

**University
of Basel**

Current trends for nonprofits

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Trend No. 1: professionalization

Increasing importance of managerialism

- Social return on investment
- Relevance of accounting (Swiss GAAP FER 21)

Development of self-regulation

- Governance Codes
- Certifications and rankings

Development of career paths within the nonprofit sector

- Good career expectations
- Education programs

Trend No. 2: pressure on legitimacy

Critical attitude of the general public

- Audit society: control is favoured
- Accountability instead of member information

Decreasing social integration of nonprofits

- Number of members of big nonprofits is declining
- Growing gap between fulltime «pros» and voluntary «amateurs»

Politics and influence

- Nonprofits influence the political agenda
- Political parties and governments influence nonprofits
- Watchdogs and social media reduce areas of informality

Trend No. 3: hybrid structures

Hybrid solutions are preferred

- Blurring boundaries between state, market, and nonprofits
- Social entrepreneurship, venture philanthropy, etc.

Legal consequences

- Where are the boundaries of charity?
- Increasing tax rulings for nonprofits
- Pragmatic legal solutions beat ideal types

Challenges for nonprofit management

- Combine management of profit and nonprofit
- Identify limits hybridity for employees, donors, structures, etc.

Trend No. 4: internationalisation

«Good Franchise»

- Internationalisation of organizational concepts (World Vision, Plan International, Save the Children, etc.)
- New concurrence for national organizations

Import of opinions and concepts

- Global concepts of impact (e.g. impact investing)
- Global discussion of issues (internet, media)

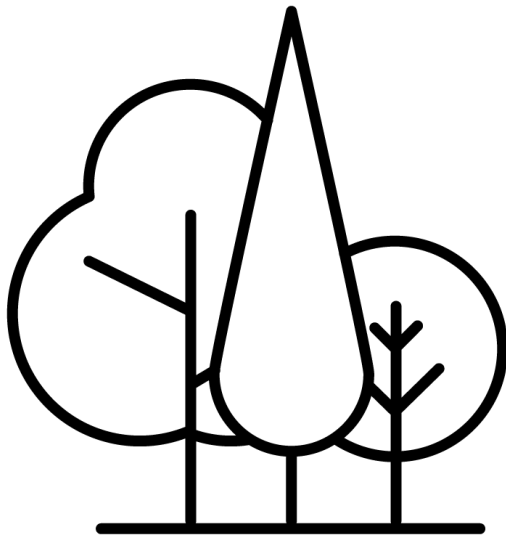
Go glocal

- Global activities with regional anchorage (e.g. micro finance, fairtrade)

Trend No. 5: specialization

Thinning of the nonprofit-vegetation:

- From a mixed forest to a park landscape



Mergers create
economies of scale
Nonprofit economy



Civil engagement as
a counter activity
Small flexible units
Nonprofit handicraft

