107 – Survival guide for NGO Founding and Funding

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Permacultura Cantabria





Foster European Active Citizenship and Sustainability
Through Ecological Thinking by NGO's

Erasmus+ Programme - Strategic Partnership AGREEMENT N°: 2018-1-DE02-KA204-005014







Introduction

- Many programmes teach 'how to become an entrepreneur' but most focus on the profit business approach, leaving people with fewer opportunities out.
- ❖NGEnvironment develop skills and competences in EU citizens specifically towards leading civic action (in the form of NGOs), to promote the environmental and societal change towards sustainability, open and available for all.
- 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 exist.
- 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is spread among many services, documents or websites, and often the information between media is not coherent or is outdated.







Goals and objectives

- This survival guide will specifically provide aid to citizens willing to create their own NGOs or to take part of an existing one in an educated way.
- Target groups: actual and potential NGO leaders and staff members







General characteristics

- Type of material: Digital publication (interactive guide in pdf). Links to other resources (guides, manuals, laws, specific websites...)
- It consists of a step-by-step guide explaining all practical and legal requirements needed to found and manage an NGO in the project countries.
- ❖It also provides funding mechanisms and important "survival" tips from experienced leaders. Up-to-date support for new NGO leaders.
- ❖Contents are adapted to the reality and legal context of each country → General version + 8 countries' versions (Ireland, Spain, Germany, Italy, Romania, Portugal, Greece and Malta)
- The document is available in all languages







Research

- Current and future challenges
- Main needs:
 - **≻**Training
 - **Communication**
 - > Financial sustainability
 - > Legal needs

- Legal framework in each country
- Legal requirements to create an NGO in each country







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107: Survival guide for NGO Founding and Funding General version

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1. What is an NGO?

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 leg entities (associations, foundations, companies) can enter ther without distinction for their purposes (we would have as a association, all kinds of organizations; from a free-time group to an association of neighbours or a trade union...). After all,

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.

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.



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2. Types of NGOs

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 five different groups (intermon Oxfam):

- a. 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.
- b. 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.
- c. Volunteer NGOs: 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.
- d. Human Rights NGOs: These include those NGOs whose purpose lies in the defence 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.
- e. Environmental NGOs: These NGOs focus more on the development of awareness, advocacy and training activities, with the goal of working in favour of the environment and sustainable development, both in their environment and anywhere in the world.







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3. Legal framework for NGOs

However, NGOs are not a legal form. NGOs can adopt different legal personalities, according to the legal framework of the countries

After an NGO is aware of the purpose of its actions, it is important to decide which legal form to choose for the organisation. This decision results in various advantages and disadvantages in terms of tax law, liability, etc.

Generally, in all the countries there are different legal personalities for NGOs, like association and foundation, but there can be others. Associations and foundations, for example, 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. For example, in Spain the only case of the Spanish regulations where NGOs are considered as such, is the Non-Governmental for Development Organizations, which have their own law and recognizes the NGOs for international development cooperation. In Germany NGOs can adopt other forms, such as cooperative or Limited

Liability Company, which is the most commonly used corporate form for business purposes and is increasingly used by NGOs. In Greece, NGOs may take the legal form of the non-profit legal entities of private law provided for in the Civil Code, like association of persons, civil non-profit company, foundation and non-profit NPIds, provided for by specific laws; but the vast majority take the legal form of the association. In Ireland, they can become an Unincorporated Association, a Company Limited by Guarantee or a Charitable Trust. In Italy, according to the Code of the Third Sector, several categories are considered, such as recognised and not recognised associations, foundations, social cooperatives, etc. In Portugal they can take the form of associations, mutualist associations. cooperatives, foundations, Private Social Solidarity Institutions (IPSS), the Misericordias, the local development organisations, federations, unions and confederations, Since 1987 Portuguese legal system provides a legal framework for the intervention and support to environmental associations. In Romania, most of the NGOs adopt the form of association or foundation.







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- Chapter 4: Start and sustain an NGO
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4. Start and sustain an NGO

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 (Binder-Iolesias 2013).

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 money, but sustainability is with the organization's vision



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 must take 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.

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

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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.

The three pillars of sustainability: planning, management, evaluation

Sustainability requires systems for planning, management and evaluation (The NGO Handbook, 2012), 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.

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.

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



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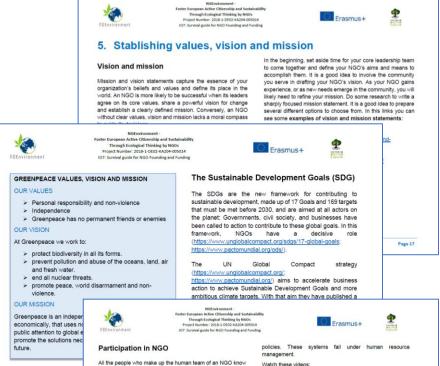
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 - Values that define the member of an NGO
 - Participation in NGO: staff and volunteers
 - Code of ethics and conduct for members of the NGOs



https://youtu.be/Q2CXHT6G0UU

https://www.nonprofithr.com/wp-

%20Essentials.pdf?sequence=1

Nonprofit-Employee-Handbook.pdf

https://www.youtube.com/watch?v=f60dhel4ARg

and volunteers in an NGO (Spanish and English):

Some manuals can help you to manage the human resources

content/uploads/2014/11/FINAL_NON-140011 Essential

The NGO Handbook ff Volunteer Management Essentials

http://dar.aucegypt.edu/bitstream/handle/10526/4290/The%

20NGO%20Handbook%20to%20Volunteer%20Managment

Essential non-profit employee handbook Template (English

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

. On a voluntary basis: people who collaborate in the NGO

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

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

an NGO can occur in two ways:

and, above all, a lot of patience!

altruistically.

· Paid: people who receive a salary.

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7. Importance of leadership and demand for results-oriented leadership

Social Leadership

motivational cap

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 (Carreras et al. 2009). 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 lea

COMPETENCIES OF THE NGO LEADERS Source: Boyatzis. Goleman and McKee (2006)

- a. Self-awareness: emotional self-knowledge, self-assessment, self-confidence
- b. Self-management: emotional self-control, transparency, adaptability, achievement, initiative, optimism, motivation, tolerance of frustration

- a. Social awareness: empathy, awareness of the organisation,
- h Relationship management: inspiration vision motivation communication and influence, developing other people's competencies, catalysing change, conflict management, creating bonds, teamwork and collaboration

Cognitive competency

a. Analytic thinking, conceptual thinking, knowledge and



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8. Principles of transparency and good practices

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 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 nongovernmental 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 to implement the code in your organization.

In some countries (e.g. Spain, Germany, Italy, Portugal), there are organisations that have established a Code of Conduct that regulates the internal and external behaviour of the NGO and is mandatory to be a member of the organisation. These codes develop the principles of transparency and good practices. The principles are the guidelines by which NGOs implement their

Some examples of Code of Ethics' application in NGOs are:

Farmaceuticos Mundi

https://farmaceuticosmundi.org/wpcontent/uploads/2020/05/Code-of-Ethics-2020.pdf







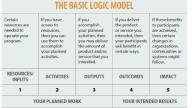


- Chapter 9: The three pillars of sustainability: planning, managing and evaluation
 - ❖ Planning → steps, business planning and project planning
 - Evaluation
 - Management
 - Management tasks
 - Financial management



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The basic logic model for project planning. Source: The NGO Handbook, 2012

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 lobs.

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.

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 every 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



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9. 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.

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 (The NGO Handbook. 2012).

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

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:

- 1. 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.
- 5 Share the plan with stakeholder



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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 to provide a reference to proper financial policies. It includes a list of examples of forms.

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.

There is an interesting manual provided by Mango, now Humentum, that can help NGOS for financial management. Humentum is a global NGO which provides training and technical support in financial management for non-profit organisations working in the developing world.

Financial management essentials. A handbook for NGOs.

Top ten reasons for good financial management (Lewis, 2017)

- To be accountable to the people who give us money: With good financial reporting systems, it is easier to show donors and supporters that we are using their money for the purpose intended.
- To be accountable to the communities we work with: We have a moral obligation to show that funds are being used correctly.
- To be able to produce financial statements for regulatory bodies: As part of the registration process, NGOs are required to be accountable for the money they raise and spend.
- To minimise fraud and abuse of resources, internal controls help to stop fraud and protect the staff and the assets.
- To plan for the future and become more financially secure: Financial information helps identify financial risks and long-term financing opportunities.
- To enable staff to make better decisions on the use of funds: budget monitoring reports enable managers to monitor performance so far and take decisions on using resources going forward.
- To achieve the objectives of the organisation: The management team and Board need financial information to ensure they are meeting the goals of the organisation and following the strategic plan.
- To enhance the credibility of the organisation: If you demonstrate financial accountability and transparency, this will inspire confidence and trust in stakeholders.
- To strengthen fundraising efforts: NGOs that present good budgets and audited financial statements with funding proposals are more likely to receive a favourable response.
- To get better value for our money: Financial information allows us to compare and assess spending plans to make sure we make efficient, effective and economic use of financial resources.

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Chapter 10: Fundraising

Types of fundraising:

Donation

sources

Membership fees

Crowdfounding

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10. 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.

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.

Wired Impact organization offers several materials that can help you to boost donation:

- 31 Ways to Boost Your Nonprofit's Online Fundraising
- Online donation system
- Donor Flow optimiser for non-profit websites
- 9 common mistakes in digital Fundraising
- 10 Great non-profit donation pages



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Preliminary structure of the Horizon Europe Programme. Source. EASME

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 (DEVCO). NGOs are also eligible for funding for humanitarian aid and civil protection 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 (CEF) are open to NGOs. The CEF programme is managed by the Innovation and Networks Executive Agency (INEA).

LIFE programme - Environment: The LIFE programme is the EU's funding instrument for the environment and climate action created in 1992. The LIFE programme is divided into two subprogrammes, one for environment (representing 75% of the overall financial envelope) and one for climate action (representing 25% of the envelope). You can find all the information here.

• The environment sub-programme funds: Nature conservation projects, in particular in the areas of biodiversity, habitats and species; Environment and resource efficiency projects, in particular in the areas of air, chemicals, green and circular economy, industrial accidents, marine and coastal management, noise, soil waste, water, and the urban environment; Environmental governance and information, in the areas of awareness raising, environmental training and capacity building, legislative compliance and enforcement, knowledge development and public and stakeholder participation; Integrated projects, to achieve full implementation of Strategies or Action Plans required by the EU environmental and climate legislation; Preparatory projects address specific needs for the development and implementation of EU environmental policy and law; Technical assistance

TIPS when applying for grants

 Collaboration NGO-business: Corporate Social Responsibility, Strategic alliances

Income-generating activities: training, seminars,

merchandising, fairtrade products, publications, products

Subsidies/ grants: exhaustive list of European funding

sources (Éuropean Social Fund, Horizon Europe, LIFE,

EEA grants...); other grant sources (Artic Fox initiative,

Global Fund Foundation...); platforms to find founding

Creative Europe, Europe for Citizens, Erasmus+, COSME,







Chapter 11: Collaborative approach in NGOs

- Why do NGOs collaborate?
- Good practices



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11. Collaborative approach in NGOs

Collaborative approach

Although many entities are linked or work with others, it is important to know if this helps them achieve their mission and if their social impact increases or allows them to be more efficient in their work.

The collaborative approach is based on the idea that in an environment such as 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. Despite the interest of this approach, it is not predominant in the NGO sector today and it is not the approach 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 the challenges of today's social world (Iglesias y Carreras, 2013).

Using a collaborative approach implies, among other things, going beyond the entity itself and overcoming organizational limits when evaluating available capacities and resources. This forces to make an additional effort to know the resources and capacities available in the environment and to imagine the

possible existing combinations, which allow to enhance and multiply the results.

Cooperation at the operational level remains a challenge for NGOs, but it is complex. There are different barriers when applying it, 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. It also appears that there are few synergies between some more flexible and innovative entities and others more conventional and more resistant to change.

Due to the fragmentation of the sector, there are entities that work in the same place and with similar objectives, similar projects with few possibilities of achieving impacts, tools, management systems or training actions that are not shared. There are also few common initiatives aimed at lowering management and fixed costs - such as purchasing centres, outsourcing services, etc. -. There is still much to improve in this regard. In the medium term, it is important to consider the benefits that a more intense collaboration, for example through strategic alliances and mergers, can bring to the sector and help it respond more effectively to the needs of society. A collaboration is significant when it creates strategic value for the participants and the results exceed the value of the sum of

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the individual contributions, in addition to increasing the capacities of each entity (Iglesias y Carreras, 2013).

In this section we want to provide concepts and examples on how to integrate the collaborative approach into NGO strategy.

Why do NGOs collaborate?

NGOs collaborate to:

- 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;
- 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;
- Generate an environment and an ecosystem favourable to the mission and the intended impact;
- Gain positioning and legitimacy and reinforce the image;
- 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.

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,
- 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 offers online database of NGOs from all of Europe that will help you find the right organisation in just a few steps.

The <u>World Food Programme</u> offer to partner with them and has a lot of <u>experience</u> in partnering along the programme LIFE.





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- Chapter 12: Communication
 - The communication plan
 - Website contents and landing page
 - Managing social media accounts
 - How to measure the impact of communication



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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

non-profit websites:

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

their own where visitors can learn more in depth about what the current and future goals are for your non-profit. 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 non-profit and why you do what you do everyday. If you're looking for inspiration, here are some examples of non-profits

> 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 non-profit. 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/histor



questions. You do need to keep in mind the maturity of you

organization and not expect that a newly formed NGO have in place many of the mechanisms and structures mentioned in the

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12. Communication

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 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.

Riogging strategy:

dimpact.com/blog/nonprofit-blogging-strategy/

Newsletter: https://wiredimpact.com/blog/nonprofit-newsletterbest-practices/

Use automated emails to cultivate new supporters: https://wiredimpact.com/blog/automated-emails-cultivatenew-supporters/

Google Ad Grants:

https://wiredimpact.com/blog/google-ad-grants-strategy/

Better email Newsletter strategy

https://wiredimpact.com/blog/email-newsletter-strategy-

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/

events: https://wiredimpact.com/blog/how-topromote-a-nonprofit-event/

Non-profit Marketing strategy template

https://docs.google.com/spreadsheets/d/1nE3IMrVo5xeV9 BQbwZv3dXS4i GaWCpGkAireiPaWf4/edit#qid=9579277

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Managing multiple social media accounts can be a hassle, and

if your organization has a small team it can be even more







Chapter 13: Steps to create an association

- Stablish the goals (vision, mission, objectives)
- Give a name
- Draw up the articles of association
- Founding minutes
- Registration
- Organisational structure: assembly, board of directors
- Declaration of public utility
- Obligations of the association: registration, documentary, accountability and tax obligations
- Data protection



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13. Steps to create an association

When creating an NGO it is necessary to develop a series of steps. If you are creating a type of association or foundation you can be required to make the articles of the association, to prepare the founding minutes. In general, all the NGOs have the obligation of registry in some official register, depending on the country. You must also have an organisational structure, generally composed of a board of directors and an assembly. You also will have some obligations (documentary, registry, taxation, accounts, etc.) If you manage data of people you should also comply with the specific laws on data management.

Step 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.

Step 2: draw up the articles of the association (Statutes)

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. They usually are stipulated by law. 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.







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Annex I. Comparison of associations requirements in the project countries

The table shows the requirements to create an association in each country of the project partnership:

	Spain	Germany	Portugal	Romania	Malta	Greece	Italy	Ireland
Minimum people	3	In order to be registered, the organisation must have at least 7 members and if this number falls, below 3 after its registration	3	3	4	2	3	One single member At least two non-related directors over the age of 18.
Legal personality	Yes	Yes	Yes	Yes	Yes	Yes	- Yes, for recognised associations - No, for non- recognised associations	Yes
Govern body	Assembly (all the members)	Assembly (all the members)	Assembly (all the members)	a) General Assembly; b) the board of directors; c) the censor or, as the case may be, the	Assembly (all the members)	Assembly (all the members)	Assembly (all the members)	The group of trustees that are elected as the Board of Management

Thank you very much for your attention!



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