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Philanthropie Aktuell

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EDITORIAL

Dear readers,



In business, people think in terms of value chains. Every company sees itself as a series of suppliers before and customers after. A product, e.g. a car, is therefore not manufactured by just one company; instead,

many different companies are involved in the value creation. NPOs, on the other hand, tend to create value all by themselves. From the idea to the concept to the delivery of services to those affected, everything comes from a single source.

But slowly, there is movement in the sector. More and more frequently, NPOs are forming alliances to jointly draw attention to issues, and specialized NPOs are emerging whose essential purpose is to support other NPOs. Good examples are the foundation WeCollect as a vote collector for political referendums or Benevol as a volunteer mediator.

Cooperation and collaboration are definitely future topics for the NPO sector and it is to be hoped that the intensity will again increase significantly in the coming years.

Wishing you a pleasant read.

Georg von Schnurbein

NPOs between Competition and Collaboration

Scarce resources, an increasing number of nonprofit organizations (NPOs), and high demands for efficiency and effectiveness are putting NPOs under pressure. How can NPOs navigate the tensions between competition and collaboration? By Sophie Hersberger-Langloh

Competition between NPOs was long considered non-existent. After all, it was argued in many places, all NPOs ultimately serve society and work for similar goals. But a distinctive feature of NPOs is that they operate in different markets and in a multi-stakeholder environment. Somewhere in this area, almost all NPOs are affected by competition - be it for donations, volunteers or members. NPOs seeking to generate revenue from commercial activities or bidding for public contracts often even find themselves competing with for-profit companies. In any case, research findings over the past twenty years show that competitive pressures in the third sector have increased significantly in many countries.

The consequences of this competitive pressure vary depending on the market or stakeholder group for which NPO it occurs. It does not always lead to increased efficiency and more innovation, which is the assumption in a free market economy. It often results in NPOs becoming increasingly bureaucratized and, for example, the hours required to obtain funding from foundations or a performance contract with the public sector is becoming ever greater. These hours must then of course be accounted for in a project. Otherwise, the overhead, which one would like to keep low for the sake of donors and control authorities, increases.

SDG 17: Partnership for the goals

But even in the face of this increasing competition, it is ultimately true that NPOs have their *raison d'être* because they serve society where the market and the state do not (yet) do so. All NPOs work for similarly ambitious goals. And to actually achieve something - keyword: system change! - synergies and capacities are needed, which can often only be achieved in collaboration with other actors. In the last of the seventeen Sustainable Development Goals, the UN calls for „partnership for the goals“ between sectors and countries - and that includes NPOs. Partnerships also provide a way to deal with potential competition in a similar field of activity. Increasingly, donors are even demanding this, for example by only awarding grants if an organization can also indicate collaboration partners. We observe in our work that, as a result of recent developments, operationally active NPOs are becoming increasingly systematic and strategic in their search for other stakeholders with the same goal.

Focus on the WHY

Both in dealing with increased competition and with regard to the need to find suitable partners for one's own work, clear positioning helps. It is crucial that the NPO does not focus primarily on the „what“ (it does...) or „how“ (it achieves its goal...), but on its „why“. This „why“ motivates one's team, po-

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tential volunteers, and funders to contribute their resources to the mission. But it also creates a common ground for successful partnerships with other organizations that may be working on the same goal in a very different way.

The Task of Grantmaking Foundations

Many grantmaking institutions, as mentioned earlier, try to encourage their grantees to seek collaboration partners. But instead of making this a condition of a grant or performance contract, funders could go further and act as facilitators to help bring the right actors together. Grantmaking foundations in particular, which come into contact with many NPOs and have studied a funding area in depth, can more easily recognize where there is or could be a common WHY. Why not bring these actors together at one table to promote exchange and cooperation? And then such time expenditures and efforts on the part of NPOs should also be included in their respective budgets and project applications. Together for the goals!

Also the relationship between NPOs and companies can be either collaborative or confrontational. In his dissertation, Dr. Nicholas Arnold examined these interactions.

Source: Arnold, N. (2021). Of Small Steps and Big Leaps: Collaborators Impact on Confronters' Ability to Influence Corporate Re-

	Confronters (CON)	Critical Collaborators (CRIT)	Collaborators (COL)
Count	8	4	6
NPO Type (Count)	development aid (2) advocacy (6) - focus environment (2) - focus human rights (4)	development aid (2) advocacy (2) - focus environment (1) - focus human rights (1)	development aid (3) advocacy (1) - focus human rights (1) certification (2)
Interaction with Companies	Mainly campaigning and publication of critical reports; instances of informal dialogue with companies; financing (e.g. donations) by companies absent	Instances of campaigning activities and publication of critical reports; participation in institutionalized dialogue processes; some instances of project partnerships, open to financing by companies (rather strict guidelines)	Substantial collaboration with companies (e.g. project and strategic partnerships; financing by companies, only in very rare occasions critical reports

Further information:

von Schnurbain, G. (2020). Transitioning to Strong Partnerships for the Sustainable Development Goals. MDPI. doi.org/10.3390/books978-3-03897-883-1

Dr. rer. pol. Sophie Hersberger-Langloh is an organizational consultant and co-founder of Con-Sense, a spin-off of CEPS. She has researched and published on the professionalization of NPOs. Now she accompanies organizations at Con-Sense in questions of impact evaluation, governance, strategy and project development.

An Overview at the Push of a Button

More collaboration among NPOs also means knowing more precisely what others are doing and what they can do better than you, says Stefan Schöbi, CEO of the stiftungschweiz.ch platform.

It is an apt rule of thumb: if you want to go fast, you go alone, but if you want to go far, you better go together. For NPOs and for philanthropy in general, collaboration is therefore a categorical imperative: a single organization is unlikely to have a resounding impact on its own. It is the alliance with partners that makes it strong.

This is easier said than done. Collaboration is not easy; it challenges everyone and, on top of that, eats up resources that are then lacking elsewhere. Collaboration is therefore rarely the path of least resistance.

Radical Collaboration

However, if the focus is on impact, collaboration can be thought of in radical terms. It starts before you've even begun. Participation is often wiser than starting from scratch. In the third sector, too many rather than too few new organizations are created. In many cases, it would be more purposeful to locate a new idea or service within an existing institution. It is often underestimated how demanding

it is to scale a new service later on without being able to fall back on an existing customer base. Also from the perspective of funding, it would be wise to first get an accurate overview before providing new start-up capital that would then be lacking for an already existing organization.

Once an organization has secured its existence, its emancipation follows. Now it is even more important to put energy into impact instead of profiling! Unique selling propositions are chronically overrated.

And finally: Call it a day when it is time. Liquidate an organization when it has served its purpose. But even better: Merge it with its natural allies in good time.

The Overview Counts

But who is the natural ally? How do I recognize that my supposedly new idea is not so new after all? This is where platforms like stiftungschweiz.ch come into play. They create an overview, make thematic and regional references visible,

group actors and show where a lot already exists and where there are real gaps. This is called mapping: a visually attractive overview of reality.

Sounds simple, but it is not. With stiftungschweiz.ch, we have not yet reached the goal of providing the desired clarity at the push of a button. The next development step we are currently working on is ambitious. We want to take mapping to a new level. But not only that. Only the right tool makes cooperation attractive. From templates and practical knowledge to webinars and moderated exchange formats - StiftungSchweiz also wants to use these to help build bridges in the future. Because one thing is clear: Together we get further. Collaboration wins: Are you in?

Stefan Schöbi

The author has been CEO of StiftungSchweiz since November 1, 2022.

Your ideas take us forward.
Collaborate!



«Climate change is moving fast and much more could be happening»

The need for nursing and care services in society is great. Accordingly, many NPOs are active in this area. CURAVIVA Basel-Stadt represents the interests of local organizations. We spoke with Managing Director Yannik Laely about his assessments of cooperation and competition.

CEPS: CURAVIVA Basel-Stadt has 42 member organizations that provide various services for people in old age. How do your member organizations collaborate and what is CURAVIVA Basel-Stadt's role?

Y.L.: As an industry association, CURAVIVA Basel-Stadt represents the long-term care institutions of Basel-Stadt. The old people's nursing homes and day care centers provide a home, care and support for over 3,300 elderly people in need of support. In doing so, they maintain high quality standards and demonstrate a great deal of passion.

Collaboration goes back a long way in Basel's long-term care. The association was founded 35 years ago with the main task of acting as a negotiating partner for a canton-wide contract. First and foremost, therefore, it is about framework conditions.



Yannik Laely is Managing Director of CURAVIVA Basel-Stadt. After completing his master's degree in European Studies at the University of Basel, he first worked in the communications department of his Alma Mater before joining the nursing home association in 2017.

Our members are highly competent service providers; at the center of their activities is the well-being of elderly people - they should spend their fourth stage of life in dignity and in a pleasant environment. CURAVIVA Basel-Stadt tries to create the best possible conditions for this highly demanding task, which is performed by the individual homes.

In addition to negotiations, but also cooperation with the cantonal authorities or other players in the healthcare sector, we support our members in numerous other areas. For example, we are heavily involved in vocational training and apprenticeship marketing to ensure the next generation of qualified professionals. In the academy-practice partnership, we further develop nursing quality together with the Institute for Nursing Science at the University of Basel and our partner association CURAVIVA Baselland. In addition, we offer courses on how to use the RAI (Resident As-

essment Instrument) system, as well as other training courses and impulse events. In general, we attach great importance to informing our members about national and cantonal developments and promoting the exchange of experience among them.

The office of CURAVIVA Basel-Stadt has a staff of only 0.8 full-time employees (FTE) - without the dedicated help of the member institutions, it would not be possible to cover all of this. Everyone contributes time and expertise - and everyone benefits.

CEPS: You negotiate framework agreements and thus the financing for your member organizations. Do you also perceive competition with regard to financing?

Y.L.: Our members belong to over 30 different sponsoring organizations. They are all private companies - only a few of them are for-profit - and have a specific orientation, a brand. What they all have in common, however, is financing. According to the KVG, the rates for care services are the same for health insurers as well as for residents throughout Switzerland. Basel-Stadt is also the only canton to have a uniform tax for the hotel industry and for care. This means that a home cannot build luxury rooms and charge 100 francs more per day for them. Our members cannot compete on price or additional services, but only on location, reputation and service quality.

CEPS: How do you see the development over the last few years? Are NPOs becoming more collaborative or is competitive thinking on the rise?

Y.L.: During the pandemic, demand for nursing home places for the elderly declined - many people feared that the federal government would once again impose visiting and going-out bans and therefore stayed at home as long as possible, often for too long. In long-term care, where budgeting has to be done on a very small margin, this situation caused some homes to run into financial difficulties.

Nevertheless, the past two and a half

Covid years have not been characterized by competitive thinking for me, on the contrary. The exchange among the institutions - as everywhere via video meetings organized by the association - happened weekly. The homes supported each other at all levels, always for the benefit of the residents; for their physical, but also mental health, because self-determination and quality of life are at least as necessary as the protection of physical health. I can not speak for all NPOs, but I have observed similar things in other nonprofit sectors during Covid: When push comes to shove, the focus is on people, not profit or competition.

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

CEPS INSIGHT

Changes in the CEPS Team

Leea Moser joined the CEPS team in December. She will support the administration as a student assistant and take over the tasks of Christina Gut. In addition, Omar Hussein has been working in the area of database management since November. Omar is studying Computer Science at the University of Basel focusing on Machine Intelligence.

ceps.unibas.ch/en/about-us/team/

Nine passed diploma exams

On November 18, the diploma examination of the DAS Nonprofit Management & Law took place. We congratulate the nine graduates on passing the exam.

New publication

The new study by Dr. Alice Hengevoss and Prof. Dr. Georg von Schnurbein in the journal «Nonprofit Management & Leadership» examined the effectiveness of seals on strengthening mission orientation in international NPOs. A positive effect of this «peer regulation» on mission orientation was shown.

[10.1002/nml.21542](https://doi.org/10.1002/nml.21542)

Jahrbuch der Hilfswerke 2022

Together with PPCmetrics, CEPS has been publishing the Jahrbuch der Hilfswerke since 2015. It shows findings from 500 mostly Zewo-certified NPOs. Operating income increased again after the pandemic, while volunteer work showed a decline.

The negative impact of the coronavirus was reduced in 2021 and many NPOs emerged stronger from the pandemic. Operating income increased by an average of around 5% from 2019 to 2021. The fields of activity „Domestic Homes“ and „Domestic Health“ are struggling with aftershocks in the form of declining donation income. The highest operating revenues are concentrated in organizations headquartered in Zurich, where they amounted to more than CHF 1 billion. In six other cantons, the sum of operating revenues reaches more than 100 million francs.

NPOs in the legal form of a foundation hold more securities and real estate on average, while associations hold more liquid assets. One possible explanation lies in size. Since foundations are on average twice as large as associations, professional asset management is more worthwhile for them and they also hold real estate (owner-occupied and investment properties) more frequently.

Voluntary work has decreased across all organizations compared to the last survey in 2016 by -15%. With an average of just under 30,000 hours per organization, the most volunteer work was performed in the „Domestic Social

Services“ field of activity.

An innovation regarding the specification of reserve targets has led to more organizations being within the bandwidth, especially in the case of foundations, and therefore no longer having to define reserve targets.

Much of the data has also recently been made available online in an interactive way at npodatalab.ch. The NPO Data Lab was launched in 2021 together with PPCmetrics. On the website, NPO financial ratios can be compared.

Lucca Nietlispach and Dominik Meier

NUMBER OF THE QUARTER 473

This is the number of volunteer hours that organizations can count on per CHF 100,000 in operating income. These are organizations that were recorded in the Jahrbuch der Hilfswerke 2022. Assuming an hourly wage of CHF 30, these organisations receive volunteer labour worth nearly CHF 15,000 for every CHF 100,000 of operating income.

Source: Jahrbuch der Hilfswerke 2022

Volunteers in old age

A book on recruitment, monitoring and recognition of volunteering in old age in civil society organizations.



The book shows the potential of volunteers who are already retired. It shows that age is not an obstacle to volunteering, despite the heterogeneity in this target group. Retired people have great knowledge and experience, which is why they are an interesting group for NPOs and a source of inspiration.

The individual contributions focus on what motivates retirees to get involved and what needs these volunteers have. In addition, the book also addresses how NPOs can prepare for this potential and use it for mutual satisfaction (NPO and volunteers).

The book also deals with the tools that NPOs use to attract, accompany, recognize, and retain these volunteers. In addition, digital tools are listed, which are increasingly used. The central point is the mutual communication between volunteers, potential volunteers and NPO.

Oto Potluka

<https://www.seismoverlag.ch/de/daten/freiwilligenmanagement-in-zivilgesellschaftlichen-organisationen/>

CALENDAR

Executive Education

CAS Nonprofit & Public Management

4 Modules – Online, Gunten & Basel
Start: 9 January 2023

Gute Gesuche stellen, Soziales & Kultur

1 seminar day each – Basel
7 & 8 Februar 2023

CAS Nonprofit Governance & Leadership

3 Modules – Sigriswil & Basel
Start: 24 April 2023

CAS Wirkungsmanagement in NPO

3 Modules – Wilerbad & Basel
Start: 21 August 2023

MAS in Nonprofit Management & Law

Start at any time

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

FURTHER DATES

The role of impact measurement in generating collective action

ERNOP Online Series

10 January 2023, online

Inauguration Swiss Foundation Code in Italian Language

SwissFoundations

19 January 2023, Lugano

6. Zürcher Stiftungsrechtstag

Zentrum für Stiftungsrecht

31 January 2023, Zurich

NPO-Forum 2023

Hochschule Luzern

29 March 2023, Lucerne

Philea Forum 2023

Philea

23 - 25 May 2023, Šibenik, Croatia

LEGAL NOTICE

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