

Philanthropie

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EDITORIAL

Dear Readers



Regarding development cooperation, the philosopher Peter Singer defined the following moral principle:

«If it is in our power to prevent something bad from happening, without thereby sacrificing anything morally significant, it is our responsibility to act.»

He illustrates this principle by imagining that a child has just fallen into a pond we are passing by. Of course, we will jump into the pond to save the child. One's own damage are wet clothes, while the death of the child would be a tragedy.

However, simply giving what one has in abundance is not sufficient anymore. Nowadays, impact measurement is the Achilles' heel of development aid. To take the metaphor further: Modern philanthropy cannot be satisfied with saving the drowning child. You need to teach the child how to swim to make the life-saving action sustainable.

This issue focuses on NGOs as important actors in the field of development aid. For NGOs in particular, proving the long-term impact of their activities is an ever recurring challenge.

We hope you enjoy reading!

Sincerely

Georg von Schnurbein

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The Role of NGOs in Development Cooperation

Non-Governmental Organizations (NGOs) are indispensable actors in development cooperation. Prof. Dr. René Rhinow, former President of the Swiss Red Cross, describes the role of NGOs by referring to health care provision.

The roles and tasks that are assigned to non-governmental organizations (NGOs) in development cooperation have changed over time. After a sobering phase of almost exclusive governmental cooperation, NGOs experience a real boom since the 1980s and are mushrooming everywhere. Due to structural reform programs, governmental structures and services have been cut back massively. At the same time, the number of NGOs grew exponentially. They provide important services and substitute governmental activities.

Fragmentation

Although the stronger anchoring of civil society is something to be welcomed in principle, this development also had a strong fragmentation of the development cooperation as well as strong differences in the quality of services as a consequence. Some NGOs that advocate for civil rights such as e.g. the right for health care, education or work, got into serious conflict with governments.

At the same time, strong financial and international agencies and foundations developed, such as the Global Fund or the Bill & Melinda Gates foundation, which increasingly influenced the development cooperation sector. Latest since the Paris declaration about the effectiveness of development cooperation of the OECD in March 2005, the receiving governments were given back ownership of the development agendas for their countries. Under the pressure of international and na-

tional NGOs, a central role was given to civil society for sustainable development at the following two high level forums on aid effectiveness in Accra 2008 and Busan 2011.

Importance of harmonization

Using the example of health care, in which the Red Cross has a strong commitment, the ideal roles the various actors should have in the development of a country or development cooperation can be demonstrated. Equally, the importance of dialogue and harmonization of the activities in terms of impact can be illustrated. Ensuring health care for all citizens is one of the basic responsibilities of the state. In particular, governments need to define and regulate goals, norms and systems on the policy level. In the context of sector reforms, governments receive support from development cooperation on the institutional level. In countries with low and middle incomes, it represents a particular challenge to reach the poor within a functional health system. The health reforms of many of these countries therefore concentrate on strengthening the system and to ensure «access for all». Reality though shows that reaching poor and marginalized persons und groups is difficult to achieve and that social and cultural barriers prevent them from going to a health center, even if the option is available. Here, local NGOs can take on the role of bridge builders: On the one hand, they enable the public to take use of services through awareness campaigns and sup-

port of health committees. On the other hand, NGOs provide important contributions to the improvements of services by health centers and hospitals. Weaknesses in the work of NGOs arise when they only cover small populations. While the interventions allow for selective improvements, they do not lead to a sustainable development. It is even more important to integrate the projects into the system and into the networks of other NGOs. Donors have a responsibility to support their local partners in building networks and alliances.

Risk of parallel structures

Many international NGOs are specialized in fighting specific diseases and have an important role in overcoming these. In collaboration with research and private companies new drugs, therapies and forms of prevention are developed and introduced (malaria or HIV/aids can be mentioned as positive examples). They base their project implementation often on local NGOs or church health centers. Sometimes there is the danger that parallel structures are created or that vertical programs (e.g. in fighting HIV/aids) bind all available resources of a system (partly

at the expense of other services). Similar processes can be observed on the international level: financially strong agencies and organizations like the Gates Foundation put programs onto the development agendas (e.g. of the WHO or of developing countries), that are focused on specific diseases or topics. The receiving parties only have a limited say and are unable to resist.

Both at local, national and international levels, it is important that the contributions of the various stakeholders are coordinated and harmonized. The strengthening of the system as a whole should be at the center of each reform process.

FACTBOX
High Level Forum on Aid Effectiveness

The High Level Forum on Aid Effectiveness are meetings of OECD member states to align an harmonize development cooperation efforts. The Paris declaration 2005 is regarded as turning point in international development cooperation. In the following meetings the role of NGOs has been strengthened.

Source: www.aideffectiveness.org

Political dialogue

Many NGOs see themselves as part of civil society. As its representative they take on an advocacy role, e.g. when emphasizing the right for health and when taking influence on reforms in the policy dialogue. This role is strengthened in the Busan declaration. The participations and control of civil society should enable more democratic processes to increase effectiveness of development. This important role in itself, however, does not spare NGOs from critical assessment, by which a local and even more so an international NGO can legitimize its position. Years of experience and knowledge from specific project work and partnerships with local organizations are a valuable basis for the political dialogue of northern NGOs with their own governments and donors.

Development cooperation is especially dependent on NGOs in areas where the state has little or no influence. NGOs can be an important corrective to the state and point out shortfalls and false developments in development cooperation.

Further Information:
Swiss Agency for Development and Cooperation:
www.deza.admin.ch/en/Home
OECD: www.oecd.org/dac/effectiveness/

Glocal ahead!

Sibylle Studer, Phd candidate at the CEPS, is a founding member and board member of the association glocal ahead! The association supports local initiatives in development cooperation.



Glocal ahead! is a volunteer organization offering a legal vessel to people, who maintain personal contacts in southern countries and who have a project idea. As once they have an idea, they have yet to find a suitable framework to implement it. Together with the initiator, the idea is thoroughly reviewed and translated into a project documentation, following the logic of an impact-oriented project management. The association accompanies the local project initiator, be it by offering assistance in fundraising, networking or monitoring. Results of such collaborations are small-scale projects that are based on a personal exchange and address local needs, e.g. on water or land rights.

Working with glocal ahead! is voluntary. Projects emerge, because they

make sense for the parties involved. A driving force is the enjoyment of learning from each other and of experiencing how concrete improvements in living conditions come into being. The exchange with experts, the fully developed project documentations, and a reflective working culture enhance the quality of the initiatives. The association is dedicated to ensure that local involvement, knowledge, experience and financial resources are linked for the purpose of implementing concrete projects. Consequently, the members of the association are continuously searching for new initiators of project ideas, sponsors, experts, volunteers for event-specific or long-term assignments and of course members.

Persons with their own project ideas or who are interesting in supporting the association, please get in touch with info@glocalahead.ch. Everyone is welcome!

CEPS INSIGHT

Recent Publications CEPS

The article [Volunteers as a unique organizational resource: Conceptualizations in practice and management responses - Lessons from Switzerland](#), by Sibylle Studer and Georg von Schnurbein was published in the International Journal for Volunteer Administration, Vol. 29, Nr. 2, 2012. In the fifth edition of the «Handbuch der Nonprofit Organisation» (Eds. Simsa, Meyer & Badelt), the chapter [The Nonprofit Sector in Switzerland](#) was authored by Georg von Schnurbein. In cooperation with the Globalance Bank the CEPS published the study, [Vermögensverwaltung von gemeinnützigen Stiftungen in der Schweiz](#) (Investment management of foundations in Switzerland). The study has shown that in most cases foundations manage their endowment professionally but monitoring of their financial service providers is insufficient.

www.ceps.unibas.ch/publikationen/

New Team Members

On 1 January 2013 two new members joined the CEPS. Tizian Fritz will write his PhD thesis about Mission Related Investment and Patrizia Egloff will support the team in research and administrative matters.

Management Challenges

HELVETAS Swiss Intercooperation is one of the largest and most experienced development organizations of Switzerland. Approximately 1,200 local and 60 international (mostly Swiss) employees are working in the 32 partner countries located in Africa, Asia, South America, and Eastern Europe. The CEPS speaks to the organization's Director Melchior Lengsfeld about challenges the management faces.

CEPS: The organizations Helvetas (founded in 1955) and Intercooperation (founded in 1982) merged in July 2011 to form HELVETAS Swiss Intercooperation. How did this come about?

M.L.: Both organizations were already very experienced in the field of poverty-based development work focusing on the sustainable usage of resources and good governance. We were therefore perceived as «competitors» for DEZA projects even though our activities were geographically and programatically hardly related. As a member association, Helvetas has anchored itself very well in civil society over the past decades, it has positioned itself in development politics, and has brought in complementary competences in the areas of water, education, and fair trade. Intercooperation, on the other hand, came in with internationally acknowledged consulting capacities as well as a considerable amount of know-how on the crucial issue of climate change. We soon realized that we could achieve more if we combined these strengths under the roof of one organization.

Melchior Lengsfeld



Starting in 2005, Melchior Lengsfeld was the Executive Director of Helvetas and has been the Executive Director of the Swiss-based NGO HELVETAS Swiss Intercooperation since the merger in 2011.

CEPS: What were the greatest challenges of the merger?

M.L.: It was essential to integrate both teams on equal terms, regardless of their different histories and organizational cultures, right from the beginning. We took a highly participative approach in the process. This proved itself valuable because the teams not only understand the different steps in the process, but also shape and incorporate them. Next to their day-to-day business, numerous internal working groups put in additional work. Very important was a clear strategic leadership and our active communication, also towards all external partners.

CEPS: Today HELVETAS Swiss Intercooperation is an association with more than 100,000 members and benefactors, 12 honorary regional groups and a budget of 110 million CHF. What are the biggest challenges for the management of such a large organization?

M.L.: It has become even more important to work impact-oriented, this entails that clear impact hypotheses and goals are already formulated in the project planning phase. It is equally important to put a transparent reporting system in place that includes donors and members as well as partners and recipients in the programs' countries. Furthermore, we have to plan long-term to be able to implement sustainable development initiatives. Thus, foundation funding plays a crucial role for us.

CEPS: How is the collaboration of 1,200 employees worldwide coordinated?

M.L.: Our organization has a decentralized structure. The managing teams in the country programs – international as well as national specialists – are responsible for the national teams. Many of these specialists have been with us for a long time. They have a noticeable impact on the programs and are engaged in delivering innovative projects of high quality accompanied by a good knowledge management. Our international employees change countries on a regular basis. This guarantees an unbiased view and enables transparency.

CEPS: How does HELVETAS Swiss Intercooperation set strategic goals and how is the adherence of these goals monitored?

M.L.: The strategic goals are set by the executive board in cooperation with the directorate. They are approved by the general assembly. These goals are operationalized systematically and their achievement is checked regularly. We thereby apply a broad palette of monitoring instruments: by checking the project's performance, commissioning external impact studies, conducting meta-evaluations, and by carrying out a strategic controlling by the executive board. We see the evaluation as a chance to systematically gain knowledge as an organization.

CEPS: In the annual report, Helvetas states that in 2011 over 3 million people have been accompanied into a better life. What does this number mean?

M.L.: We collect data on about 20 standardized performance indicators in every project. These are able to show the dimensions of our commitment. But we also launch innovative pilot projects, which have a broad effect through their role model character, which makes it possible to reach even more people. Besides quantitative factors, qualitative factors are just as important for true sustainability. In this sense, it is relatively easy to build a well, but what is essential, is to also establish maintenance systems and anchor them in the local community.

CEPS: Thank you very much

NEWS

ZURICH Young Foundation Experts

On 29 November 2012, the Association of Young Foundation Experts was founded in Zurich. The association will commit itself to offering a platform for exchange of ideas and experiences besides forming a network of young professionals (under 45) in the area of foundations. It is envisaged to organize regular information and networking events in a causal atmosphere. The next meeting takes place on 25 April in the Prime Tower in Zurich. Interested persons are welcome to contact Dr. Roman Baumann Lorant at roman.baumann@dufo.ch

ZURICH Cooperation with ethos

SwissFoundations has started a cooperation with the foundation ethos, which promotes the consideration of sustainable development principles and corporate governance best practice in investment activities. Members of SwissFoundations have the ability to delegate their voting rights at meetings of shareholders to ethos. www.swissfoundations.ch

BERLIN Less New Foundations

The number of new foundations established has declined in Germany for the fifth year in a row. 645 foundations were established in 2012 - that is 72 less than in 2011. In total there are 19,551 foundations in Germany. www.stiftungen.org

Philanthropy Impact

The European Associations of Philanthropy and Giving, Philanthropy UK and Philanthropy Advisors Forum joined forces and united under the name Philanthropy Impact. They also publish a new journal.



Philanthropy Impact is the name of the new organization that was formed by the merger of EAPG, Philanthropy UK and the Philanthropy Advisors Forum. Together they combine more than 27 years of experience and continue to be an important resource for anybody interested in giving.

As part of their joint activities Philanthropy Impact launched a new quarterly magazine. With this Philanthropy Impact wants to share information about philanthropy in a domestic and international context. The magazine explores the philanthropy spectrum in more detail drawing out issues concerning philanthropists, advisors and charities, highlighting new opportunities and achievements and sharing experiences and lessons learnt.

The contents of the first issue range from the guest author Michael Green's thoughts on the UK Budget 2013 and its implication for fiscal support to giving («What's in the Box, George?») to the possible funding of an air to ground mis-

sile in Uganda by a secret philanthropist. Cathy Pharoah, writes about the difficulties to gather reliable data on giving. Future issues will focus on areas such as social investment, digital giving as well as alternative funding models. The magazine welcome articles, letters and other forms of contribution.

www.philanthropy-impact.org

Did you know?

2,729,100,000

The Swiss federation, cantons and communes have spent almost 3 billion Swiss Francs on development aid in 2011. This equals approximately 0.45% of the gross domestic income (GDI). Only very few countries, among them Norway, Sweden, Denmark, Netherlands and Luxembourg, reach the United Nations goal formulated in 1970, demanding that the industrialized countries spend a minimum of 0.7% of their GDI on development aid.

Source : Schweizerische Eidgenossenschaft

NPO Finance

NPO are increasingly looking for alternative forms of finance. The CEPS offers a variety of courses on the topic.

NPO finance their public beneficial activities from different sources. In addition to donations, there are governmental subsidies, membership fees or revenues from own services. With crowdfunding, sms-donations or matching funds new and alternative sources of income have appeared.

In order for the leadership and employees of nonprofits to enhance their knowledge on the optimal mix of financial sources, the CEPS is now offering some exciting courses.

On 14 March, in our workshop series *Philanthropy in the Morning*, we will talk about crowdfunding. In our full-day seminars *Gute Gesuche Stellen* we will discuss how to prepare grant applications for foundations and how proposals are evaluated. Our annual *Intensive Course Financial Management* is scheduled for June. In the course of five days, participants will learn about relevant fiduciary and legal issues so they can set up a sustainable financial system in their NPO.

www.ceps.unibas.ch/weiterbildung/

CALENDER

CEPS ADVANCED STUDIES

[Enroll now!](#)

CAS Governance & Leadership

Modul 1: Strategic Management

8 - 11 April 2013, Sigriswil

Modul 2: Leadership

6 - 8 May 2013, WWZ, Uni Basel

Modul 3: Organizational Management

27 - 30 May 2013, WWZ, Uni Basel

Writing Good Grant Applications

19 March 2013, Development cooperation

26 March 2013, Social Projects

WWZ, Uni Basel

Philanthropy in the Morning

Crowdfunding for NPO

14 March, WWZ Uni Basel

Intensive Course

Financial Management for NPO

17 - 21 June 2013, Monastery Kappel

OTHER DATES

German Fundraising Association

German Fundraising Congress

24 - 26 April 2013, andel's Hotel Berlin

German Association of Foundations

German Foundation Conference

15 - 17 May 2013, Düsseldorf

SwissFoundations Symposium

Innovation Instead of Stagnation - How Foundations deal with the crisis

6 June 2013, Volkshaus Basel

European Foundation Centre

24th EFC Annual General Assembly and Conference: Sustainable Cities - Foundations and our Urban Future

30 May - 1 June, Copenhagen, Denmark

LEGAL NOTICE

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