



# Philanthropie

## EDITORIAL

Dear readers,



Funding for the nonprofit sector rests roughly on three pillars: private donations, the organization's own income, and government contributions. Now before Christmas, many donations are traditionally

collected because people like to give to others out of gratitude for the past year and Christmas is a celebration of giving. Due to the public and media presence of donations, it is often forgotten that the donations make up only the smallest part of the funding of the entire nonprofit sector. Much more important, for example, is government funding, not only in social and health care, but also in culture or education.

If the state changes its funding in the social sector, this has a major impact on the nonprofit sector - as is currently evident with the change from object to subject funding. While from the state's point of view it is primarily the recipients of cash benefits who change, the NPOs affected - especially home-based businesses, social institutions, etc. - have to completely review their offerings and, in some cases, realign them. This can create challenging situations, but also new opportunities. On the path from subsidies to service contracts and now to subject financing, NPOs have repeatedly demonstrated great innovative strength and performance.

Wishing you a pleasant read.

Georg von Schnurbein

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## Subject Financing and Disability: Search for New Ideas

**Being an actor instead of a recipient of help is a new experience for many people with disabilities. Thanks to changes in funding, new possibilities in their life open up – but this requires clever support and an enterprising spirit. By Christian Liesen, Angela Wyder and Gina Meyer**

People with disabilities are facing an unusual situation: Some cantons - including Bern, both Basel and Zurich - are increasing the right to have a say and make choices. The person should actively shape his or her life and have a say in decisions. This opens up new possibilities. But for those who have never known this before and are expected to decide all at once, it is an extraordinary challenge.

### From Object- to Subject Financing

Traditionally, residential homes, workshops and day care centers are financed in Switzerland. This is done within the framework of so-called object financing: the cantons entrust these facilities with the professional provision of services, conclude service agreements with them and direct the funds to them. As a result, people with disabilities are safely provided for - but the decision-making options are limited.

People with disabilities should also be able to decide how they live their lives. This is what Switzerland decided in 2014 when it ratified the UN Convention on the Rights of Persons with Disabilities. People with disabilities no longer want to be cared for as recipients of help, but should have a say in their lives: How do I want to live? Where do I want to live? Who should support me?

Cantons like the ones mentioned

above therefore want a system change towards subject-oriented financing. They do this by determining the disability-related needs (service content and scope) of each individual person and specifically promoting outpatient forms of provision. On this basis, the individual can choose: Do I want to live in a residential home, in a residential group, alone or with other people in a private apartment, and who should provide the service? The money can still flow from the canton to the institution or go directly to the person. It is essential that the person knows his or her need-based benefit entitlement and decides how he or she wants to receive the benefits.

For many people with disabilities and for the service providers this is completely new and a paradigm shift. People with disabilities are used to institutionally defined services. Now they and their relatives have to deal with their needs individually and adapt to the new situation, where they are challenged to take the lead in advocating for their own needs and organizing their support system. The service providers are used to negotiating the offer with the canton; now they have to think more service-oriented and enable individual lifestyles with their services.

What is lacking now is the possibility to build up experience and to provide start-up financing for offers that

allow new life plans. Civil society involvement can have a big impact here on a small scale.

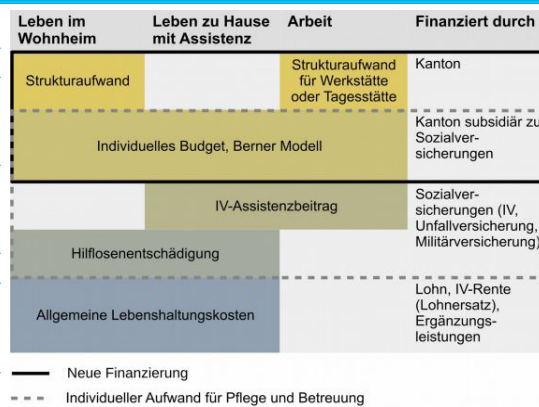
**New Ideas are Needed**

In the interplay of needs and life plans, it becomes clear where services are needed that do not yet exist in this form. One must keep in mind that it is about the living environment of the person, a complex structure of disability-related necessary support. The imagination of what new possibilities can be created varies greatly among the people affected and their environment. Letting go of the familiar and doing things differently is not easy.

But with the will to reorganize, new support arrangements, forms of living or new offers in work and leisure can be tested in specially financed pilot projects, for example, without already putting all one's eggs in one basket. Affected people can join forces, set up a residential community and employ their own staff; peer networks advise and accompany changes; service providers cooperate with each other to crea-

The figure shows the financing structure resulting from the introduction of subject financing by the example of the canton of Bern. Eligible persons receive an individual budget directly, which they can use to select the service providers. There are no service contracts between the canton and the institutions, but structural expenses are still paid, which cover expenses that are not paid for by client contributions.

Source: Böni, A. & Bütikofer, A. (2018). Selbstbestimmung von Menschen mit Behinderung.



te new types of services; relatives join forces and design unusual solutions. Interfaces are deliberately used to promote permeability between services.

What is needed, then, are new ideas, courageous experiments and a conscious change of roles - incubators for new life plans. Successful projects can be transferred to regular operations, and lessons can be learned from less successful ones. This creates incentives for an attractive and diverse landscape of offerings that actually does

justice to the concept of choice and self-determination - and thus to the spirit of subject funding.

Prof. Dr. Christian Liesen, lic. phil. Angela Wyder and Gina Meyer, M.Sc., work on the topic of subject-oriented financing at the ZHAW Institute for Social Management.

**First Experiences with Subject Funding: The «Berner Modell»**

**The pilot project „Berner Modell“ has shown that a change in the care system in the disability sector from object-oriented to subject-oriented financing of needs-oriented individual services is challenging but promising for all parties involved.**

The pilot project „Berner Modell“ was launched in an environment that was in strong motion (UN Convention on the Rights of Persons with Disabilities 2006, ratified by Switzerland in 2014; redesign of the financial equalization and division of tasks between the federal government and the cantons NFA 2008).

In line with the UN Convention on the Rights of Persons with Disabilities, the aim was to shape future cantonal provision in such a way that people with disabilities are strengthened in their self-determination and social participation. From 2008 onwards, the cantons were obliged to develop a concept for the corresponding directions. The disability concept (2011) of the canton of Bern formed the basis for the pilot project „Berner Modell“

**Individual needs**

In the future care system of the Canton of Bern, people with disabilities will receive the support that corresponds to their individual, disability-related needs

and supports their goals and resources for a self-determined, independent life. Support services can be obtained institutionally and/or in the private environment. The system of care should be permeable, needs-based, and gain transparency with funding based on subject and need.

In 2016, the Health, Social and Integration Directorate GSI launched the pilot project „Berner Modell“ to test the nationwide applicability of these strategic principles.

**Around 700 pilot project participants**

Since its launch in 2016, around 700 people with disabilities have taken part in the „Berner Modell“ pilot project. The vast majority of the participants live and work in the institutional sector of disability assistance. About one third of the participants live in the private residential environment. In the fall of 2019, new enrollment in the pilot project was stopped. Benefit receipt and its compensation will continue at the longest until the end of

the introductory phase of the new law on benefits for people with disabilities (BLG).

**Valuable insights**

All participants in the pilot project have experienced that the individual needs assessment, the choice of the best possible form of support (e.g. through employed assistants) is challenging, but at the same time opens up new life perspectives and promotes more independent living.

One difficulty in the pilot project was the discrepancy between high to idealistic expectations and the real possibilities of a comprehensive introduction of the new system. Another challenge was the validation of the individual needs assessment tool. Here, a broader support and an intercantonal exchange would have been profitable.

Verena Hanselmann

The author is a research assistant in the special area Berner Modell of the Office for Integration and Social Affairs of the Health, Social and Integration Directorate of the Canton of Bern.

## «It is likely that we will be able to explore new and expanding functions»

The paradigm shift that a change from object to subject financing entails has implications for the activities of NPOs in this area. We spoke with Sidney Winteler, Coordinator of Assisted Living at Pro Infirmis Zurich, about the change and challenges.

**CEPS:** What is the purpose of your organization?

**S.W.:** Pro Infirmis fights discrimination against people with disabilities and advocates their inclusion and self-determination. As the largest professional organization in Switzerland, Pro Infirmis advises and accompanies affected persons and their relatives in all areas of life and supports them with a wide range of services as well as with rapid, unbureaucratic immediate assistance. The core services of Pro Infirmis Zurich are social and assistance counseling, the residential school, fiduciary services, the operation of an educational club and assisted living.



Sidney Winteler is Coordinator of Assisted Living at Pro Infirmis Zurich. He has a BSc in social work. His focus is, among other things, on exploring social participation and alternative forms of housing for people with impairments.

**CEPS:** What impact would the introduction of subject funding have on your field of work in general?

**S.W.:** Subject funding gives more people who rely on support the opportunity to live in a self-determined way. The goal of the paradigm shift is to enable more freedom of choice for people with impairments. This requires, on the one hand, the empowerment to make self-determined decisions and thus to take responsibility for one's own actions and, at the same time, to enable „real“ freedom of choice in different social systems. For Pro Infirmis Zurich, subject financing means focusing its services more specifically on the needs of the users. In assisted living and the residential school, higher demand is expected, as outpatient services will take on a more important role in the social „market“. Due to the expected expanded variety of offers, a „real“ freedom of choice should develop in the residential sector. It is crucial to sensitize responsible persons to the paradigm shift and to expand the settings in social counseling according-

gly. Examples from practice show that graduates of the residential school often receive assistance through assisted living of Pro Infirmis. However, assisted living can only cover a maximum of four hours per week. Due to the lack of financing possibilities for more assistance services, directly affected persons often have to enter an institution, although this contradicts their needs and they would be able to live self-determined. Through subject financing, more hours of assistance services could be financed in the future. Furthermore, the concept would enable the persons concerned to choose an assistant in a self-determined way. In an inpatient context, this would remain more difficult. For our users, most of whom have learning difficulties, it is currently not possible to apply for an assistance contribution from the disability insurance. In the future, subject financing would allow us to create customized support based on individual needs together with the users.

**CEPS:** What challenges would the introduction of subject funding pose for their organization?

**S.W.:** As an organization for people with disabilities, challenges arise above all, at the interface between the needs of the individual and social norms. The primary role of mediation by social work professionals is enriched by the subjective point of view and enables encounter and consultation at eye level. Due to subject financing, individual services within Pro Infirmis Zurich must be increasingly oriented towards the needs of people with impairments. This requires that Pro Infirmis on the one hand knows and evaluates the needs and on the other hand thinks consistently in participatory terms in all processes that are affected by subject financing. Since this changes the understanding of the role and the demands on the specialist staff, there is a corresponding need for training and further education. It is likely that Pro Infirmis Zurich will be able to explore new and expanding functions as a result of the

paradigm shift. These could be advisory services and needs assessments, which would have to be more focused on individual resources. It could also include support to ensure that all people with impairments can benefit from outpatient services.

**CEPS:** Many thanks and all the best for your future!

## CEPS INSIGHT

### Changes in the CEPS Team

Since the beginning of November, Anita Spiess supports the administration of CEPS. She joined us after many years of working in the private sector and will ensure a smooth organization in continuing education, among other areas.

[ceps.unibas.ch/en/about-us/team/](https://ceps.unibas.ch/en/about-us/team/)

### Jahrbuch der Hilfswerke 2021

At the beginning of December, CEPS and PPCmetrics published the Jahrbuch der Hilfswerke 2021 (Yearbook of Relief Organizations). It annually examines the annual reports and financial statements of Zewo-certified organizations and provides a broad overview of financial and other key figures of donation-funded nonprofit organizations in Switzerland.

<https://ceps.unibas.ch/de/publikationen/#c1163>

### Two doctoral degrees at CEPS

On September 8th and August 27th 2021 respectively, Dr. Alice Hengevoss and Dr. Nicholas Arnold successfully defended their dissertations at the Faculty of Economics of the University of Basel. We warmly congratulate Alice and Nicholas on the completion of their PhDs! Alice studied how an integrated understanding of accountability strengthens the service delivery of international NGOs. Nicholas looked at the impact of collaborative and confrontational NPOs on businesses.

## NPO Data Lab: Interactive financial data on NPO

Data is sparsely available in the field of philanthropy, especially to the public. The NPO Data Lab is an interactive website through which CEPS makes NPO financial data available to the public. Its goal is to strengthen work philanthropy and increase transparency.

CEPS and PPCmetrics have been collecting data on nonprofit organizations in Switzerland since 2015. This data on mostly ZEWO-certified organizations is processed annually and published as the „Jahrbuch der Hilfswerke.“ With the NPO Data Lab, we are now making this data available in interactive form. This means that the data can be modeled and analyzed by users themselves according to their individual needs. The NPO Data Lab was made possible thanks to support from the Gebert Rűf Foundation.

In the NPO Data Lab, various tools are available for interactive use: The Data Explorer allows analyses of various balance sheet items, including explanations. Here, users can create a variety of statistical illustrations, which are adapted to their individual questions. In this way, analyses can be made which, for example, are not published in the Jahrbuch der Hilfswerke, but which could be of great importance individually. The comparison function allows you to compare your own organization with other NPOs. After selecting the field of activity and the financial key figure, a graphical display shows where one's own organization ranks. The Insight

Stories demonstrate the many possibilities of the Data Explorer with documented examples.

The NPO Data Lab is updated annually so that analyses can always be made with the latest financial figures. In the future, more data will also be made available through the NPO Data Lab. In this way, our activities aim to improve knowledge about philanthropy, strengthen practical work in the field of philanthropy and increase the transparency of the NPO sector.

Dominik Meier

### NUMBER OF THE QUARTER – 8.8%

The pandemic also affected the activities of Swiss NPOs in 2020: Service revenues of the NPOs analyzed in the Jahrbuch der Hilfswerke decreased by a median of 8.8%. However, these losses were partially offset by cost savings and higher donation income (median: +5.5%).

Source: Jahrbuch der Hilfswerke 2021.

## Swiss Foundation Code

The Swiss Foundation Code presents a comprehensive picture of good foundation governance with commented recommendations.



The strategic management of a foundation in Switzerland is characterized by a high degree of creative freedom. This is one of the success factors for foundations in Switzerland. Nevertheless, there are expectations of foundations from various stakeholders, and those responsible bear a great responsibility towards society. Certain framework conditions are therefore of great importance. The fourth edition of the SFC, published in 2021, expands the principles of impact, governance and transparency with that of social responsibility. The principles are supplemented by 28 annotated recommendations. With the declared aim of the work by no means to restrict freedom and adaptations of the individual foundation, but nevertheless to set out the basic determinations of foundation policy with a recommendatory character, the Swiss Foundation Code is now established in the sector. As a digital version in German, French and English, it is suitable to be used in daily work.

Lucca Nietlispach

<http://www.swissfoundations.ch/stiftungspraxis/foundation-governance/>

## CALENDAR

### Executive Education

#### CAS Nonprofit & Public Management

4 Modules – Online, Wilen & Basel  
Start: 24 January 2021

#### CAS Global Social Entrepreneurship

5 Modules – Basel & worldwide  
Start: 14 February 2022

#### Intensiv-Lehrgang Stiftungsmanagement

7 - 11 March 2022, Sigriswil

#### CAS Nonprofit Governance & Leadership

3 Modules – Sigriswil & Basel  
Start: 4 April 2022

#### CAS Wirkungsmanagement in NPO

3 Modules – Wilen & Basel  
Start: 22 August 2022

[Register Now -> CEPS Executive Education](#)

### FURTHER DATES

#### PEXquarterly

##### Philea

30 January, online

#### Luzerner NPO-Forum 2022

##### Hochschule Luzern

30 March 2022, Lucerne

#### 2022 European Philanthropy Conference

##### Philea

30 May - 20 June 2022, Barcelona

#### SwissFoundations Symposium

##### SwissFoundations

2 - 3 June 2022, Basel

#### Deutscher Stiftungstag 2022

##### Bundesverband Deutscher Stiftungen

28 - 30 September 2022, Leipzig

## LEGAL NOTICE

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