



There are three sectors in an economy; the public sector (also known as the first sector), the private sector (or second sector), and the non-profit, or third, sector. The non-profit sector is very important to the Irish economy, employing an estimated 8% of the workforce, along with another 2% on a voluntary basis, and accounting for approximately 8% of GDP.

2into3 combines the skills and experiences of the private and non-profit sectors in carrying out fundraising consulting, strategy development and executive recruitment in non-profit organisations.

This publication will offer quarterly insights into the non-profit sector, fundraising, management consulting, philanthropic trends, and developments at 2into3 itself. The newsletter is intended to inform, educate, and promote thought and discussion, so please peruse the selected articles and give us your feedback. We hope you find the items interesting and useful, and we look forward to hearing from you.

***Steering your Non-profit Organisation through the Storm -
Analysis by 2into3***

Peter Nolan's article 'Steering your Non-Profit Organisation through the Storm: Actions a Board and CEO can Take to Deliver the Promise in Tougher Times' provides non-profits with potential change initiatives that can strengthen how individual organisations address the impact of the current economic challenges.

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**FORWARD THIS
NEWSLETTER!**



Peter Nolan

The fundamental deterioration in the financial and commercial environment within which Irish non-profits operate requires a measured, considered strategy to ensure financial viability. The level of state funding for Irish non-profits, at 60%, is higher than in other countries, including the US and UK. A key priority for public finances is to cut costs and it is apparent that this will impact funding available for non-profits. However, the outlook for non-profits' costs is better from a financial viability perspective.

So, what can be done? In this paper, 2into3's Peter Nolan sets out key actions for 2010. This provides a template for response, based on strategic planning and review. At the core of this response is the necessity to clearly link mission, goals and resources in order to steer safely through the storm.

This paper can be downloaded from 2into3's website.

Executive Recruitment in the Non-Profit Sector - Challenges in the Current Climate

Organisations in the non-profit sector are now recruiting but lack of mobility in the market of experienced executives is presenting as a major problem to those hiring, according to Neil Pope, Director responsible for Executive Recruitment in 2into3.

Why not send along this email to colleagues or contacts? The discussion of topical and thought-provoking issues - such as those outlined within this newsletter - is key to the continuing development of the non-profit sector.

2into3 highly encourages such ongoing debate and exploration.

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Neil Pope, Executive Recruitment Director at

2into3

Following a 12 month period of hiring freezes for many organisations, the latter part of 2009 saw the reawakening of executive recruitment in the non-profit sector as Boards made strategic revisions to adjust to economic reality, and sought to put the right leadership in place for the new environment.

Recent completed assignments managed by 2into3 include the recruitment of a CEO and a Fundraising Manager on behalf of two well known International Development Organisations, a new Head of Development for a Homeless Charity and a Fundraising Director for a Disability Charity.

2into3 have established themselves as the leading executive recruiter for the non-profit sector and use a combination of their extensive candidate database and branded recruitment advertising to deliver qualified candidates to clients. 'The most apparent issue in recruitment right now is the lack of mobility in experienced executives working within the sector' says Neil Pope. 'Few if any layoffs have occurred for senior fundraisers but people are still fearful and, counter to the impression presented in the media, the return on recruitment advertising spent to generate quality candidates is very low.'

To combat this problem, 2into3 have been mining their database network extensively for each assignment. 'People are happy to hear about what's happening in the market and opportunities that exist,' says Pope. 'Talking to a trusted consulting organisation like ours, specialising in the sector, gives people the opportunity to confidentially qualify a role and organisation before making a formal application.'

The economic changes which have occurred over the past year inevitably reshuffles the pack in terms of those organisations who will adapt to become stronger and which organisations present the strongest career paths for the future. As you might expect, Neil Pope

is happy to receive unsolicited calls or emails from people interested in discussing career perspectives and market opportunities.

For further information, contact Neil at Neil@2into3.com or 01 6401842

Launch of New Website of Interest to Fundraisers



Prospect 23, a partner company of 2into3, has recently launched a new website: www.prospect23.com.

Prospect 23 was formed in 2006 to provide non-profit organisations with a complete wealth intelligence service that helps fundraising organisations find and then generate greater value from donors and supporters.

Prospect 23 has worked on campaigns seeking a combined total of more than €0.6billion of philanthropic support, working closely with clients to deliver solutions that have assisted their fundraising efforts. This experience has given Prospect 23 a unique insight into how Ireland's wealth is distributed.

Prospect 23's senior management team is made up of Rob Foley (Research), Brian English (Technology) and Dennis O' Connor (Fundraising).

Visit the Prospect 23 website to find out more.

Recent Consultancy Assignments



2into3 Director Dennis O' Connor

2009 was an strong year for consultancy at 2into3 with Director Dennis O' Connor and his team undertaking projects across a wide range of sectors and organisations. Below is a selection of fundraising consultancy assignments completed or commenced over the past 12 months.

Health

National Rehabilitation Hospital - Development of scope, strategy, and case documents, with prospect research carried out by Prospect 23

Irish Thoracic Society - Development of scope, strategy, and case documents, with prospect research carried out by Prospect 23

National Council for the Blind of Ireland - Completion of a fundraising review, development of a fundraising strategy and the provision of ongoing support

St Vincent's Hospital Foundation - Prospect research carried out by Prospect 23

Deafhear.ie - Development of scope, strategy, and case documents, with prospect research carried out by Prospect 23

Education and Research

Limerick Institute of Technology - Development of scope, strategy, and case documents, with prospect research carried out by Prospect 23

Northside Learning Hub - Development of scope, strategy, and case documents, with prospect research carried out by Prospect 23

Irish School of Ecumenics - Development of scope, strategy, and case documents, with prospect research carried out by Prospect 23

Arts, Culture and Heritage

Irish Landmark Trust - Development of scope, strategy, and case documents, with prospect research carried out by Prospect

23. Ongoing support provided
CARI - Fundraising review carried out

International Development

Link Community Development - Development of scope, strategy, and case documents, with prospect research carried out by Prospect 23

Sports and Recreation

Connacht Rugby - Development of scope, strategy, and case documents, with prospect research carried out by Prospect 23

For any additional information about 2into3, please contact Sinead Kelleher at sinead@2into3.com or +353 1 640 1891.

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