The E-NGOs and their networks:
The use of relationships in goal achievement.

The theories of Social Network and Social Capital studied through three E-NGOs.

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Abstract

In the society, the relation between actors, individuals or organisations, are daily. From these interactions, networks are rising. An actor gets closer to another and gets to exchange information, objects and other resources. These resources help to take action and to achieve contextual goals. The network appears as a place where people and organisations can get the tools that will allow to reach goals.

Taking the perspective of the ENGOs, this thesis tends to develop understanding about how these organisations use their networks. It is about exploring the ENGOs' practices within their network to get to know their connections, the kind of resources they exchange and to understand if these relationships help to achieve goals such as the protection of the nature or the change of people's behaviours.

The research is mainly based on the study of the theories of social network and social capital as well as the data collected at three environmental NGOs: Greenpeace (Swedish office in Stockholm), The Swedish Society for Nature Conservation (Head Quarter in Stockholm) and Surfrider Foundation Europe (Head Quarter in Biarritz, France).

Acknowledgments

Content

1. Introduction

1.1. Background and context

"A powerless State?" The question asks by Manuel Castells (1997, vol.2, p.243) is answered positively by many theoreticians as Giddens (1985) or Touraine (1994). However, they still believe in the influence of the State. This decreasing power of the State is seen as the consequence of the dynamics of globalisation which have spread a model where ideas, flows, information and power are not limited to the nation-state boarder (Castell, 1997, vol.2 p.342). Indeed, the explosion of the network society during the 80's (and the affirmation during the 90's), has enlisted corporation, companies and citizens on a global arena. These networks "constitute the new social morphology of our societies, and the diffusion of the networking logic substantially modifies the operation and outcomes in processes of production, experience, power and culture" (Castell, 1997, vol.1, p.500). In the society of networks, the Nation-State model is facing a crisis of legitimacy. The public sphere is front of a "structural transformation" (Habermas, 1989). The political parties and leaders appear not as credible as before. The citizens discuss the word "democracy" and express their ideas. The recent demonstrations and revolutions in some northern african countries such as Egypt, Tunisia or Libya, prove the power of the society of network in putting down political structure, even dictatorship. These movements, as well as the responsibility of the State in the financial and the economic crisis gave hope to other citizens (Spain, Portugal...) to lead changes. Today, in 2011, the institutional structures provide by the Nation-States are not adapted to what the citizen are waiting for.

To cope with the crisis of democracy, propositions and tries are launched in the society. For Castells (1997), three trends are notable. The first one is the set up of local democracy and the decentralisation of the State from the capital to the local. A second is the hope put into the electronic participations as a tool to increase participation. A third one is the mobilisation of the civil society around "non-political" organisations. It is the increasing development of non-governmental organisations (NGO) around environmental issues, health issues, rights issues. This thesis enters into the third trend and especially into the environmental NGOs (ENGOs). Creating by the civil society, the ENGOs are an answer front of the incapacity of the Nation-State to take into account environmental issues risen by the civil society. ENGOs might be seen as the consequences of the crisis of democracy and the development of the society of networks.

The dynamic of the crisis of the democracy (Habermas, Gidden, Touraine) and the rise of the network society (Castells) have created a space for the civil society to express itself. The development of the ENGOs highlights this reality. Indeed, the ENGOs are created by the civil society to express opinions, to take over what the Nation-State let go, and to achieve specific goals linked to nature protection. They want to protect the environment, rise people's awareness and change behaviours. To do so, the communication is a central tool which is highlighted and facilitated by the society of network. Thus, every ENGO has its network and interact in it. They use it in a way or another to take actions and spread their ideas. By doing so, they reach specific goals (change politics, rise people awareness, protect a river, a land, a forest...). Indeed, a social network is this "area" where actors are connected. It allows them to exchange resources (information, tools) to take action and to achieve specific goals (Lin, 2001). Then, the use of the network become a daily work because it is an instrument of goal achievement. The ENGOs get a network made of many actors coming from a wide range of

sectors and activities: media, companies, business corporations, other organisations, members, local representations, institutions, political parties.

1.2. Problem description

Involving in their massive network, ENGOs must find their way to manage their relations, follow their ethics, balance between actors' demands, prioritise the work. They handle difficult situations within their relations[1]. Indeed, the society of network gives opportunities and problems. The management of these relations may be difficult. However, the issue is challenging because it is about the ability of the ENGOs to manage their network and to interact with the right actors within the network to achieve concrete outcomes.

Within this context, how the ENGO use their network to reach outcomes such as nature protection or people behaviour change? Do they set up and launch strategies within their network to achieve specific goals? How do they perceive their network?

1.3. Research focus

The objective of this study is to develop understanding about how ENGOs use their network to achieve their goals. The research takes place in Sweden and in France through the study of specific ENGOs that will be introduced in the methodology part.

Furthermore, one could see through my thesis another contribution about the research methodology. Indeed the third part of the thesis present the methods used to approach the research, to collect the data and to drive the analysis. Moreover, I try to apply a critical eye to prevent the reader about difficulties and aware him/her about things to not forget when using such methodology.

1.4. Guidance

To reach the aim, the thesis is organised in five distinctive parts. First I will explore the theoretical framework to create a box of knowledge linked to the subject. In the second part, I will expose the methodology used to conduct the research from the data collection to the analysis. The third part will be the analysis of the data collected on the field. The conclusion will take place right after the analysis. The conclusions is a space to summarise the outcomes and the tendencies noticed as well as to discuss some limits.

2. Theoretical framework

The interest of this part is to create a box of theories linked to the subject and to the aim of the research. In that way it will be possible to combine theory and empirical data in order to reveal outcomes interesting the theoretical and the contextual arenas. Considering how the ENGOs use their networks to achieve their goals, the following section will explore some theories: symbolic interactionism, social network and social capital, as well as their links to goal achievement.

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1 Examples of contradiction:
- When an ENGO signs a partnership with a private company, a member may complain about it because this member perceives the company as being in contradiction with the ENGO justification for existing
- An ENGO may be consider as being close to a green political party whereas one of the main matter of the ENGO may be to be politically neutral.

2.1. Symbolic interactionism

Symbolic Interactionism is a part of the social science theories. It tends to describe a social psychology oriented toward the interaction. According to Charon (2007), the interaction would be "the basis for what individuals and societies are made." He goes deep into the understanding of the "uniqueness of the humankind." Doing that job, Symbolic Interactionism provides relevant understanding about human action and goal achievement which is in line with our research.

Charon (2007) uses the term "stream of action where the actor does not stop acting along the stream" when defining human action. One act itself cannot be isolated from other acts. An actor acts and changes direction constantly function of what is going on in the environment. Within the stream, an actor is always in action, observing what is around and taking decision of action function of this environment. In addition, according to Charon, "each act has a goal or goals as well as social objects (...) And the "social objects are those objects useful for achieving goals in a given situation." In that way, an actors (people, organisations) can become the social objects considered in the situation to achieve goals (Charon, 2007, p.139). It is the phenomenon called "taking others into account as we act" by Blumer (1953). By making this statement, Symbolic Interactionism creates a bridge between human action and human social interaction. It creates the opportunity to demonstrate the importance of social interaction in goal achievement. It gives a theoretical base to the fact that social interaction is a way used to achieve goals.

The theory of Symbolic Interactionism sets up the bases of our research. It makes clear the idea that the use of social interaction is one of the main way to achieve a goal. I could now enter in the study of the human act by exploring the theory developed by Mean about the four stages of an act. I could also go deeper in the study of social interaction by taking a symbolic interactionism perspective. However it would give details that are not required for the purpose of the research. Going too far in the social psychological analysis of the human being is not what I aim for. Instead, it is now necessary to seek in characterising social interaction as well as the way social interaction can allow goal achievement. It will be done through the window of social network and social capital which are more adapted to the frame of our research. Thus, the theories are investigated in the next section.

2.2. Social Network and Social Capital.

First, the general theories of social capital and social network (two frames which work together) are presented. Second, a focus will be done on the several structures a network can have. Then, the roles and the positions of the actors within a network will be explored. Finally, the ties which link the actors within a network will be investigated. The goal is to characterise, in a qualitative way, the possible dynamics that take place in a network in order to understand how a network can facilitate the necessary exchanges of resources for achieving specific goals.

2.2.1. Social network, social capital and goal achievement

A, B, C and D are four actors which can be individuals, groups, organisations[2]. The social network theory also calls them nodes. These four nodes have connections to each other. These connections can be called ties. A, B, C, D and the connections to each other (the nodes plus the ties) form a social network. Within this network, and through the ties, A, B, C and D can exchange resources (information, service, ...). These resources embedded in the ties can be accessed or borrowed only by A,B,C and D by making active the connections. These resources are what the theoreticians call the social capital. So, the social capital (or social resources) "are the resources embedded in social networks accessed and used by actors for actions" (Lin, 2001, p.25), which is in opposition with human capital (or personal resources embedded in the actor her/himself). These last statements are common among the theoreticians (e.g: Lin, Coleman, Granovetter). However, to get more details interesting to our subject, it is required to focus on some other aspects of the theory. To facilitate the explanation I keep A, B, C and D as actors of a common network.

For Bourdieu (1986) a social capital is a collective resource. The actors of a network get together to mutualise resources. In that way, each actor can use the capital thanks to the connections. The resources borrowed appear as a credit taken by an actor. So the social network keeps existing if the actors keep investing in the relationship towards each other. In a network, Bourdieu underlines the dependency of the actors. The dependency is also highlight by Flap (1996). For him, social capital is the ability of an actor to mobilise social resources. Thus, what is important in a social network where A and B are linked by a tie, it is the personal resources of A, the personal resources of B, the strength of the relationship between A and B, and the fact that for instance A does not have choice to help B if he/she asks, and the other way around. In a perspective of social network, it is thanks to the dependency among them that the actors develop their social capital that helps them achieving their goals. Thus, Coleman says that "like other forms of capital, social capital is productive, making possible the achievement of certain ends that in its absence would not be possible" (1988, p.98). In that way Coleman reveals how actors manage and control their relation to access to the resources that satisfy their interests. For instance, he underlines that actor A might be attracted by an event controlled by actor B because the outcomes of the event might be interesting for the goal of actor A. For Putman (2000), "the networks that constitute social capital serve as conduits for the flow of helpful information that facilitates achieving our goals." Furthermore, Putman insists on the collective aspect of a social structure. For him, social network is a process of cooperation that helps to solve collective problem in a "smoothly" way.

For Coleman (1990), the advantages (described just below) that produce a network exist thanks to a network structure. Function of the shape of this structure, actions might be facilitated and goals might be reach. In the next paragraph, I present these structures.

2.2.2. The network structures

Coleman designed 2 main kinds of structure. They are the following: closed network structure (Figure 1, a) and open network structure (Figure 1, b).

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2 It is important to note that in this thesis the term "actor" refers either to individual, group or organisation. Thus, considering the subject, the term "actor" can be used to refer to an ENGO.
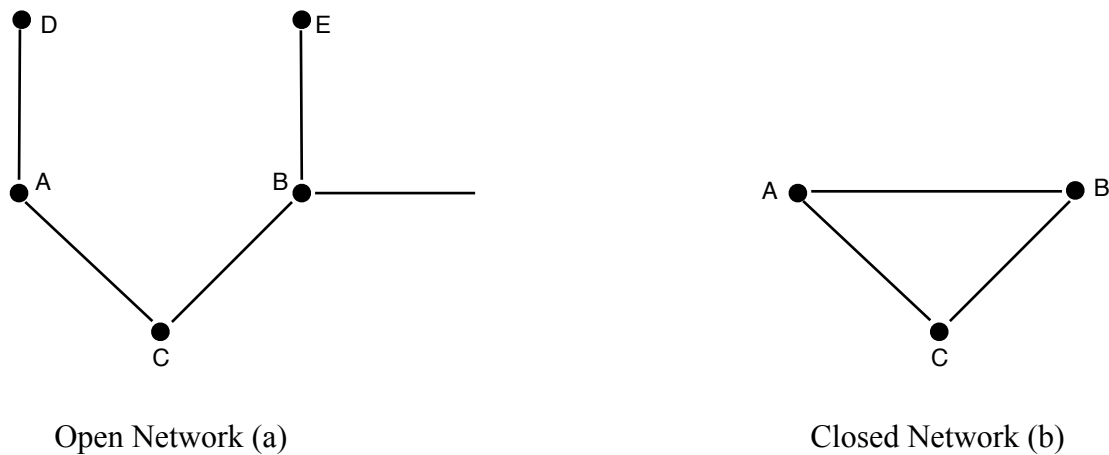
Open Network (a)   Closed Network (b)

Figure 1: Open and closed networks

In an open network, (Figure 1, a) C is linked to both A an B. So C has access to the social capital embedded in these two ties. Also, in an indirect way, C may have access to some resources coming from D or E because the actor A or B are influenced by what is going on in their respective network. Often, this kind of structure is shaped when the ties are "bridging" (see paragraph 2.2.4), creating a link between two networks. Moreover, C, "earning" social capital from A and B, can balance its relations and uses what it gets from A to use it toward B or the other way around. Also, A and B can independently have influence on C. In a closed network (figure 1, b), A and B, because they are linked, can coordinate their actions and set up a common strategy to influence C. In that case C does not have other choice than accept the modification of the existing social capital. Such network is often created when the tie are "bonding" (see paragraph 2.2.4) and often takes place between actors from a same social ground.

From the description of these two structures one can conclude that C gets more advantage in an open network than in a closed network where it gets the risk of being "attack" by a coordinated action developed by A and B. However, a closed network allows a better coordination among the actors.

Coleman brings a clear vision about the possible structures of network. Such vision can make someone perceiving the network structure as something formal. However, a social network is far more informal than other social structure (companies, organisation...). Indeed there is no or really few formalities about the positions of the actors, rules and authority. Also, agreements are privileged rather than authority when it comes to get agree on actors' participation and interaction (Lin, 2001, p.38). Thus, it is naturally, or by agreement, that actors take a specific position and role within a network. What are these roles and positions? What do they mean in term of resources' access and goal achievement?

2.2.3. Actors' roles and positions within a network structure

Theoretical discussions have taken place about the role and the structural position of the actors within a network (Scott, 2000), and many conclusions have been done. However, I will only expose the outcomes which are adapted to our research. This question of position is important because the position "may provide better access and monitoring of resources" (Daly&Moolenar, 2011). For Daly and Moolenar, a "position of centrality in the network is a structural advantage." Also, there is different kind of centrality that interest our study. First, the Popular centrality: It is notable when an actor B tends to get closer to the

actor A in order to set up a tie and to enter into its network. Thus, if many actors, from different networks, try to get in contact with A and enter in its network, one can say that A has a high popular centrality. For instance, an ENGO would have a high popular centrality if many other actors such as companies, other organisations, institutions, media (...) tend to get closer and enter into the ENGO's network.

Second, the closeness centrality which refers to the ability of an actor A to quickly reach the actor B and then have access to social capital. Indeed, to get a closeness centrality and actor must have direct tie with other actor rather that indirect tie. Also, the most ties A has, the most closeness centrality it gets.

Finally, the betweenness centrality is the ability of A to "go-between" B and C which are connected in a network. Then, A takes an intermediary position between B an C (Kilduff & Tsai, 2003, p.132). An actor with such ability can be call a "broker." So the broker can create a link between two actors that are usually not connected, and so, by being in the middle the broker gets access to a new social capital as well as he/she gets to know better the actor which may be useful for further action (Burt, 2003). Indeed such actor get "the ability to navigate in a continuously changing social landscape and coordinate the actions of a network" (Bodin, Crona and Ernstson, 2006, p.8). Burt (2003) recognises another quality to the broker which is the capacity to access to critical information which allow to develop understandings of a situation and to open new opportunities for action and goal achievement. In addition, Mullen and Salas (1991) highlight that an actor with high betweenness centrality is often perceived as a leader by the other network's actors. Thus, "going between" may rise the leadership of an actor. This point particularly interests the thesis. If an ENGO have such centrality then it may be able to empower its action and to get more influent in the network.

By its positions and its capacities to act in a network, an actor get possibilities in term of action and goal achievement. However, a tie plays the central role in a network because it keeps the social capital and it is through it that the resources are exchanges. The next paragraph studies the ties.

2.2.4. The different ties linking the actors

For Lin (2001), the ties linking the individuals within a network allow to exchange information, to give influence to the people, to prove the social credentiality of an actor as well as its identity and recognition. It is within these ties that the social capital takes place. These aspects reveal the power of the network to give to an actor the space and the tools for action and to achieve its goals. Therefore the characteristics of a tie between two actors can help to understand the power of a tie. Thus, there are several kinds of ties and several strengthens of ties. Putman (2000) underlines two kinds of tie: bonding and bridging.

A bonding tie refers to the connection taking place "within a network that directly connect actors as such form a close-knit group" (Daly & Moolenaar, 2011). Putman takes the example of the ties linking family members. In other words, it is the connections between "relatives" (the members of families, the local quarters of a same company, the local branches of a ENGO...). Within these ties the exchanges are highly reciprocate, frequent, intense and the solidarity is big. Putman (2000, p.22) uses the term of "sociological superglue" to qualify the bonding ties. Nevertheless, these strong bonding ties offer limited resources because the social capital embedded in the tie is "similar or perhaps slightly different than ego's

own" (Lin, 2001, p.66). So bonding ties are strong and procure a close relation between the actors which nevertheless always exchange the same kind of resources.

A bridging tie does the link between actors that take usually place in different networks, with different social dimensions and cleavages. It connects actors that are usually not well connected because they are from different segments of the society. It "span structural hole" (Daly & Moolenaar, 2011). Without this linkage, the "two social circles would be independent of each other" (Lin, 2011, p.67). For Granovetter (1973), it is the "strength of weak tie." Indeed, a bridging tie is weaker than a bonding tie because it creates a bridge between two individuals that are usually not in the same circle. However, it is a strength tie because it "generates broader identities and reciprocity" (Putman, 2000, p.22) as well as "wider resource heterogeneity" (Lin, 2001, p.78). Putman uses the term of "sociological WD-40" to refer to this product that lubricates mechanism and opens opportunities to receive new information, new resources. Such tie is useful to solve a new problem, to develop and to reach a new goal. It makes the actors more dynamic and open to new opportunities. It is for example a tie that links an ENGO with a private company from the corporate sector, or an industry with a cultural organisation. In that case the exchange between the actors might be not so frequent but it provides fresh information and new capacity for action. Being place at one side of a bridging tie is consider as a good position in term of resources accessibility.

The study of the ties is particularly interesting because it is through them that everything happen within a network. Also, it is in function of the characteristics of a tie that we can understand what are the possibilities in term of resource exchange and goal achievement, so understand how an actor uses the network.

The qualitative aspects of the theories of social network and social capital have been presented. The quantitative aspects could also be presented because some theoreticians attach lot of importance to the number of nodes and ties. However, the qualitative aspects are better adapted to the aim of the thesis. Before starting the analysis, the following table resumes three important key words:

Figure 2: Key definitions

Social Capital	Resources accessible only through the social connections within a network. Thus, two actors can have equal personal resources, but because they do not have the same network, their final among of resources are different. E.g. A have the same diploma than B, but A has connections with actors who provide him a lot of information about the working market so A is able to find a job (the goal) faster that B.
Social Ties	They are the connections between the actors within a network. It is inside these connections (ties) that the social capital stands. A and B are two actors connected in a network. They share resources within the tie itself. If the connection is broken, the social capital is destroyed.
Social Network	It is the global structure which rises up from the connections between the actors. So it is the actors plus the ties between them.

At this point of the study, one has in mind some perspectives of social capital and social network. The reader has a map of the possible network structures, the several positions and roles of an actor within the structure as well as the different kind of ties. These theoretical

aspects have to be kept in mind to make a relevant analysis (part 4) of the data collected on the field. For the moment let us concentrate on the methodology used for the research.

3. Methodology and Introduction to the Fieldwork

This part of the thesis is to present and to explain the methodologies used to conduct the research, from the general approach to the data collection and the analysis. Also, it is to introduce the case studies. Furthermore it is to justify how valid and reliable are the methods used. Moreover, it is to make everyone aware of the limits. To facilitate the reading this part is shared in three sections. The first one is about the general approaches considered to drive the study. The second section will give a picture about how the data have been collected as well as an introduction to the people interviewed. The last section is about the methodology used for the analysis. The issues of validity, reliability and limitation will be discussed within each section. By ensuring the validity and the reliability of the research methodology I make sure that the data collected are credible. It assures that the data can be compared and highlighted by the theory.

3.1. Research approaches

Considering the frame and the objective of the research, considering also the resources (time and space) to write the thesis, I have decided to approach the research through two methods: case study and interviews.

3.1.1. Case study approach and introduction to the case

A case study approach has been picked up for several reason. First, the phenomenon studied (the role of the social network to achieve goals) is difficult to separate from its context (ENGOs in Sweden and in France). And yet, in such situation of unity between phenomenon and context, Yin recommends a case study approach (Yin, 2003, p.4). Furthermore, I am completely in line with Weick when he advices that "researchers should try harder to make interpretations specific to situations" (Weick, 1979, p.37). I am attached to provide a research which creates a bridge between a theory and the reality of the daily work of the organisations. In this research, the need of connecting the social network theory (and the other theories explored) with the daily work of the ENGOs is crucial for me. Indeed I want to provide a useful paper for people working in such organisation. By the last, I express my need of positioning my research in the reality of the ENGOs within the society. The use of a case study as a methodological dynamic appears even more appropriated. Moreover, a particular case, within a particular environmental context, is a relevant way of learning (Dubois and Gadde, 2002, p.2-3). Also, Goode and Dubois underline that "a phenomenon and its context is best understood through in-depth case studies" and conclude that " case studies provide unique means of developing theory by utilizing in-depth insights of empirical phenomena and their contexts."

Nevertheless some authors reveal traps to not fall in when using a case study approach. For instance, for Weak (1979, p. 38), some researchers tend to describe everything in a situation (case study), but the final result is empty of analysis. Following that line Yin underlines the poor basis that a case study provides for generalisation and theoretical outcomes (Yin, 1994). Being aware of the limits of a case study approach I have been looking at ways to avoid such limitations. Yet, Weick advices to "keep some intellectual control over the burgeoning set of

case descriptions" by investing in theory. He suggests to always consider a theoretical framework and to combine it with the observations done in the case studies. In the description of the methodology used for analysis I will come back with more details on this methodology qualified as the "abductive" method by Peirce (Dubois and Gadde, 2002, p.2-3), and which insures the validity and the reliability of the results coming from a research by case studies.

Now, the case can be introduced:

Surfrider Foundation Europe.
Surfrider was created first in the United Stated during 80's. Today Surfrider International counts 5 members: Surfrider Foundation (SF) USA, SF Japan, SF Brazil, SF Australia and SF Europe (SFE). Each of these 5 members is fully liable for their own activities. Also they develop the organisation in the region they are located on the planet. So they can set up local branches.
Surfrider Foundation Europe (SFE) was created in 1991 under the French law "loi 1901" dedicated to Association. It is considered as a non-governmental organisation. Today, SFE counts about 1500 volunteers, 8000 members, about 40 local chapters, and more than 40 000 supporters in Europe. It defines itself as "a non-profit organisation dedicated to defending, saving, improving and managing in a sustainable manner the ocean, coastline, waves and the people who enjoy them." This description is transcribed in specific goals which are the following:
- To protect the environment, leisure activities and health.
- To change people's behaviour.
- To provide the means to prevent and act locally.
- To develop.
For my research I focus on Surfrider Foundation Europe. The study of this case might allow to understand how the headquarter of SFE uses its networks to achieve its goals.

Yet, the case study approach is taken to drive the study. However to insure a rich report it was necessary to get other data. In that way I have decided to do interviews.

3.1.2. Interviews
Taking into account the time and the general resources available to conduct the research, I also decided to lead the research by interviewing individuals working in ENGOs. Doing interviews satisfy the need of being close to the reality. It gives also the space and the time for reflection and interpretation. Moreover this study is anchored within a social science tradition which push me to go for semi-structured interviews. Semi-structured interviews create the space to adapt the questions and to get details when necessary in order to reach rich contents from the field. Finally, to fit into the methodology chosen, the questions were designed regarding the theories. Nevertheless, the challenge was to not enter into a theoretical slang during the interview to not lose the interviewee's intention.
Below, it is the introduction to the ENGOs where the interviews have been done:

Greenpeace: Greenpeace was started in 1971 when "a small team of activists set sail from Vancouver, Canada, in an old fishing boat (...) Their mission was to "bear witness" to US underground nuclear testing at Amchitka, a tiny island off the West Coast of Alaska, which is one of the world's most earthquake-prone regions" (Greenpeace website, 2011). Forty years

later Greenpeace investigates issues concerning climate change, forest, oceans, agriculture and toxic pollution, nuclear, peace and disarmament.

It has 2,8 million supporters worldwide and national as well as regional offices (NROs) in 41 countries. The coordination body is located in Amsterdam in Holland. It is to prioritise the environmental issues, to decide which issues will be the next focus, and to set up the goals linked to these issues. Afterward, each NRO (Sweden, Brazil, Spain...) constructs, diffuses and drives their own campaign.

Keeping this organisational architecture in my mind, my reasearch focus on the Swedish NRO of Greenpeace. As clearly defined on the website, Greenpeace "is an independent global campaigning organisation that acts to:
- Change attitudes and behaviour
- To protect and conserve the environment
- To promote peace."
The study of this case might allow to understand how the Greenpeace NRO in Sweden uses its networks to achieve the goals.

Naturskyddsforeningen (SSNC): SSNC is an environmental organisation created in 1909 in Sweden. At this time it was to protect natural areas and threatened species. With the increasing environmental crisis SSNC help to build modern laws about the environment. Today, as it is expressed on the website SSNC "spread knowledge, map environmental threats, create solutions, and influence politicians and public authorities, at both national and international levels." Moreover, the SSNC is "behind one of the world's most challenging ecolabellings, "Bra Miljöval" (Good Environmental Choice)." SSNC is involved in issues concerning climate, the oceans, forests, environmental toxins, and agriculture.

SSNC Assembly (made by delegates) adopts guidelines for the work of the national organization as well as it elects a governing board. The national office based in Stockholm coordinates activities and provides services for the members and the 22 regional branches that generate themselves about 300 local branches.

As for the Greenpeace case I keep this organisational architecture in my mind, however my research focus on the national office of SSNC. Its main goals are:
- Political change.
- Consumer power.
- Nature conservation.
The study of this case might allow to understand how the national office of Naturskyydforeningen in Sweden uses its networks to achieve its goals.

Now that the general approach has been described, I can go more into the details of how the data have been collected.

3.2. Methodology for Data Collection

Keeping the lens on the approaches introduced above, an observation and interviews came as logical ways to collect the data. Three interviews were done: one at Greenpeace and two at SSCN. At Surfrider Foundation Europe, the data were collected through participative observation.

3.2.1. Preparing and driving the interviews

By exploring on the ENGOs' web-sites I could get phone numbers. So the first contact with the ENGOs was through the phone. It has a main advantage: to have a direct feedback allowing to adjust the words and give clarification if necessary. The phone calls were really positive to my task. They all conducted to an email with a proposition of date and time as well as a template for the interview. Nevertheless, some organisations did not answer the email (whereas they were obviously interested when I called), and it was then impossible to reach them again by phone. I still wonder the reason of their rejections whereas they were enthusiastic before. It could be a matter of time or a misunderstanding of the subject. Nevertheless, I still believe that a phone call as a first contact is more appropriated than an e-mail, also because it takes less time for both part. Anyway, after this process, three interviews were booked with:

- Ann-Marie Bertilsdotter - Partnership and Sponsorship - at SSNC National Office.
- Hans Brehnfors - Coordination, Development and Leadership - at SSNC National Office.
- Jesper Liverod - Communication - at Greenpeace Swedish NRO Office.

The three interviews took place in Stockholm the 5th of may 2011. Having them the same day was a good thing in term of travel cost. At the beginning of every interview it was necessary to express clearly what is the research about and what is the goal of the interview. Some of the interviewees were confused about my goal. I had the feeling they needed something concrete. To go over this problem I decided to base the interview on a diagram. So I placed a white paper in the middle of the table. Together with the interviewees, we drew the network of the organisation. He or she commented and pictured the specific relations with the several actors[3] involving in the ENGO's network. We entered into a real discussion. It was tricky because I felt my emotion going over sometimes. So it was difficult to keep the track on the questions. Nevertheless, I forced myself to ask the prepared questions to insure some structure. To keep the track during the interviews, notes were taken and quotation carefully written down. Finally, I had arranged my agenda in order to get at least one hour between each interview. In that way, the transcriptions were done after each interview by going through my notes, making sure of the quotations and writing a resume both in a written and drawing form. Furthermore, taking this time right after interviewing allowed to adjust some questions for the next interview.

One must be aware that interpretation is a central aspect of this methodology. First the interviewee interprets my questions before answering, then I interpret their answers and start the analysis.

3.2.2. Participant observation

One year ago I was working at Surfrider Foundation Europe (SFE). I worked their for a year. I had two tasks. First it was to take part in the daily activities of the communication department (media relation, public relation, formal communicative support...). To do so I was in contact with several actors (individuals, members, local groups, organisations, institutions, companies, media) being a part of the SFE's network. The aim was to achieve some goals (to change people's behaviour, to provide the means to prevent and act locally, to develop the NGO). Second, I had to provide a report and concrete tools that would help to get the

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[3] "Actors" is seen here either as an individual or an organisation (institution, companies...)

communication department better organised and more efficient front of the increased number of asks coming from the actors of the network. Indeed, the first task was used as an observation time to achieve the second. Moreover, to achieve the second task, notes were taken, questions were asked, diagrams were drawn and a 70 pages report was written.

Such experience fits in a "participant-observation" methods which "makes the researcher into an active participant in the events being studied and the technique provides some unusual opportunities for collecting data." (Tellis, 1997). Moreover, many data presented in the report are directly linked with the subject of the present thesis. Of course there is a major problem: the observation has been done even before this research was started. However, it would be a pity for the richness of the present study to not use this observation and the report done at SFE. Also, one could argues that the situation and the network of SFE have changed during the last 9 months. As an answer, we can find on SFE's web-site the strategic plan for 2007-2011 which proves that the ongoing activities are following the tendency observed 9 months ago.

In addition, as it is the case with the interviews, the interpretation is a central aspect of this methodology: the transcript of my observation is done through my interpretations.

3.3. Methodology for Analysis

As quickly introduced when presenting the case study approach, the methodology used for the analysis tends to combine empirical situation (investigated by interview and observation) and theoretical frame in a qualitative way. It is based on the fact "that the researcher, by constantly going 'back and forth' from one type of research activity to another and between empirical observations and theory, is able to expand his understanding of both theory and empirical phenomena" (Dubois and Gadde, 2002, p.3). In that way, the first step is to write down the "preconceptions" given by the theory. Then, the preconceptions are developed through what is discovered on the field, the analysis of the data and the interpretation of it. This method reveals the general idea that "theory cannot be understood without empirical observation and vice versa." In the methodological theories, it is referred to as "abduction" (Peirce *in* Dubois and Gadde, 2002) or as "systematic combining" by Dubois and Gadde (2002, p.2). Finally, by using this abductive method, we "keep some intellectual control over the case descriptions" (Weick, 1979) which might solve the weakness of the case study approach.

Moreover, this methods conduct to a presentation of the analysis which reflects the dynamism[4] of the research. Indeed, the analysis will interwine rich data from the fieldwork with theoretical and contextual frame. Also, the analysis will be organised by section. Each title is the result of the confrontation between empirical data and theoretical frame. The titles are influenced both by the theories and the interviewee answers.

The method used is an answer to cope with two challenges. First it offers a clear presentation of the analysis. Second, it provides an analysis with valuable and reliable outcomes. Nevertheless, one must be aware that the analysis are based on my own interpretation of the answers given by the interviewees as well as my own interpretation of the situation in the case of Surfrider Foundation Europe. However, within an approach by case study and interview, it is not possible to avoid such interpretation.

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[4] "dynamism" refer to the term "back and forth" used by Dubois and Gadde to describe the method.

4. Analysis and Discussion

First, I want to remind the reader the aim of the research. It is to develop understanding about how the E-NGOs use their network to achieve their goals. To do so I base my research on a case study and on interviews. Now, it is by an abductive methodology that I will present the analysis. So it is about highlighting the data collected on the field with the theoretical framework related earlier in this thesis. So the analysis are presented by intertwining empirical data (from the interviews and the observations) and the theoretical frame. Also, the analysis is the result of the interpretations of the interview answers as well as an interpretation of the network maps drawn right after the interviews when I was reading a second time through the theoretical framework (maps available on the appendix).

The analysis is structured in three sections. The first one reports the tendency of the ENGOs to insure the stability of a closed network. The second section relates the bridges linking the ENGOs and the others actors coming from other social and economic areas. The last section underlines the hyper-activity of the ENGOS within their networks. In each section I report and discuss in order to develop understanding about how the ENGOs use their network and what goals do they reach by doing so.

Keeping a lance on the field is really important. So I would like to remind the main goals of the E-NGOs studied. The following table helps to get the picture.

Figure 3: ENGO's general goals

Greenpeace	SSNC	SFE
- Change attitudes and behaviour. - To protect and conserve the environment. - To promote peace.	- Political change. - Consumer power. - Nature conservation.	- To protect the environment, leisure activities and health. - To change people's behaviour. - To provide the means to prevent and act locally. - To develop.

Also, the reader must know that when using the term "ENGOs" I refer to the 3 organisations studied. So no generalisation to every ENGO in the World is done in this part of the thesis. Also, when using "SFE" in refers to the headquarter (HQ), when using "SSNC" it refers to the HQ as well, and when using "Greenpeace (GP)" it refers to the Swedish national organisation of Greenpeace.

4.1. The closed network: make sure of the vital resources.

The data collected reveal that the three ENGOs (independently, on their own side) are involved in a closed network characterised by bonding ties. According to what is reported in the theoretical framework, such network means that an actor is well linked to some "relatives" ("homogenous" actors) with whom resources are exchanged regularly. However, such tie does not give access to new and exclusives resources. The closed network is a mean of solidarity and coordination between the actors. In the following two paragraphs, I expose the way ENGOs deal with their closed network and the outcomes of such relation.

4.1.1. Be organised, coordinated and coherent

Surfrider Foundation Europe (SFE) and Greenpeace (GP) are two organisations set up around the World. They have offices at the national and/or regional level, and one body is in charge of the general coordination of the offices. For the case of SFE it is even more specific because the national/regional offices have their own independent structure which has no juridical link with the coordination body or the other offices. However, in the administrative board of Surfrider International (the coordination body) seats individuals coming from the regional Surfrider (USA, Europe, Japan, Brazil, Australia). Moreover, every Surfrider Foundation is working with each other sometimes during the year, or at least exchange some information about what they are doing. Thus, every Surfrider is linked to the others. It creates closed network where the flow of information can circulate. At Greenpeace, there is a coordination body located in Amsterdam

This body *"decides what has to be prioritised and then the National/Regional Organisation such as us in Sweden, we construct our own campaign"* (Jesper, GP Swedish NRO).

Indeed these ENGOs use their closed network (their "relatives") to create a coherence in the policy by defining, in common, similar goals. The offices and the coordination body are linked by a bonding tie. This effort of coordination is like a first step before acting and making active other ties of the network.

If we move the scale to the local level, it also shows a tendency of the ENGOs to set up a closed network with some local actors. For instance, both SSNC and SFE have local branches over their respective areas of influence (Sweden for SSCN and Europe for SFE). At the origin, these branches were quite independent and non-well coordinated with the head-quarter (HQ) even if they were definitely inside the network of the ENGOs. Since some years, both SSNC and SFE work to get their local branches going in the same way than them, being more coordinated with them. About the local branches Hans Brehnfors from SSNC:

"They have their own goals and sometimes the goals are different than the goals we have here at the HQ. But we work on project with them, we support them with tools, meetings. Since few years I am trying to put them and us more and more together, with the same strategies and goals. It is a big thing and the communication plays an important role."

The effort done to connect the local branches is quite logical if one looks at it with a theoretical eyes. HQ and local branches are from a same family and to be closely connected is natural. It takes some times because the individuals do not know each other so well. Nevertheless they know they have a common ground. Thus, a better coordination with the local branches would allow a bigger affect in the society and the goals should be easier to achieve. So one can understand that the ENGOs use carefully their closed network and even try to make it better. They know that coordination and coherence are the first steps to reach goals.

4.1.2. Discuss and exchange practices

Beside the effort put in the coordination, there is also an investment done to exchange about good practices and to share knowledge. It is for intense the case at SFE. SFE often meet with the Surfrider set in the United-States of America (SF USA). The goal of these meetings is to exchange knowledge and good practices. Thus, even if SFE and SF USA have some of their goals which are different (because of the national context of each continent) they meet to

learn from each other. For instance they talk about how to mobilise the citizens, how to work with the local branches, how to use Facebook to get new members... They critic each other and get an "exterior" eye over what they do in the daily work. Then, they create a social capital of good practices which help them to be better when taking action to reach goals on their land.

This section went into the ENGOs closed network to understand better how they were using these particularly closed relations with their "families." Indeed, ENGOs interact in the closed network to get coordinated, coherent, and to get to know practices used by the other actors. Thus, even if long distances can separate two offices of a same ENGOs (two offices that are involving in different contexts), the existence of this network, the bonding ties, and the maintaining of the relations insure the protection of the core of the ENGO. One could say that such relation creates a social capital of vital resources. However it does not give access to new resources which is capital for the development and the actions. That is why the ENGOs are also open to the World. They want to reach actors and get the power to achieve their goals. The following section explores the relations of the ENGOs with the actors standing in other part of the society.

4.2. Open the network: Increase opportunities to take action.

The ENGO do not stop their network to their "relatives." They also spin a web to organisations from other social and economics areas. Also, organisation such as companies seek to develop relation with the ENGOs. *The companies come to us!* (Ann-Marie, SSNC). Thus, the ENGOs create bridges between them and many other actors such as citizens, members, scientists, politics, companies, media or institutions. They get bridging ties and open their network toward these new actors. Then, specific relations are set up as well as specific social capitals. As underlined by the theory, such bridging ties give the opportunity to get "wider resource heterogeneity" (Lin, 2001) and new possibilities to achieve goals. The following paragraphs go along the actors reached by the ENGOs. It is to present how these connections are used to gather resources, take action and achieve goals.

4.2.1. Gather a wide panel of resources to take action

In the previous section I spoke about the work done by the ENGOs (SFE and SSNC) to get closer to the local chapter. However the local chapters, in the same time than being a part of the "family" of an ENGO, are also actors opened to the exterior. The local branches are made by volunteers who are, in their own job, connected with other networks for instance. Also these branches are set up, by definition, on the local area. They are opened to the local reality and closed to the local institutions. For the ENGOs the local branches are then an opportunities to get new information about what is going on at the local level. For intense the SFE local branches can tell about specific waste arriving on the beach or a project of harbour construction that would destroy the eco-system. Getting these new resources, the SFE HQ can take action such as contacting the media to diffuse an article in order to rise people's awareness about what can be the consequences of specific wastes or of the construction. Moreover, SFE can help the local branches to coordinate an action on the field, to have a symbolic and media impact toward the situation. These examples show how SFE uses the bridging tie "local branches" to get resources and take action which are steps (and sometimes the final step) to a goal achievement. To happen, the coordination with the local branches has to be well set up and the communication has to be clear. They have to make sure to

understand each other well. The work done to get closer to these local branches (it is explained in the previous section) appears even more important.

The members of the ENGOs are also a part of the opened network. The members are everywhere, they can be reach by different media (e-mail, facebook, letter...) and they represent a very important resource for the ENGOS, in term of time and money.
"We realised there is a lot of potential in mobilising general public. It is possible to use more the supporters/members to achieve specific goals. Active members can be used to influence. For example we can ask members to send e-mail or to write on a specific Facebook page to alert about something. We use the members as a tool for influencing, as a political reason. To mobilise the members we use media, e-mail, Facebook. By mobilising the members we give a feeling of mass joining." (Jesper Liverod, Greenpeace NRO Sweden)

"*They (the members) are the most important. They give the more money. Members are resources in term of money and time. It is really important because they can work on the field to achieve SSNC goals. Members are key in the network."* (Hans Brehnfors, SSNC)

The members are central in an ENGOs. They are the reason why the ENGOs exist and keep existing. The members have a power in the organisation. First because they are the biggest financial support, second because they hold the morality of what the ENGOs do. It means that even if an ENGO's head-quarter can manage and use its network as it wants, the members will never forget to put a gate if they judge that the HQ is doing something wrong. It is for example the case at SFE. Some members complained about a specific partnership because they judged that the partner company was destroying what the ENGO is fighting for, the ocean and the coastline.

However, bridges with private companies are still created. Both SFE and SSNC does it. Set up such partnership or fund-raising allows mainly to get financial resources which are the crucial aspect for an ENGOs. Indeed the ENGOs do not make a physical product that they can sell to earn money. In that way, signing partnership is a way to gather financial resources which are necessary to organise actions. In addition signing a partnership open new opportunities to learn from the business sector, learn methods to achieve goals. For Hans Brehnfors:
"In 5 years we have increased of 300% the number of members, this has been possible by looking at companies, not only at NGOs. It is important to see how the companies work. They are not enemies. To learn from others, it is also leadership. Look at companies is an efficient tool to achieve a leadership dynamic."

Nevertheles Ann-Marie Bertilsdotter (SSNC) said that *"there is no strategy to go to the companies, it is the companies which come to us."* It means that the SSNC gets a "popular centrality" in the network. Other actors come to SSNC because they are themselves looking at resources to achieve their own goal. For instance the companies, by signing partnership or just giving money to the SSNC are then able to use the SSNC logo. It allows the company to promote a green image to the customers.

However the partnerships create a dependency between the ENGOS and the private sector. Thus, if one of the partner company creates a scandal because it destroys a natural area, how would the partnership be managed? Should the ENGO should stop the partnership whereas it

represents a important financial support? Front of such problem, the network would not give solution to the ENGO, only the morality could balance. To avoid such conflict, Greenpeace prefers to keep its independence and not sign partnership with the private sector:
"We have our independence, we can do whatever we want, so it is easier to get intention." (Jesper Liverod, Greenpeace NRO Sweden).

On their side, SSNC and SFE insure that they are careful when signing a partnership:
"We look if the company fits with our global policy (e.g no contract with gun industries) and of course we have some sub criteria but there are in us, based on our experiences. Finally we are about 5 people to take the final decision if yes or no we sign the partnership." (Ann-Marie Bertilsdotter (SSNC)

Thus, the private sector is a complex relation to manage. The companies offer great possibilities to get financial supports. In the same time they are perceived by some people as going against what the ENGOs promote. For Greenpeace, creating partnership would break the freedom of speech. So GP prefers to use the companies in another way (see p.25)

In addition, the ENGOs have bridges with other non-governmental organisations. These bridges allow to gather resources and create a social capital uses to, for instance, create a common event. For Hans Brehnfors (SSNC) these bridges are very important:
"Sometimes we create partnership with another organisation which does not have the same activity than us (...) So we gather resources to achieve these goals, e.g: Partnership with the National Teater. To achieve our goals we do not have enough money so we need these relations. It is like 1+1=3."

It is like a solidarity between non-governmental organisations. They are not fighting for the same reason but they have been created for the same reasons: First because the State do not work enough on it (culture, environmental protection). Second because the society wants to act and to take the future in its own hands. So by getting together for some events, two NGOs gather their resources to act better. The fact that an ENGO and an NGO (culture, children protection, health) get together has been observed many time on the field. However, it is rarely that two ENGOs, whereas they are more or less fighting for the same goal, gather their resources to create a bigger event that could have a bigger impact. Rather they have the tendency to consider each other as "competitor", being on the same market and doing the same business. They consider that they have some connections (and sometimes for instance, they write an article in common or launch a message to the State), but they do not create an important social capital that could make a difference when acting. Rather they prefer to affirm their independence and find other ways to be heard, other ways to act.

When an ENGO does an action, the media (newspaper, tv, radio) are key actors to diffuse the message. Since the media create bridges with almost every structure of the society, the ENGOs get connections with it. Also, the mass media provides a lot of information which interest the ENGOs, and the other way around. However when you are an ENGO it is sometimes difficult to use the media, to persuade them to diffuse your message:
"Greepeace is often seen as a populist organisation with a populist communication. Populist communication makes aware. We are often seen as radical by the people and the media. Because we are radical it is not easy to get in contact with media so if there is a choice they (the media) say "no" to Greenpeace." ... And yet, Greenpeace messages are credible: *"We*

have relation with independent scientists to get information, to be credible. Every statement is based on independent scientific report. The information have to be credible to not get killed by the media and the members." (Jesper Liverod, Greenpeace NRO Sweden)

To avoid these difficulties, Surfrider Foundation Europe tries to sign partnership with the media industry to insure available spaces for the diffusion of messages. For instance SFE managed partnership with some magazine, radio and TV which allow a free diffusion of environmental messages to the public. By doing so SFE gets the resource (space) to rise's people awareness. Still, the concurrence is high to get into the media sector. So the ENGOs must design strategies to attract it and create a rich tie with the media. At SFE I observed the work done to build such strategy. It takes time. It is also the capacity to inject "trust" in the tie linking to the media.

The ENGOs manage to set up bridges with a wide panel of actors that provide, in a way or another, resources (time, money, space, tools, knowledge) to take actions (diffuse article, organise event) that lead to the achievement of the goals (rise awareness, protect a natural area). Moreover, and it is the point of the next paragraph, the bridges can drive the ENGOs in new areas where they can act to reach their objectives.

4.2.2. New areas for goal achievement

Getting a wide network, the ENGOs are front of new areas where they can take actions to achieve goals. For instance, having partnerships with companies, SFE and SSNC get open the doors of the partners. It is then the opportunity to propose events and organise activities that can change the company itself and its employees.

"We have agreements of partnership with about 10 companies. For exemple with Ikea we have organised a tour in Sweden where SSNC was able to educate the staff to environmental behaviours. Another exemple with Telenor, we have organised a campaign to recycle the old mobiles (...) Also it was a good opportunity for us because some employees became members of SSNC." (Ann-Marie Bertilsdotter, SSNC).

Surfrider Foundation Europe also organises events within their partner companies to change the behaviours of the companies as well as the employees.

Moreover, as we mentioned in a previous paragraph, ENGOs have sometimes partnerships with other organisations. It creates a space where they are not used to be:

"Sometimes we create partnership with another organisation. Together we create an activity to achieve goals. We have our goals, they have their goals, and we (both) reach a new public (...) Also we are in the board of other organisations (like the board of the European Environmental Bureau) which allow to diffuse our ideas and influence them. That's a really direct way." (Hans Brehnfors, SSNC)

Furthermore, through their local branches, the ENGOs get access to the local level and *"many branches work to lobby decision makers on local or regional environmental issues, and take part in national campaigns."* (Hans Brehnfors, SSNC). Then some pressure is put on the decision making process. By the way, it is a remarkable approach used by the ENGOs: lobby the national, european and international level works only if the local level is under pressure as well, and to do so, only a broad network can help.

By having an wide view on the society the ENGOs manage to set up bridges between them and completely different actors. So it opens the doors to new resources as well as new arenas to take action in line with the objectives. However the ENGOs would like even more connections to get new resources. It is for instance a need of new knowledge and competencies to be more efficient in the achievement of the goals.

It is express at SFE where the communication manager is in an ongoing research of more knowledge to design a good environmental communication. At Greenpeace, the communication manager also express: "*I would like Greenpeace to get closer to professional communicator and PR agencies to understand better the world and also, to get knowledge about communication and media and how do you create a communication message today in 2011.*"

It is also the case for SSNC who wants to improve their practices by exchanging more and more with the private companies and other ENGOs in order to know what are their practices : "*We have to broader the relation with other NGOs to exchange knowledge*" (Ann-Marie Bertilsdotter, SSNC).

The ENGOs never stop to look around. They are always attracted by new possibilities to diffuse their message, to take action or to change the society. The next section underlines the hyper activity of the ENGOs within their network to gather the all society around their goals.

4.3. Moves in the society of networks: change the society.

This part is mainly shaped around the concept of "betweenness centrality" studied earlier in this thesis. In fact, the data collected on the field (mainly the observation done at SFE and the interview realised at Greenpeace) show the capacity of the ENGOs "to navigate in a continuously changing social landscape and coordinate the actions of a network" (Bodin, Crona and Ernstson, 2006, p.8). Also, they have the capacity to have access to critical information which develop understanding that other actors can not point out (Burt, 2003). The theory use the term "broker" to qualify the actors with high betweenness centrality. Following that line, this section underlines the ongoing movement of the ENGOs within their network and their ability to use their role of "broker" to coordinate actions or to detect opportunities to change the society.

4.3.1. "Go-between" to coordinate actions
Getting a broad network the ENGOs have a wide vision of the possibilities they have to achieve a goal. They look around, make work their relations in the network and pick up the resources they need to act. It is about coordinating the actions and the actors to increase the capacity of reaching an aim.

"At the beginning, before the campain is lauched, we first listen to the coordination body and then on the national situation. When starting a campaign we do a power analysis of the actors involved in the situation. Taking Greenpeace's perspective, it is about to map the actors in term of power (powerful or not in the situation) and in term of good or bad front of the situation. Also we consider how moveable are the actors. Then we evaluate where the actors should move in order to achieve our goal. So at the beginning of a campaign there is a long study, then the campaign, then the action." (Jesper Liverod, Greenpeace NRO Sweden)

This example does not really show the ability of "going between". However it proves the capacity GP has to observe, evaluate and prepare the coordination of the actions. It is like a first step before "going between."

Every year Surfrider Foundation Europe organised an event called "Ocean Initiatives." It is about cleaning the beaches, coastlines, seas, oceans, lakes and rivers. To do so they work in mobilising as much actor as they can. Thus, every year we can see a mayor of a town cleaning a beach with children, athletes cleaning a river with SFE members, or a company bringing its employees to clean up a lake. Also, on this particular event, SFE has developed a really efficient relation with the media (TV, radio, newspaper). Furthermore, when an environmental scandal happen somewhere, SFE works to coordinate the local branches and the members living in the area to insure a common action. It is then easier to make the media coming to the action. The media would then spread the information all over. The same ability is owned by Greenpeace. It is proved when they organise action on the field and on the oceans.

Few organisations in the world get the capacity to gather actors from completely different part of the society. The ENGOs have developed this power. Moreover, this capacity of "going between" can be used to make aware the society.

4.3.2. "Break the tie" to rise people's awareness

As a "broker", ENGOs have the capacity to get access to critical information (Burt, 2003). Then, they can connect the informations to each other and put the light on things happening in the society, things that no one was able to see. The main example is from Greenpeace.

"*We use company scandals to get attention. We reveal the scandal to create a media and political pressure. It is a way of using companies. For example we inform companies that their investments in other companies are destroying the environment. So the company can decide. So we are using our relationship to pressure companies and take a step toward them. It is about getting a third party to do something and to make the people aware.*" (Jesper Liverod, Greepeace NRO Sweden)

Such action prove the capacity of Greenpeace to "go-between" two actors that are connected. The aim is to interfere the relation. It is "breaking" the tie to inject new information that are able to change the flows, rise people awareness, and change a part of the society. Being in the middle of broad networks the ENGOs own the ability to manage and regulate some relations between some actors. They can then coordinate people and drive them toward a special goal to achieve. They can also reveal information to make the citizens aware. Anyway, such ability shows the centrality of the ENGOs in the society of networks. This centrality has and/or will have positive consequences on their capacity to achieve their goals.

5. Conclusion

The aim of this thesis was to develop understanding about how the ENGOs use their network to achieve their goals. Below are the main conclusions about it.

First, it has been underlined that the ENGOs give a lot of importance to their closed network. They develop and maintain the connections with the other offices or branches of the organisation set up in other geographical areas (local, national, regional and international

level). The actors of the closed network get agree about the main goals to achieve. They insure the coordination and the diffusion of a coherent image. Also this closed network is used to exchange experiences and practices. Thus, the closed network is seen as a ground for getting ready to act.

Second, the ENGOs use an opened network which is made of actors coming from completely different social structures. So their open networks are characterised by a lot of bridging ties. By using this network, the ENGOs are looking for increasing their social capital which allow to gather new resources (time, money, space, tools, knowledge). Moreover they use these connections to get into new areas of the society where they can take a step toward actors and reach their main goals (developed by getting new members, raise people's awareness, influence the institution, protect the nature).

Third, the investigation shows how the ENGOs use their ability to "go-between." Such ability exists only in a network. It consists of "going-between" two actors of the network to "break" the tie and to inject new resources that might affect the actors' actions. The ENGOs, being such "brokers", coordinate the action of several actors, organise event that gather the all society, but also interfere relationship to create change in the society.

The ENGOs are aware of their network. They perceive it as an essential aspect in the process of goal achievement. "*A map of network is a consequence of the goals. The network is very important to achieve the main goals. The priority is to achieve the goals.*" (Hans Brehnfors, SSNC). They work on the network development because they want more ties, more exchange. For Hans Brehnfors (SSNC), a useful study would be to evaluate the network and the relation: "*Today we don't evaluate our relation/network but that would be relevant. For the companies there are customers more important than others, I believe it is the same for us so it would be good to know.*"

Finally, this study reveals that the ENGOs work all the time within the network. The job of an ENGO is about playing with the ties to get the resources that allow goal achievement. This thesis has allowed to understand how the ENGOs use their network to achieve their goal. Now the ENGOs might work in developing and protecting the ties which contain their social capital necessary for goal achievement.

5.1. Limitation

The research has produced understanding about how the ENGOs use their network. However it is not possible to generalise the outcomes. Indeed, the study was realised through the investigation of only three ENGOs. Even if the observations done at Surfrider Foundation Europe has allowed to gather many data, it is not the case for the data collected during the three interviews realised at Greenpeace NRO Sweden and the Swedish Society for Nature Conservation. Also I realise afterward that the interviews should have been better prepared.
Also, because of time and space, I did not analyse the entire network of the ENGOs. Even if main of the actors involved have been mentioned, they have not been studied equally and analysed deeply enough.

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Figures and Tables

Appendix

The appendix present three network maps. Each map represent the network of one of the E-NGO studied. These maps have been drawn right after the interviews, and in the same time I was reading a second time through the theoretical framework.

One can observe the actors of the network as well as the kind of ties (bonding or bridging) linking these actors. It represents the position and the role of the ENGOs in the network, for instance when it has the ability of "broker."

More analysis and interpretations have been done after drawing these map. Thus, the written analyses produce in the part 4 of the study goes deeper in the details. Then, more details could be drawn on the maps. However, it gives a base.

Network map n°1: Surfrider Foundation Europe
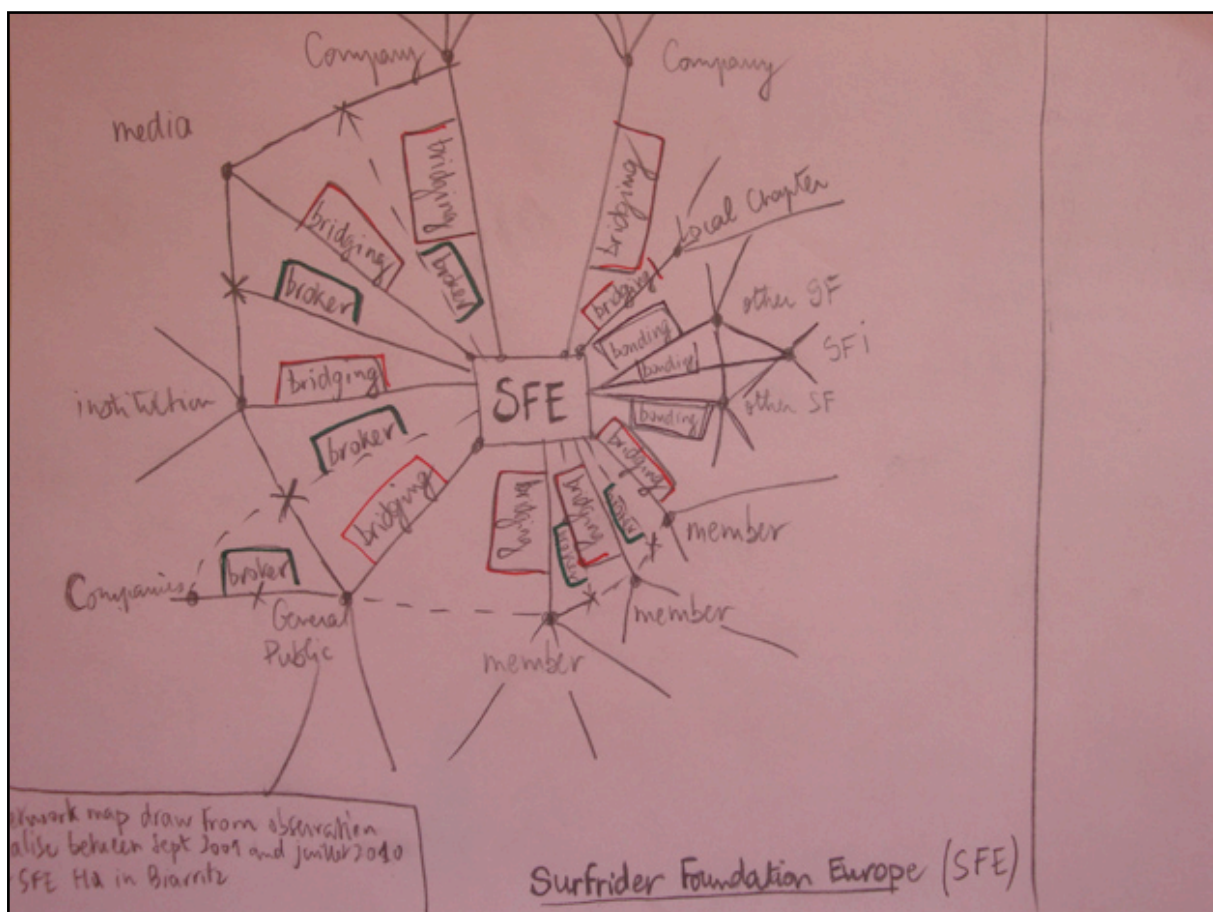
Network map drawn from the observations and the discussions realised at Surfrider Foundation Europe between September 2009 and July 2010 in Biarritz, France.
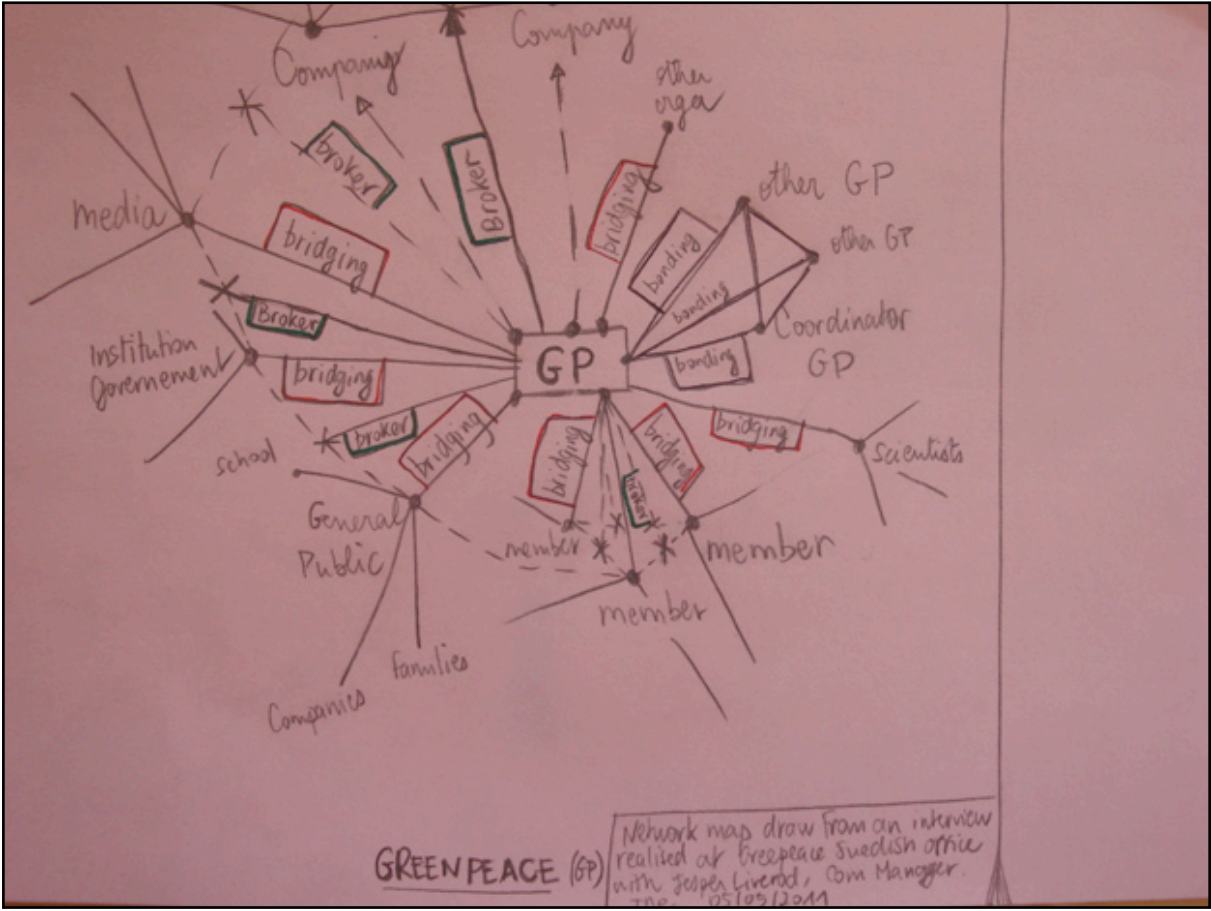
Network map drawn from an interview realised at Greenpeace (Swedish NRO). Interview of Jesper Liverod (Communication Manager), the 2011/05/05, Stockholm, Sweden.

Network map n°3: The Swedish Society Nature Conservation - Head Quarter - Sweden
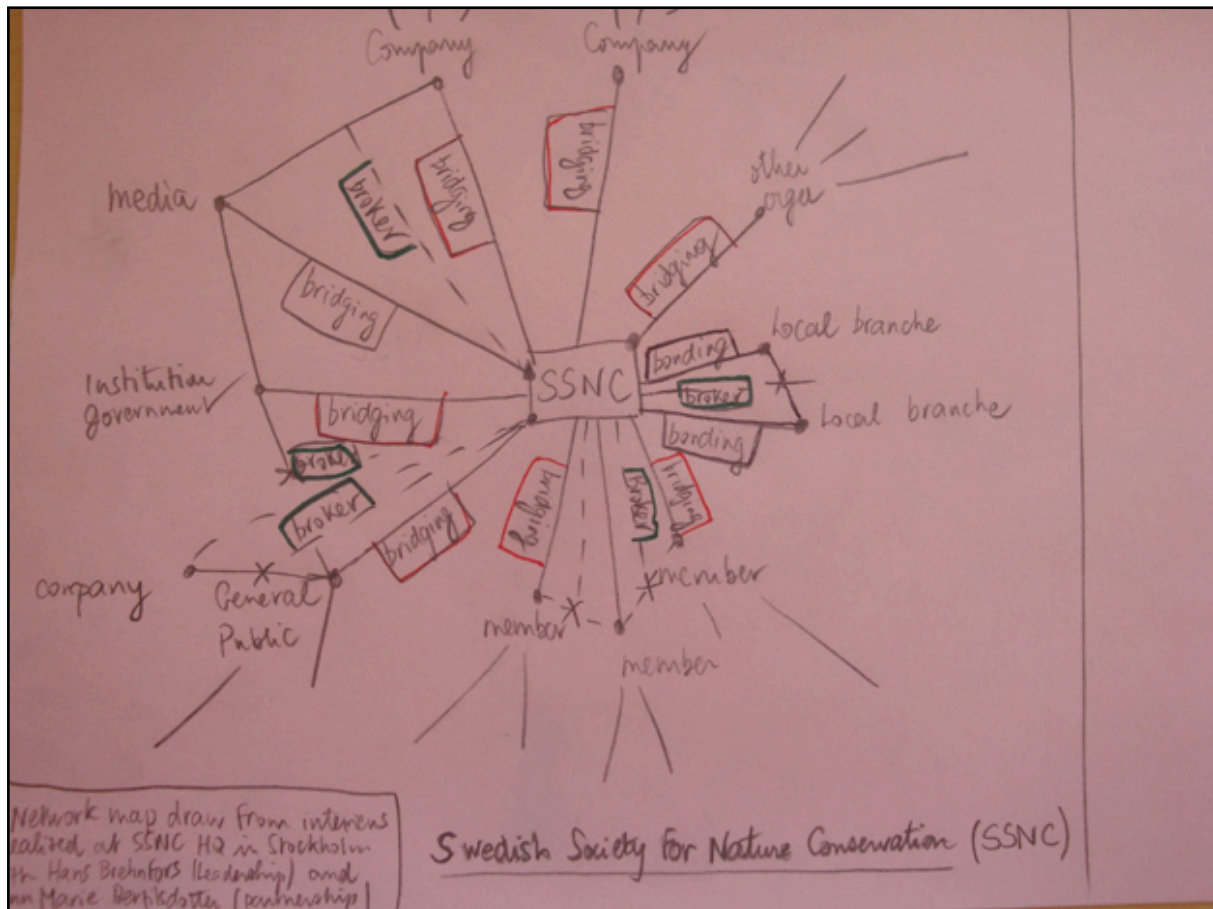
Network map drawn from an interview realised at the SSNC (Sweden, Stockholm). Interview of Hans Brehnfors (Coordination, Development and Leadership) and Ann-Marie Bertilsdotter (Partnership and Sponsorship), the 2011/05/05, Stockholm, Sweden.