NGEnvironment

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

# IO7: Survival guide for NGO Founding and Funding

Germany

Made by Permacultura Cantabria

**Preparation Date:** 30.04.21

**Version:** German version of the Guide

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## Change log

| Name | Date | Description |
|---|---|---|
| Arantxa Aguirre | 09.02.21 | Delivery of the 1st draft of the document in English |
| Arantxa Aguirre | 30.04.21 | Delivery of the German version of the document in English |

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# Introduction

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is spread among many services, documents or websites, and often the information between media is not coherent or is outdated.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 giving tailored support to new NGO leaders.

A specific version of the "Survival Guide for NGO Founding and Funding" has been developed for every partner' countries (Germany, Portugal, Romania, Malta, Greece, Italy, Ireland and Spain), adapted to their legal requirements, and they provide practical information and links where finding more information.

**Note**: all the words in blue in the text are links to external resources. Just click on them.

# 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 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-time group, 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.

## 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.

## NGOs principles

There are some principles necessary for your NGO to be effective (The NGO Handbook, 2012):

**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 deserves to exist, i.e., your mission is relevant, and the NGO is well-governed, well run and effective. To be considered as legitimate, 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.

# 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.

# 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.

In Germany NGOs are called NROs (Nichtregierungsorganisationen). In part, the term NSO (nichtstaatliche Organisation) is also used. They are seen as "non-state" in the sense of "state-independent", "government-independent". In addition to that the term is currently used by and for non-governmental organizations. They have a permanent, viable structure and their own seat. In Germany they can be organized locally, nationally or internationally. Not all of the NGOs in Germany are only non-for-profit but most of them are. The most important issue is that they are non-for-profit in their core field of activities. And not in all cases they are coming with a voluntary approach. Most of them address issues in support of the public good. They are often associations, foundations or federations. Through their many years of experience, NGOs have often developed sustainable development-supporting structures and networks. Therefore, there is an intensive exchange of opinions and experiences between states and NGOs in Germany. Non-governmental organizations play a key role in raising the importance of development cooperation to the general public. In Germany, there are several thousand non-governmental development NGOs - funding associations, initiative groups, action alliances, working groups, solidarity groups, partnership institutions, foundations, development networks and many more. In Germany NGOs depend heavily on volunteer work and donations.

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. NGOs are not subject to any special regulations in Germany and can therefore freely choose the legal form that is suitable for their concerns (Advocates for International Development, 2017).

In 2014 the German Bundestag agreed on a Legal framework for the activity of Non-governmental organizations in Germany. There is written:

*“The term "non-governmental organization" (NGO) is not defined by law in Germany. Associations and institutions that act as NGOs are not subject to any legal demands that are linked to their character as NGOs accordingly in the choice of their legal form none special Subject to restrictions. German-based NGOs are predominantly registered associations*

*("registered associations" – e.V.) constituted. In addition, NGOs are also considered a non-legal association and occasional foundations with legal capacity under civil law."*[1]

In order to the introductory words within the legal conditions concerning NGOs in Germany, following the focus will be on the main characteristics of the legal types of organization and the legislation that regulates the types of organizations that can be considered as NGO.

In Germany, the development and commitment of NGOs is fostered through tax incentives, which apply to all legal forms. An application for tax benefits can be filed by NGOs with the competent tax authority, so that the NGO benefits by being able to receive membership fees and donations, as well as grants and inheritances, tax-free.

There are no regulatory or corporate law obstacles to founding an NGO in Germany. From a public perspective, no particular legal form is particularly positively or negatively afflicted, yet registered associations and foundations are perceived as the typical legal forms of NGOs. The choice of corporate form should depend on the activities of the NGO, the available resources to achieve the purpose and the size, i.e. the number of members (Advocates for International Development, 2017).

In Germany, non-profit organisations are not obliged to make the origin of their funds available to the public. However, the Transparent Civil Society (ITZ) initiative was launched in 2010 with the aim of achieving more transparency within civil society. Signatories to this initiative undertake to submit a declaration of commitment and to make it easily accessible to the public. Even so, each civil society organisation must consider ten basic aspects and make the information accessible, which include the articles of association, the names of the key decision-makers and information on the source of funds, the use of funds and the personnel structure (Transparency International Germany).

In Germany legal forms include:

- Registered or Unregistered Association (Verein)
- Civil Law Partnership (Gesellschaft bürgerlichen Rechts – GbR)
- General Partnership (Offene Handelsgesellschaft – OHG)
- Limited Partnership (Kommanditgesellschaft – KG)

[1] Aktenzeichen WD 7 – 3000 - 243/14 vom 20.11.2014 - https://www.bundestag.de/blob/412504/d8dc54b2c14ea05f7effec07d878c2e8/wd-7-243-14-pdf-data.pdf

- Entrepreneurial Company (Unternehmergesellschaft – UG)
- Limited Liability Company (Gesellschaft mit beschränkter Haftung – GmbH)
- Stock Corporation (Aktiengesellschaft – AktG)
- Societas Europaea (SE)
- Partnership Limited by Shares (Kommanditgesellschaft auf Aktien – KGaA)
- Foundation (Stiftung)
- Cooperative (Genossenschaft)

The main legal forms are now described more in detail.

## Registered Association (Verein)

A Registered Association (Verein) is an association established for a non-commercial purpose that obtains legal personality upon registration at the association register.

Following key documents have to be provided for registering:

1. The application for registration signed by the board and certified by a German notary
2. The articles of association signed by at least seven members
3. A protocol documenting the appointment of the board by the founding members (Advocates for International Development, 2017, p.17).

## Limited Liability Company (GmbH) and Entrepreneurial Company (UG)

"A Limited Liability Company is the most commonly used corporate form for business purposes and is increasingly used by NGOs. It is a legal entity which offers its shareholders protection from personal liability for the entity's liabilities (Advocates for International Development, 2017, p.22).

Following key documents have to be provided for registering, which have to be signed by a notary:

1. That the minimum contributions have been made and are at the managing directors' free disposal;
2. That no circumstances exist which disqualify them becoming managing directors (certain statutory grounds of disqualification apply); and
3. The German business address of the Limited Liability Company (Advocates for International Development, 2017, p.25).

## Foundation (Stiftung)

“A Foundation is a legal entity that has no owners, shareholders or members. It is perceived as a special fund, comprising assets that are dedicated to a specific purpose. A Foundation acquires legal capacity with recognition by the competent state authorities. Because its asset base shall be retained and not be used up, endowments of founders have to be high enough so that the Foundation's objectives can be achieved through proceeds and donations” (Advocates for International Development, 2017, p.25).

Following key documents have to be provided for registering by the authorities:

1. An act of formation (endowment), which shall set forth the founder's will to set up the Foundation and that he or she will dedicate certain specified assets to achieve an objective specified by the founder;

2. The Foundation's charter, which shall include its name, seat, objects, assets and the composition of its board;

3. A proof that the founder actually owns the assets endowed to the Foundation;

4. Consent of the board members;

5. A form of the competent authority for the recognition process (Advocates for International Development, 2017, p.26).

## Stock Corporation (Aktiengesellschaft-AG)

“A Stock Corporation, under German law, is typically used for publicly held companies as its shares can be traded on a stock market. The shareholders of the Stock Corporation are not liable for the entities' debts. A German Stock Corporation has a two-tier board structure, which consists of a supervisory board and a management board. The minimum share capital of a Stock Corporation amounts to EUR 50,000” (Advocates for International Development, 2017, p.29).

Key required documents include:

1. An act of formation which needs to be notarised by a German notary;
2. The articles of association which are annexed to the act of formation (i.e., in notarised form);
3. A written formation report;
4. In case of in-kind contribution of the share capital, a written valuation report;
5. Appointment of the supervisory board and of the Stock Corporation's statutory auditors by the founders in notarised form;

6. Appointment of the management board by the supervisory board (Advocates for International Development, 2017, p.30).

## Cooperative (Genossenschaft)

A Cooperative is an autonomous association of an unlimited number of members. Its purpose is aimed at promoting the income or economic businesses of its members or their social or cultural interests by way of a joint operation. Unlike, for example, a Stock Corporation or a Limited Liability Company, a Cooperative can consequently not be used for any legal purpose, but the purpose stated. A Cooperative under German law is characterised by the principles of mutual self-help and self-administration of the members of the Cooperative who are at the same time customers of the Cooperative", e. g. credit associations (cooperative banks), associations for the joint sale of products (sales cooperatives such as wine-grower cooperatives), associations for the production of goods and their sale for joint account (production cooperatives), associations for the joint purchase of goods on a wholesale basis and sale on a retail basis (consumer cooperatives), housing construction cooperatives, and kindergarten or school cooperatives (Advocates for International Development, 2017, p.33, 34).

Following key documents have to be provided for registering:

1. An act of formation made by a minimum of three members;
2. The Cooperative's articles of association, signed by the members;
3. A resolution appointing the executive board and the supervisory board;
4. A certificate by a state recognised inspection association that the Cooperative is admissible for membership in the association;

An expert opinion by the inspection association whether the interests of the Cooperative members or creditors are endangered due to personal or commercial circumstances, in particular the Cooperative's financial condition (Advocates for International Development, 2017, p.34).

## Tax incentives/obligations

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.

In general, in Germany the tax incentives are regulated as follows:

*"The development and engagement of NGOs in Germany is encouraged by granting tax incentives. The regulations in order to benefit from tax incentives apply to all legal forms. An NGO can apply for a specific tax status for its charitable activities / non-profit 16 status with the competent tax authority, allowing the NGO to profit from tax benefits in two ways: membership fees and donations can be received tax free, as well as grants and heritages"* (Advocates for International Development, 2017, p.15).

Concerning the tax incentives, the key reliefs and benefits are an exemption from corporate income tax and trade tax, an exemption from land tax, however, no exemption for real estate transfer tax and a certain exemptions from VAT (Advocates for International Development, 2017, p.17).

## Volunteering

In Germany this topic falls under the legal framework of civic engagement and civil society organisation. The concept of civic engagement describes activities that are voluntary, unpaid, communal, with reference to the common good and in the public sphere. A traditional variant of civic engagement is voluntary work, which is carried out in a formally organised way, for example in leadership and management positions in associations and local politics. A second variant of civic engagement is voluntary engagement, a term which, in contrast to honorary office, emphasises the self-determination of citizens' engagement.[2]

In Germany, volunteering has been regularly studied and evaluated scientifically since 1999. For example, every five years more than 25,000 people are surveyed about their involvement in the Volunteer Survey and in every legislative period, the federal government presents an engagement report prepared by experts. According to the current Volunteer Survey, 43.6 per cent of German people over the age of 13 are involved in volunteering.

[2] https://www.bpb.de/geschichte/deutsche-einheit/lange-wege-der-deutschen-einheit/47178/engagement

# 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-Iglesias, 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, 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.

## 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 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.

## 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 successful if it can get letters of support from many stakeholders. You need time and effort to build relationships with these stakeholders, and the relationships will change over time.

## 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.

## 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 et al. 2009

## Efficiency

In an environment of growing needs and new opportunities, being efficient often becomes an essential requirement to survive and continue to offer valid responses or transformative alternatives to society. But not only that: pursuing efficiency must allow NGOs to learn and improve, which should lead to increased long-term impact.

An efficient organization requires or is characterized by (Iglesias et al. 2014):

1. A capable leadership that provides orientation and direction to the organization, and that is courageous in decision-making and in the allocation of resources;

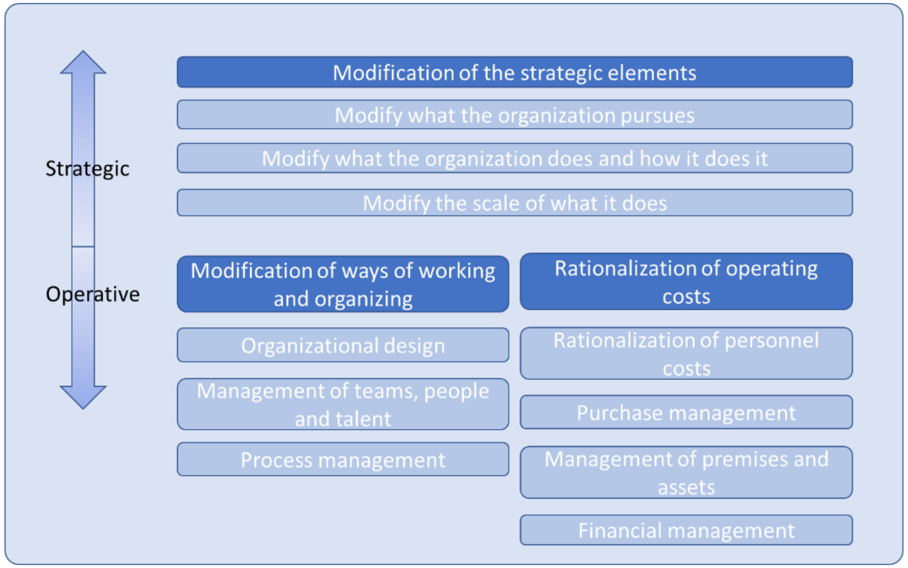
2. Clear decision-making processes that do not lead to confusion and reinforce leadership through a relevant mission, vision and strategy;

3. An organizational structure adapted to the goals and strategies of the organization, and that allows members to carry out their assignments and develop their talent, as well as to take advantage of the resources of other interest groups related to the organization;

4. A team of people with talent, capacity and commitment, who can contribute to the organization's objectives and be aligned with the appropriate strategy;

5. Simple processes and procedures that really focus on those elements that add value, and

6. A culture oriented towards results, learning and continuous improvement.




*Mechanisms to move towards efficiency (Source: Iglesias et al. 2014)*

The reflection and modification of some strategic elements is one of the ways of gaining efficiency that has the greatest significance and sustainability over time. Therefore, when considering moving towards efficiency, it is important that the leaders of the organizations broaden their vision and review their strategic foundations, asking themselves three basic questions:

- Does what we pursue make sense?
- Does what we do to get what we want make sense and work?
- Could we grow; replicate our programs, services and products, and have more impact?

Reflecting on how the organization works from a more operational perspective - the organization - is one of the paths that leaders should take to advance efficiency. So, leaders should ask themselves:

- Does the way in which the organization is structured makes it easier to achieve its objectives and results? Does it make it possible to take advantage of talent, a good flow of decisions and resources and make the most of them?
- Are the existing processes adequate, necessary and efficient? Are there any bottlenecks, any superfluous processes, are there procedures missing, can they be simplified?
- Do we take advantage of the potential of everyone in the organization and the whole?

Personnel costs are often the largest expense item for non-profits. Its reduction is not easy, since it implies reducing the number of people hired or modifying their conditions.

Purchases of material and supplies can be reduced almost immediately, not only by taking measures that imply less consumption, but also by establishing new relationships with suppliers.

The reduction of the cost related to the premises can be achieved by seeking shared spaces with other organizations or by substituting several premises for a single, larger one, which means less supply costs.

Good financial management can reduce the costs associated with financing an organization; In addition, it can be one of the keys to their survival, in times of difficulty.

# 5. Stablishing values, vision and mission

## 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. In this links 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.

## 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

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

German version:

https://d306pr3pise04h.cloudfront.net/docs/issues_doc%2Fdevelopment%2FSDG_Compass_German.pdf


*Five steps that assists companies in maximizing their contribution to the SDGs. Source: SDG Compass guide https://sdgcompass.org/*

# 6. People in an NGO

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.

## 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.
- Integrity and honesty: Integrity and honesty can be distinguished in big decisions, but also in everyday acts. They are linked to the observance of rules but, in fact, they also have to do with the faithful and transparent behaviour you have in what you do.
- Responsibility and respect: It is the responsibility we have towards our colleagues and the people we help. We respect the safety and value of our people, the means and infrastructure, the environment in which we operate.
- Courage and self-criticism: All major innovations stem from the courage for change and the ability to integrate diversity.

## 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 these videos:

https://youtu.be/Q2CXHT6G0UU

https://www.youtube.com/watch?v=f60dheI4ARg

Some **manuals** can help you to manage the human resources and volunteers in an NGO:

Essential non-profit employee handbook Template (English):

https://www.nonprofithr.com/wp-content/uploads/2014/11/FINAL_NON-140011_Essential-Nonprofit-Employee-Handbook.pdf

The NGO Handbook ff Volunteer Management Essentials (English):

http://dar.aucegypt.edu/bitstream/handle/10526/4290/The%20NGO%20Handbook%20to%20Volunteer%20Managment%20Essentials.pdf?sequence=1

One example is the report written by *Nordlicht*. This manual addresses:

- Current aims: more awareness and new sources of funding.
- Medium-term trends: income and membership numbers are increasing.
- Financial structure: donations or government grants?
- Communication with members: Online is still expandable

- Human resources development: NGOs respond to shortage of skilled workers

Concerning the last aspect, the human resources development, the manual suggests to react primarily by qualification of their own full-time staff in order to meet future demand and needs. External recruitment of full-time staff still plays a relatively minor role. In large NGOs with more than 1000 full-time staff and a correspondingly greater need, the external recruitment of full-time staff is much more important. Qualification is also given a higher priority than in smaller NGOs.

The following link will take you to the manual: http://www.nordlicht-consultants.com/sites/default/files/discussions/nordlicht_ngo_branchenreport.pdf.

## 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

Concerning the codes of ethics, the Ethical Fundraising Guidelines of EUROPARC Deutschland e.V. can be highlighted. EUROPARC Deutschland e.V. attaches particular importance to gender equality, people of different social, ethnic and religious backgrounds as well as people with disabilities. EUROPARC Deutschland e.V. commits itself in respect for civil society and its supporters. EUROPARC Deutschland e.V. commits to responsible fundraising and an appropriate handling of donations. The following ethical principles are the following benchmarks:

1) EUROPARC Deutschland e.V. takes responsibility in civil society: Human rights; labour standards; environmental protection; fight against corruption.
2) EUROPARC Deutschland e.V. is committed to responsible fundraising and an appropriate handling of donations received.
3) EUROPARC Deutschland e.V. operates a responsible reporting, financial and cost management system.

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

## 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 (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 leadership knows how to make use of the motivational capacity of a shared mission.

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

Personal competency:

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.

Social competency:

a. Social awareness: empathy, awareness of the organisation, service
b. 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 experience.

## 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 et al. (2009)

There are many kinds of skills required to manage an NGO. One person cannot afford everything, that's why a leader need a good team with specialized staff:

1. Community organizing skills

- Group dynamics
- Community integration
- Problem identification
- Community investigation
- Facilitation
- Mobilization
- Communication
- Role playing
- Objectivity, monitoring and evaluation

2. Participatory action research skills

- 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

3. 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

4. Dissemination skills

- 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

5. Training methods skills:

   - 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

6. Technology skills

   - Depending on the NGO sector: agriculture, fishing, energy, climate change, housing, health, sanitation, handicrafts, food technology, etc.

# 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 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 (Carreras et al. 2011).

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.

Since NGOs benefit directly or indirectly from public money, they are expected to demonstrate a high degree of accountability to the surrounding community. For an NGO, being responsible means showing that it uses its resources wisely and that it carries out activities consistent with its non-profit status. A responsible NGO is transparent and shows its accounts and records to funders, beneficiaries and others.

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.

It can be concluded that behind 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.

WHY WE SHOULD MEASURE? (*Osborne and Gaebler's,* 1992):

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.

# 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 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 to implement the code in your organization.

In Germany, a VENRO Code of Conduct concerning transparency, organisational management and control was agreed in the year 2008. All NGOs that are members of this Code of Conduct commit themselves to high ethical and professional standards. In order to be able to work sustainably and successfully, it is essential for non-governmental organisations (NGOs) to question their structures and working methods in a self-critically way.

The aim of the Code is to improve the quality of civil society development cooperation and humanitarian aid and to make the work of VENRO members transparent for the public and donors. It includes standards for organisational and operational management as well as communication and impact orientation. The Code of Conduct is an aid for NGOs that want to make their structures and processes more transparent processes and align their work with professional and ethical standards.

The handout consists of three pillars which addresses organisational management, communication and operation management. These three areas are differentiated into sub-principles and standards.

**Organisational management**

1) Principles: The composition, tasks, areas of responsibility and decision-making powers of the respective bodies are clearly and unambiguously described. They derive from the statutes and are further elaborated in rules of procedure and other procedural guidelines.

2) Standards: The general meeting shall commission the sworn auditor or the auditing company, which shall be changed at least every seven years, if possible. Moreover, the general meeting receives the activity report of the management body, the accountability report of the supervisory body, which may be interposed, and the auditor's report; it approves the annual accounts and grants - or refuses - discharge to both bodies. Besides, the supervisory body or general meeting is directly involved in decisions of fundamental importance. Among other things, it approves the annual budget submitted by the governing body. Finally, from a size of 50 full-time employees or total revenues of ten million euros per year, an additional supervisory body shall be interposed between the general meeting and the management body, which shall exercise ongoing control over the management. In order to this, if the leadership is purely voluntary, it shall consist of at least five persons.

**Communication**

1) Principles: VENRO members carry out fundraising in development cooperation and humanitarian aid in a professional, qualified and ethically sound manner. Fundraising should be credible and honest, both with regard to the instruments of fundraising as well as in terms of the content communicated. Fundraising must be done from a cost-benefit perspective. To do this, the organisations need professionally trained and educated staff, whether as full-time employees or volunteers. Fundraising also needs an adequate budget to raise funds. In this context, VENRO members commit to the publication of an annual report and advertising and administrative expenses should be presented separately but communicated together

2) Standards: The annual reports of the member organisations shall include the following components: Activity report, financial report, structure of the organs and report of the organs, working

methods and methods used. A stringent report provides information concerning marketing and the used promotional tools. It also includes the activities and sets out planning and control systems, methods and instruments for planning, monitoring, evaluation and impact monitoring of projects and programmes.

**Operation management**

1) Principles: VENRO members commit themselves to creating an environment in which abuse of entrusted power is effectively prevented and combated. They develop preventive and reactive standards and work towards ensuring that their partners also have appropriate regulations in place. Abuse of power can occur, for example, in the form of a) corruption for personal economic, social or political gain, b) sexual and gender-based exploitation and violence, c) violence against and exploitation of children, and d) bullying and discrimination. Detailed information on the protection of children can be found in the VENRO Code on Children's Rights: Protection of Children from Abuse and Exploitation in Development Cooperation and Humanitarian Aid. Besides, VENRO members use the available funds and entrusted to them economically. Additionally, VENRO members undertake to keep their advertising and administrative expenses within reasonable limits. They base the calculation of their advertising and administrative expenses on the standards and indicators published by the German Central Institute for Social Issues (DZI).

2) Standards: Employees, volunteers, counsellors and relevant service providers are carefully selected according to their professional and personal qualities. The induction process includes an explanation of the professional and ethical standards which are required. The framework conditions for cooperation and the working conditions in the organisations are to be designed in such a way that these standards can be met. Furthermore, VENRO members pay attention to a balance between the public expectation of remuneration in non-profit organisations and the need to design remuneration in a way that attracts and retains the staff needed to fulfil the tasks. Additionally, an appropriate framework shall be created so that staff members, volunteer supporters, beneficiaries and other third parties can make protected complaints or report indications of criminal offences, serious misconduct and other serious irregularities (such as corruption, embezzlement, mobbing, discrimination and any form of violence) without being threatened with negative consequences. Furthermore, each VENRO member shall draw up written guidelines for the prevention of conflicts of interest and corruption. They shall ensure their publication upon request and compliance with them.

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

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
World Wildlife Fund
https://d2ouvy59p0dg6k.cloudfront.net/downloads/wwf_code_of_ethics.pdf

## 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.

***NGOs Audit in Germany:***

Transparency does not only include the disclosure of organisational and financial data, but also but also - as far as possible - accountability for the impacts achieved. Insofar as impact monitoring is carried out through evaluations, the following criteria apply as a guideline:

- Usefulness: alignment with the agreed evaluation purposes as well as with the information needs of the intended users,
- Feasibility: realistic, well thought-out, diplomatic and cost-conscious planning and implementation.
- Fairness: Respectful and fair treatment of the persons and affected persons and groups.
- Accuracy: Evaluation should provide valid information and results on the respective object of evaluation and the evaluation questions.

Against this background, best practices will be presented below.

With regard to participatory monitoring, the organisation "NGO IDEAs" develop "a concept of NGOs for participatory monitoring of the effects of their work: outcome and impact. Self-assessment by beneficiaries plays an important role”. This concept aims on:

- Empowering community-based organisations and the poor among the rural communities to use impact monitoring for project management; and thus contributing to the sustainability of their project activities.
- Empowering NGOs to further improve the effectiveness, impact and sustainability of their efforts by identifying best tools for impact Monitoring & Evaluation and best practices in the area of Savings & Credit.
- Making social changes more visible in implementing and funding NGOs thus improving the development policy work.
- Improving public recognition of NGOs and their contribution to development.

Another VENRO member is the NGO “OroVerde” that addresses especially the communication codex. For example, the 2018 annual report takes into account the recommendations of the German Central Institute for Social Issues (DZI). Accordingly, the financial report is presented and interpreted very detailed. The individual items of the balance sheet can be viewed. In addition, the expenses for educational work, advertising and public relations work, administration, etc. can be seen, so that a high degree of transparency is created.[3]

[3] https://www.regenwald-schuetzen.org/fileadmin/user_upload/pdf/Magazin/oroverde-magazin-2019-web.pdf

# 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 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**:

1. Identify the key issues and questions.
2. Make a SWOT analysis: strengths, weakness, opportunities and threats.
3. Discuss the findings of the SWOOT analysis and stablish priorities, goals and objectives.
4. Prepare the final strategic plan, writing the results of your analysis.
5. Share the plan with stakeholders.
6. 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.

**Business planning**: A business plan explains the "who/what/how/where/when" and typically will answer questions such as: "Who are the non-profit's "customers?" "What is the geographic area for the non-profit's services?" "What other non-profits are providing similar services?" and "What services does our non-profit deliver that are unique?" A business plan is the action plan, identifying the tasks, milestones, and goals, but also identifying the potential for success and the potential risks ahead, given the non-profit's "competitive advantages" and the environment in which it operates.

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.

You can consult this online guide to help you developing a business plan for your NGO. The Social Velocity step-by-step guides, e-books and curated blog series provide you guidance on raising capacity capital, developing a non-profit financing plan, creating a ground breaking board, designing a theory of change and much more. SCORE is non-profit who provide free business counselling that offers these Business planning tools for non-profit organizations.

**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.

| THE BASIC LOGIC MODEL | | | | |
|---|---|---|---|---|
| Certain resources are needed to operate your program. | If you have access to resources, then you can use them to accomplish your planned activities. | If you accomplish your planned activities, then you may deliver the amount of product and/or service that you intended. | If you deliver the product or service you intended, then your participants will benefit in certain ways. | If these benefits to participants are achieved, then certain changes in organizations, communities or systems might follow. |
| **RESOURCES/ INPUTS** | **ACTIVITIES** | **OUTPUTS** | **OUTCOMES** | **IMPACT** |
| **1** | **2** | **3** | **4** | **5** |
| **YOUR PLANNED WORK** | | | **YOUR INTENDED RESULTS** | |

*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 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.

## 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 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 accomplished.
4. Ensure communication and coordination.
5. Organization of financial management.

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

Financial management entails planning, organising, controlling and monitoring the financial resources of an organisation to achieve objectives (Lewis, 2017). 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 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)

1. 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.
2. To be accountable to the communities we work with: We have a moral obligation to show that funds are being used correctly.
3. 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.
4. To minimise fraud and abuse of resources. internal controls help to stop fraud and protect the staff and the assets.
5. To plan for the future and become more financially secure: Financial information helps identify financial risks and long-term financing opportunities.
6. 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.
7. 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.
8. To enhance the credibility of the organisation: If you demonstrate financial accountability and transparency, this will inspire confidence and trust in stakeholders.
9. To strengthen fundraising efforts: NGOs that present good budgets and audited financial statements with funding proposals are more likely to receive a favourable response.
10. 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.

# 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.

Currently, gaining additional sources of funding are the central concerns of German NGOs. In this context, German NGOs are currently pursuing a clear growth course. Concerning a German study by Nordlicht Management Consultants, more than 69,00% of the respondents' state that the need for new sources of finance seems bigger than ever. Besides, gaining new supporting members is also an important need, because 54,00% point this aspect out.

Furthermore, sources of funding remain heterogeneous. Whether donations, sponsoring or government grants are more important is not least related to the activation rate. Additionally, the current weighting of the individual sources of finance also continues in the development trend of the next few years. The majority of respondents indicated that the importance of the respective source of finance will remain the same over the next five years. The most important sources of financial support are listed below and the importance (for the next five years) of these sources of funding of German NGOs will be accentuated:

- Governmental subsidies: 17,00 %
- Membership fees: 25,00%
- Donations: 50,00%
- Sponsoring: 25,00%
- Proceeds from sale: 27,00%

The need for stronger financial support by the government is also shown by the survey results of the German study. 44,00% of the interviewed NGOs said that they would like to see more governmental financial support in the future, although the German Bundestag agreed on a Legal framework for the activity of Non-governmental organizations in Germany in the year 2014.[4]

## 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

**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 that connects non-profits, donors, and companies in nearly every country in the world. They help fellow non-profits access the funding, tools, training, and support they need to serve their communities.

[4] http://www.nordlicht-consultants.com/sites/default/files/discussions/nordlicht_ngo_branchenreport.pdf https://www.bundestag.de/resource/blob/412504/d8dc54b2c14ea05f7effec07d878c2e8/wd-7-243-14-pdf-data.pdf

## Membership fees

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

## Crowdfunding

Collective financing through crowdfunding or crowdfunding campaigns, such as Teaming or iHelp, 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.

In Germany, two approaches are lucrative for NGOs.

In the classic principle of crowdfunding, backers receive a non-financial thank-you for their support, depending on the amount invested. The crowd is primarily interested in the results of the project and in personal profit if the project is successful.

In donation-oriented crowdfunding, the backers do not receive anything in return. The reason for the investment is therefore usually the satisfaction of one's own conscience with the aim of being a great help for an important social project through financial support.

In 2017, Germany ranked first in donation-oriented crowdfunding and second in classic crowdfunding. This already indicates a tendency towards the perception of risks. These are seen much more mildly in Germany. If the values of the survey are weighted, the risk for campaign fraud is almost 15% lower in this country, and that for information security breaches even more than 17%. This trend can also be seen for other risk factors such as unscrupulous behavior. In principle, Germany is a good breeding ground for charitable projects by NGOs, especially with its pioneering role in the field of donation-based crowdfunding.[5]

[5] https://www.crowdfunding.de/magazin/crowdfunding-fuer-ngos/

## 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.

## 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 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.

**Social inclusion, gender equality and equal opportunities***:* NGOs working in these fields may benefit from European Social Fund (ESF) support. These funds are managed by the managing authorities in an EU region or country.

**Culture and media**: The Creative Europe programme supports initiatives related to the European audio-visual, 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 audio-visual 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).

**Foster citizenship and civic participation**: The Europe for Citizens programme 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.

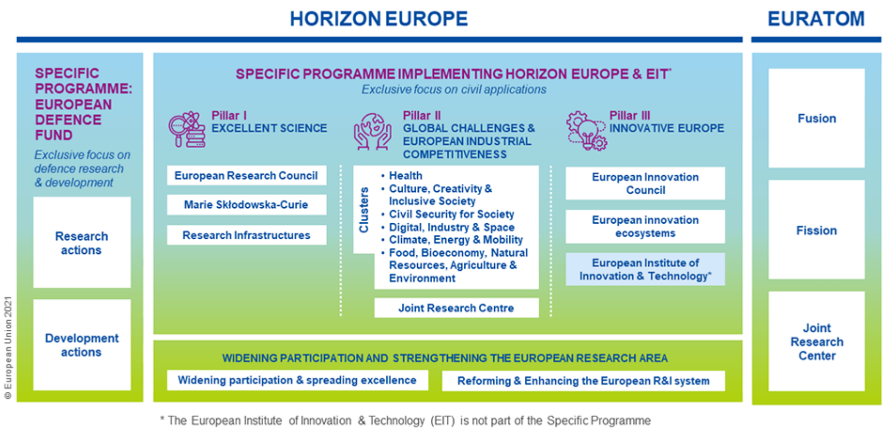
**Research and innovation**: The Horizon 2020 Programme will not open new calls. This programme has provided funding for projects covering areas such as health, demographic change, food security, sustainable agriculture and forestry and marine, maritime and inland water research. It is managed by the Executive Agency for Small and Medium-sized Enterprises (EASME). NGOs could 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).

Horizon Europe is the new research and innovation framework programme, running from 2021-2027. The EU institutions reached a political agreement on Horizon Europe on 11 December 2020. On this basis, the European Parliament and the Council of the EU proceed towards the adoption of the legal acts. The first Horizon Europe Strategic Plan (2021-2024) is expected to be adopted in February 2021. The first work programmes are expected to be published by April 2021. It is possible that the work programmes for the European Research Council (ERC) and European Innovation Council (EIC) will be published earlier. The first calls will open once the work programmes have been published.

Horizon Europe consists of three pillars and one horizontal activity: Pillar 1 Excellent Science, Pillar 2 Global Challenges and European Industrial Competitiveness, Pillar 3 Innovative Europe, horizontal activity Widening Participation and Strengthening the European Research Area. Within the clusters of pillar II, Horizon Europe incorporates missions to increase the effectiveness of funding by pursuing clearly defined targets with a concrete impact on citizen's daily lives. The following 5 mission areas have been identified, each with a dedicated mission board and assembly:

- Adaptation to climate change including societal transformation
- Cancer
- Climate-neutral and smart cities
- Healthy oceans, seas, coastal and inland waters
- Soil health and food

You can download the Presentation outlining Horizon Europe in 23 languages.




*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 sub-programmes, 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 projects provide action grants and financial support to help applicants prepare integrated projects.

- The **climate action sub-programme** supports projects in the areas of renewable energies, energy efficiency, farming, land use, and peatland management. It provides action grants for best practice, pilot and demonstration projects that contribute to the reduction of greenhouse gas emissions, the implementation and development of EU policy and law, best practices and solutions. It co-finances projects in the areas of resilience to water scarcity, droughts, forest fires or floods, adaptive technologies for economic sectors, and safeguarding natural resources. It funds projects in the areas of awareness raising, training and capacity building, law compliance and enforcement, knowledge development and stakeholder participation.

Any entity registered in the EU can make a proposal for LIFE traditional, integrated, preparatory, and technical assistance projects under both subprogrammes: public body operating under a national government's authority, e.g. local authority, national administration etc.; private commercial organisation; private non-commercial organisation (NGOs etc.).

**EASME** manages 4 funding programmes, partly or in full, on behalf of the European Commission. Through these programmes, EASME offers EU-funding and other types of support to companies, small businesses, researchers, non-governmental organisations and public bodies in order to help them with projects that create jobs and growth and help Europe move towards a sustainable, low-carbon economy that respects nature. The next call for proposals for operating grants of EASME to support non-profit making entities in view of concluding framework partnership agreements (FPAs) and specific grant agreements (SGAs) will be published in late spring 2021. Information here.

In this website to find calls for an specific topic https://ec.europa.eu/info/funding-tenders/funding-opportunities/find-calls-funding-topic_en

**ERASMUS +***:* provides opportunities for almost anyone in the field of education: teachers, trainers, students, professors, universities and businesses. The 2021-2027 programme places a strong focus on social inclusion, the green and digital transitions, and promoting young people's participation in democratic life. Erasmus+ is open to many individuals and organisations, although eligibility varies from one action to another and from one country to another. For specific funding opportunities and application procedures within the Erasmus+ programme, please visit the European Education and Culture Executive Agency's website or consult your National Agency.

https://ec.europa.eu/programmes/erasmus-plus/

On March 2021, the European Commission published the Erasmus+ Programme Guide for 2021, effectively inaugurating the new seven-year program for the period 2021-2027.

The most important novelty for NGOs' sector is the introduction of calls specifically addressed to NGOs within KA2 calls managed by EACEA. These calls are:

- ERASMUS-EDU-2021-PCOOP-ENGO: Cooperation partnerships in the fields of education and training submitted by European NGOs.
- ERASMUS-YOUTH-2021-PCOOP-ENGO: Cooperation partnerships in the field of youth submitted by European NGOs.

For both calls, applicants have to submit their grant application to EACEA by 20 May 2021. It is reasonable to assume that these calls specifically addressed to NGOs will also be re-opened in the following years.

For more info please refer to the official Erasmus+ Programme Guide 2021: https://ec.europa.eu/programmes/erasmus-plus/resources/documents/erasmus-programme-guide-2021_en

For a definition of what is considered a European NGO for the purpose of the Erasmus+ Programme, please see "Part D – Glossary" of this Guide (page 317).

**Erasmus for young entrepreneurs**: is a cross-border exchange programme which gives new or aspiring entrepreneurs the chance to learn from experienced entrepreneurs running small businesses in other Participating Countries. The exchange of experience takes place during a stay with the experienced entrepreneur, which helps the new entrepreneur acquire the skills needed to run a small firm. The host benefits from fresh perspectives on his/her business and gets the opportunities to cooperate with foreign partners or learn about new markets. All the information here: https://www.erasmus-entrepreneurs.eu/index.php?lan=en

**COSME Programme:** the European programme for young entrepreneurs aims to make it easier for small and medium-sized enterprises (SMEs) to access finance in all phases of their lifecycle – creation, expansion, or business transfer. Thanks to EU support, businesses have easier access to guarantees, loans and equity capital. EU 'financial instruments' are channelled through local financial institutions in EU countries. To find a financial institution in your country, visit the Access to Finance portal.

https://ec.europa.eu/growth/smes/cosme_es

**EEA GRANTS - NORWAY GRANTS**, Financial Mechanism Office - The EEA and Norway Grants are funded by Iceland, Liechtenstein and Norway. The Grants have two goals – to contribute to a more equal Europe, both socially and economically – and to strengthen the relations between Iceland, Liechtenstein and Norway, and the 15 beneficiary countries in Europe.
https://eeagrants.org/?fbclid=IwAR2zO6RVxp8oVBu0Hyg92Ntd3xuisIb1QItkPwX63i-gVGf41QVDNEecLDs

**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.

These are some funding opportunities:

**The Arctic Fox Initiative** – Annual opportunity to fund NGOs around the world dealing with environmental protection and promoted by Fjällräven:
https://foxtrail.fjallraven.com/articles/an-introduction-to-the-arctic-fox-initiative/

**National Geographic Society**- Funding opportunities for projects dealing with nature conservation and communication between scientists. Usually the funding is for individuals but can also be received by organisations with more member: https://www.nationalgeographic.org/

**The Global Fund Foundation**- Organisation that focuses exclusively on the development of a charitable global community with a central focus on the development of people: https://www.theglobalfund.org/en/private-ngo-partners/resource-mobilization/united-nations-foundation/

**Terra Viva Directory Grants** – Platform looking for information needed with grants for village, application, time and natural resources questions: https://terravivagrants.org/

**Funding & tender opportunities**– Platform that contains information on many funding opportunities available, according to different areas of action, such as AMIF, BMVI, CREA, etc. It also contains information on calls for proposals: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home

In the website FundsforNGOs you can find other funding sources.

**Tips when applying for grants**

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.

## 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 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.

In the early stages of collaboration, the company fundamentally seeks to improve its image or reputation and there is little alignment with its strategy. The company sees the NGO as a recipient of donations and not as an agent with which to develop projects. But increasingly, private companies will go beyond CSR to build social impact projects that contribute to improving society.

Cooperation between companies and NGOs in the context of CSR is often still viewed with doubt. However, one third of the nationally active NGOs in Germany are already engaged in this type of cooperation. Another 16.00 per cent could imagine it. Because there are also some advantages of some concrete cooperation: Ideally, they can result in an increase in resources for the NGO, mean increased public awareness, strengthen its position of interest or enable the realisation of extraordinary projects. Summarised, a transformation of Societal Responsibility of Corporations is visible. But a thematic overlap is often fundamental for such a project. But there should also be mutual acceptance and a recognisable added value so that a cooperation with NGOs in the sense of CSR can be started. Then one should consider how exactly the goals are to be defined and what the future cooperation will look like. How will the partners support each other? Who brings which qualifications to the table and how can these be used to maximum advantage? The content dimension should also be clarified. Who is allowed to intervene with whom and to what extent? Which topics remain autonomous? What is not up for debate? Ultimately, based on the previously clarified questions, it is decided what the concrete cooperation will look like: From corporate donations to earmarked marketing and lobbying for social causes to plans for joint large-scale projects, anything is possible.[6]

### Factors that drive collaboration

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.

### Strategic alliances

A strategic alliance is a collaboration characterized by the fact that any of its participants brings into play key competencies to achieve shared objectives. All the actors bring to the alliance a basic element (which can be in the form of capacity, resources, skills or knowledge), which contributes significantly to achieving the desired objective and without which it would be more difficult (or impossible) to achieve. Strategic alliances are built around an issue that has strategic value for all its partners. The participants commit themselves, in a lasting way, to a project that has meaning and value in itself, beyond the contributions made by its partners (Abenoza et al. 2015).

On the one hand, it is essential that the NGO analyses the company's CSR and design an activity aligned with its mission. Likewise, it is necessary to analyse how to project the image of

[6] https://www.scheidtweiler-pr.de/csr-zusammenarbeit-von-unternehmen-und-ngo/

both entities and how to communicate the project in business language. It is also important that the proposal proposes a clear mutual benefit and that the NGO is transparent with respect to the results, expenses and impacts achieved. Finally, small NGOs are advised to look for companies that are also smaller and have a local impact.

**Types of collaboration**

There are 4 types of collaboration (Abenoza et al. 2015):

1. **Join efforts and gain efficiency in a sustained way**: are those strategic alliances in which the efforts and resources of the two (or more) institutions involved are grouped together, with the aim of achieving a joint initiative that is more efficient than by separately. They need a long-term approach.

2. **Improve the quality of social intervention through complementary skills**: are those that unite companies and NGOs, which share differentiated competencies, to solve a social problem. Thanks to this complementarity, they manage to execute projects that they could not carry out separately with the same level of efficiency.

3. **Generate social innovation**: jointly develop new products, ideas, technologies, strategies or services that have a clear social impact, thanks to the combination of the knowledge, skills, fields of action and experience of each of the partners.

4. **Promote local and global changes**: Their objective is to achieve certain changes or improvements in social and / or environmental action practices in a specific area, either at a territorial or operational level (for example, a certain sector of business activity).

**The decalogue of company-NGO collaboration (Abenoza et al. 2015)**

**Before**

• Know "in depth" both entities (company and NGO).
• Define a policy of approach to the company.
• Present the collaboration project in a structured and attractive way.

**Start**

• Define a SWOT to analyse the possibilities of the relationship.
• Achieve a win-win relationship.
• Do the strategic planning of the collaboration.
• Promote an alliance commission.
• Manage the expectations and requirements of both parties.
• Empathize with the counterpart.

**During**

• Encourage the active participation of the company.
• Work on transparency, joint vision and mutual knowledge.
• Promote external and internal awareness.
• Take care of the relationship beyond the project itself (build loyalty).
• Build trust.
• Continuously evaluate and measure collaboration.
• Have two valid interlocutors who use the same vocabulary.

**The decalogue of company-NGO collaboration (Abenoza et al. 2015)**

**Final**

• Evaluate the results; assess the impact of successes and mistakes.
• Carry out internal and external communication of the project evaluation.
• Make visible the role that the company has played (celebrate the achievements).
• Make a technical balance of the collaboration.
• Be accountable with transparency.
• Plan the outing.

**After**

• Lead a change in the sector.
• Maintain a fluid communication line with the company in the general activities of the entity.
• Carry out a strategic reflection on the future.

# 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 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:

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.

## 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 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 offer to partner with them and has a lot of experience in partnering along the programme LIFE.

# 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.

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/

Non-profit Marketing strategy template https://docs.google.com/spreadsheets/d/1nE3IMrVo5xeV9BQbwZv3dXS4i_GaWCpGkAireiPaWf4/edit#gid=957927704

# 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 non-profit website structures, like About Us, Programs and Get Involved. WiredImpact has created a content checklist for these essential webpages as well as other common webpages for non-profit 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 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 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 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/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 Non-profit Financials in your website and examples:

http://worldwildlife.org/about/financials
http://invisiblechildren.com/financials/

**Impact**: Communicating your non-profit'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 non-profit 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 includes Resources for Tracking Your Non-profit Impact. Some website examples:

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 non-profit 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 non-profit. 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 non-profit 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. It will include contact information, background, press releases, multimedia files, testimonials, awards, RSS feed, etc. Some examples:

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 non-profit 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://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 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 non-profit 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 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 non-profit 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 and examples.

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 non-profits: 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 Non-profit 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 non-profit website. You could have the best content 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 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. 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.

## 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 Non-profits 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. The Facebook News Feed algorithm 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 Non-profit. 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 button), 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 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 subscriptions for Non-profits.

## 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 specific 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.

Communications monitoring, evaluating and learning toolkit by ODI (Overseas Development Institute): this learning **toolkit** provides a framework to think about communications monitoring, evaluation and learning, and provides example questions, indicators and tools to do it.

https://www.odi.org/sites/odi.org.uk/files/long-form-downloads/odi_rapid_mel_toolkit_201801.pdf

# 13. Steps to create an association

When establishing an NGO, it is necessary to develop a series of steps. If you are setting up a type of association or foundation, it may be necessary to draw up the statutes of the association and prepare the founding protocol. Generally, all NGOs are required to register in an official registry, depending on the country. They must also have an organisational structure, generally consisting of a board and an assembly. You also have some obligations (documentation, register, tax, accounting obligations, etc.) If you manage people's data, you should also comply with the specific laws on data management.

For setting up an association in Germany, the following documents serve as a guide:

Guideline for Associations:

https://www.bmjv.de/SharedDocs/Publikationen/DE/Leitfaden_Vereinsrecht.pdf?__blob=publicationFile&v=14

Legal framework for the activities of Non-governmental organisations in Germany: https://www.bundestag.de/resource/blob/412504/d8dc54b2c14ea05f7effec07d878c2e8/wd-7-243-14-pdf-data.pdf

According to these two documents, following steps are necessary.

## 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 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.

## Step 3: 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 (signed by 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.

## Step 4: 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 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. Including the registration process with the register of associations but excluding the process with the tax authorities for recognition of its charitable status, 2-3 months should be anticipated for the formation of a Registered Association. The application for registration must be certified by a notary and then submitted to the local court at the association's seat. In practice, the notary helps draft the required documents and handle the entry in the register of association.

The documents needed for the registration are:

- Application for registration signed by the board and certified by a German notary
- The articles of association signed by at least 7 members
- A protocol documenting the appointment of the board by the founding members

But the requirements change depending on the legal form chosen by the NGOs.

## 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 some cases:
  - 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 (3 quarters) of the persons present or represented will require for 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.
- A resolution to change the purpose of the Association shall require the consent of all members.

### 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.

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.

## Declaration of public utility

Non-profit status is legally defined in Germany in § 52 para. 1 AO. It states: "a corporation pursues charitable purposes if its activities are aimed at selflessly promoting the general public in the material, spiritual or moral spheres".

Public Utility purposes are among the tax-privileged purposes:

- Corporation tax: income is not tax-deductible up to an amount of € 35,000 per year (§ 64 para. 3 AO). If the income exceeds this limit, the tax privilege does not apply, unless the generation of income is necessarily part of the charitable activity, in which case it is a so-called special-purpose enterprise. In practice, only the special-purpose operations named in § 66 to § 68 AO are of importance, e.g. hospitals, welfare institutions, science, education and culture under the respective special conditions.
- Turnover tax: If the corporation engages in business activities to achieve its charitable purposes and the services rendered are not exempt from turnover tax under § 4 UStG, the services are subject to turnover tax - taxable economic business operation - (on the reduced tax rate see also: § 12 para. 2 no. 8 UStG).

Many non-profit organisations in Germany are organised under civil law as registered or unregistered associations, in addition there are foundations, non-profit limited liability companies (gGmbH) and - less frequently - non-profit joint-stock companies, which can also serve non-profit purposes in accordance with their articles of association. Only corporations are tax-exempt, which also includes unincorporated associations, but not partnerships such as the BGB-Gesellschaft. Since 2000, donations to foundations can be claimed against tax to a greater extent than donations to other charitable institutions.

Non-profit institutions are those maintained by church and non-statutory welfare organisations, parishes, foundations, associations or, in recent times, increasingly by non-profit limited liability companies. Since the beginning of the 1990s, non-profit limited liability companies have increasingly been founded by natural persons. The commitment of these individuals is summarised under the term social entrepreneurship.

**Requirements for recognition**

The following requirements must be met for recognition as a tax-privileged corporation:

- The corporation must pursue charitable, benevolent or ecclesiastical purposes.
- The purpose must be pursued selflessly, exclusively and directly.
- All requirements for tax relief must be evident from the articles of association. The articles of association must also specify the manner in which the purpose is to be realised.
- The articles of association must contain a provision that in the event of dissolution or cessation of the tax-privileged purposes, the assets of the corporation will continue to be used for tax-privileged purposes in the future (so-called accrual clause).
- The actual management must comply with the statutes (§ 59 AO).

According to § 52 para. 2 AO, the following objectives, among others, are to be recognised as charitable (incomplete list):

- the promotion of science and research
- the promotion of education and upbringing
- the promotion of art and culture
- the promotion of international understanding
- the promotion of aid for those persecuted for political, racial or religious reasons, for refugees, displaced persons, ethnic German repatriates, late repatriates and others
- the promotion of the protection of historical monuments and the preservation of historical monuments
- the promotion of nature conservation and landscape management
- the promotion of the preservation of local history and local lore
- the promotion of traditional customs (including carnival, Shrovetide and carnival)
- the promotion of animal welfare
- the promotion of sport
- the promotion of development cooperation
- the promotion of civic engagement for charitable, benevolent and ecclesiastical purposes (since 1 January 2007).

When founding a tax-privileged corporation, it is advisable to coordinate the statutes (association) or the articles of association (GmbH) with the tax office at an early stage in order to avoid costly renewed general meetings to amend the statutes if the already adopted statutes do not meet the requirements of the AO. After formation, an application can be made to the tax office for the issuance of a notice of assessment in accordance with § 60a AO. However, this notice only confirms that the statutory requirements for tax relief are met. Thereafter, the tax office regularly checks every three years whether the principles of non-profit status have been observed and then issues a notice of exemption (application decree on § 59 AO). This then entitles the holder to issue donation receipts (Zuwendungsbestätigungen) for a maximum of five years. Due to tax secrecy, the tax offices in Germany do not provide information on the non-profit status of associations.

## Obligations of the associations

There is no nominal or minimal capital requirement however, the articles of association usually provide for yearly membership fees, as the Registered Association in general may not engage in commercial activities.

The Registered Association must have a registered office in Germany. Once registered, the association obtains legal personality. The Registered Association can then be subject of rights and liabilities, act in its own name, sue and be sued in its own name and hold assets including real estate. However, economic activities are generally restricted by the non-commercial purpose of the Registered Association.

### Registry obligations

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.

**Accountability obligations**

Accounting in non-profit organisations is not uniformly regulated, and therefore not easy to keep track of. First of all, the regulations for the respective legal form - association, foundation, limited liability company - apply. Then, however, the special requirements of non-profit law must be taken into account and fulfilled. Find out below which accounting obligations result from this.

Associations and foundations are not merchants by virtue of their legal form. The obligation to keep books according to commercial law regulations therefore only applies to them if they are - possibly only with certain fields of activity - a merchant according to § 1 paragraph 1 of the German Commercial Code (HGB) (actual merchant) or if the company is registered in the commercial register (optional merchant according to § 2 HGB). However, the status of merchant regularly applies only to the economic business operation.

**Tax obligations/exemptions**

If its charitable status is recognized by tax authorities, the Registered Association has access to a range of tax reliefs and other benefits. The key reliefs and benefits are as follows:

1. exemption from corporate income tax and trade tax;

2. exemption from land tax; however, no exemption for real estate transfer tax;
3. certain exemptions from VAT.

If the charitable status of the Registered Association is recognized by tax authorities, membership fees and donations as well as grants and estates can be received tax free, irrespective of the citizenship of the member / donor. Furthermore, donations to NGOs benefit from tax deduction regulations, and therefore encourage taxpayers to donate parts of their income to charities.

Associations are legally considered to be corporations with statutes that are subject to tax. They are defined as legal entities and are eligible for various types of tax:

- Corporate income tax (as part of income tax, associations must pay corporate income tax according to the respective form of company)

  Corporation tax: https://www.smartsteuer.de/online/lexikon/k/koerperschaftsteuer/

- Trade tax (tax-free turnover limit of 35,000 euros)

  Trade tax: https://www.smartsteuer.de/online/lexikon/g/gewerbesteuer/

- Turnover tax (not due for associations with small business regulation; due if the association becomes entrepreneurial and has to pay VAT accordingly; e.g. sale of association articles, entrance fees for events, renting out of rooms etc.)

  Turnover tax: https://www.smartsteuer.de/online/lexikon/u/umsatzsteuer/

- Wage tax (only if employees are employed)

  Wage tax: https://www.smartsteuer.de/online/lexikon/l/lohnsteuer/

**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.

## 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 Germany the Federal Data Protection Act is redrafting. With the Data Protection Amendment and Implementation Act EU, the Federal Data Protection Act is adapted to the requirements of European data protection law.

The core of the EU Data Protection Amendment and Implementation Act is the new conception of the Federal Data Protection Act (BDSG). This applies - like the previous BDSG - to public bodies of the Federation and the federal state (insofar as state law regulations do not apply) as well as to non-public bodies.

As of 25 May 2018, the redrafted BDSG supplements the directly applicable Regulation (EU) 2016/679 (General Data Protection Regulation) with the areas in which the EU Regulation leaves the member states room for manoeuvre. In addition, the BDSG implements essential parts of Directive (EU) 2016/680 (Data Protection Directive Police and Justice).

Link to BDSG: http://www.gesetze-im-internet.de/bdsg_2018/

## Other resources

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

In Germany, there are no official documents or resources that can be consulted as a guide to setting up an NGO. Nevertheless, there is a guide to the law on associations. Under following link you will find it:

https://www.bmjv.de/SharedDocs/Publikationen/DE/Leitfaden_Vereinsrecht.pdf?__blob=publicationFile&v=14

# 14. Conclusion

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. Non-profit 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 an NGO consists of writing governing documents, creating a website and filing the necessary paperwork.

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Transparency International Germany e.V.. On the internet: https://www.transparency.de/.

# 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<br>At least two non-related directors over the age of 18. |
| Legal personality | Yes | Yes | Yes | Yes | Yes | Yes | - Yes, for recognised associations<br>- No, for non-recognised associations | Yes |
| Govern body | Assembly (all the members) | Assembly (all the members) | Assembly (all the members) | a) General Assembly;<br>b) the board of directors;<br>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<br>The Government of |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | commission of censors. | | | | Ireland through the Companies Act 2014. |
| Representative body | Board or directors elected by the Assembly between members | Board of directors elected by the Assembly | Board of directors elected by the Assembly | a) the general assembly;<br>b) the board of directors;<br>c) the censor or, as the case may be, the commission of censors. | Board of directors elected by the Assembly | Board or directors elected by the Assembly between members | Board of Directors, elected by the Assembly<br>The President, elected by the shareholders' meeting. | The Management Committee or the Board of Directors. |
| Ordinary Meetings of the govern body | 1 at year at least | 1 at year at least | 1 at year at least | 1 at year at least | 1 at year at least | 1 at year at least | 1 at year | Once per year, but not more than 15 months since the previous meeting. |
| Extraordinary meetings | Whenever is needed | Whenever is needed | Whenever is needed | Whenever is needed | Whenever is needed | Whenever is needed | Whenever needed | As required; when deemed necessary. |
| Quorum for meetings | At least one third | A majority of three quarters of the votes cast shall be required for any resolution amending the Statutes. A resolution to | At least one third | It's not the case. | 50% of elected members + 1 | At least one third | Valid resolutions at least 1/2 of the members on first call. On second call, they are valid whatever the number of | Set out in the written standing orders of the governing document. |

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| | | change the purpose of the Association shall require the consent of all members. | | | | | attendees and if there is a majority of the votes of those who are present. | |
| Steps prior to registration of the creation agreement | - Foundation meeting<br>- Articles of association<br>- Founding minutes | -Foundation protocol<br>-articles of association<br><br>There is no nominal or minimal capital requirement | Foundation meeting;<br>Founding minutes oh the meeting;<br>-Choose a name and name and module of statues for approval; | Concluding the statute of the association | Foundation meeting<br>- Articles of association<br>- Founding minutes | Foundation meeting<br>- Articles of association<br>- Founding minutes | - Foundation meeting<br>- Definition of aims and goals<br>-Establishment of the legal status: recognised or not-recognised association<br>- Drafting of memorandum of association and statute (in the form of a public deed with a notary, only for recognised associations) | Determine the charitable purpose of the NGO and document in the foundation meeting minutes. |
| Registration | National or regional Register, depending on | The application for registration must be | -Register in the Portuguese Help Desk for | Registering in the Register of associations and | Registration to the Commissioner | District Court | Registration to the Italian Revenue agency | Online through the Companies |

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| | the scope of action | certified by a notary and then submitted to the local court at the association's seat. | Public Services (online); or<br>- Public Deed in a Notary (in person) | foundations located at the registry of the court in whose constituency it has its headquarters | of Voluntary Organisations | | Request for the tax code<br>Recognition procedure at the prefecture or the competent region (only for recognised associations) | Registration Office http://core.cro.ie/ |
| Documentation to register | - Application form<br>- 2 copies of the Articles of association and Founding minutes<br>-Identification of promoters<br>-Pay of taxes | 1. Application for registration signed by the board and certified by a German notary<br>2. The articles of association signed by at least 7 members<br>3. A protocol documenting the appointment of the board by the founding members<br><br>(But the requirements change | Identification document and Taxpayer Card (NIF) of the legal representatives;<br>Legal Person ID Card or e-Card access code;<br>-Statutes;<br>-Minutes of deliberation of the General Assembly on the constitution of the association;<br>-Minutes of election and | - Request to the Court, motivated in fact and in law;<br>- Proof of payment of the judicial stamp duty in the amount of 100 lei<br>- Proof of availability of the name, valid, issued by the Communication and Public Relations Service within the Ministry of Justice; | - Application Form<br>- Organisation Statute<br>- Resolution Letter<br>- Name of organisation<br>- Address of organisation<br>- Registration number of organisation (if applicable)<br>- Names and ID card numbers of each administrator of the organisation | -Application form<br><br>- 4 copies of the Articles of association and Founding minutes<br><br>-Identification of promoters | - 2 original copies of the association's memorandum and statute signed<br>- Copy of the ID card of who register and the legal representative.<br>- Form 69 issued by the Revenue Agency and duly filled-in<br>- Payment of tax (if due) | Complete the following forms<br>Form A1 – Company Incorporation Constitution including Memorandum of Association and Articles of Association |

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| | | depending on the legal form chosen by the NGOs) | investiture of legal representatives | - the statute of association;<br>- proof of the initial patrimony of the association - at least 200 lei, made through an account statement;<br>- proof of the association's headquarters through a loan or rental contract and a valid land book extract;<br>- in case the future headquarters of the association will be established in a condominium (block of flats), additionally, the following are necessary: | | | | |

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| | | | | the agreement of the owners' association as well as the approval of the directly affected neighbors.<br>- fiscal record certificates of the founding members;<br>- declaration of real beneficiary;<br>- copy of the identity card of each founding member and of the censor.<br>- CD / DVD with the constitutive documents of the Association in Word and PDF format. | | | | |
| Time of the Register to answer | 3 months | 2-3 months | One month (with registration in | One month | Information not disclosed | 2 days | Information not available | Approximately 5 weeks from receipt of the |

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| | | | the online Public Help Desk) | | | | | | submission to issue of documentation from the Companies Registration Office. |
| Other procedures after registration | - Request for Tax ID number<br>- Entry in other specific registers (Local Register, ONG Registers) | - Registered office<br>??? | Request for Tax ID number;<br><br>Designate a Certified Public Accountant (or choose one from the list available); | Registering in the Register of associations and foundations | Comply with the conditions agreed during enrolment | - Request for Tax ID number<br><br>- Registration in a register of beneficial owners | - Application for VAT number and bank account opening, in case of commercial activities. | Comply with the Companies Act 2014. |
| Requirements to qualify for tax, economic, administrative and procedural benefits | Declaration of Public Utility | Charitable status of the Registered Association recognized by tax authorities | -Certificate of Admissibility;<br>-Certificate of the memorandum and articles of association;<br>-Declaration of the Beginning of Activity; | Registering in the Register of associations and foundations | Registration with the Commission of Voluntary Organisations | Depending on the action of the NGO, the registration in a national or regional register:<br>-Founding minutes<br>- Application<br>- VAT | Registration to the National Register of the Third Sector Registration in national registers of Volunteering and Social Promotion | |

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| | | | | | | - Decision of the General Assembly | | |