

Sample Subtitle

**IO7: Survival guide for NGO Founding and Funding**

1. ***Introduction (1000 characters)***

NGOs stand up for human rights and environmental protection, work to end violence, assist the poor, build leadership among youth, and much more. Starting a new NGO is a powerful way to change things.

Starting an NGO usually is a lengthy, time consuming process that arises many doubts and uncertainties, leading potential leaders to give up or to join any other entity that already exists, even if it does not fulfil entirely the person’s view or goals. The difficulties of the process can be minimized by following a consistent series of steps and seeking advice. Traditionally, the sort of information needed is spread among many services, documents or websites, and often the information between media is not coherent or is outdated.

This output specifically provides aid to citizens willing to create their own NGOs or to take part of an existing one in an educated way. It consists of a step-by-step guide explaining all legal and practical requirements needed to found and manage an NGO that has no parallel in the partners’ countries. It also suggests funding mechanisms and provide important ‘surviving’ tips provided from experienced leaders. In brief, it provides an excellent up-to-date starting point providing tailored support to new NGO leaders.

1. ***What is an NGO? (6,000 characters)***
   1. **Concept**

Generally, there is some confusion about what an NGO is. NGO is the acronym for Non-Governmental Organization. It is a concept that the United Nations used for the first time after World War II and refers to non-profit entities that pursue general interest purposes. UNITED NATIONS Resolution 1996/31 of 25 July defines an NGO as "any group of voluntary, non-profit citizens that arises at the local, national or international level, of an altruistic nature and directed by persons with a common interest. NGOs carry out a variety of humanitarian services, bring citizen concerns to the attention of the government, monitor policies and support political participation, at the community level. They provide analysis and technical expertise, serve as early warning mechanisms, and help monitor and implement international agreements. Some are organized around specific themes such as human rights, the environment or health.”

A very broad concept is that of NGOs, since different legal entities (associations, foundations, companies) can enter there, without distinction for their purposes (we would have as an association, all kinds of organizations; from a free timegroup, to an association of neighbours or a trade union...). After all, it is a diffuse and ambiguous concept because it is defined in a negative way, considering by definition as an NGO any form of organization that is “not” governmental.

You may hear other terms used to describe organizations that work to advance the public good (Civil society organizations (CSOs), non-profit organizations, Charities or charitable organizations, Grassroots or community-based organizations, Voluntary organizations). In some cases, the terms suggest a particular type of NGO. For example, grassroots organizations are NGOs that members of a community form to help themselves.

* 1. **Characteristics of an NGO**

An NGO develops a social function because its projects bring about positive changes in families, communities or on the planet. Although its activity is in the general interest, its role is not to replace the work of the administration. Three reasons that explain the work of an NGO are: poverty (inability to access drinking water, food, adequate sanitation, education, housing, etc.), humanitarian crises (natural disasters, effects of climate change, conflicts) and threats to the environment (illegal trade in species, damage to ecosystems, loss of biodiversity, etc.).

* They are private entities whose capital depends on the contributions of the people who are part of the project.
* They are non-profit entities, that is, their purpose is not to increase the economic benefits of their partners or taxpayers, but rather that their action is determined by a series of social values (solidarity, cooperation and humanitarian aid). But non-profit does not mean with the intention of loss, because they are entities that seek to be sustainable, efficient and generate reserves that allow their operation in the medium and long term.
* For the general interest, they seek the common good, of society or of a significant part of it, and not that of a small and specific group of people.
* They are autonomous in their administrative management and in their decisions. This means that no governmental, official or public institution or authority can interfere in this regard. In return, NGOs are responsible for complying with a series of requirements and regulations for their constitution and operation.
* They encourage the participation of communities and social groups, since the axis of their action is not only cooperation and the execution of tasks themselves but, at the same time, to motivate and link the people of the beneficiary communities to be themselves those who carry out the work and, in this way, guarantee the continuity and sustainability of the projects.
* They perform pedagogical work in the environments in which they operate. The promotion of values such as social justice, participation, equity, equality and democracy is one of the tasks parallel to the execution of infrastructure works or the provision of material goods. They are not just solutions; they are actions with a long-range social sense.
  1. **NGOs principles**

**Legitimacy:** When an NGO is seen as legitimate, the public believes that it addresses a need in society and that its members put that social need above their personal interests. You should ask if your NGO deserve to exist, i.e., your mission is relevant, and the NGO is well-governed, well run and effective. To be considered as legitim, it is important that the organization is lead and managed by several people, a broad base of leaders.

**Accountability:** Specifically, that means answering to your stakeholders: funders, members, partners, the people you serve, the community you operate in and other NGOs. To engage their stakeholders, an NGO needs to understand their different needs and expectations. NGOs should be accountable not only for their funders and donors but also for their communities, by holding community meetings, conducting surveys, and writing annual reports, newsletters and other forms of outreach. At a minimum, your NGO is accountable for:

* The mission, that is your public promise.
* The results: you must achieve tangible results in improving the lives of people you serve.
* Good governance: your NGO should have a volunteer board of directors that govern the organization ethically and effectively.
* Fiscal responsibility: your NGO must make sure the contributions it receives are used to advance the mission.

**Transparency**: Information on its proper functioning or clear management of income is essential to avoid mistrust and that NGOs can continue to seek support to continue their struggles. If you want that your NGO is transparent:

* + Make clear what your goals and mission are.
  + Provide information on your website about the work you do.
  + Explain to donors and members where you use your funds.
  + Justify your expenses to public donors, companies and institutions that provide resources.
  + Carry out an accountability exercise by publishing annual reports, , for example, how much money you have received and how it has been invested.
  + Undergo an audit that determines the degree of transparency.

When NGOs uphold these principles in word and action, they build confidence and trust in the work of all NGOs. This guide will help your organization do just that.

1. ***Types of NGOs (1,500 characters)***

Currently, social action presents multiple challenges. And this explains the great variety of organizations that exist today. Although all NGOs share altruism and social commitment, this does not mean that they are all the same. In fact, there are differences between them that are generally determined by factors such as their form of constitution, their orientation or their area of ​​influence. One of the simplest classifications divides NGOs into four different groups:

1. Development NGOs (ONGD): are those whose aims, or express purpose, are to carry out activities related to the principles and objectives of international cooperation for development. They carry out most of their work in the poorest countries, together with local organizations, with the aim of supporting, empowering and accompanying these countries and their communities in their own development process.
2. Social Action NGOs: they are the most numerous and are dedicated to providing services in the field of social and / or health services, that is, in the care of people with intellectual or developmental disabilities or families and people without resources, in the level of childhood, immigration, toxicology, women or people over 65 years of age.
3. Volunteer NGO: They have a very specific purpose, which is to promote "organized volunteering" and the values ​​it manifests, training and representing it before Civil Society and Public Administration.
4. Human Rights NGOs: These include those NGOs whose purpose lies in the defense of Human Rights or in denouncing violations that are discussed in this area. These types of organizations are currently described, in an analogous way, as social movements.
5. Environmental NGO: These NGOs focus more on the development of awareness, advocacy and training activities, with the goal of working in favor of the environment and sustainable development, both in their environment and anywhere in the world.
6. ***Legal framework (7,000 characters)***

However, NGOs are not a legal form. NGOs can adopt in Spain two legal personalities, association and foundation. Both are created with a deed of incorporation, have bylaws that regulate their operation, are registered in the corresponding registry and keep an annual accounting. In short, "association" is a concept that is legally defined, while "NGO" is a concept of social elaboration, in which different legal persons (foundations, associations...) can be included, as long as they comply with the requirement of not depending directly or inertly on a governmental entity.

* 1. **Associations**

Article 22 of the Spanish Constitution recognizes the right of Association. To regulate that right, the [Organic Law 1/2002, of March 22, regulating the Right of Association](https://www.boe.es/buscar/doc.php?id=BOE-A-2002-5852) was promulgated.

Associations are non-profit entities that are created through the agreement of three or more natural and / or legal persons, who undertake to share knowledge, means and activities to achieve goals of general or particular interest (Art.5). To the extent that an association is the product of civil society and maintains an independent functioning, or even (though sometimes it could be forgotten) economic, and in full exercise of the freedom of association and the non-interference or guardianship of the Administration (art. 4.2) "the Administration may not adopt preventive or suspensory measures that interfere with the internal life of associations", associations can be Non-Governmental Organizations, but not all of them are.

Within the concept of association fits a varied typology of entities. On the one hand, those that can be considered of common regime and, on the other, those of a specific regime that are singularized by the nature of their purposes (political parties; trade unions; business organizations; churches, confessions and religious communities; sports associations; consumer and user associations; and professional associations of members of the Armed Forces, the Civil Guard and magistrates, judges and prosecutors). Other entities are excluded from the concept, such as foundations, communities of property and owners, civil and mercantile societies, cooperatives, mutual societies, temporary unions of companies and economic interest groups. An example to clarify this point: an alumni association is a non-profit organization that pursues purposes of particular interest to a specific group of people (the alumni that comprise it). Therefore, it is not an NGO, nor are many of the associations mentioned above, which pursue a particular interest, not a general one.

This concept entails the idea of permanence in time, so, despite their apparent simplicity, associations, like any other entity, must have an organizational structure that assumes the functions of government and representation, must have the human and material means necessary for the effective realization of their social purposes and must attend the corresponding administrative management. Therefore, with the granting of the founding act, the association acquires legal personality and the capacity to act, without prejudice to its subsequent registration in the competent registry, for the sole purpose of publicity.

Associations, in turn, may group together to form federations, confederations and unions. In particular, federations, confederations and unions of associations are second degree entities, whose promoters and members are legal persons of an associative nature, previously registered in the general registers of associations. Federations and unions are defined as entities made up of three or more associations, and confederations as entities made up of three or more federations. In any case, they must have a residence in Spain, in the place where they have their headquarters or in the place where they mainly carry out their activities.

* 1. **Foundations**

The regulation governing foundations is [Law 50/2002, of December 26, on Foundations](https://www.boe.es/buscar/act.php?id=BOE-A-2002-25180).

Foundations are non-profit organizations whose assets are permanently affected by the achievement of the general interest goals defined by the founders in the statutes. For its constitution, it is necessary to contribute a minimum of € 30,000 as a foundation endowment. By definition, foundations cannot serve purposes of particular interest.

* 1. **Tax incentives**

Non-profit entities can benefit from various tax incentives for patronage that provide, on the one hand, tax exemptions and, on the other, deductions for donations for those who collaborate financially with them. These tax incentives are regulated in [Law 49/2002, of December 23, on the tax regime of non-profit entities and on tax incentives for patronage](https://www.boe.es/buscar/act.php?id=BOE-A-2002-25039).

**Are all associations and foundations eligible for these tax incentives?** If I make a donation to an association or foundation, am I entitled to a deduction? Well the answer is no. Only foundations and associations **declared of public utility** can benefit from these tax incentives.In the case of foundations, at the very moment of their creation, the administration authorizes their constitution and registration after verifying that it pursues general interest purposes and that its operation is aligned with the foundation regulations. For this reason, **all foundations are eligible for tax incentives**.

In the case of **associations**, there is a procedure called a [**declaration of public utility**](https://www.boe.es/buscar/doc.php?id=BOE-A-2004-615) that applies to those that pursue general interest purposes and meet a series of requirements. Those associations can request the administration for a declaration of public utility in order to benefit from tax incentives. And the other associations are not NGOs? There are many associations that are NGOs because they pursue purposes of general interest but have not requested the declaration of public utility or do not plan to do so. It is a process that requires time - at least two full years of activity - and involves operational and organizational obligations that not all associations can or want to undertake.

Tax benefits carry obligations. Both the associations declared of public utility and the foundations are obliged to present their annual accounts and reports annually to the corresponding registries. If the administration considers that they do not meet the requirements, it can revoke the public utility of an association or request the extinction of a foundation.

* 1. **Volunteering**

The allusion to the general interest is one of the fundamental elements of the Spanish [Law 45/2015, of October 14, on Volunteering](https://www.boe.es/buscar/act.php?id=BOE-A-2015-11072). Referring to the improvement of the quality of life of the beneficiaries or recipients of the voluntary action and of society in general, the action framework of the Volunteering is completed with a list of the values and principles that should inspire volunteering and with the definition of both the fields of action and the functions of volunteering The Law prevents organized voluntary action from being an instrument for the replacement or amortization of positions of work occupied by male or female workers or of public services.

More information about regulation of volunteering in the different regions:

<https://www.mscbs.gob.es/ssi/familiasInfancia/ongVoluntariado/documentacion.htm>

Volunteering platform in Spain: <https://plataformavoluntariado.org/>

1. ***Start and sustain an NGO (5,000 characters)***

Binder-Aviles, H. 2012. The NGO Handbook. Bureau of International Information Programs, United States Department of State <https://static.america.gov/uploads/sites/8/2016/05/The-NGO-Handbook_Handbook-Series_English_508.pdf>

Solutions to global problems sometimes start with small changes at the local level. Whatever type of challenge or opportunity you want to tackle, you can achieve more if you have enough resources and work collaboratively with others. To start an NGO, you will need a lot of support. On the one hand, people who provide resources, volunteers and advocates who believe in your project. In addition, carrying out projects and activities requires multiple skills: you will need to make plans, reach your community, recruit volunteers, raise funds, manage and monitor projects, and evaluate results. Furthermore, maintaining an NGO over time demands an even greater level of commitment, skills, support and resources.

When you are starting out, start small. Pick one or two projects that your group can do well. Then, the NGO builds a track record of success and learns what it takes to be effective.

This chapter provides you with the key elements to developing and sustaining an NGO. Sustainability refers to the capacity of an NGO to maintain its activities over time. Often, when we hear the term sustainability, the first thing that jumps to mind is money, but sustainability is about much more than that. It starts with the organization’s vision and mission.

* 1. **Vision and mission**

The values, vision and mission guide every decision an NGO makes and every action it takes. Putting into writing your values, vision and mission is one of the first steps you musttake when you found an NGO. These statements will direct the rest of your journey and communicate to your stakeholders who you are and what you stand for. Your NGO’s vision describes the long-term changes you seek and how people’s lives will be better thanks to your work. Your mission is the unique way your organization contributes to turning that vision into reality.

* 1. **Addressing community needs**

An NGO must be able to translate its mission into projects and activities that have measurable impacts welcomed by the community. Projects must be thoughtfully designed and carried out by qualified people in order to effect lasting change and receive long-term funding. If you are uncertain about the best place to start, conduct a simple community survey or needs assessment. As your NGO matures, its projects and activities will evolve in response to the changing needs of the community as well as your own lessons learned. You might decide to expand some activities and cut back on others or completely restructure your programs. NGOs must regularly evaluate how well their projects and activities meet the community’s needs and interests, and the programs that are no longer relevant or effective have to be closed.

* 1. **The three pillars of sustainability: planning, management, evaluation**

Sustainability requires systems for planning, management and evaluation. Regular planning must take place at multiple levels: project plans, fundraising plans, overall organizational plans, short- term plans, long-term plans. Planning systems enable you to organize your work, respond to needs and anticipate challenges. Management systems are the tools to establish clear responsibilities and procedures for handling everything from money and staff to projects and timelines. Finally, evaluation systems inform you of the results you are achieving. To be accountable, you need to report results not just to your funders and supporters, but also to the community you serve. At a minimum, when you start an NGO you need to set up a system to track income and expenses, and establish fiscal controls such as who can approve payments and who can sign checks. As your NGO grows, you will have more things to manage: projects, people, money, relationships.

* 1. **Committed leadership**

To build and sustain an NGO, people with different kinds of knowledge and skills are needed, but above all, NGOs need leaders, people committed to the organization and willing to spend time and effort directing its work. Typically, the leadership group consists of an executive director, senior staff and the board of directors. When starting an NGO, many times the founder invite friends or family members to join the board, but when the NGO matures, the board will need to bring in new leadership from outside. It is necessary to continuously cultivate new leadership at all levels (board of directors, staff, volunteers, participants). Your NGO should constantly work to identify and recruit new talent, build their leadership skills, and move them into positions of responsibility.

* 1. **Relationships with stakeholders**

For an NGO, the stakeholders are people or organizations that care about the same issues and interact with many of the same people as your NGO. Relationships with a broad range of stakeholders — business and professional associations, donor organizations, coalitions, unions, political parties and informal community groups — allow an NGO to thrive. Stakeholders provide your NGO resources — not just financial support but also other kind of support. The organization is more likely to be successful if it can get letters of support from many stakeholders. You need time and effort to build relationships with this stakeholders, and the relationships will change over time.

* 1. **Diversity in funding sources**

An NGO should not rely on a single source of funding, like a funder or a type of funder, for its survival because if you face financial problems, your NGO may become insolvent and have to close. You should seek a wide variety of funding sources: foundations, businesses, governments and individuals. Your NGO nay also generate income by selling products or services. You will need a fundraising plan that lays out objectives, strategies, tasks and timelines.

* 1. **Training**

Capacity-building for NGOs is an ongoing process. As we move ahead to bring about social change, we also end up facing new and unexpected challenges. However, constant training and exposure to new ideas can lead organizations to address these challenges and improve their organizational growth.

**What is a successful NGO?**

* One in which the mission achieves a high level of results.
* One that has an impact on society.
* One that provides a great deal of lasting value to those it aims to help.
* One that is efficient, transparent and whose management is accountable.
* One that gains an increasing amount of support from society and institutions
* One that has a great deal of credibility.
* One that is considered the “ideal” organisation to work in and to collaborate with (by staff, volunteers, members, etc...)

*Source: Carreras, I., Leaverton, A., Sureda, M. 2009. Leaders for social change. Characteristics and competencies of leadership in NGOs. Institute for Social Innovation, ESADE*

1. ***Stablishing values, vision and mission (3,500 characters)***
   1. **Vision and mission**

Mission and vision statements capture the essence of your organization’s beliefs and values and define its place in the world. An NGO is more likely to be successful when its leaders agree on its core values, share a powerful vision for change and establish a clearly defined mission. Conversely, an NGO without clear values, vision and mission lacks a moral compass to guide its decisions.

A vision statement explains the overall goal of your organization looking into the future (how you see the future), while the mission statement outlines the present plan to realize the vision. An NGO’s mission statement concisely states the main purpose of the organization, it answers the question of why you exist, describes who you are, what you do and the end results you seek. I has two parts: the first is the core — the one or two sentences that communicate what you do and the long-term changes you work to achieve; the second part briefly describes the strategies or types of activities you use to achieve your mission.

In the beginning, set aside time for your core leadership team to come together and define your NGO’s aims and means to accomplish them. It is a good idea to involve the community you serve in drafting your NGO’s vision. As your NGO gains experience, or as new needs emerge in the community, you will likely need to refine your mission. Do some research to write a sharply focused mission statement. It is a good idea to prepare several different options to choose from. Here you can see some **examples** of vision and mission statements:

Global Nature Foundation <https://fundacionglobalnature.org/en/quality-and-environment-policy/>

Nousol: <https://www.nousol.org/mission-vision-values/>

**GREENPEACE VALUES, VISION AND MISSION**

OUR VALUES

* Personal responsibility and non-violence
* Independence
* Greenpeace has no permanent friends or enemies

OUR VISION

At Greenpeace we work to:

* protect biodiversity in all its forms.
* prevent pollution and abuse of the oceans, land, air and fresh water.
* end all nuclear threats.
* promote peace, world disarmament and non-violence.

OUR MISSION

Greenpeace is an independent organization, politically and economically, that uses non-violent direct action to attract public attention to global environmental problems and to promote the solutions necessary for a green and peaceful future.

* 1. **The Sustainable Development Goals (SDG)**

The SDGs are the new framework for contributing to sustainable development, made up of 17 Goals and 169 targets that must be met before 2030, and are aimed at all actors on the planet; Governments, civil society, and businesses have been called to action to contribute to these global goals. In this framework, NGOs have a decisive role (<https://www.unglobalcompact.org/sdgs/17-global-goals>; <https://www.pactomundial.org/ods/>).

The UN Global Compact strategy (<https://www.unglobalcompact.org/>; <https://www.pactomundial.org/>) aims to accelerate business action to achieve Sustainable Development Goals and more ambitious climate targets. With that aim they have published a guide to help companies to integrate SDGs to corporate reporting. This guide can be useful to stablish the goals of your NGO. This guide outlines a three-step process to embed the SDGs in existing business and reporting processes.

English version: <https://d306pr3pise04h.cloudfront.net/docs/publications%2FPractical_Guide_SDG_Reporting.pdf>

Spanish version: <https://www.pactomundial.org/wp-content/uploads/2019/07/Integrando-los-ODS-en-el-reporting-corporativo-gu%C3%ADa-pr%C3%A1ctica.pdf>

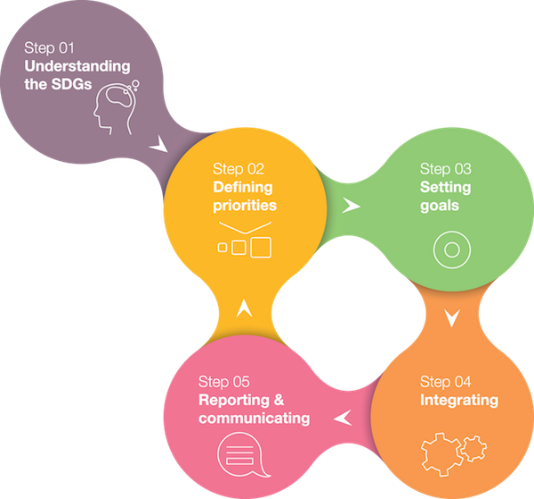
There is another guide, the SDG Compass (<https://sdgcompass.org/>), that guide companies on how they can align their strategies with the SDGs as well as measure and manage their contribution to the realization of the SDGs. The guide presents five steps that assists companies in maximizing their contribution to the SDGs, defining priorities, goal setting, integrating sustainability and reporting. This guide is published in several languages.

English version: <https://sdgcompass.org/wp-content/uploads/2016/05/019104_SDG_Compass_Guide_2015_v29.pdf>

Spanish version: <https://sdgcompass.org/wp-content/uploads/2016/06/SDG_Compass_Spanish-one-pager-view.pdf>

German version: <https://d306pr3pise04h.cloudfront.net/docs/issues_doc%2Fdevelopment%2FSDG_Compass_German.pdf>

Portuguese version: <https://sdgcompass.org/wp-content/uploads/2016/04/SDG_Compass_Portuguese.pdf>



**Figure X : 5 steps that assists companies in maximizing their contribution to the SDGs. Source : SDG Compass guide** [**https://sdgcompass.org/**](https://sdgcompass.org/)

1. ***People in an NGO (3,500)***

The true strength of an NGO is the people who work in it, both those that do it in a paid way and those who volunteer. Regardless of the cause support, they all have something in common: the desire to fight for what they believe in, the strength to defend their values and the illusion to make the world a better place.

* 1. **Values that define the member of an NGO**

In this sense, there are a series of **values** that define the member of an NGO:

* Justice. fighting for the rights is a common interest of the members of any NGO, and the efforts of each one of us add up.
* Solidarity: any member of an NGO feels the need to help others or fight for a common cause, to fight to improve their quality of life.
* Consistency: If you commit to a cause, you must act accordingly with it. NGOs are often governed by codes of conduct to lead by example, as they say.
  1. **Participation in NGO**

All the people who make up the human team of an NGO know that achieving a better society is only possible with the help of everyone and, therefore, the variety of profiles that can be found in an organization of this type is very wide, because They need knowledge in many sectors. In this way, participation in an NGO can occur in two ways:

* + Paid: people who receive a salary.
  + On a voluntary basis: people who collaborate in the NGO altruistically.

In all NGOs there are many types of volunteers, from those who are dedicated to the most routine tasks to those who travel to the epicentre of a project to help carry it out. Thus, there is no single day-to-day volunteering, and we could even say that there are as many "day to day" as there are volunteers an NGO has. Managing a team of volunteers requires a lot of diplomacy and, above all, a lot of patience!

It is not enough just to have a dedicated team for an organization. It is fundamentally believed that unless the team is not properly managed, motivated and performed, the organization will not achieve its goal and objectives. The process of managing, motivating and making the staff perform involves setting up of systems, including building plans and policies. These systems fall under human resource management.

Watch this video: <https://youtu.be/Q2CXHT6G0UU>

Some **manuals** can help to manage the human resources and volunteers in an NGO (Spanish and English):

* Keys to managing people in non-profit entities: The objective of this guide is to respond to the most immediate needs of entities in terms of the management and development of people on a day-to-day basis and to provide human resource management systems that are easy to implement to guide our strategies towards the medium /long term. <https://www.plataformaong.org/ARCHIVO/documentos/biblioteca/1366105054_018.pdf>
* Keys to managing volunteering in environmental non-profit entities: <http://archivo-es.greenpeace.org/espana/Global/espana/report/other/manual-del-voluntario.pdf> Greenpeace Spain

<https://plataformavoluntariado.org/wp-content/uploads/2018/10/claves-para-la-gestion-del-voluntariado-en-la-entidades-no-lucrativas.pdf>

* Essential non-profit employee handbook Template <https://www.nonprofithr.com/wp-content/uploads/2014/11/FINAL_NON-140011_Essential-Nonprofit-Employee-Handbook.pdf>
  1. **Code of ethics and conduct for members of the NGOs**

Most NGOs have **codes of ethics and conduct** that govern the behaviour of the members of the NGO and its operation. It is for this reason that tools such as the Principles of Transparency and Good Practices are born, to avoid harmful behaviours for the NGO, partners, volunteers and anyone linked to the organization.

**Examples** of codes of ethics and conduct that govern the behaviour of the members:

Greenpeace <https://www.greenpeace.org/usa/wp-content/uploads/legacy/Global/usa/report/2007/7/greenpeace-code-of-ethics.pdf>

United Nations High Commissioner for Refugees (UNHCR) <https://cms.emergency.unhcr.org/documents/11982/32382/UNHCR+Code+of+Conduct/72ff3fdf-4e7c-4928-8cc2-723655b421c7>

UNICEF <https://etico.iiep.unesco.org/sites/default/files/CODE_OF_CONDUCT.pdf>

Save the Children <https://www.savethechildren.org/content/dam/usa/reports/advocacy/code-eth-bus-cond-11.pdf>

1. ***Importance of leadership and demand for results-oriented leadership (5,000 characters)***
   1. **Social Leadership**

The concept of social leadership is associated with the development of those individuals who are the driving forces behind civil society organisations and who are working to bring about social change. in the sector of NGOs and other non-profit organisations, leadership viewed as a group of people carrying out the organisation’s work is more important that the contribution of one specific leader. This fact has positive implications, since it makes it easier for many organisations to develop and carry out work that can go far beyond the scope of a single person occupying the position of director or president of the organisation. In other words, social leadership avoids creating excessive dependence on the person who is the leader at any given moment. However, the large number of people who have a particular task to carry out in their communities, are essential and relevant to the people with whom they collaborate and for the causes they defend. An inspirational leadership knows how to make use of the motivational capacity of a shared mission.

*«Leadership is a process whereby an individual influences a group of individuals to achieve a common goal» (Peter Northouse, Leadership: Theory and Practice).*

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| COMPETENCIES OF THE NGO LEADERS |
| 1. Personal competency:    1. Self-awareness: emotional self-knowledge, self-assessment, self-confidence.    2. Self-management: emotional self-control, transparency, adaptability, achievement, initiative, optimism, one’s own source of motivation, tolerance of frustration. |
| 1. Social competency:    1. Social awareness: empathy, awareness of the organisation, service    2. Relationship management: inspiration, vision, motivation, communication and influence, developing other people’s competencies, catalysing change, conflict management, creating bonds, teamwork and collaboration |
| 1. Cognitive competency    1. Analytic thinking, conceptual thinking, knowledge and experience.   *Source: Boyatzis, Goleman and McKee[[1]](#footnote-1)* |

* 1. **Management skills**

**Leadership and management**

* Management is a science. Leadership is an art.
* Leaders generate change. Managers achieve predictable results.
* We lead people and manage resources.

*Source: Carreras, I., Leaverton, A., Sureda, M. 2009. Leaders for social change. Characteristics and competencies of leadership in NGOs. Institute for Social Innovation, ESADE*

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| --- | --- |
| SKILLS REQUIRED TO MANAGE AN NGO | |
| 1. ***Community organizing***  * Group dynamics * Community integration * Problem identification * Community investigation * Facilitation * Mobilization * Communication * Role playing * Objectivity, monitoring and evaluation  1. ***Participatory action research***  * Identification of research problem * Identification of different research tools * Data gathering * Analysis of data * Consultation with the community and validation of data * Drawing of conclusions * Making of recommendations  1. ***Business skills***  * Planning * Participatory (circular) management * Accounting and bookkeeping * Marketing and purchasing * Negotiation * Monitoring and record keeping * Technical skill in micro-computers * Organizing cooperatives/credit unions | * Handling labour problems * Understanding legal aspects.  1. ***Documentation, dissemination of information***  * Small group formation * Clarification of values and vision * Group dynamics * Different kinds of media production * Communication skills and visual aids * Awareness/sensitizing skills * Advocacy * Networking and linkages  1. ***Training methods***  * Use of cultural forms * Use of media * On-the-job training - participant observation * Workshop organization * Group dynamics * Practice-Theory/Action-reflection * Exposure programme * Group discussion and synthesis, brainstorming * Self-learning kits and modules  1. ***Technology training - appropriate technologies***  * Depending on the NGO sector: agriculture, fishing, energy, climate change, housing, health, sanitation, handicrafts, food technology, etc. |

* 1. **Results-oriented Leadership**

The changes experienced in the environment, as well as the logical evolution of a sector that is moving towards maturity, place the orientation to results as one of the central challenges that NGOs must facing. NGOs are no longer unique actors and this is compounded by a growing social demand for accountability. The funders, who are increasingly demanding in the information they request, although an approach predominantly oriented to the economic justification of the resources used is still maintained. The acceleration in the pace of social changes that we have experienced in recent decades is the element that most justifies the need for NGOs to move towards results orientation.[[2]](#footnote-2)

Results orientation implies, among other things, the existence of a type of leadership and an organizational culture that leads to consider the objective of the actions, the expected results and to control whether those objectives and results are achieved, in order to make decisions and introduce improvements.

A strategy must be complemented with a **measurement system** that allows us to appreciate if what is planned is being carried out and what is being achieved. Why we should measure, in Osborne and Gaebler's view[[3]](#footnote-3)

* + What gets measured gets done.
  + If you don't measure results, you can't tell success from failure.
  + If you can't appreciate success, you can't reward it.
  + If you cannot reward success you will surely be rewarding failure.
  + If you can't appreciate success, you can't learn from it.
  + If you can't acknowledge failure, you can't correct it.
  + If you can't show results, you can't get public support.

It can be concluded that after the measurement there are five key reasons: to know, communicate, motivate, learn and make decisions. These are five reasons that, ultimately, should drive the organization closer to its mission.

1. ***Principles of transparency and good practices***
   1. **Principles of transparency and good practices**

Codes of conduct for NGOs have been developed essentially because NGOs are self-governing, they use public funds, they target local communities and the general public, and some NGOs do face the problem of fraud and corruption in their activities and make the NGOs more transparent. There are a wide variety of codes of conduct. They may be set up by the NGO itself, for its internal use, especially for large NGOs that have a number of branches or country offices.

Most Codes are set up by third parties - National associations of NGOs, government departments, AID agencies that disburse funds to NGOs, and others. Different countries have different systems and Codes, especially those that are internal to the NGO, may be stand-alone documents or may be an integral part of its bylaws or constitution. Most are publicly viewable, and many available on the NGOs website.

The [**Code of Ethics and Conduct for NGOs**](https://www.wango.org/codeofethics.aspx?page=0) is a set of fundamental principles, operational principles, and standards to guide the actions and management of non-governmental organizations. Developed under the auspices of the World Association of Non-Governmental Organizations (WANGO), this Code was formulated by an international committee representing the wide spectrum of the non-governmental community and included input from NGO leaders from all regions of the world. Numerous standards and codes of conduct and ethics from NGOs and NGO associations worldwide were consulted in formulating this code. The Code of Ethics and Conduct for NGOs is designed to be broadly applicable to the worldwide NGO community. It also offers a [manual](https://www.wango.org/codeofethics/ComplianceManual.pdf) to implement the code in your organization.

**Spain:** The **Lealtad Foundation** has established [9 Principles of Transparency and Good Practices](https://www.fundacionlealtad.org/si-eres-ong-transparencia-y-buenas-practicas/conoce-los-9-principios/) to contribute to the improvement and efficiency in the management of non-profit entities in Spain. These principles are standards that cover multiple aspects of NGO operation and respond to donors' demands for information when collaborating with them:

* 1. Clear and public mission
  2. Planning, Monitoring and Impact orientation
  3. Independent, active and public governing body
  4. Diversified and transparent financing
  5. Control of the use of funds
  6. Financial sustainability
  7. Transparent and truthful communication
  8. Trained and Participative Volunteering
  9. Regulatory issues

The Spanish [**Coordinator of NGO for Development**](https://coordinadoraongd.org/) is the state network of organizations and social platforms that work in the field of development, international solidarity, humanitarian action, education for global citizenship and the defence of human rights anywhere in the world). The organization offers a code of conduct for NGOs: <https://coordinadoraongd.org/wp-content/uploads/2019/07/Co%CC%81digo-de-conducta-2019_COORDI_v2.pdf>, as well as a practical guide for the application of the code of conduct in NGOs <https://coordinadoraongd.org/wp-content/uploads/2020/06/Guia_CodigoConducta_DEF.pdf>. The Code of Conduct is the regulation of internal and external behaviour, mandatory to be a member of the Coordinator.

Some **examples** of Code of Conducts’ application in NGOs:

Farmaceuticos Mundi <https://farmaceuticosmundi.org/wp-content/uploads/2020/05/Code-of-Ethics-2020.pdf>

Action Against Hunger <https://www.accioncontraelhambre.org/sites/default/files/documents/pdf/2018_code_of_conduct.pdf>

* 1. **Transparency and Good practices audit**

Transparency is key for any NGO: knowing how the quotas or contributions of people like you are invested, what resources are allocated to each project and many more things related to management is a must to maintain trust in the NGO.

It is for this reason that non-profit foundations that want to foster citizens' trust in NGOs were born, and they do so by offering independent information about them. In this way, any non-governmental organization can request an audit of good practices, which the organization will make available to everyone. These audits evaluate many aspects of organizations, from the funding they receive to how they promote volunteering.

***Audit organizations in Spain:***

The **Lealtad Foundation** [Accredited NGO Seal](https://www.fundacionlealtad.org/si-eres-ong-transparencia-y-buenas-practicas/que-es-el-sello-ong-acreditada/) highlights the entities' commitment to Transparency and Good Practices and to accountability, to contribute to the improvement and efficiency in the management of non-profit entities.

The **Coordinator of NGOs for Development** offers a [Transparency and Good Governance Tool for NGOs](https://webtransparencia.coordinadoraongd.org/herramienta-de-transparencia-y-buen-gobierno/). The Tool is a system for objectively evaluating the Transparency and Good Governance of development NGOs. To do this, it uses a series of [transparency and good governance indicators](https://webtransparencia.coordinadoraongd.org/faqs/) organized into several sections: 1) Governing and executive body, 2) Mission, vision, values and behaviors, 3) Planning and evaluation, 4) Financial management, 5) People, 6) Other stakeholders.

The Seal of Transparency and Good Governance of this organization certifies that the NGO has undergone the process correctly and, therefore, that the organization has a firm commitment to transparency and continuous improvement. It is awarded to NGO partners. The presence of this seal on the web, memory or any documentation of an NGO implies that:

* + The NGO is a partner of the National Coordinator of NGOs for Development, or one of the regional coordinators.
  + An external auditing firm has verified compliance or non-compliance with all transparency and good governance indicators and has issued its corresponding report on the NGO.
  + The Coordinator has received, reviewed and valued as "compliant" the report prepared by the external auditing firm.

The [NGO Quality Standard](https://icong.org/herramientas/manual-de-implantacion-de-la-norma-ong-calidad/) of the **Institute for the Quality of NGOs (ICONG)**, aims to spread and promote culture and the incorporation of quality systems in Social Action NGOs. The NGO Quality Standard is a quality management standard for NGOs, based on a principles and values approach. The Standard includes requirements for a quality management system applicable to any Third Sector organization, as well as values and principles that guide the application of these requirements.

1. ***The three pillars of sustainability: planning, managing and evaluation***

Once you have a clear mission, you have to translate it into projects and activities that the community needs, wants and values, to have an impact on it.

* 1. **Planning**

Planning keeps you focused on your goals and enables you to organize your work and allocate your resources efficiently and prevent problems before they become crises.

**Strategic planning**: is a systematic way of assessing where your NGO is now and where it wants to be in the future. It starts with the vision, mission and values and then it addressed priorities and goals, guides decisions about project development, new partnerships, allocation of resources, monitoring and assessing results. The strategic plan maps your vision for the association and its proposed impact. It describes your NGO as it currently is and sets up a roadmap for the next three to five years. Your NGO strategic plan is a living document that should be updated frequently to reflect your evolving goals and circumstances. A strategic plan is the foundation of your organization — the who, what, when, where, and how you’re going to make a positive impact.

The strategic plan helps NGO to remain relevant and responsive to the needs of the community. You can join board and staff together for one-day brainstorming meeting to make a strategic planning, through the following steps:

* Identify the key issues and questions.
* Make a SWOT analysis: strengths, weakness, opportunities and threats.
* Discuss the findings of the SWOOT analysis and stablish priorities, goals and objectives.
* Prepare the final strategic plan, writing the results of your analysis.
* Share the plan with stakeholders.
* Carry out and monitor the plan.

The best NGO strategic plans aren’t unnecessarily long. They include as much information as necessary. They may be as short as seven pages long, one for each of essential sections, or up to 30 pages long if your organization grows. You can consult [this guide](https://donorbox.org/nonprofit-blog/nonprofit-business-plan/) to help you developing a business (strategic) plan for your NGO.

Draft a proposed budget for your first year in business with consideration of supplies, bills, insurance, services and all items your association uses daily. Using the budget, determine how much money the association needs.

**Project planning**: A project plan sets goals and objectives for a specific project, identifies the resources needed to achieve it, and lays out the key tasks, responsibilities and a timeline. For that, you must have in-depth knowledge of the community you serve. Your NGO should carry out a systematic assessment of the needs and assets of the target community or population. For that purpose, form a team with staff and community members. A typical assessment involves making a survey of a sample of target population. You can partnership with a University to make the survey. One format for a project plan is called a Logic Model. This helps you map out a project, starting with what you want to achieve and working backward to describe the activities you believe will produce those outcomes. From there, identify the resources needed to carry out those activities.

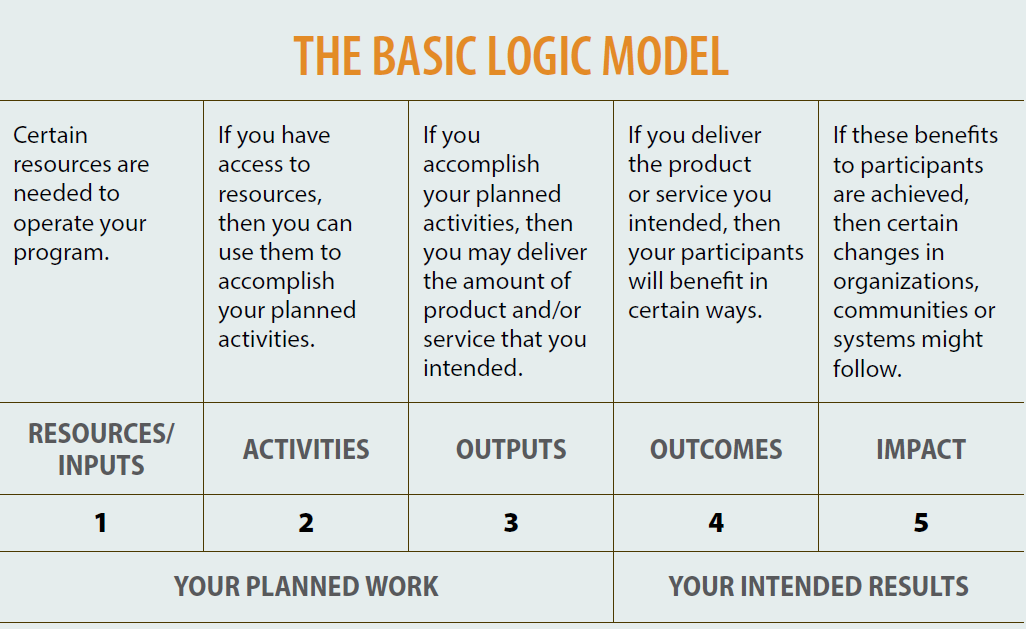


Figure XX. The basic logic model for project planning. *Source: The NGO Handbook*

* 1. **Evaluation**

Evaluation is the systematic assessment of the outcomes, quality and performance of a project, activity or the organization as a whole. Evaluation is a tool for answering the question: What difference did our work make in people’s lives and communities? In other words, it measures what you achieved for the people you serve. For NGOs to be truly accountable to their stakeholders and to their mission, they must also quantify the outcomes, such as higher student test scores or higher numbers of students who demonstrated ability to apply what they learned in the workshops to their jobs. The first step of evaluation is to define the outcomes you want a project to achieve. Do this at the design phase of a project. Your NGO’s staff and volunteers should agree on an evaluation plan that is feasible, make a simple approach. And then:

* Train the staff and participants
* Set up a system for storing the data,
* Choose a small group of people to compile the data.
* Have a review of data and identify the key findings
* Use the evaluation results to improve your project.
* Summarize the data and share your analysis.
  1. **Management**

Good managers and good management practices are crucial for an NGO to sustain itself over time. Even the smallest organizations need to set up basic systems for management. You need many systems for managing your NGO and you have to decide who has responsibility for each aspect: money, people, projects and facilities. When an NGO is small, the Executive Director (or Coordinator) is responsible for most of the organizational management. As the NGOs grows and hire additional staff someone other than the ED may take on specific management roles, such as for finances of human resources.

**Management tasks:**

1. Assigning people and resources to tasks.
2. Motivating people
3. Monitoring activities to make sure plans are accomplice
4. Ensure communication and coordination

As NGO manager, you will have to create structures for management and decision making. You should find ways to involve staff and create a formal structure through which they can add their input. This will help build a sense of ownership and investment in the NGO, its work and its future. You will also need to create a positive work environment for staff and volunteers.

**Financial management**

Good financial management involves the following four blocks:

* Keeping records: The foundations of all accounting are basic records that describe your earnings and spending. This means the contracts and letters for money you receive and the receipts and the invoices for things that you buy. Make sure that you write down the details of each transaction.
* Internal control: Controls always have to be adapted to different organisations. However, some controls that are often used include: keeping cash in a safe place, properly authorising the expenditures, following the budget, monitoring how much money has been spent on what every month, employing qualified finance staff, having an audit every year, checking that the amount of cash you have in the bank is the same as the amount that your cashbook tells you that you ought to have.
* Budgeting: the first step in preparing a good budget is to identify exactly what you hope to do and how you will do it. List your activities, then plan how much they will cost and how much income they will generate.
* Financial reporting: a financial report summarises your income and expenditure over a certain period of time. They are created by adding together similar transactions. For instance, adding together all the money you spent on fuel, new tyres and vehicle insurance and calling them "Transport Costs".

The organisation Secure the Future offers an [NGO Financial Management Pocket Guide](http://www.securethefuture.com/Shared%20Documents/resource/financemng.pdf) to provide a reference to proper financial policies. If you are not experienced, you should get advice to know how to manage finances and what are the requirements for your type of organisation in your country/region.

1. ***Fundraising***

The survival of NGOs depends on capturing public and private resources, outside the target groups, and through very different mechanisms. However, the search for funding must be consistent with the mission and vision of the organization and must be consistent with the groups with which it works.

The public financing comes mainly from four ways: the subsidy, the agreement, the contracts and the signing of agreements. The subsidies are announced annually by the public authorities. It is essential, therefore, to have specialist professionals, in project formulation, who can submit the pertinent requests for subsidies (or for the award of tenders, agreements ...) to the Public Administrations. Agreements for services, contracts and agreements generate more certainty in NGOs, as they tend to be more stable. Regarding the raising of private funds, the objective is to obtain and retain donations and membership fees, especially through communication campaigns and initiatives, in which economic investments and creativity occupy a place of great value. It should also be added that the sale of objects that serve as "souvenirs" (in campaigns, awareness-raising activities ...), Fair Trade products or compensation for goods and services include other sources of financing; whose weight, depending on the type of activity or specific NGO, can vary substantially.

* 1. **Donation**

It is a tool to activate citizen solidarity, which allows non-profit associations to obtain means to finance projects that contribute to mitigating inequalities, face natural or humanitarian catastrophes or help improve the situation of vulnerable groups. NGOs seeking funds from donors need to clarify and align/link their needs to specific donor priorities and themes, and not send out a generic fund request that is same for every donor. The law allows donors to deduct a certain percentage of the donation on their tax return.

WirdImpact organization offers several materials to boost donation:

* [31 Ways to Boost Your Nonprofit’s Online Fundraising](http://wiredimpact.com/wp-content/uploads/2014/04/31-Ways-to-Boost-Your-Nonprofits-Online-Fundraising.pdf)
* Online donation system <https://wiredimpact.com/features/online-donation-system/>
* Donor Flow optimiser for non-profit websites:

<https://docs.google.com/spreadsheets/d/1PINlZJllKWjexqi3tNbWJ2bISNzD1U_tv2FuPrAMy_0/edit#gid=957927704>

* 9 common mistakes in digital Fundraising

<https://wiredimpact.com/blog/digital-fundraising-9-common-mistakes/?utm_source=Wired%20Impact%20Email%20List&utm_campaign=AUTO_Donor_Flow_Optimizer_1&utm_medium=email>

* 10 great non-profit donation pages

<https://wiredimpact.com/blog/great-nonprofit-donation-pages/?utm_source=Wired%20Impact%20Email%20List&utm_campaign=AUTO_Donor_Flow_Optimizer_1&utm_medium=email>

**The Solidarity Will** is a new way of donating. In the joint will, an NGO or several NGOs are designated as the heir or legatee, so that it receives a part of the assets that make up the inheritance, to be used for humanitarian projects.

There are some entities like [Global Giving](https://www.globalgiving.org/) that connects [nonprofits](https://www.globalgiving.org/nonprofits/), [donors](https://www.globalgiving.org/search/), and [companies](https://www.globalgiving.org/companies/) in nearly every country in the world. They help fellow nonprofits access the funding, tools, training, and support they need to serve their communities.

* 1. **Membership fees**

Membership fees offer great economic stability to NGOs and help them to continue their work.

* 1. **Crowdfunding**

Collective financing through crowdfunding or crowdfunding campaigns, such as [Teaming](https://www.teaming.net/?lang=en_UK&utm_campaign=home-logo&utm_medium=web&utm_source=news33) or [iHelp](https://ihelp.org.es/es), allow the support of specific entities or projects.Crowdfunding is the practice of funding a project or venture by raising small amounts of money from a large number of people, typically via the Internet. There are two primary types of crowdfunding: reward-based, when entrepreneurs presell a product or service to launch a business concept without incurring debt or sacrificing equity/shares, and equity crowdfunding, when the backer receives shares of a company, usually in its early stages, in exchange for the money pledged.

The Comisión Nacional del Mercado de Valores in Spain offer information about crowdfunding platforms <https://www.cnmv.es/portal/Consultas/Plataforma/Financiacion-Participativa-Listado.aspx?lang=en>

* 1. **Income-generating activities**

These sources can include membership or subscription fees, publications, sale of products, in-Kind contributions, including volunteer staff time, training and consultancy etc. that are usually generic or non-project specific. While an NGO may implement a single "project" over a period of time (that may be funded by external donors), the project itself may present a number of opportunities for the NGO to generate additional funds as well as in-kind contributions outside the project framework. For example:

* Training sessions and seminars can generate participation fees and sponsorships.
* Publications and other products generated from a project could potentially be sold to generate additional cash.
* Public events such as symposia or conferences could be opportunities to solicit donations from the general public.
* Corporate entities could contribute to a project and/or the NGOs overall activities by seconding staff members as in-kind contributions (which will save staff costs for the NGO).
* Merchandising (t-shirts, etc.)
* Fairtrade products selling.
* Compensation for other services.

Such resource generation will not only help in delivering the project's goals and outcomes but will also provide opportunities for the NGO to generate funds that can be used beyond the project.

* 1. **Subsidies/ grants**

**European funding sources**

Approximately 80% of EU funding sources for NGOs are managed by EU countries themselves. Each country provides [detailed information about funding](http://ec.europa.eu/regional_policy/en/atlas/managing-authorities/) and application procedures on the websites of the managing authorities. The rest are managed by the Commission or other EU bodies. European Union funds NGOs through different Funds. In this [website](https://www.welcomeurope.com/european-subsidies-beneficiary-Development+NGOs.html) you can find calls for proposals for development NGOs.

*Social inclusion, gender equality and equal opportunities:* NGOs working in these fields may benefit from [European Social Fund](http://ec.europa.eu/esf/home.jsp) (ESF) support. These funds are managed by the [managing authorities in an EU region or country](http://ec.europa.eu/regional_policy/en/atlas/managing-authorities/).

*Culture and media:* The [Creative Europe programme](http://eacea.ec.europa.eu/creative-europe_en) supports initiatives related to the European audiovisual, cultural and creative sector. The programme consists of two sub-programmes: Culture and MEDIA.The Culture sub-programme opportunities cover a diverse range of schemes: cooperation projects, literary translation, networks and platforms, while the MEDIA sub-programme provides financial support to help the EU film and audiovisual industries develop, distribute and promote their work. It also funds training and film development schemes.The Creative Europe programme is managed by the Education, Audiovisual and Culture Executive Agency ([EACEA](http://eacea.ec.europa.eu/)).

*Foster citizenship and civic participation:* The [Europe for Citizens programme](http://eacea.ec.europa.eu/europe-for-citizens_en) has two main goals: to help the public understand the EU, its history and diversity, and to foster European citizenship and improve conditions for democratic and civic participation at EU level. The programme is also managed by [EACEA](http://eacea.ec.europa.eu/).

*Research and innovation:* Societal Challenges, a component of the [Horizon 2020](https://ec.europa.eu/programmes/horizon2020/) research and innovation programme, provides funding for projects covering areas such as health, demographic change, food security, sustainable agriculture and forestry and marine, maritime and inland water research. It is managed by the Executive Agency for Small and Medium-sized Enterprises ([EASME](http://ec.europa.eu/easme/en/executive-agency-small-and-medium-sized-enterprises-easme)).NGOs can also apply for projects under ‘Smart green and integrated transport’ and ‘Secure, clean and efficient energy’, two other components of the H2020 programme which are managed by the Innovation and Networks Executive Agency ([INEA](http://ec.europa.eu/inea/)).

*Development and humanitarian aid:* NGOs can get funding under most of the thematic or regional programmes managed by the Commission’s department dealing with [international cooperation and development](https://ec.europa.eu/international-partnerships/funding_en) (DEVCO). NGOs are also eligible for [funding for humanitarian aid and civil protection](http://ec.europa.eu/echo/funding-evaluations/funding-for-humanitarian-aid_en) activities through the Commission’s department dealing with humanitarian aid and civil protection (ECHO).

*Transport, energy and ICT:* Some funding areas of the [Connecting Europe Facility](https://ec.europa.eu/digital-single-market/connecting-europe-facility) (CEF) are open to NGOs. The CEF programme is managed by the Innovation and Networks Executive Agency ([INEA](http://ec.europa.eu/inea/)).

**Other Grant Sources**

* **Multilateral Development Banks** are international banks or agencies that fund agencies for specific causes.
* **International Foundations:** One can apply or ask many international organizations for funding if you meet the criterion. Much like an NGO, these organizations are also dependent on donations and gifts.
* **Development Assistance Agencies:** If you are a young NGO just breaking into the world of aid, you can look for development agencies in local countries.
* **Government Funding**: In most developed countries, a certain percentage of the GDP is set aside to help NGOs fighting for a specific cause.

In the website [FundsforNGOs](https://www.fundsforngos.org/featured-articles/list-foundations-provide-small-grants-ngos/) you can find other funding sources.

There are **common reasons why subsidies or grants are declined**. We offer here some tips.

1. The organization does not meet our priorities: Research before applying.
2. The organization is not located in our geographic area of funding: Get the guidelines before applying/at least check the grants guide.
3. The proposal does not follow our prescribed format: Read the application information very carefully and follow it exactly.
4. The proposal is poorly written and difficult to understand: Have friends and experienced people critique the proposal.
5. The proposed budget and grant request is not within our funding range: Look at average size of grants of the funder.
6. We don’t know these people—are they credible?: Set up an interview before submitting the proposal and have board members and other funded organizations give you credibility.
7. The proposal doesn’t seem urgent and I’m not sure it will have an impact: Study the priorities and have a skilled writer do this section to make it "grab" the funder.
8. The objectives and plan of action of the project greatly exceed the budget and timelines for implementation: Be realistic about the programs and budgets—only promise what can realistically be delivered for the amount requested.
9. We’ve allocated all the money for this grant cycle: Don’t take this personally.  It is a fact of life.  Try the next available grant cycle.
10. There is insufficient evidence that the program will become self-sufficient and sustain itself after the grant is completed: Add a section to the proposal on plans for sufficiency and develop a long-term strategy.
    1. **Collaboration NGO-Business: Corporate Social Responsibility (CSR)**

Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. Businesses can improve their social and environmental performance and find new market opportunities through partnerships with non-governmental organizations (NGOs) and NGOs can get funding for projects.

The knowledge, expertise and capabilities of NGOs and corporations are different and may be complementary. Together, NGOs and companies can often accomplish more than they could alone. But misunderstandings and other obstacles can prevent partnerships from reaching their potential. These collaborations began simply as a reaction to social and environmental issues then grew into a sustainable response to these challenges.

There are 4 main reasons for collaboration:

1. Join efforts and gain efficiency in a sustained way
2. Improve the quality of social intervention through complementary skills
3. Generate social innovation
4. Promote local and global changes

The first factor that drives collaboration between NGOs and businesses is “alignment”, which refers to organizational fit in the form of similarity of partners’ values, willingness to respect the partner’s values if different, and compatibility of partners’ objectives and strategies.

The second factor is trust building. Consider using the services of credible organizations to build businesses’ confidence in NGO, improve communication and information sharing and share resources for skills transfer. Following these steps can build trust between an organization and the partner company, which leads to a fruitful collaboration.

1. ***Collaborative approach in NGOs***
   1. **Collaborative approach**

Although many entities claim to be linked or work with others, or belong to second or third level entities, does this help them to achieve their mission? Does your social impact increase? Does it allow them to be more efficient in their work?

The collaborative approach is based on the idea that in an environment like the current one, collaborations are a useful and sometimes indispensable instrument for NGOs to advance in the fulfilment of their mission and expand their impact. Starting from this approach when making decisions modifies the approach to solving social problems. Despite its interest, this is not a predominant approach in the NGO sector today and it is not the focus from which all organizations must make decisions at all times, but it is a way of approaching the analysis of reality and build interesting responses to current social challenges.

Cooperation at the operational level remains a challenge for NGOs, and moving from ideas and wishes to concrete actions is complex. The practice runs into barriers of a diverse nature such as the division of the sector by an approach based on the differentiation of vulnerable groups, resistance to change, diversity of interests, different organizational cultures, etc. Beyond these differences, there also appear to be little synergies between some more flexible and innovative entities and others perceived as more conventional and more resistant to change.

However, the adoption of an efficacy and efficiency perspective highlights dysfunctionalities associated with the fragmentation of the sector: entities working in the same place and with similar objectives, similar projects with little possibility of achieving impacts, tools, management systems, actions training etc., which are not shared, few initiatives aimed at lowering fixed and management costs — purchasing centres, outsourcing services, etc.—. There is a long way to go in this direction. In a medium-term perspective, it will be important to consider the benefits that more intense collaboration, for example through strategic alliances and mergers, can bring to the sector and help it respond more effectively to societal needs. A collaboration is meaningful when it creates strategic value for the participants and the results exceed the value of individual contributions, in addition to being created with the will to go beyond the capacities of each entity. In this section we want to provide concepts and examples on how to integrate the collaborative approach into the NGO strategy.

* 1. **Why do NGOs collaborate?**

NGOs collaborate to:

1. Gain institutional capacity: gain scale serving the same purpose, access complementary resources, knowledge and skills, generate innovation and mutual learning and development, and replicate projects and programs;
2. Gain access to new areas of action, geographic location, recipients and other funders;
3. Increase the volume of resources, skills and
4. skills made available for mission and impact;
5. Generate an environment and an ecosystem favourable to the mission and the intended impact;
6. Gain positioning and legitimacy and reinforce the image;
7. Increase efficiencies, avoid duplication and reduce costs.

NGOs must make a rigorous reflection about their long-term vision and their role in a constantly changing society. Is collaboration at the core of the strategy of the organization? Or is it one more strategy together with the rest of strategies for achieving the mission? The answer will allow us to know the collaborative level that should dominate decision-making.

* 1. **Good practices**

Some actions to advance in a more operational cooperation can be:

* Entities initiatives to jointly develop and apply management tools, joint training, outsource processes, etc.
* Joint projects between various entities or projects in which the entities act in a complementary manner at different times in the process.

If you are interested in implementing your project in a partnership with NGOs, [NGO Partnership website](https://www.cnvos.si/ngo-partnership/) offers online database of NGOs from all of Europe that will help you find the right organisation in just a few steps.

The [World Food Programme](https://www.wfp.org/partner-with-us) offer to partner with them and has a lot of [experience](https://www.wvi.org/our-partners/world-food-programme-partnership) in partnering along the programme life.

In Spain there is a platform where finding NGOs for collaboration:

<https://coordinadoraongd.org/>

1. ***Communication (13,000 characters)***
   1. **Communication plan**

It is very important for an NGO to create a communication plan that accomplishes even your most aspirational goals. NGO communication plan is an important piece of your strategy and help keep your NGO organized, accountable and innovative.

In order to reach your most aspirational goals, you’ll need to set them. The first step is to make good objectives that must be concrete and measurable. We can differentiate goals (general objectives in long-term, more strategic) and operative objectives (more specific and addressed to action). To help us to establish the objectives we can use the [SMART technique](https://www.indeed.com/career-advice/career-development/smart-goals) to create specific objectives measurable, attainable, relevant and time-based.

As you think through your plan as a whole, consider piecing it together to include mini-plans for your most important components. Dig into the resources below to start planning out each of the components you’d like to include.

* Blogging strategy: <https://wiredimpact.com/blog/nonprofit-blogging-strategy/>
* Newsletter: <https://wiredimpact.com/blog/nonprofit-newsletter-best-practices/>
* Use automated emails to cultivate new supporters: <https://wiredimpact.com/blog/automated-emails-cultivate-new-supporters/>
* Google Ad Grants: <https://wiredimpact.com/blog/google-ad-grants-strategy/>
* Better email Newsletter strategy <https://wiredimpact.com/blog/email-newsletter-strategy-nonprofit/>
* Fundraising on Social Media: <https://wiredimpact.com/blog/fundraising-on-social-media/>
* Landing pages: essential elements and management tips <https://wiredimpact.com/blog/nonprofit-landing-pages/>
* Promote events: <https://wiredimpact.com/blog/how-to-promote-a-nonprofit-event/>
* Nonprofit Marketing strategy template

<https://docs.google.com/spreadsheets/d/1nE3IMrVo5xeV9BQbwZv3dXS4i_GaWCpGkAireiPaWf4/edit#gid=957927704>

* 1. **Web contents and landing page**

***Website content***

The information you provide on each page is a critical part of reaching your marketing and fundraising goals. Great content translates into results, whether your goals are to boost donations, build awareness for your programs or recruit volunteers. Website content is the foundation of marketing in this modern age — a time when people have incredible appetites for learning but won’t wade through walls of text.

There are several pages that are typically found in most nonprofit website structures, like About Us, Programs and Get Involved. [WiredImpact](https://wiredimpact.com/guide/essential-web-page-content-nonprofits/) has created a [content checklist](https://docs.google.com/document/d/1DOkt9Zqzt43iaLbGnfYxmohoTBYbYjqFxOrNUwk6zxM/edit) for these essential pages as well as other common pages for nonprofit websites:

* About Us: As one of the first stops made by a website visitor, the About Us page can also be one of the last pages to get much love from an organization. It tends to be a dumping ground for miscellaneous content without much purpose. An example: <https://www.worldwildlife.org/about>
* Mission and Vision: Well-crafted mission and vision statements can inspire people to engage with your organization and deserve a well-thought-out place on your website. While the mission and/or vision statement may show up in other places on the site, it’s a good idea to give the two a home of their own where visitors can learn more in depth about what the current and future goals are for your nonprofit. Use this opportunity to explain how your work is moving toward your mission and vision and teasing the impact you’ve had so far. Consider designing your mission and vision page in a way that draws visitors in and makes it both easy and interesting to learn about the foundation your organization is built upon. Make your page stand out with photos showcasing how you serve your community. Or, create a video that tells viewers what drives your nonprofit and why you do what you do everyday. If you’re looking for inspiration, here are some [examples of nonprofits](https://wiredimpact.com/blog/10-effective-nonprofit-mission-vision-pages/) with well-designed, compelling mission and vision pages:

<https://www.specialolympics.org/about/our-mission>

<https://love146.org/mission-vision/>

<https://www.brightpink.org/about-us/mission/>

<https://malt.org/mission-history/>

* History: Sharing the history of your organization gives you a chance to describe the background of an issue or the compelling scenario that led to the founding of your nonprofit. By adding a History page, you can keep your About Us page from getting too cluttered and create a place to document exciting milestones. An example: <https://www.worldwildlife.org/about/history>
* Financials: Donors are looking for financial information, and it’s a key part of their decision-making process. The website provide [Reasons to Include Nonprofit Financials](https://wiredimpact.com/blog/nonprofit-website-financials-page/) in your website and examples:

<http://worldwildlife.org/about/financials>

<http://invisiblechildren.com/financials/>

* Impact: Communicating your nonprofit’s impact is crucial to winning over supporters. Although informative, your Financials and About Us pages aren’t the most compelling ways to show what your nonprofit has achieved. An Impact page is a chance to report on your accomplishments in a way that makes your mission come to life and inspires past, current and potential supporters. The website include Resources for Tracking Your Nonprofit Impact. Some website [examples](https://wiredimpact.com/blog/nonprofit-impact-pages/):

<https://www.ecologyproject.org/our-impact>

<https://www.sfmfoodbank.org/blog/>

<https://rednoseday.org/our-impact>

<http://lafh.org/impact/>

* Staff: putting a face to who is behind your cause is a must. The lifeblood of volunteers and the generosity of donors can depend a lot on how well a nonprofit can make connections to these important supporters. Your Staff page is an untouched, untapped place to start building that relationship. Let staff members write their own bios and their connection to the nonprofit. Example: <https://ngocsw.org/about-us/staff/>
* Press: In today’s media world, reporters are under a lot of pressure to find and publish stories on tight deadlines with limited resources. A good nonprofit Press page helps your organization demonstrate its leadership and approachability when a reporter comes calling. It’s also a way to reinforce your credibility with current and potential supporters. Here you have a [Press page checklist](https://wiredimpact.com/blog/press-page-checklist/). It will include contact information, background, press releases, multimedia files, testimonials, awards, RSS feed, etc. Some [examples](https://wiredimpact.com/blog/10-online-press-room-examples-nonprofits/):

<https://wiredimpact.com/category/web-content/>

<http://www.parksconservancy.org/about/press/>

<http://www.specialolympics.org/Press/Press_Room.aspx>

* Partners: Typically found in the About Us section of a nonprofit website, a Partners page is a way to acknowledge your collaborators, sponsors and important funders. A Partners page also presents an opportunity to build credibility for your organization by featuring third party endorsements and linking to other reputable websites. Some [examples](https://wiredimpact.com/blog/partners-page-tips/):

<https://www.unitedway.org/our-partners>

<https://www.operationwarm.org/our-partners/>

* Programs/projects: Depending on your organization, this page could be called Programs, Services, Issues, How We Help, Our Approach or something similar. Basically, it’s a top-level page that serves as an umbrella for the sub-pages that describe what you do in greater detail. The organisation offers a [best practices page](https://wiredimpact.com/blog/nonprofit-service-program-pages/) and some examples:

<http://www.layc-dc.org/what-we-do/>

<https://www.togetherwerise.org/how-we-help>

* Get Involved: The Get Involved page lets visitors explore their options for support, learn a bit more about your nonprofit and get comfortable with the decision to take some sort of action. From here, they should be able to click on links to related pages, like Donate and Volunteer, to get the details and next steps. Here some [examples](https://wiredimpact.com/blog/5-inspiring-nonprofit-get-involved-pages/) of webpages:

<http://www.waterislife.com/you-wil/change-it>

<https://girlup.org/take-action/>

* Donate: Getting website visitors to donate online is hard.  It’s difficult to drive visitors to your website in the first place.  Once a visitor is on your site, it’s tough to inspire them and get them invested in your cause.  Even after they’re invested, it’s no easy feat getting them to decide to support your nonprofit with a financial contribution. It takes more than a user-friendly donation form to create a donor-friendly experience. Your form is incredibly important, but you need to get people to start filling out that form in the first place. Your Donate page needs to establish your credibility, maintain the trust you’ve gained and reinforce the urgent need for their support. Your Donate page should contain a compelling call to action, explain the options to get involved in a simple way (links to more in depth information), offer financial transparency (link to financial page) and a link to your contact page for welcome questions. Here some [tips](https://wiredimpact.com/blog/make-online-donors-comfortable/) and [examples](https://wiredimpact.com/blog/great-nonprofit-donation-pages/).

<https://donate.natureconservancy.ca/page/25744/donate/1>

<https://camfed.org/donate/>

<https://invisiblechildren.com/donate/>

<https://support.worldwildlife.org/site/SPageServer?pagename=main_onetime&s_src=AWE1700OQ18618A01526RX>

<https://act.audubon.org/a/join?ms=digital-fund-web-website_nas-topmenu-how-to-help_join_20200800>

This website provides information and tips for the essential web page content for nonprofits: <https://wiredimpact.com/guide/essential-web-page-content-nonprofits/> .

You can download and edit their checklist for web page contents:

<https://docs.google.com/document/d/1DOkt9Zqzt43iaLbGnfYxmohoTBYbYjqFxOrNUwk6zxM/edit>.

They also offer a Beginner’s Guide to Nonprofit Website Content, with tips for beginners, crafted from years of working with clients across the sector <https://wiredimpact.com/guide/beginners-guide-nonprofit-website-content/>, and some tips for writing website content <http://wiredimpact.com/wp-content/uploads/2017/09/Nonprofit-Website-Content-Checklists.pdf>.

***Website structure***

A logical and straightforward website structure is a central piece of any [highly effective nonprofit website](https://wiredimpact.com/guides/nonprofit-websites-ultimate-guide/). You could have the [best content](https://wiredimpact.com/guide/essential-web-page-content-nonprofits/) in the world, but if that content is tough for your visitors to find, they won’t hunt for it. We are essentially talking about how you organize the pages and subpages of your website. [WiredImpact has created a guide](https://wiredimpact.com/guide/common-website-structures-nonprofits/) to help you with your website structure.

In Spain, there is a free tool provided by Bankia, to make an auto diagnosis of your website, [Indicex Social](https://www.bankiaindicexsocial.com/). It allows to analyse your website in a simple way from several viewpoints, such as mobility, transparency of the information, digital marketing, etc. The value of this assessment is both in the “doing” and then what you do with your answers to the questions. You do need to keep in mind the maturity of your organization and not expect that a newly formed NGO have in place many of the mechanisms and structures mentioned in the assessment form. But this does give the interested NGO leader, a way to monitor your NGO’s development and also to take note of various aspects of NGO work that might be implemented.

* 1. **Managing social media accounts**

Social media is an important aspect of growing a digital audience for your non-profit. We see a lot of young nonprofits start out on Facebook before launching their first website. It’s a great way to build awareness for your cause and attract new supporters. Here some [tips](https://wiredimpact.com/blog/facebook-pages-for-nonprofits-mini-makeover/). The [Facebook News Feed algorithm](https://wiredimpact.com/blog/facebook-news-feed-algorithm-data/) has the power to put your content front and centre or at the bottom of the content pile. Put your page’s data to good use by digging into your Facebook Page Insights. Find out where to look for metrics that can help you identify the effects of the update on your page’s reach. From there, you’ll be able adjust your strategy based on what works and what doesn’t for your nonprofit. There are plenty of other ways to give your page some love: Do Some Tab Maintenance, update your look, check your engagement level, set a Policy about Facebook Fundraisers (donate buttom), start thinking about Facebook groups.

Managing multiple social media accounts can be a hassle, and if your organization has a small team it can be even more stressful to keep up with posting and creating content. [Wholewhale](https://www.wholewhale.com/tips/7-social-media-management-tools-nonprofits/) propose a list of favourite social media management tools that make managing different accounts a breeze, like Sprout Social, Hootsuite, Later, Buffer, Canva, AgoraPulse and BuzzSumo. Some offer discounts or free account suscriptions for nonprofits.

* 1. **How to measure the impact of communication**

Why should we measure our communication? Generally, small NGOs are used to carrying out communication actions without a prior plan that sets the communication objectives to be achieved and the evaluation actions and indicators. However, measuring our communication actions is key for multiple reasons:

* + It allows us to know if the resources used in communication are sufficient, we are wasting them, we need more, use them in another way ...
  + We will be able to know if the time we spend on communication tasks is enough to meet our objectives.
  + We will know if our communication channels are the most adequate to reach who we want to address.
  + We will be able to know if our messages reach our audience, are understood, generate impact ...

Therefore, we must include in our Communication Plan an evaluation section through the various channels. To help us in this work, it is useful to establish evaluation indicators when we establish our communication objectives. Once we are clear about our objectives, we can analyse one by one and extract the indicators that will help us analyse the degree of compliance as well as the data and channels to consult. Defining these indicators will help us to know which sources to consult or which tools to use.

The **evaluation indicators** are concrete and quantifiable data that allow us to know the degree of fulfilment of an objective. We can classify the evaluation indicators into quantitative (quantifiable information such as number of visits to our website, people registered for a newsletter, opening and click rates ...), and qualitative (focused on measuring aspects more related to quality: degree of understanding of our messages, what the comments received say, relevance of our content for our audience ...).

It is also possible to distinguish between process indicators (which aim to measure the «during» of our communication strategies: time spent on communication tasks, people involved, changes in the budget ...), and result indicators (which measure the impact of our actions: people who buy a product or service, attending a promoted event, downloading a publication ...).

Some actions to systematize the task of measuring and monitoring communication are: creating data log templates for the various channels where you communicate, making a list of the data that you find useful to monitor, scheduling the times to measure your communication.

1. ***Steps to create an association (characters)***

*Table XX. Requirements to create an association in every country*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Spain | Germany | Portugal | Romania | Malta | Greece | Italy | Ireland |
| Minimum people | 3 |  |  |  |  |  |  |  |
| Legal personality | Yes |  |  |  |  |  |  |  |
| Govern body | Assembly (all the members) |  |  |  |  |  |  |  |
| Representative body | Board or directors elected by the Assembly between members |  |  |  |  |  |  |  |
| Ordinary Meetings of the govern body | 1 at year at least |  |  |  |  |  |  |  |
| Extraordinary meetings | Whenever is needed |  |  |  |  |  |  |  |
| Quorum for meetings | At least one third |  |  |  |  |  |  |  |
| Steps prior to registration of the creation agreement | - Foundation meeting  - Articles of association  - Founding minutes |  |  |  |  |  |  |  |
| Registration | National or regional Register, depending on the scope of action |  |  |  |  |  |  |  |
| Documentation to register | - Application form  - 2 copies of the Articles of association and Founding minutes  -Identification of promoters  -Pay of taxes |  |  |  |  |  |  |  |
| Time of the Register to answer | 3 months |  |  |  |  |  |  |  |
| Other procedures after registration | - Request for Tax ID number  - Entry in other specific registers (Local Register, ONG Registers) |  |  |  |  |  |  |  |
| Requirements to qualify for tax, economic, administrative and procedural benefits | Declaration of Public Utility |  |  |  |  |  |  |  |

* 1. **Give a name to your NGO**

Give your association an original but easy-to-read name. Simple and self-explanatory business names prove as effective as unique names. Use search engines for determining the availability of your preferred name.

* 1. **Step one: draw up the articles of the association (Estatutes)**

To create an association, the first thing the founding partners have to do is draw up the statutes. Despite not having the character of a legal norm, they are binding on the partners, since they voluntarily submitted to them when they joined the Association. These are the rules that will determine how the association will function and that will stipulate its objectives, as well as its organizational model. The law establishes a minimum content ([Artículo 7 de la Ley Orgánica 1/2002, de 22 de marzo, reguladora del Derecho de Asociación](https://www.boe.es/buscar/act.php?id=BOE-A-2002-5852&p=20110923&tn=1#a7)) and the partners can add other provisions, as long as these do not contravene the provisions of the law or the principles of the association. They are needed for two reasons - (a) to ensure the smooth functioning of all aspects of an NGO, and (b) as a requirement for the legal registration of an NGO with national or public authorities.

Writing and gaining approval for a set of Articles takes thought, time, and the involvement of the organization’s constituents. Articles of the Association should be written with an emphasis on fair treatment and transparent governance. Typical items addressed in the Articles are:

* Name and purpose (mission statement) of the association.
* The frequency, notice, and quorum requirements for organizational meetings, both internal or regular meeting of the association, and external meetings with other stakeholders etc.
* Voting qualifications, proxies, and procedures for approval of boards. This is related to the governance structure of the association’s board.
* The number and term for members of the board, scope of authority, method of nomination and election to the board, and provision for filling vacancies.
* List of board officers, method of nomination and election, terms of office, powers, duties, and succession.
* Membership and authority of committees or working groups. Many of an NGOs' work is done through sub-committees or groups, and provisions need to be made for such committees.
* Title and scope of authority for the executive director and other staff members who are responsible for the day to day functioning of the association.
* Record-keeping and financial reporting responsibilities.
* Amendment procedures for the Articles and provisions for dissolution of the organization.
  1. **Step two: The Founding Minutes**

Once the Articles of the Association have been written, the founding partners have to call a first meeting where they will do several things:

* Agree that they are going to create an association and approve the statutes that they previously wrote.
* Choose the positions (the presidency, secretariat and treasury must be covered) and the governing bodies (the most common is the board of directors).
* Draw up a record in a public document (before a notary) or private (between the members of the association). In it, the will to associate and who will be the person who will carry out the registration of the association in the National Registry of Associations will be stated.
  1. **Step three: Registration**

Associations must register in the Registry of Associations, whether National or Regional, which is a public registry, administrative and unique for the National or Regional territory. The association exists from the moment it is constituted, so the registration is only declarative (to give it publicity). The importance of complying with the registration lies in the fact that through it, the partners and third parties that are related to the association are being protected and that public aid is only received when the association is registered. To choose the right Register (National or Regional) it is important to decide where are you going to develop your activities.

There is no exact deadline to register the association, but it is advisable to do so as soon as possible. The application for registration can be submitted in the places provided by law, as well as in the Electronic Registry of the Ministry of the Interior, and there is no established deadline to submit it.

The documents needed for the registration are:

* Application form
* 2 copies of the Articles of association and the Founding minutes
* Identification of promoters
* Taxes payment document

You must identify the code of the most characteristic activity of the association.

The term of resolution of the registration procedures is 3 months. Once the corresponding period has elapsed without an express resolution having been issued, the association may understand the request as estimated.

* 1. **Recommendations and tips**

Before registering, it is advisable to verify that there is no association already registered with the same name. To do this, you can access the file of denominations available on the website of the Ministry of the Interior: [Consult the file of denominations](http://www.interior.gob.es/web/servicios-al-ciudadano/asociaciones/consulta-del-fichero-de-denominaciones).

It will be highly recommended to make 4 original copies of the Founding Minutes and the Articles of the Association while the registration process is developing. Two of them will be necessary to deliver them in the registry, one more will be delivered to the Tax Office, in the case of requesting the provisional CIF, and the fourth copy is convenient for the association to keep until the registration is answered. As soon as we receive the answer of the correct registration, the registry will return a sealed copy that will be the one that we must use from that moment on.

Depending on the scope of action of the association, it is convenient to consult the information in the corresponding association register. In the following links you can find a directory of the Registers of Associations of the Autonomous Communities and of the National Register of Associations:

* [Registro Nacional de Asociaciones](http://www.interior.gob.es/web/servicios-al-ciudadano/asociaciones/inscripciones-registrales-de-las-asociaciones/inscripcion-de-constitucion-de-asociaciones)
* [Directorio de los Registros de Asociaciones de las CCAA.](http://www.municipalia.info/fgps/docs/anexos/RegAsocCCAA.pdf)

Models for the drafting of the Founding Minutes and Articles of the Association are provided in all Association Registries. These models will facilitate the work for the constitution of the association, but it is convenient to bear in mind that as such, the models are intended for the generality and it may be necessary to modify some of their sections so that they better adapt to the characteristics that the promoters want to establish, as long as the minimum content established by law.

* 1. **Organizational structure**

The top management of an NGO consists of three entities - the Board of Directors, the General Assembly, and the Executive Director.

**General Assembly**

It is the body where the sovereignty of the Association resides and is made up of all the partners. Its fundamental characteristics are:

* It must meet, at least once a year, on an ordinary basis, to approve the accounts for the year that ends, and the budget for the year that begins.
* For the modification of statutes and everything that is foreseen in them, the call will be extraordinary.
* The quorum necessary for the constitution of the Assembly and the form of adoption of resolutions will be set by the partners themselves in the statutes. In the case of not being regulated in statutes, the association law establishes that:
  + The necessary quorum will be one third of the associates
  + The agreements of the General Assembly will be adopted by a simple majority of the persons present or represented, when the affirmative votes exceed the negative ones. However, a qualified majority of the persons present or represented will require, which will result when the affirmative votes exceed half, the agreements related to dissolution of the association, modification of the Statutes, disposition or disposal of assets and remuneration of the members of the governing body. representation.

**Board of directors**

The Representative Body, which is normally called the Board of Directors, is in charge of managing the Association between Assemblies, and its powers will extend, in general, to all the acts of the association's purposes, provided that they do not require, according to the Statutes, express authorization of the General Assembly.

Its operation will depend on what the Statutes establish, provided they do not contradict Article 11 of Organic Law 1/2002, of March 22, regulating the Right of Association:

*Art. 11.* [...]

*4. There will be a representative body that manages and represents the interests of the association, in accordance with the provisions and directives of the General Assembly. Only associates may form part of the representative body.*

*To be a member of the representative bodies of an association, without prejudice to what their respective Statutes establish, the following will be essential requirements: be of legal age, be in full use of civil rights and not be involved in the incompatibility reasons established in current legislation.*

The members of the board, as a group, have trustee and legal responsibility for the actions and operation of the organization. Many NGOs stipulate that membership in a board is voluntary and non-remunerative. There are minimum levels of involvement required of board members in organizational and operational management: financial management, planning, programme, resource development (fund raising), human resource management, information management, marketing and public relations, governance (board affairs). Board meetings are kept closed, though written proceedings, reports and minutes may be made public for transparency purposes.

**Executive Director**

The **Executive Director**, also called Coordinator, Chief Operating Officer, or CEO, is responsible for the overall direction in which the NGO moves, and the responsibility for managing the day-to-day activities of the NGO. The Executive Director is also member of the board - usually its Executive Secretary and reports to the Board.

The Board of Directors and the Executive Director may be assisted by advisors. These advisors are optional, but are useful to create a good image of the NGO, and enhance its "brand name" besides providing specialist advice for the NGO.

**Staff members**

**Staff members** of an NGO are responsible for the day-to-day functioning and implementing of its programmes and projects. They report to the Executive Director, who overall is responsible for the NGO's activities. Staff members of an NGO fall into three groups - responsible for activities related to administration, publicity and programmes/projects.

* 1. **Declaration of Public Utility**

Among the promotion measures established by the Public Administrations in Spain to promote the associative movement and stimulate the performance of activities of general interest, the most intense is the declaration of public utility that, adopted by the Ministry of the Interior, confers important tax, economic, administrative and procedural benefits on associations, in accordance with the applicable regulations in each case.

The maintenance of the condition of public utility depends, in turn, on the maintenance of the requirements that served as the basis for its granting, which the associative entity must accredit annually through the mandatory rendering of accounts and the presentation of the reports that are required.

In order to obtain the declaration of Public Utility, a series of requirements are established in [Article 32](https://www.boe.es/buscar/act.php?id=BOE-A-2002-5852&p=20110923&tn=1#a32) of Organic Law 1/2002, of March 22, regulating the Right of Association:

* That its statutory purposes tend to promote the general interest and be of a civic, educational, scientific, cultural, sports, health, promotion of constitutional values, promotion of human rights, social assistance, cooperation for development, promotion of women, child protection, promotion of equal opportunities and tolerance, defense of the environment, promotion of the social economy or research, promotion of social volunteering, defense of consumers and users, promotion and care for people at risk of exclusion for physical, social, economic or cultural reasons, and any other of a similar nature.
* That its activity is not restricted exclusively to benefit its associates.
* That the members of the representative bodies that receive remuneration do not do so from public funds and subsidies (however, under the terms and conditions determined in the Bylaws, they may receive adequate remuneration for the performance of different services to the functions that correspond to them as members of the representative body).
* That they have the appropriate personal and material resources and the ideal organization to guarantee compliance with the statutory purposes.
* That they are constituted, registered in the corresponding Registry, in operation and in effective compliance with their statutory purposes, without interruption and meeting all requirements, at least during the two years immediately prior to the presentation of the application.

The procedure for declaration of public utility can be found in this [guideline for associations](http://www.interior.gob.es/documents/642012/1561394/Guia+de+asociaciones+2%C2%AA%20edici%C3%B3n.pdf/a9430605-9e36-4efb-8438-d9a5c7e253db) of the Ministry of Interior.

* 1. **Obligations of the associations**

**Registry obligations**

Además de la primera inscripción de la asociación que podéis ver en el apartado de “[Cómo crear una asociación](http://asociaciones.org/index.php?option=com_content&task=view&id=622&Itemid=41)”, ante el registro de asociaciones deberán realizarse otros asientos y comunicación de modificaciones sobre la información ya existente.

In addition to the first registration of the association, other entries must be made before the association registry and communication of modifications to the existing information. The acts that can be registered in the registry are the following: Any modification in the statutes (changes in the name, address, purposes and activities, territorial scope, etc.), changes in the head of the representative bodies (Board of Directors), the opening, change and closing of delegations or establishments, the declaration and revocation of the condition of public utility, the associations that constitute or integrate federations, confederations or unions of associations, the incorporation and separation of associations to a federation, confederation or union of associations or international entities, the suspension, dissolution or withdrawal of the association and its causes, the opening and closing of a delegation in Spain of foreign associations.

**Documentary Obligations. The books of the associations**

Once the Association is created and registered, the Association must keep a series of documentation established in the Law. The associations must have:

* An updated list of its associates.
* An accounting that allows obtaining a true image of the assets, the results and the financial situation of the entity, as well as the activities carried out.
* An inventory of your assets.
* A book of the minutes of the meetings of its governing and representative bodies (physically), however they can be done on the computer and printed.
* We can observe how, strictly, the law only mentions 1 book: the minute book. Therefore, both to keep the relationship of partners and accounting updated, today computer tools can be used.

The minutes must include a reference to the agreements adopted, their ordering will be chronological, and if we leave any sheet, or part of it, unwritten, we will cancel it to avoid annotations that do not respond to the development of the sessions. [Example of minutes](http://municipalia.info/fgps/docs/modelos/e_acta_junta.doc).

**Accountability obligations**

The associations must keep accounts that allow obtaining a true image of the assets, the result and the financial situation of the entity, as well as the activities carried out. Thus, it is highly advisable to do it with a specialized double-entry accounting computer program that allows for analytical account keeping. The law establishes that associations must keep their accounts "in accordance with the specific rules that apply to them," so at least two cases in which specific rules apply must be highlighted:

* Associations that carry out economic activities that will also be subject to the obligations established in the Commercial Code.
* Associations declared of Public Utility, which will be subject to the provisions of [Royal Decree 1491/2011](https://www.boe.es/buscar/act.php?id=BOE-A-2011-18458) which approves the rules for adapting the General Accounting Plan to non-profit entities and the model plan of action of non-profit organizations.

Likewise, if the entity is covered by the tax benefits established in [Law 49/2002](https://www.boe.es/buscar/act.php?id=BOE-A-2002-25039), it must comply (art. 3.8) “with the accounting obligations set forth in the regulations that govern them or, failing that, in the Commercial Code and complementary provisions "

You can find more information [here](http://www.asociaciones.org/index.php?option=com_content&view=article&id=361&Itemid=59).

**Tax obligations**

The tax regime of Associations is ambiguous because, normally, tax legislation is prepared for companies and there are no exclusive rules for Associations. Regarding the Associations declared of Public Utility, these have specific norms or specific treatments in general norms.

In this context, always marked by the aforementioned ambiguity, the possible tax obligations that may affect Associations and Foundations are the following:

* Tax Identification Code (CIF) <http://www.asociaciones.org/index.php?option=com_content&task=view&id=22&Itemid=58>
* Tax on Patrimonial Transmissions and Documented Legal Acts (ITP and AJD) <http://www.asociaciones.org/index.php?option=com_content&task=view&id=23&Itemid=58>
* Economic Activities Tax (IAE) <http://www.asociaciones.org/index.php?option=com_content&task=view&id=492&Itemid=58>
* Value Added Tax (VAT) <http://www.asociaciones.org/index.php?option=com_content&task=view&id=493&Itemid=58>
* Corporation Tax (IS) <http://www.asociaciones.org/index.php?option=com_content&task=view&id=494&Itemid=58>
* Real Estate Tax (IBI) <http://www.asociaciones.org/index.php?option=com_content&task=view&id=495&Itemid=58>
* Withholdings on Personal Income Tax (IRPF) <http://www.asociaciones.org/component/k2/item/14-retenciones-sobre-el-irpf>
* Declarations of operations with third parties <http://www.asociaciones.org/component/k2/item/98-declaraci%C3%B3n-de-operaciones-con-terceros>
* Statements of Donations received <http://www.asociaciones.org/index.php?option=com_content&task=view&id=498&Itemid=58>

**Obligation to relate electronically with the administration**

Associations acquire legal personality so they must use electronic systems to submit both registration requests and public utility requests.

* 1. **Data protection**

The EU Charter of Fundamental Rights stipulates that EU citizens have the right to protection of their personal data. The Data Protection Directive has been transposed to the national regulation in every EU country. The law regulates the obligation of the duty to inform of any entity that manage personal data.

In **Spain**, the Guide for the fulfilment of the duty to inform, prepared by the Spanish Data Protection Agency, aims to provide guidance on the best practices to comply with the obligation to inform interested parties under the principle of transparency, about the circumstances and conditions of the data processing to be carried out, as well as the rights that assist them**.** <https://www.fundacionlealtad.org/wp-content/uploads/2020/10/Guia-para-el-cumplimiento-del-deber-informar.pdf>

* 1. **Other resources**

This section contains some websites where finding tips and services for NGOs.

**Spain**:

The [Guide for Associations](http://www.interior.gob.es/web/servicios-al-ciudadano/asociaciones/normativa-basica-reguladora/guia-de-asociaciones), published by the Spanish Ministry of Interior, is a complete guide that constitutes a reference element for promoters, partners and managers of associations, federations, confederations and unions of associations, and in general for all those who are interested or linked to the associative movement. This [online guide](http://www.asociaciones.org/guia-de-gestion) of the Foundation Managing and Social Participation can help you also to understand specific requirements for associations in Spain.

The declaration of public utility is a requirement for the NGOs to access some subsidies and tax exemptions. The [Royal Decree 1740/2003, of December 19, on procedures related to public utility associations](https://www.boe.es/buscar/doc.php?id=BOE-A-2004-615) aims to regulate the procedures for the declaration of public utility of associations, as well as of the federations, confederations and unions of associations, the surrender of the accounts of said entities when they are declared of public utility and the revocation of the statements of public utility.

There is a way to get free legal advisory here: Probonos para servicios jurídicos <https://www.probonos.net/>

Doubts about NGOs <https://www.solucionesong.org/>

Web sobre ofertas de empleo, voluntariado y donaciones <https://www.hacesfalta.org/>

Herramientas sencillas para innovar en las organizaciones sociales (BUSCAR) Formación: <https://coordinadoraongd.org/formacion/cursos/herramientas-sencillas-para-innovar-en-las-organizaciones-sociales/>

1. ***Conclussions***

As we have shown, creating an NGO requires preparation. NGOs can apply to grants for funding needed to run their programs and daily operations. Tax-exempt status helps organizations qualify for grants and begin legal operation. Nonprofit associations depend on volunteers for board members, accountants and publicists who believe in the cause of the association. Employees such as Web designers and tax attorneys expedite the start-up process. Subsequent to choosing a cause, forming a team and penning a mission statement, establishing a nonprofit association consists of writing governing documents, creating a website and filing the necessary paperwork.



1. BOYATZIS, R.E.; MCKEE, A. (2006) *Liderazgo emocional*, Harvard Business School Press- Deusto, Barcelona. [↑](#footnote-ref-1)
2. Carreras, I., Iglesias, M., Sureda, M. 2011. Liderazgo orientado a resultados en las ONG Estrategia, sistemas de medición y cuadros de mando. Instituto de Innovación Social, ESADE. Consulted online 28/01/2021 <http://itemsweb.esade.es/wi/research/iis/publicacions/2011-06_Liderazgo_Orientado_ONG_web.pdf> [↑](#footnote-ref-2)
3. Osborne, T.; Gaebler, D. (1992). Reinventing government: How the Entrepreneurial Spirit is Transforming the Public Sector. Reading MA: Addisson-Wesley. [↑](#footnote-ref-3)