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## EDITORIAL

Dear readers,



Hegemonic structures around the world are changing – in politics as well as in other areas of society. There is a growing recognition in Europe that one's own ideas and approaches are not always the best. Increasingly, efforts are being undertaken to establish a dialogue that is multifaceted. Everyone can learn from everyone.

Nonprofit organizations (NPOs) have for a long time experienced a situation, in which they have been taught how to manage «properly», following the example of business enterprises. In times of corporate social responsibility and impact investing, this relationship has already changed. Today, companies also learn from NPOs, for example how to manage multi-stakeholder relationships or how to measure outcomes instead of output.

At the CEPS we are going one step further. In the CAS in Global Social Entrepreneurship, participants from developing and emerging countries as well as developed countries support each other to jointly achieve a higher level of expertise. We are curious to see who will learn more from whom!

And if you are not in the course now, the new MOOC «Entrepreneurship in Nonprofits» will enable you to take your first steps towards more entrepreneurship.

Wishing you a pleasant read.

Georg von Schnurbein

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## Cross-border learning

**Nonprofit organizations (NPOs) are important in addressing societal challenges. However, they are also subject to many restrictions – legal, financial or staff-related. In order to be able to cope with current challenges, managers must acquire new skills and think beyond traditional structures. The CEPS has developed an innovative solution to this problem. By Georg von Schnurbein**

Massive open online courses – MOOCs for short – are the latest development in continuing education. Essentially, the aim is to impart knowledge to a large number of learners (massive) without access restrictions (open) via digital media (online courses). Internationally, platforms such as Coursera, edX or FutureLearn have emerged, on which universities and other institutions offer courses on specific topics. The content is accessible free of charge – only the certificate itself costs a small amount of CHF 70-100 per course. One can also find MOOC platforms specifically designed for NPOs, such as the Philanthropy University ([www.philanthropyu.org](http://www.philanthropyu.org)). The advantages of this new teaching format can be well described by means of the new MOOC «Entrepreneurship in Nonprofits» offered by the CEPS.

### Clear contents

MOOCs are structured into several modules, each consisting of various steps. Short videos, texts, tasks or quizzes are used. Each step should not take more than 15-20 minutes. For this reason, when planning a MOOC, one is already forced to define the essential teaching content very precisely. Module 1 of the new MOOC presents three different theories for the analysis of

NPOs. The participants get to know the central ideas of these theories as well as concrete examples of implementation. Less attention is paid to ongoing scientific discourses on the individual theories or their development path.

### Individual learning speed

The structure of MOOCs allows an individual learning speed, even more so than other forms of e-learning. The MOOCs are available over a longer period of time and the participants can select the individual steps themselves. The structure is clear and one can switch between modules or steps at any time. In this way, relationships can be presented more clearly. In the MOOC «Entrepreneurship in Nonprofits», for example, Module 2 talks about social enterprises and Module 4 about new forms of financing for NPOs. Both topics are closely related and within the MOOC it is easy to connect the two.

### Interaction and Activation

In addition to preconceived content, a MOOC also offers new opportunities for interaction. Within the course there is a moderated forum where participants can ask questions, participate in discussions or contribute their own experiences. Just like in the lecture hall, a MOOC thus

enables dialogue, but across different time zones and easily traceable. Links to further content can also be integrated into the learning process again and again. For example, the CEPS MOOC uses the online Social Innovation Atlas ([www.socialinnovationatlas.net](http://www.socialinnovationatlas.net)) on the topic of social innovation, which offers examples of social innovations worldwide.

**Reach**

By far the most convincing argument for the new MOOCs is undoubtedly their range. The platforms reach interested people all over the world and the free access creates a generally accessible offer of scientifically sound knowledge. The MOOC «Entrepreneurship for Nonprofits» is also part of the newly developed CEPS certificate course (CAS) «Global Social Entrepreneurship». In this CAS the knowledge transfer takes place online via MOOC and the joint time in Basel is used for delving deeper into certain topics and to discuss practical applications. This also enables participants on other continents to attend continuing education and

In recent years, the number of MOOCs on offer has risen steadily. In 2018, MOOCs attracted over 100 million learners worldwide. More than 900 universities offer or are in the process of developing around 11,500 such online courses. The leading platforms are Coursera, edX, XuetangX, Udacity and FutureLearn.

Source: Class-Central



minimizes travel costs. Participants from four continents were involved in the first implementation of the CAS! And participants from more than 80 countries have already registered for the first MOOC on Futurelearn. In this way, the MOOC generates a far greater impact than can be achieved through individual courses.

In recent years, the number of MOOCs for the NPO sector has exploded. This makes it possible to further educate

oneself with respect to one's own tasks and to integrate current findings into one's own practice. This is precisely what the CEPS wants to contribute to with its MOOC «Entrepreneurship in Nonprofits», which will be launched on 1 April 2019.

Georg von Schnurbein

Registration for the MOOC: [bit.ly/2SsGiAZ](http://bit.ly/2SsGiAZ)

**Becoming «investment-ready»: How NPOs can attract social investors**

**Nonprofit organizations (NPOs) are still relatively inexperienced when it comes to tapping into a new source of funding: the one provided by social investors. If NPOs wish to benefit from such new funding streams, they have to learn to present themselves as «investment-ready». In a recently published article Prof. Dr. Georg von Schnurbein offers a preliminary concept of «investment-readiness».**

While income generation by NPOs through private donations, membership fees and state subsidies remains at considerable levels, it has stagnated as of late. In turn, new forms of financing are developing – as exemplified by impact investment assets such as social impact bonds. However, new social investors are increasingly expecting some kind of return on their charitable contributions, be it financial or not. These developments call for new competencies within NPOs, who often lack necessary knowledge on new social finance instruments and how to attract social investors. A central requirement in this context is to position one's NPO as «investment-ready» in three areas: the internal dimension relating to the management of NPOs, the problem-solution dimension, referring to the theory of change and the finance and investment dimension with its financing model.

**Internal dimension**

NPOs might want to provide information on their unique competencies and documentation of the project for which funding is sought. Furthermore, clearly presenting the stage of development of one's NPO and information about the legal structure and governance mechanisms is of substantial importance. Former helps social investors evaluate the potential impact and risk of their investment. Latter is important for clearly defining what role both sides – NPO and the social investor – will have in supervising the project.

**Problem-solution dimension**

This dimension relates to an NPO's theory of change. NPOs should clearly demonstrate that their project responds to beneficiaries' needs and highlight its unique advantages. This also involves clearly showing which market and specific stakeholders will be reached. A

good way of providing such information to social investors is by means of the logic framework. Furthermore, NPOs should be able to clearly present the intended impact of their specific project.

**Finance and investment dimension**

NPOs addressing social investors should be clear about the type of financing they are seeking (e.g. debt, loan, equity), provide information on expected cash flows and the size of returns connected to the project, and present key indicators against which the development of the project can be measured.

While the concept presented here should be understood as preliminary, orienting oneself along these lines can help NPOs in their search for new types of funding.

Nicholas Arnold

Access to original article in «Expert Focus» (March 2019): <https://tinyurl.com/vy3h7n3r>

## «Combining global and local perspectives is very valuable»

In mid-February 2019, the course participants of the CAS «Global Social Entrepreneurship» met for the first time in Basel. The CEPS talked to Oumaima Mhijir (Morocco) and Dominique Zygmont (CH) about their motivation to participate, their take on mutual learning and their ideas surrounding social entrepreneurship.

**CEPS:** What motivated you to join the course Global Social Entrepreneurship?

**O.M.:** I would say that two main factors motivated me. On the one hand, I want to embed my intuitions and experiences in the area of social entrepreneurship into a more theoretical framework. On the other hand, I want to confirm good practices in our project – and where these are disconfirmed, learn how to improve ourselves.

**D.Z.:** I believe that entrepreneurs have the power to bring along change. This, however, requires knowing what is going on in the world. This course offers me the chance to get to know the concepts and ideas behind social entrepreneurship. More importantly, the social entrepreneurs I meet here are very innovative and demonstrate what you can accomplish by doing things in new ways. This can also be insightful for the manufacturing companies I work with at Swissmem, which are also innovative in their own field – so let us connect the dots.



Oumaima Mhijir, social entrepreneur in the area of woman empowerment, and Dominique Zygmont, head of political affairs at Swissmem, share their thoughts.

**CEPS:** What do you hope to learn from each other?

**O.M.:** In these first days alone, this course has handed me the opportunity to work with people from very different countries and backgrounds. This is a great chance for me to learn about what is going on globally. The other course participants are helping me to better understand the global perspective – and to implement this in our model that we have created in our community and our cultural context. Combining the global and local perspectives, and intensively discussing our ideas with the other participants, is helping me to adapt our model in the right way.

**D.Z.:** Apart from bringing back some innovative ideas to Swiss companies, it is simply inspiring to see that entrepreneurship can work in every part of the globe. From a Swiss perspective, some of the hurdles that these social entrepreneurs have to overcome are hardly imaginable. And still, here I meet people who are overcoming such obstacles and are willing to go even further. I think this is very humbling and – while I can learn a lot from my fellow participants here – I can also try to bring in my knowledge to help them in achieving the change they are seeking.

**CEPS:** From your very personal viewpoint, what defines a social entrepreneur?

**O.M.:** An entrepreneur has to have an innovative idea to create income for himself and his or her company and to solve basic daily problems. But the social entrepreneur, by tackling a societal problem, in my view goes a step further. I think, a social entrepreneur is a person who is willing to count on external support to kick-start his or her journey in solving a problem. But at the same time a social entrepreneur is willing to rely on him- or herself to bring along the change aimed at.

**D.Z.:** Entrepreneurs are self-starters, so they believe in themselves and their ability to be part of a solution. Therefore, a social entrepreneur is a person who tells him- or herself: «I can do it». And he or she does this by starting a business not first and foremost to make money, but to pursue a social cause. This is a pretty new concept compared to classical notions of NGOs or entrepreneurs, and is exactly the strength of social entrepreneurship. If social entrepreneurship is the vehicle to solve societal issues in better ways, then I believe, it is essential that we foster this kind of entrepreneurship.

**CEPS:** Would you encourage other people to become social entrepreneurs?

**O.M.:** Absolutely. If the entrepreneurs in my country would shift their attention

just a bit more to the social side, then many of the problems we are facing would be solved. I think that many of the problems occurring in my country are due to the increasing gap between rich and poor people. So, I would like to influence as many people as possible to get into the field of social entrepreneurship and also try to transform entrepreneurs into social entrepreneurs. This is one objective I am working towards.

**D.Z.:** First of all, I would like to encourage more young people to become entrepreneurs as such. In a second step, they have to be aware that without taking the social dimension into account, one is not a proper entrepreneur. And of course, if you then decide to go into social entrepreneurship, that is a good choice – either way is about achieving positive impact.

**CEPS:** Many thanks!

## CEPS INSIGHT

### Dr. Oto Potluka now lecturer

As of January 2019, Dr. Oto Potluka, Senior Researcher at the CEPS, is lecturer in «Business Economics and Management» at the University of Economics Prague. The CEPS would like to congratulate Dr. Oto Potluka for his achievement.

### Changes in the CEPS team

With Vanessa Heiniger and Anja Rogenmoser, the CEPS welcomes two new student assistants at the Institute. At the same time, Michèle Spring and Marianne Käch have left the CEPS for new challenges. The CEPS would like to thank the two of them very much for their work and wishes them all the best for the future.

<https://ceps.unibas.ch/en/about-us/team/>

## CAS Wirkungsmanagement in NPO

Adapted to the latest research findings, the CEPS is relaunching its certificate course (CAS) «Wirkungsmanagement in NPO» in August 2019.

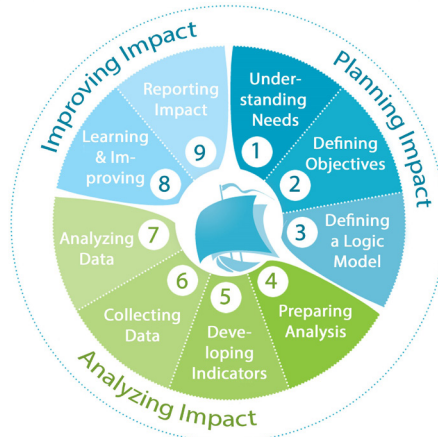
Today, the main focus in the area of impact evaluation lies on measuring the impact of individual offers and projects. But actual impact orientation begins much earlier and arises, so to speak, from the NPO itself: It derives impact goals from its purpose, selects the level of intervention, develops an impact model and hires suitable people for this purpose. At the beginning, impact orientation is a strategic task in which the board of directors and the NPO management should be closely involved.

This is followed by the actual project phase, which is currently the focus within the area of impact measurement. It makes sense for the analysis concept to be clear even in the conceptual phase. Furthermore, well planned, efficient monitoring prevents data from having to be laboriously collected afterwards.

Once the results are available, the question arises as to how this new knowledge flows back into the NPO. Keywords here are internal training, the processing of results for communication and the adaptation of projects.

Effect-oriented work is therefore complex. This is precisely why this topic is at the centre of the new certificate course (CAS) «Wirkungsmanagement in NPO», which is offered by the CEPS and starts in August 2019.

Robert Schmuki



Source: Social Impact Navigator, Phineo

CAS Wirkungsmanagement in NPO:  
[ceps.unibas.ch/de/weiterbildung/cas-wirkungsmanagement-in-npo/](https://ceps.unibas.ch/de/weiterbildung/cas-wirkungsmanagement-in-npo/)

### DID YOU KNOW? 100 YEARS

He has significantly influenced today's understanding of philanthropy: **Andrew Carnegie**. The steel magnate and philanthropist died exactly one hundred years ago. A symposium in Switzerland in 2019 looks back on his life's work.

Carnegie Philanthropy Symposium  
<https://symposium.carnegie.ch/de/>

## CEPS Research

Research at the CEPS is reflected in various publications at the turn of the year 2018/2019.

Together with colleagues from the Czech Republic, Dr. Oto Potluka, Senior Researcher at CEPS, has published two new articles. The article «Using mixed method approach in measuring effects of training in firms: case study of the European Social Fund support» – published in the journal Evaluation and Program Planning – deals with evaluation methods for assessing training programs in Czech firms supported by the European Social Fund. Strengths and weaknesses of qualitative and quantitative evaluation methods are highlighted. The chapter «Civil Society in Urban Areas: A Partner for Territorial Cohesion» published in the book «Territorial Cohesion: The Urban Dimension» deals with the role of Czech nonprofit organizations in territorial cohesion processes.

The CEPS is also happy to present two new Working Papers. In Working Paper No. 13, Sara Stühlinger examines the perspective of foundations and financial intermediaries on the topic of impact investing. In Working Paper No. 14, Oto Potluka and Petr Fanta (Czech Technical University) ask whether nonprofit leadership contributes to the development of rural areas and makes them more attractive to life.

Nicholas Arnold

[ceps.unibas.ch/en/research/publications/](https://ceps.unibas.ch/en/research/publications/)

## CALENDAR

### Executive Education

#### Philanthropie am Morgen

«Wirkungsmanagement»  
28. March & 2. April 2019 – Basel/Zurich

#### 6. Basler Stiftungsrechtstag

«Stiften und Spenden»  
29. March 2019 – Basel

#### CAS Nonprofit Governance & Leadership

3 Modules – Sigriswil & Basel  
Start Module 1: 8. April 2019

#### Master Class en gestion des fondations

Fondations: nouvelle(s) génération(s)  
17. - 19. June 2019, Geneva

#### CAS Wirkungsmanagement in NPO

3 Modules – Sigriswil & Basel  
Start Module 1: 19. August 2019

[Register now -> CEPS executive education](#)

### FURTHER DATES

#### Schweizer Stiftungssymposium

**SwissFoundations**  
21.-22. May 2019 – Thun

#### Carnegie Symposium

**Stiftung für Lebensretter/innen**  
24. May 2019 – Bern

#### ERNOP Conference

**ERNOP / CEPS**  
03.-05. July 2019 – Basel

#### Basler Stiftungstag 2019

**Stiftungsstadt Basel**  
27. August 2019 – Basel

#### Lehrgang Stiftungsmanagement

**Verband für gemeinnütziges Stiften, CEPS, Forum Alpbach Foundation**  
24.-26. August 2019 – Alpbach (AUT)

## LEGAL NOTICE

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