

New routes to CSO sustainability

Over last Christmas, Professor John Hailey and Mark Salway put down the mince pies and party streamers for a small amount of time, and wrote an academic research paper focused on sustainability of civil society organisations in the developing world:

John Hailey & Mark Salway (2016) New routes to CSO sustainability: the strategic shift to social enterprise and social investment, Development in Practice, 26:5, 580-591, DOI: 10.1080/09614524.2016.1188886

From Mark's previous work at CARE International he had worked with hundreds of small NGOs in the developing world, each time he heard the same story; civil society organisations were creating massive impact and change but equally were lacking sustainability of funding. John meanwhile had been working across a wide range of NGOs to bring about change in funding models towards greater use of social enterprise.

The aim of the research was to show that social investment and social enterprise had a key place to play with NGOs in the developing world. The Abstract follows:

The issue of sustainability is becoming more important for civil society, as non-profits, NGOs, and other civil society organisations (CSOs) face a range of political, regulatory, organisational, and financial challenges. This article focuses on the crucial dimension of financial sustainability and the growing awareness of the importance of accessing alternative sources of funds and developing new funding models. These include accessing social investment, using subsidiary businesses to fund programme work, or developing new social enterprises. The article draws on analysis of the funding environment and specific examples to explore the different dimensions of sustainability, and assess why many CSOs are looking to new funding models and alternative routes to sustainability.

This is the first academic article the Business School has published as part of CCE's work on social investment and is exciting because of the link to academics in this rapidly growing field. The research paper has been published through the journal *Development in Practice* and is available at <http://dx.doi.org/10.1080/09614524.2016.1188886>

Naturally this paper is copyright, but we will also keep a copy in the CCE library should people be interested in reading this. Alternatively contact Mark at mark.salway@cass.city.ac.uk and he will be able to provide a summary of the results.

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