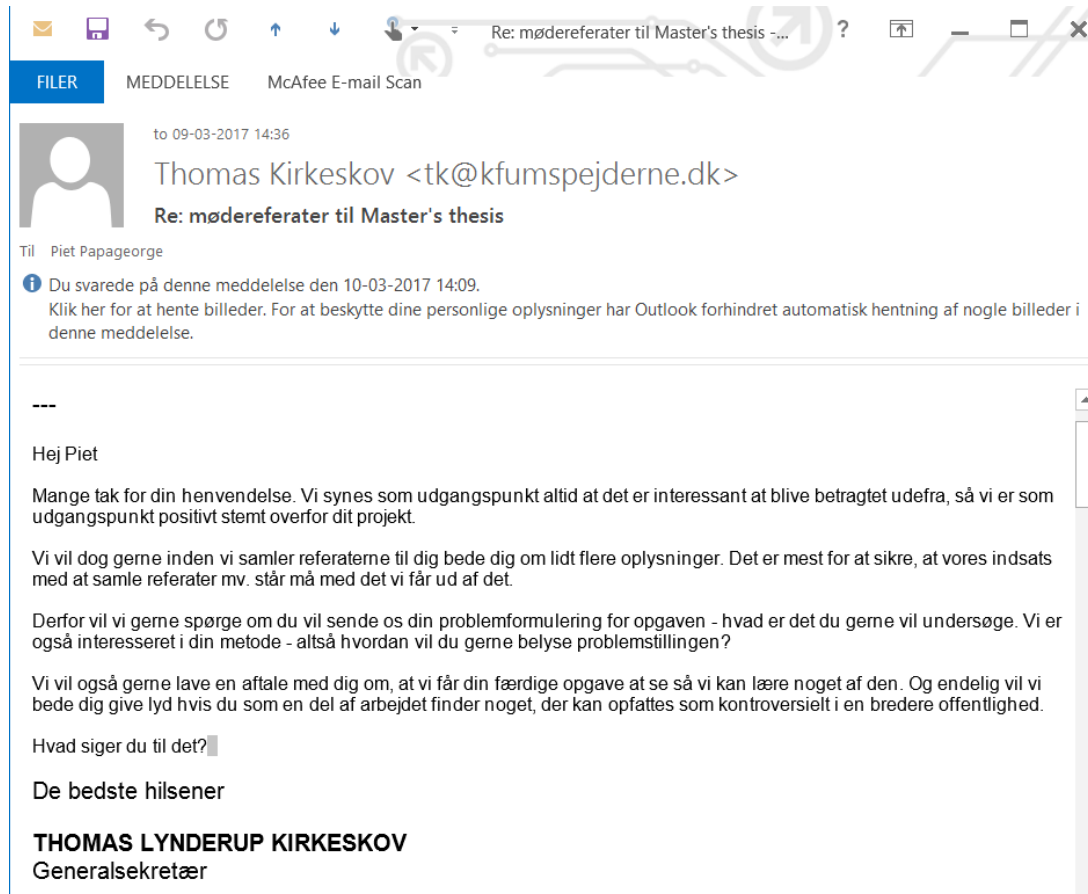
- What do you think about merging divisions/districts like the jamboree quarters?

- What do you see as the benefits of Spejderne as an organization, with respect to your work in Folkemødet?

- Ivar criticized the work with projects instead of the long haul. What do you think about this?

- Do you see perspectives in collaborating on badges, etc.?

- What do you see as the main issues between the organizations today?

Relying on my knowledge about the Danish scouting associations, these seven questions created the 'semi-structure' for my interview, and enabled me to extract the essence form Margrethe's answers, and continue the dialogue to gain additional knowledge, instead of being too predetermined on what to ask.

Appendix C: mail correspondence with Thomas Kirkeskov, KFUM:

Reply from Kirkeskov March 9, noting the interesting aspect of being studied, however asking for an elaboration on my project, before dedicating resources to collect the meeting records. He also asks me to keep the material to myself. I answered the March 10.

FILER   MEDDELELSE   McAfee E-mail Scan

to 09-03-2017 14:36

Thomas Kirkeskov <tk@kfumspejderne.dk>

Re: mødereferater til Master's thesis

Til Piet Papageorge

Du svarede på denne meddelelse den 10-03-2017 14:09.
Klik her for at hente billeder. For at beskytte dine personlige oplysninger har Outlook forhindret automatisk hentning af nogle billeder i denne meddelelse.

Hej Piet

Mange tak for din henvendelse. Vi synes som udgangspunkt altid at det er interessant at blive betragtet udefra, så vi er som udgangspunkt positivt stemt overfor dit projekt.

Vi vil dog gerne inden vi samler referaterne til dig bede dig om lidt flere oplysninger. Det er mest for at sikre, at vores indsats med at samle referater mv. står mål med det vi får ud af det.

Derfor vil vi gerne spørge om du vil sende os din problemformulering for opgaven - hvad er det du gerne vil undersøge. Vi er også interesseret i din metode - altså hvordan vil du gerne belyse problemstillingen?

Vi vil også gerne lave en aftale med dig om, at vi får din færdige opgave at se så vi kan lære noget af den. Og endelig vil vi bede dig give lyd hvis du som en del af arbejdet finder noget, der kan opfattes som kontroversielt i en bredere offentlighed.

Hvad siger du til det?

De bedste hilsener

THOMAS LYNDERUP KIRKESKOV
Generalsekretær

Reply from Kirkeskov for my elaborated request March 27. He apologizes for the late answer, and informs me that the secretary has begun collecting the documents for me.

FILER   MEDDELELSE   McAfee E-mail Scan

ma 27-03-2017 23:47

Thomas Kirkeskov <tk@kfumspejderne.dk>

Re: mødereferater til Master's thesis

Til   Piet Papageorge

🛈 Hvis der er problemer med visningen af meddelelsen, kan du klikke her for at få vist den i en webbrowser.
Klik her for at hente billeder. For at beskytte dine personlige oplysninger har Outlook forhindret automatisk hentning af nogle billeder i denne meddelelse.

Hej Piet

Tak for din uddybning, og beklager mit langsomme svar. Det skyldes udelukkende travlhed her hos mig.

Jeg synes du giver en glimrende beskrivelse af dine overvejelser, din metode og dit undersøgelsesfelt, og vi synes det er et interessant arbejde du har begivet dig ud i. Derfor vil jeg nu bede administrationen om at samle referaterne til dig i et google-drev hvor du kan få adgang til at se dem.

Jeg vender tilbage til dig.

De bedste hilsener

THOMAS LYNDERUP KIRKESKOV
Generalsekretær

The final email form Kirkeskov, March 29. He sends me the meeting records, and once again asks me to respect the fact that its content is for me only (Which is why I have 'erased' the link). Finally, he wishes me good luck and looks forward to read my results.

on 29-03-2017 18:59

Thomas Kirkeskov <tk@kfumspejderne.dk>

Re: mødereferater til Master's thesis

Til Piet Papageorge

🛈 Du svarede på denne meddelelse den 29-03-2017 22:04.
Hvis der er problemer med visningen af meddelelsen, kan du klikke her for at få vist den i en webbrowser.
Denne meddelelse er en del af en sporet samtale. Klik her for at søge efter alle relaterede meddelelser eller for at åbne den oprindeligt afmærkede meddelelse.

Hej igen Piet

Så er referaterne samlet og pakket til dig. Du skal være opmærksom på, at nummerrækkefølgen er med årstal først og dernæst referat-nummer. Grunden til at det kun er hverandet nummer der optræder, og ofte kun hver fjerde er, at dagsordenerne navngives med ulige numre, ligesom referater fra møder i forretningsudvalget indgår i kronologien. De er ikke med her, da de er fortrolige.

Jeg vil bede dig respektere at mappen kun er til dig og dit arbejde.

Mappen ligger her:

G
od arbejdslyst, og jeg ser frem til at høre fra dig igen.

De bedste hilsener

THOMAS LYNDERUP KIRKESKOV
Generalsekretær