

Bonum commune 4.0 A good practice from the world of child protection

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The public, private, non-profit partnership (PPNPP) model is designed to meet the challenges of globalisation 4.0. Its central element and purpose is to promote the common good, its mission being to serve the general welfare of the citizens of the state. The common good requires the cooperation of all actors in society. In our model, the partnership is based on a combination of the public, private and non-profit sectors. Its actors – including manufacturing companies, banks, hospitals, schools and non-profit organisations – are organisations with different interests, objectives, resources and varied characteristics.

In our case study from the domain of child protection service systems, we present a collaboration between the Hungarian state, the for-profit and the non-profit sectors which may serve as an example of good practice at an international level. Our research has shown that the key to long-term, sustainable success is based on regional interests, stable values and internal structures. The pillars of the cooperation are the ÁGOTA Foundation, a registered NGO, the St. Agatha Child Protection Service maintained by the Catholic Diocese of Szeged-Csanád, the Hungarian state and companies supporting child protection.

Keywords: *common good, non-profit organization, PPNPP model, good practice, child protection, business corporation, state, strategic management, organizational competence, regional value creation process*

A köz-, magán- és non-profit partnerségi (PPNPP) modell a globalizáció 4.0 kihívásainak kezelésére szolgál. Központi eleme és célja a közjó előmozdítása, küldetése az állam polgárainak általános jólétének szolgálata. A közjó megköveteli a társadalom minden szereplőjének együttműködését. Modellünkben a partnerség a köz-, a magán- és a non-profit szektor kombinációján alapul. Szereplői – beleértve a gyártó vállalatokat, bankokat, kórházakat, iskolákat és non-profit szervezeteket – eltérő érdekekkel, célokkal, erőforrásokkal és változatos jellemzőkkel rendelkező szervezetek.

A gyermekvédelmi ellátórendszerek területéről szóló esettanulmányunk

ban a magyar állam, a profitorientált és a non-profit szektor közötti együttműködést mutatjuk be, amely nemzetközi szinten is jó gyakorlatként szolgálhat. Kutatásunk kimutatta, hogy a hosszú távú, fenntartható siker kulcsa a regionális érdekeken, a stabil értékeken és a belső struktúrákon alapul. Az együttműködés pillérei az ÁGOTA Alapítvány, egy bejegyzett civil szervezet, a Szeged-Csanádi Katolikus Egyházmegye által fenntartott Szent Ágota Gyermekvédelmi Szolgálat, a magyar állam és a gyermekvédelmet támogató vállalatok.

Kulcsszavak: *közjó, nonprofit szervezet, PPNPP-modell, jó gyakorlat, gyermekvédelem, vállalat, állam, stratégiai menedzsment, szervezeti kompetencia, regionális értéktérmentési folyamat*

Introduction

“The last phase of the 20th century and the first decades of the 21st century are likely to be regarded by future historians as a rare and in many respects unprecedented period in history, characterised by a coincidence of changes in many important areas of global development. These changes in world politics and in the system of international power relations, in the demography of our planet, in scientific and technological progress, in the institutional system, in the relationship between humanity and the natural environment and in the system of social relations, are “transformations” in their own right which have radically altered the organizing forces, the specific characteristics, the global and regional consequences of the given area.”¹ (Simai 2007, 25).

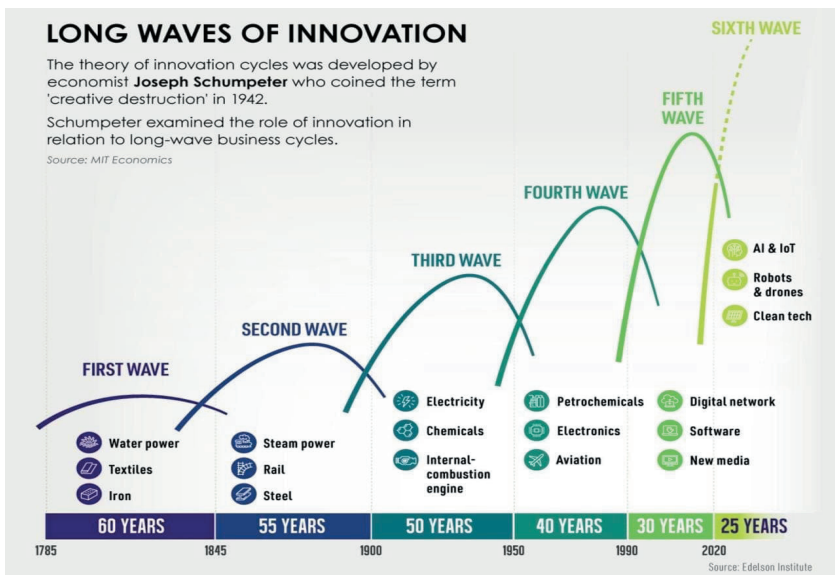
As a result of global changes, the role of the nation state in the classical sense is also being redefined, which does not mean that it is becoming redundant. At the level of nations, the state will continue to be an indispensable actor in the maintenance and operation of large societal, social, political, institutional, and cultural subsystems and professional institutional systems. (Gilpin, 2004, 363-364) The nation state, however, can only meet the new challenges of globalisation if it is itself modernised in such a way that it becomes able to both fulfil and redefine its tasks in a constantly changing environment. This is based on a complex and efficient system of institutional and regulatory instruments and on market techniques and concepts that also serve as a model for the public sector. (Palánkai 2009, 454)²

1 Simai, M. (2007): A világgazdaság a XXI. század forгатagában. Akadémiai Kiadó, Budapest. 25.

2 Palánkai, T. (2009): Nemzet és globalizáció. Magyar Tudomány, 4. 441-459.

The changes also have a significant impact on market players, as the fourth industrial revolution is crucially different from the previous three (Monostori 2014³; KPMG 2016⁴; PwC 2016⁵). Previous production systems are no longer sustainable, and increasingly prevalent labour shortages require global responses. Many see automation and artificial intelligence as the solution to increase efficiency (Wang et al. 2016a)⁶.

Figure 1. Long Waves: The History of Innovation Cycle (Neufeld, 2021)



Analysing the six waves of innovation cycles of industrial revolutions, Dorothy Neufeld (2021)⁷ has shown that the innovation cycles of industrial

3 Monostori, L. (2014): Cyber-physical production systems: Roots, expectations and R&D challenges. *Procedia CIRP*, 17. 9-13.

4 KPMG (2016): *The Factory of the Future Industry 4.0. Part 1. The challenges of tomorrow; Part 2. The solutions of tomorrow.* KPMG Guide. Part 1. [kpmg.co.uk https://assets.kpmg.com/content/dam/kpmg/es/pdf/2017/06/the-factory-of-the-future.pdf](https://assets.kpmg.com/content/dam/kpmg/es/pdf/2017/06/the-factory-of-the-future.pdf)

5 PwC (2016a): *Industry 4.0 - Building the digital enterprise.* PricewaterhouseCoopers LLP. <https://www.pwc.com/gx/en/industries/industries-4.0/landing-page/industry-4.0-building-your-digital-enterprise-april-2016.pdf>

6 Wang, S., Wan, J., Li, D., Zhang, C. (2016a): Implementing smart factory of industrie 4.0. An outlook. *International Journal of Distributed Sensor Networks*, 4. 1-10.

7 Neufeld, D (2021) *Long Waves: The History of Innovation Cycles.* Visual Capitalist. 2021.06.30. <https://www.visualcapitalist.com/the-history-of-innovation-cycles/>

revolutions have become shorter. By the 21st century, global digitalisation has simplified the organisation of processes. The convergence of different technologies offers global players the prospect of major economic benefits and economic convergence. The situation corresponds to what the Austrian economist and sociologist Joseph Alois Schumpeter (1980)⁸ defined in the 1940s as creative destruction: that is, whether it is a product, a service or a process, the result of innovation systematically replaces the old one, and thus has a destructive effect. However, an important element of the Schumpeterian concept is that although innovation is inevitably accompanied by some degree of upheaval, i.e., there are always losers in the process, the emergence of the new can ensure growth – economic growth – in the medium and long term. Creative disruption has led to an overriding business logic, which is now clearly tangible on digital platforms.

Critics of the fourth industrial revolution, including Jeremy Rifkin (2017)⁹, no longer speak of an industrial revolution, but of a kind of third culmination of it, given that the boom is not driven by a new invention but by the permanent revolutionary development of computer technology. The basis for the fourth industrial revolution is digitalisation and data itself, which is creating an innovation-driven economy, smart products and production processes, enabling new techniques and concepts for organising the value chain (Brettel et al. 2014)¹⁰.

Critics argue that monopolies that emerge with global development are subjugating the state and state institutions, assigning them the role of the loser. Due to the radical changes, the traditional concept of the historical state and cultural heritage has also been challenged, the notion of the public interest and the common good has faded. (Kucsera 2021, 90). The citizen has become a consumer, or a consumer citizen, at best (Bayer 2002, 751). And the services and content provided by transnational companies are presented in a standardised and commercialised way in order to achieve the widest possible market distribution (Bayer 2002, 750). A further consequence of global competition and disruptive technologies is the erosion of public trust.

8 Schumpeter, Joseph [1934/1980]: *The Theory of Economic Development*. Cambridge, Mass. Harvard University Press. *A gazdasági fejlődés elmélete*. (Transl. Tamás Bauer.) Budapest, KJK.

9 Holodny, E. (2017): *A key player in China and the EU's "third industrial revolution" is describing the economy of tomorrow*. Business Insider, 2019.12.20. , <http://www.businessinsider.com/jeremyrifkin-interview-2017-6>

10 Brettel, M., Friederichsen, N., Keller, M., Rosenber, M. (2014): *How virtualization, decentralization and network building change the manufacturing landscape: An Industry 4.0 perspective*. *International Journal of Mechanical, Aerospace, Industrial, Mechatronic and Manufacturing Engineering*, 1. 37-44.

In the face of these distortions, cooperation between market and public actors at local level can be a positive outcome. These include values, standards and measures that strengthen public trust, which can help to create a responsible, sustainable, caring framework underpinned by the common good. In this case, the Schumpeterian creative destruction does not exclude the possibility that institutions operating in local arenas may also record innovation as a gain.

Our study starts from the assumption that in the era of globalization 4.0, the interpretation, creation and preservation of the common good will have to be conceptualised in the context of three actors working together. The actors in this relationship are the state, non-profit organisations and the companies.

Within this new system of the common good, we are looking at how the public and private, profit and non-profit sectors can connect together to create the common good, and how organisational competences influence collaboration. The relationship is therefore examined at the local, nation-state level, instead of a global one, in order to demonstrate that the common good can be maintained between groups with apparently very different interests and goals. In today's globalised world, the creation of the common good can no longer be the 'prerogative' of the state alone, but achieving and maintaining it requires the involvement of multiple actors. The role of the state in this new framework is to create the conditions for this through good governance, but it will be non-profit and for-profit organisations that will contribute to the realisation and maintenance of the common good through their responsible decisions and actions.

1. The common good and globalisation 4.0

Companies traditionally play an important role in the economic development of a country by creating jobs, producing goods or services and investing capital. At the same time, the current processes of globalisation and the Fourth Industrial Revolution require that organisations consciously assume responsibility. Corporate Social Responsibility (CSR), which is often described as a marketing ploy, is, according to Tomkins¹¹ (2001), part of a game of power between multinational corporations and campaigning organisations, which is the product of an undemocratic collaboration between multinationals and campaigning organisations: the former buying peace and acceptability by succumbing to the demands of the latter. Instead of acting as a "voice for the community", many NPOs act as a liaison for companies and donor agencies

¹¹ CSR is part of the game of power – it is the product of an undemocratic collaboration between multinationals and campaigning organisations: the former buying peace and acceptability by succumbing to the demands of the latter.

promoting CSR. As a result, they neglect the wider public interest. (Kapstein 2001¹²; Henderson 2000¹³)

The new collaborative framework for cooperation between the public and private sectors goes well beyond the traditional understanding of CSR, in that the market stimulates economic growth for the common good while taking into account sustainability and social responsibility. Promoting the principle of good governance through CSR at the organisational level therefore goes beyond achieving the business power it seeks to achieve and focuses on creating the common good.

1.1. The model of the public, private, non-profit partnership (PPNPP)

The liberal and republican branches of American political philosophy have different understandings of the common good. The liberal interpretation is that the common good is the sum of private goods, so people are happy if they can do what makes them happy. In our study we start from an axiological, republican definition of the common good. According to this view, the common good is, in addition to individually obtainable goods, the sum of the goals that the members of a community seek to achieve together and achieve together by sharing ideas and working together. (Bellah 1985)¹⁴ By common good, the authors mean the totality of tangible and intellectual goods that are necessary for the members of a community but which they cannot produce on their own. The common good is, in its essence, the assistance provided by society to its members in fulfilling their basic life tasks; and in its means, the set of social conditions which make it possible to achieve individual and collective goals and tasks. (Antal 2011)¹⁵

The public, private, non-profit partnership (PPNPP) model is designed to respond to the challenges of globalisation 4.0. Its central element and purpose is the realisation of the common good¹⁶, its mission being to serve the general

12 Capstone, E. (2001): The corporate crusade. *Foreign Affairs*, 5. 105-110.

13 Henderson, D. (2001): The case against "Corporate Social Responsibility". *Policy*, 2. 28-32.

14 Bellah, R. (1985): *Habits of the Heart: Individualism and Commitment in American Life*. Berkeley, University of California Press. 333.

15 Antal, Zs. (2011): *Közszolgálati média Európában – az állami részvétel koncepciói a tájékoztatásban*. Gerhardus Publishing House, Szeged, 213-214.

16 The common good is, in its essence, the assistance provided by society to its members in fulfilling their basic life tasks; in its means, the set of social conditions which make it possible to achieve individual and collective goals and tasks; in its mode of operation, the cooperation of its members according to their capabilities and all results derived from this cooperation. (Antal 2011)

welfare of the citizens of the state. The common good requires the cooperation of all actors in society. In our model, the partnership is based on a combination of the public, private and non-profit sectors. Its actors – including manufacturing companies, banks, hospitals, schools and non-profit organisations – are organisations with different interests, objectives, resources and varied characteristics.

For private sector operators, the extent of business risk directly affects the return on investment, which is why they essentially have a risk-averse attitude. For example, in the Public Private Partnership (PPP) model, the private sector is an effective partner if it can maximise the profit from the project, because it cannot abandon its profit motives. In contrast, non-profit civil society organisations are risk takers. According to Besley (1999)¹⁷, “[...] public sector activity in the private sector is value-driven, and non-profit organizations are often motivated by the desire to help the beneficiaries of public goods”. Governments seek to provide services to the public, and non-profit organisations seek altruistic outcomes, giving them a competitive advantage over profit-maximising companies in social projects.

In order to reconcile the different objectives and needs of the actors, we believe that the PPNPP model can be successfully implemented in the form of projects. As defined by the International Organization for Standardization (ISO): “A project is a unique set of processes consisting of coordinated and controlled activities with start and end dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost and resources.” (ISO 8402, 1994¹⁸). Project-based cooperation can respond more quickly to the challenges of a changing macroeconomic and global environment. It has defined objectives, schedules and budget, and presupposes the existence of a dedicated project organisation with defined roles and responsibilities. The project organisation is led by a single person – the project coordinator – for smaller projects, or by a project management team of financial and technical managers for larger projects. We hypothesize that it is precisely organizational competence that determines whether an organization is able to engage in the creation of the common good according to the PPNPP model (cf. Reimann 1989)¹⁹.

The needs and roles of the PPNPP model actors are described below.

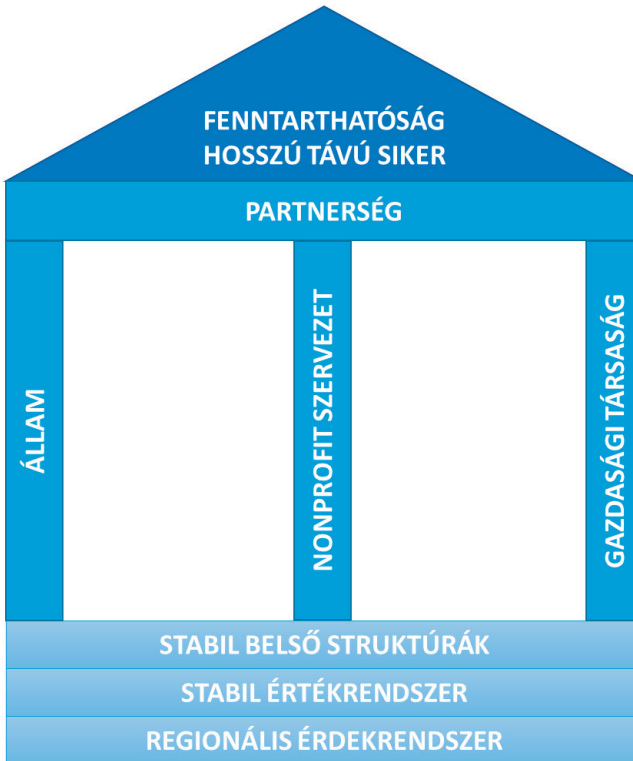
17 Besley, T., Ghatak, M. (1999): *Public-Private Partnerships for the Provision of Public Goods: Theory and Application to NGOs*. London School of Economics, London.

18 ISO standard. ISO 8402:1994. *Quality management and quality assurance – Vocabulary*. <https://www.iso.org/standard/20115.html>

19 Reimann, B. C. (1982): *Organizational Competence as a Predictor of Long Run Survival and Growth*. *The Academy of Management Journal*, 2. 323-334.

1.2. PPNPP model actors, their expectations and needs

Figure 1. The PPNPP model

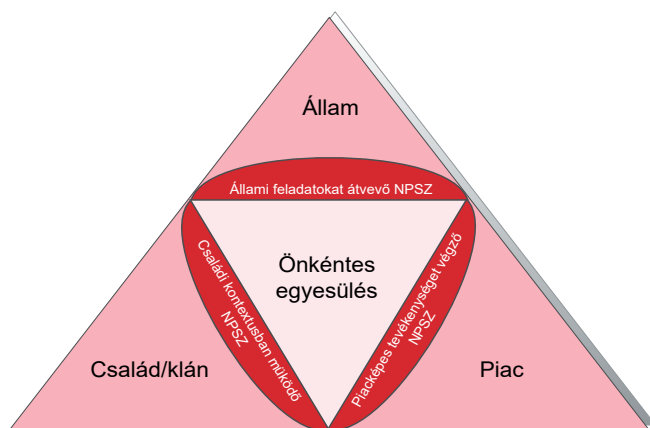


For the **state**, adapting to macro-environmental changes and assuming new roles is inevitable in the 21st century. According to the authors' definition, a state can meet the new challenges posed by globalisation 4.0 if it goes beyond the concept of the "good state" and becomes an acting state that acts responsibly and in the spirit of sustainability. The role of the state in our model is primarily to create the framework and provide support. In this case, the main role of the state is to enable and support the creation of partnerships between non-profit organisations and businesses through identifying and funding projects. Partnership can be achieved for projects in which all participants have a stake through their involvement. These projects, according to the authors, are mainly in the fields of family policy and demography, environment, sustainability, culture and health.

Companies (business entities) are the second actor in the model. To understand what and how companies are motivated, it is important to understand the purpose for which they are created. A business entity is an enterprise with legal personality, established with the members' capital contributions for the purpose of conducting a joint business activity, in which the members share the profits and jointly bear the losses. Hence, the competitive sector clearly seeks to produce profits as the basis of its existence. But this does not mean that companies cannot contribute to the creation and maintenance of the common good while serving the primary purpose of their existence. Examples from welfare societies show that corporate social responsibility and engagement increases the number of engaged, satisfied consumers and brand equity.

Non-profit organisations (NPOs) are not the same as “non-governmental organisations”, NGOs. Non-profit organisations are the third actor in the PPNPP model, and we have drawn on the four-sector model of Evers and Laville (2004) to interpret them.

Figure 2. The four-sector model of non-profit organisations (based on Evers/Laville 2004)



In Evers and Laville's²⁰ model, the importance of non-profit organisations is inversely proportional to the state's social role. The less the state is involved in society, the greater the need for non-profit organisations. The

²⁰ Evers, A., Laville, J. L. (Eds.) (2004): *The Third Sector in Europe*. Edward Elgar: Cheltenham.

state transfers some of its activities to non-profit organisations and finances them. The extent of the democratic state's involvement is determined by the political will and budgetary constraints determined by majority decision-making. The state of the economic system affects both the supply and the demand side. On the supply side, the existence of social welfare is necessary to ensure that the time and financial resources are available. On the demand side, however, there is a substitution relationship between profit and non-profit organisations (e.g. fitness centres, sports clubs). There are also areas where non-profit organisations are created as a result of, or to correct, the negative consequences of economic activity, e.g. environmental protection, trade unions, etc.

In modern societies, families take the place of the large-scale community structures of the past. They mainly become a central part of community life at a local level, complementing or replacing traditional communities.

We use the concept of non-profit organisations in a broader sense compared to the definition of Salamon and Anheier²¹ (1992) and draw on Lichtsteiner et al.²² (2015). Thus, in our usage, NPO refers to any organisation that is created between the state, family and the private sector (for-profit companies) that:

- is created mainly by private individuals, companies or other organisations;
- is not for commercial purposes;
- provides services to third parties or acts as a self-help organisation;
- acts in the interests of its members or clients;
- provides services;
- may have an honorary or associate member;
- recruited volunteers.

1.3. Governance mechanisms and organisational competence

The actors in the PPNPP model have different objectives, governance mechanisms and structural characteristics. Business companies are subject to market governance, which, with the exception of non-profit and public benefit companies, aims at a profit and return on capital. Public administration agencies perform public functions, within the framework of the political decision-making of public authorities. In contrast, private non-profit organ-

21 Salamon, L. M.,- Anheier, H. (1992): In Search of the Nonprofit Sector I. The Questions in Definition. *Voluntas*, 2. 267-309.

22 Lichtsteiner, H., Gmür, M., Giroud Ch., Schauer, R. (2015): The Freiburg Management Model for Nonprofit Organisations. Haupt Verlag, 15-20.

isations do not satisfy or influence the needs of their members or third parties on the basis of market contexts. Their common characteristics include that:

1. the person using the service is not the same as the person paying for it;
2. services are typically free or provided for a fee that does not cover the cost of the service;
3. the production of collective goods is governed by the decisions of the operators of non-profit organisations and by bodies and persons with decision-making powers chosen by them.

In recent years, modern management methods have been constantly emerging in the world of non-profit organisations. Among other things, strategic management is an area that has become a necessity in non-profit organisations. Despite the fact that strategic management is primarily concerned with how organisations can gain a competitive advantage over their competitors and harness the factors for success, non-profit organisations also need this approach. At the same time, non-profit organisations do not have to compete with their rivals for the market, but for resources, political interest and “customers”. Therefore, in our opinion, the use of strategic management is indispensable for non-profit organisations. Nevertheless, this article does not focus on strategic management as a complex management method, but will discuss in detail one of its important elements: organisational competences. Competence is generally understood as the ability of an organisation to achieve its objectives. According to Antal-Mokos et al. (1997)²³, resources are inputs to the value-creating processes of an organisation. On their own, they do not lead to a strategic competitive advantage, they can only become strategically decisive resources if they operate in a coordinated system. Some resources are tangible, while others are intangible.

The PPNPP model assumes the existence of certain commonalities in terms of organisational competences for all three actors in the model. There are significant differences between the organisational competences of the three actors in our model, mainly due to the purpose and characteristics of the actors. While the basic purpose of the competitive sector is to make profit and is characterised by competition between actors, the purpose of the state is to serve the common good, characterised by the combined presence of public power and public service functions, and the purpose of non-profit organisations is to meet certain needs, to meet the interests and needs of their members.

The areas in which the organisation develops its core and key competences depend on the strategic choices made by the management. An NPO competes with other organisations for funding, members, clients and volun-

²³ Antal-Mokos Z., Balaton K., Drótos Gy., Tari E. (1997): *Stratégia és szervezet*. KJK Kiadó, Budapest.

teers. Non-profit organisations with a portfolio of competences optimally adapted to the needs of their environment survive this competition, while those less adapted fail. What core or key competences an NPO should have depends on the situation. Some non-profit organisations rely on fundraising to survive, while others focus on excellent relationships with local policy makers or the provision of a high quality service to their members.

The precise formulation of organisational competences and the definition of key competences of strategic importance are of paramount importance for NPOs in the context of Bonum Commune 4.0. A possible solution could be the creation of regional value creation centres, which would create a much more readily understandable and transparent situation at both state (local government) and company level. In the process of value creation, the focus is on competences, support services, strategic access to resources, regional infrastructure, local knowledge base and social, cultural, sport (leisure) and religious institutions.

Organisational competences are of particular importance in the PPNPP model. The PPNP model will only be successful if it is implemented with a strategic perspective, thus enabling long-term success to ensure sustainability. Within this framework, it is leadership competence that is of strategic importance in the development of regional value creation centres (Rasche C. 1994).²⁴

2. An example of good practice in child protection – The ÁGOTA project

When designing the PPNPP model, the authors started from the assumption that in the era of globalisation 4.0, the creation and maintenance of the common good is understood in terms of the cooperative relationship between three actors.

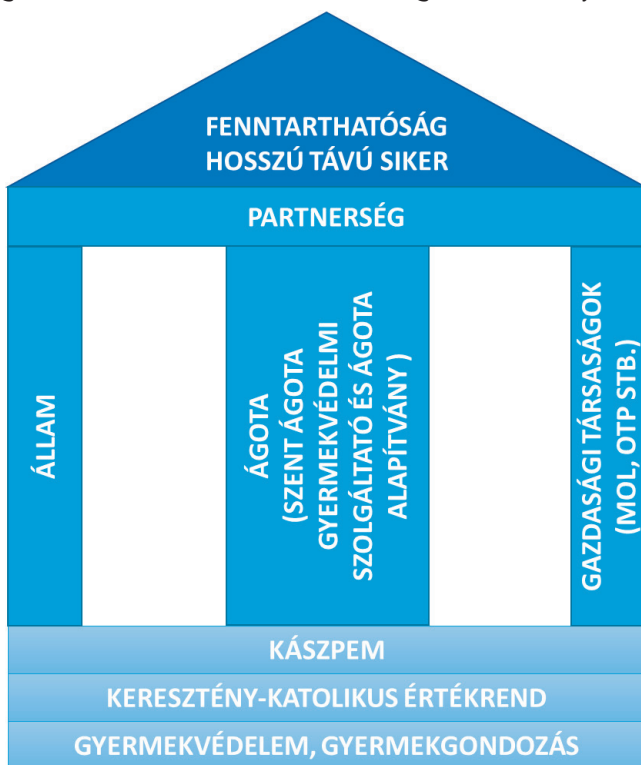
2.1. The PPNPP model of the ÁGOTA project

In our model, the pillars of sustainable long-term success are represented by the actors of cooperation, in this case:

- the St. Agatha Child Protection Service, under the Catholic Diocese of Szeged-Csanád;
- the highly public benefit non-profit ÁGOTA Foundation;
- the Hungarian state;
- and the large companies and the representatives of the SME sector supporting the project.

²⁴ Speed, C. (1994): Wettbeverbsvorteile durch Kernkompetenzen: ein ressourcenorientierter Ansatz. Wiesbaden.

Figure 1. PPNPP model PPNPP model through the case study example



The Catholic Church, which has traditionally had a significant presence in child protection, social care, specialised care, nursing homes for the elderly and the disabled, and primary care, is a key partner for the Hungarian state. Church involvement is supported by the recent legislative change and increased public funding for the area. Based on Act XXVIII of 2020, the operators will receive property ownership rights for the performance of their tasks, and in the 2021 budget the government has provided HUF 20 billion more funding for church and civil operators than before. An important pillar of the cooperation between church and state is the idea that the primary goal of child protection is psychological healing, through which the child finds their place in society and becomes a citizen capable of caring for themselves and their family. The Church believes that child protection must facilitate rebuilding the family bond that is missing for the majority of children who are in the care of child protection services. (Hungarian Catholic Church, 2021)

The St. Agatha Child Protection Service and its symbiotic partner, the ÁGOTA Foundation, are the official strategic partner of the government in the field of child policy, child and youth protection and child protection specialist care. The institution is one of Hungary's largest providers of child protection services, with activities covering both children's homes and foster care networks. Since 2021, it has provided child protection specialist care in 13 counties in Hungary, including Baranya, Bács-Kiskun, Békés, Borsod-Abaúj-Zemplén, Csongrád-Csanád, Győr-Moson-Sopron, Heves, Jász-Nagykun-Szolnok, Komárom-Esztergom, Nógrád, Pest, Somogy and Tolna counties, as well as in the capital city. The diocese now runs homes with a total capacity of 7000 to provide care for children and young people who have been removed from their families. In addition, it continues to carry out methodological tasks in all child protection systems run by the Catholic Church. The basic aim of the organisation is to provide direct support, focusing on educational work. They are also constantly striving to improve the professional programme to ensure a high-quality service.

The St. Agatha Child Protection Service works closely with the ÁGOTA Foundation, which, since 2002, has played a significant role in developing child protection methodology and supporting young people in care and at risk. It also helps to reach out to the more underprivileged layers of society, for instance, by organising the Meeting of Generations programme. The Foundation's priority is to provide the children supported with a socialisation model from older generations. The Foundation's activities include the organisation of experience-based education programmes: camps, sports programmes, pastoral care, catechesis. They organise more than 600 experience-based programmes every year, including large national camps for thousands of people.

The diocesan service provider and the foundation also have a professional coordinating role. This means that, on a strictly professional basis, they are actively involved in the preparation of legislation and other codification processes, or professional methodological developments related to specialist child protection care, and coordinate the review of tasks in cooperation with other bodies and organisations involved in specialist child protection care. The Foundation's partners include other state-run organisations such as the National Crime Prevention Council and the National Chamber of Agriculture.

Supporting children is also an opportunity for a for-profit organisation (hereinafter used as synonyms: company, enterprise, business) to take its social responsibility seriously and to publicly acknowledge it. For the company, social responsibility also means becoming a role model, thus promoting the motivation of market players and their consumers towards child protection. The cooperation between the child protection service provider and the

for-profit sector can be described as harmonious. The grants are mainly channelled through the Foundation. They receive donations, monetary donations or material donations. For example, during the Christmas period, thousands of gifts are collected for children. In return, the Foundation hosts an event for its supporters. The authenticity of donation brokerage and the delivery of the donation are of paramount importance, as the parties (donor and donated person) need to get to know each other. The prominent corporate partners of the church-civil partnership, which stands at the forefront of child protection services, are MOL Plc. from the energy sector, OTP Bank Plc. from the banking and financial sector, Richter Gedeon Plc. from the health and pharmaceutical sector, and Printker Office Land Zrt. from the field of stationery and school supplies. (Kothencz, 2020). The cooperation between the Diocese of Szeged-Csanád and OTP Bank started in 2013 and has continued unabated ever since. OTP Bank has set up donation boxes in its branches throughout the diocese and opened an account to receive donations, and has pledged to double the amount of money coming in from its own resources. (MTI, 2013)

Successful cooperation is founded on three factors:

1. regional system of interests;
2. a stable value system;
3. stable internal structures.

1. *Regional system of interests*

For NPOs, the formulation of key competences is of key importance in the implementation of Bonum Commune 4.0. A possible solution is the creation of regional value creation centres, which will create a much more readily understandable and transparent situation at both state (local government) and company level. In the process of value creation, the focus is on competences, support services, strategic access to resources, regional infrastructure, local knowledge base and social, cultural, sport (leisure) and religious institutions. The child protection services hallmarked by the names of St. Agatha Child Protection Service and the ÁGOTA Foundation are a credible example of this, thanks to the mutually supportive and developmental work of the two organisations. The partnership has created a regional competence centre supporting the development and care of child protection and children in need. In partnership with the state and the for-profit sector, the full range of competences – core, key and meta-competences – is demonstrated:

- **The core competences** ensure that the basic processes are carried out: This includes the church's historical involvement, its capacity to protect and care for children, and the professional competences and skills of the child protection service provider and foundation staff.

- **The key competences** offer a strategic competitive advantage: Here, the KÁSZPEM method and the system of national ecclesiastical methodological institutions and the ÁGOTA community are of particular importance.

- **Within meta-competences** leadership competence is of strategic importance for the value creation centre (Rasche, 1994). However, at the meta-competence level, organisational competences play a key role alongside leadership competences, as the model will only be successful if it is implemented with a strategic approach, thus ensuring sustainability in the long term.

2. *A stable value system*

Our case study is based on (Catholic) Christian values, which is already evident in the choice of the name. Saint Agatha, chosen by the St Agatha Child Protection Service as its eponym – and thus as a role model – is one of the most famous saints of ancient Christianity. Her story of suffering has a strong message for today, and one of the most important lessons of her life is perseverance and persistence, which is based on a living faith in God.²⁵ The name of the ÁGOTA Foundation is short for the name of ÁGOTA Charity Organisation for the Support of Young People in State Care and at Risk. Thus, the cause of ÁGOTA, the hallmark of the two organisations, is now associated in public awareness with the community engaged in educating and teaching orphans and underprivileged children in state care with faith, perseverance and persistence.

3. *Stable internal structures*

A relatively stable and not too volatile internal structure is an important basis for a long-term, sustainable and successful operation of the PPNPP model. An effective organisational model is one that maintains its internal stability in the face of changes imposed by the macro-environment. In our case study, ÁGOTA Foundation and ÁGOTA Child Protection Service of the Diocese of Szeged-two important pillars of the partnership, have maintained a stable internal structure despite decades of operation, which is fundamentally determined by the conditions of the KÁSZPEM methodology. Among the conditions is that the “method only works in the hands of credible communicators who also serve

25 “Born in Catania, Sicily, St Agatha’s life was full of trials and tribulations. All too soon, the young girl, desiring the love of Christ, became the target of Qintianus’ machinations. Using the anti-Christian decree of the Emperor Decius to his own ends, Qintianus had him arrested and tortured inhumanely to further his petty interests. Not only was she mutilated and regularly tortured, but also imprisoned and beaten to death. Even in the midst of her tortures and sufferings, she was able to grow strong again and again. Miracles accompanied her life.” (Diocese of Szeged-Csanád St. Agatha Child Protection Service, 2021)

as models of the experience of belonging at the community level.” (Kothencz et al. 2009) A stable organisational environment is therefore a prerequisite for the viability of the KÁSZPEM method. Although the macro-environment, and especially the legal-regulatory environment, has been changing, the stable value system has allowed the actors in our case study to develop an internal structure that has not undermined the stability of the system despite the changes.

Conclusion

While the world is changing around us, there is still a synergy between the for-profit sector and the situation of those in need. The hallmark of an “enlightened” and responsible company is a corporate policy that prioritises corporate sacrifice for the common good. The issue of cooperation in child protection has been recurring throughout history. Although nowadays, in many European Union member states, the issue of cooperation in the field of child protection and child welfare is raised, most of the cooperation is focused on certain tasks only, or does not involve all actors of the PPNPP model. In the majority of cases, the cooperation of either the state e.g. (FGW studie: Fischer & Geene, 2019) or companies e.g. (Lukoil, 2021) are involved, so the PPNPP cooperation model is not fully implemented.

In our case study, we have presented a collaboration between the state, the for-profit and the non-profit sectors that can serve as an example of good practice at an international level. The key to its long-term, sustainable success is based on regional interests, stable values and internal structures. The pillars of cooperation are the ÁGOTA Foundation, the St. Agatha Child Protection Service, the state and companies supporting the cause of child protection.

“We are the heavy industry of child protection. We are fighting for those who are severely traumatised, injured, who are not at all easy to lead back to the path of hope. As a person gets older, it becomes more and more challenging to do something with their life,” said János Kothencz, Head of St. Agatha Child Protection Service (Gégény 2020).

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