QUALITY OF NGOS IN EUROPE

PROGRAM:

"Alliances for the Quality of NGOs in Europe"

2022

icong
Instituto para la
calidad de las ONG

Authors:

Nora Daoud

Israel Sánchez

CAIS

Coordination:

Ana Santa Mata

Laura Miranda Gómez

Instituto para la Calidad de las ONG - ICONG

Design and printing:

Jesús Navarro

Funded by:

INDICE

Index of graphs and tables

Introd uction

1 Context and relevance

If you are reading these pages, you may be a social organization linked to the field of NGOs and the Third Sector. Perhaps your organization is also familiar with processes and tools that allow you to improve your management and organization, without losing sight of the importance and value of what you do and the people you work with and for.

You may be interested to know how other organizations like yours in the rest of our European territory are equipping themselves with tools and mechanisms to achieve the same.

Whether this is the case or not, in these pages you will find a first approach to these questions and uncertainties.

In fact, this has been the main motivation for ICONG to undertake this research: to take a leap from our work context in Spain and see what is happening in Europe, in the framework of quality management systems for NGOs and the Third Sector.

Our NGO Quality Standard, specifically designed and oriented to the Third Sector of Social Action, is worked by around 100 social organizations a year in our territory and we see how it is a useful and effective tool for the strengthening of structures and processes in accordance with values and ethical commitments. Therefore, we are interested in investigating beyond our immediate context, from a curious rather than an analytical perspective.

In this sense, we wanted to know what was being done in Europe, in a prospective study, without being clear about what we were going to find, although with a good handful of ideas and hypotheses in our heads. For this reason, although it has been an important focus of the study, scientific rigor in terms of design, sampling and analysis

has not been a priority in this first approach. Thus, the focus has been on asking questions, getting to know, and understanding the logics and the initial situation in the European Third Sector, in this first contact.

This desire to "go out" has been maturing since 2018, the year of origin of the "Alliances for the Quality of NGO in Europe" programme in which this research is framed as a starting point.

The "Alliances" programme has been funded by the Ministry of Social Rights and Agenda 2030 for the year 2022, with some elements to highlight:

- The value of generating applied and transferable knowledge for the improvement of NGO management.

- The need for a portfolio of tools, methodologies, and best practices at European level.

- The opportunity to set up a network of NGO partners in at least three European countries (including Spain).

This document marks the first point in this road of enquiry and knowledge generation that has just begun. We are going to embark on a trip around Europe through the organizations in the NGO and Third Sector field to find out how they add value and quality to their entities through multiple tools with diverse and sometimes surprising scopes.

2. CHALLENGES OF THE STUDY

Why has ICONG taken this important step? Since our beginnings, we have been accompanying many Third Sector NGOs in Spain in their challenges to incorporate quality in accordance with values linked to ethical commitment.

It has been a working process that since 2008 we believe has brought great value to this type of organization. We have felt the difficulty of those who know they have no guide, on a solitary trip, designing, experimenting, innovating, and adapting as we went along, making decisions and building the ecosystem as we needed it. We thought that, as in Spain we had, among other tools, our NGO Quality Standard as a reference, which, in its fifth edition, is widely recognized and sufficiently mature, this could not be the only one and there would surely be others.

Is the Spanish case, its organization, its essence, its mission, and its structure the only one that has been developed? What if there is an organization with similar characteristics to ICONG somewhere in Europe? And if so, what standards and tools do they work on, and do they have their own specific one, applicable only to the Third Sector? This is something that we had not thought about immersed in our own process and that, after a process of reflection and maturity, the Assembly of entities did think about and mobilized to achieve it.

Now that this initial road has been covered, we are excited by this possibility. Given that the NGO Quality Standard has its own path, legitimized by how it was born (from an effort of the sector to provide itself with limits and regulatory requirements for quality for the sector itself) and by so many entities that work with it, we are looking forward to the possibility of finding other similar standards and tools in other European territories. This concern has been the stimulus that has awakened this whole process of searching and opening. As you will see, this is a full-fledged exploration and enquiry.

Knowing what is out there has been the challenge that has encouraged us in this European exploration... and some questions have been our guide:

- What tools do European NGOs use for quality management?

- Are there any specific ones for NGOs and the third sector?

- Are they governed by ethical principles and values?

- Are they mandatory and required by their funders?

- What is the main motivation for an NGO to choose?

- What are the characteristics of their ecosystem?

- What can we learn from them?

- How can we enrich each other?

The answers to these questions are truly stimulating for ICONG as they open doors and possibilities that we are only now beginning to discover. And these challenges will lead us to others that will allow us to continue building the Third Sector, but now in connection, in company and with a vision beyond our borders

3. APPROACHES AND KEYS TO RESEARCH

Designing how to take this first step has been a back-and-forth process of identifying different approaches that should coexist, intertwine and feed back into each other. With a view that the priority was not exhaustive, statistical analysis, but rather observational, discovery work, we gradually let go of that responsibility and worked to shape three different approaches:

- Towards the object: tools.

- Towards the subject: organizations.

- Towards the system: power and gender.

First approach: the object.

The first distinction is the object of study, in this case, what quality management tools are being used by other NGOs in Europe. By tools we mean the whole set of standards, models, or systems that in one way or another facilitate quality management. Implicit keys to this approach could be:

- What are the standards and tools applied by NGOs in Europe like?

- Are they the same for all contexts, territories, or sectors?

- How are they integrated within the organizations?

- What are the most important elements and where do you focus your attention?

In this approach we want to identify and highlight the most relevant features of the identified tools that allow us to understand them, to abstract the value they bring in other contexts and to disseminate them.

Second approach: the subject

The second distinction is the subject of the research, i.e., the organizations we have addressed and studied. Large and small organizations, from different sectors and different countries... all of them present different needs and challenges when it comes to incorporating quality systems. We have investigated each one of them by relating variables such as:

- Typology.

- Scope, sector, and territory of action.

- Size and organizational structure.

- Funding sources.

- Sectoral integration.

- Decision-making process.

- Management and needs for improvement.

By identifying these elements and possible relationships, we can get a clearer idea of how and why organizations with specific characteristics decide on and integrate different quality management systems, also understanding that there is a whole environment to which they belong that influences and affects these decisions (social, political, institutional, economic, etc.). As one of the starting points to be considered in the results we obtained, we realized that having rigorous information on this aspect required many more resources than those available to be able to generate knowledge beyond an analysis of the typology of entities.

Third approach: the system.

The third key distinction is oriented towards the system, specifically towards power relations and the gender perspective. Patriarchy as a paradigm encourages a system of social organization that sets norms, beliefs and values based on gender imbalances and inequalities, and organizations are no strangers to this. Organizations, as part of society, are structured within this unequal system and can unconsciously replicate biases within their culture and organizational system. We wanted to integrate a transversal perspective on how this system affects power relations and the integration of gender in the object and subject of study, i.e., on the tools and organizations. We are aware that assuming this perspective may surprise or surprise in management fields, but we are aware that this perspective is one of the blind spots that NGOs as organizations may have.

The design of the tools, surveys, and interviews, as well as the analysis and interrelationships of the data and information collected, and the drawing up of the conclusions and recommendations detailed in the following chapters have been carried out with this logic in mind. In addition, from a gender perspective, key aspects of power relations have been identified, through the recognition of their impact on different areas of the organization's management, focusing on aspects such as leadership, team building, decision making and strategy design, among others.

.

4. STARTING HYPOTHESIS AND KEY DIMENSIONS

As with all research, we started with some suppositions about what we thought was happening in Europe. These suppositions are based on our own experience in the field of quality for NGOs in Spain, so we are aware that they include the idiosyncrasies and subjectivity of our own organizational experience as a Spanish Third Sector. Our interest in contrasting them and the process followed to do so has been one of the key elements in the search for meaning throughout the study.

We didn't just want to collect data and interpret it. We wanted to identify a series of key magnitudes linked to the object of the study and see how they related and correlated with each other, specifically designing the techniques and tools to capture these relationships.

The research magnitudes indicate those key dimensions on which we have collected information and which in some way could be linked to the integration of quality improvement tools.

Dimension 1- How are organizations funded?

In many cases, the origin of the various sources of funding determines the logic of their functioning. It is not the same whether the funds are mainly public, through grants or public contracts, or whether they are generated by the sale of services or through fundraising campaigns. Stakeholders are different and the commitment to accountability is not the same and does not have the same implications. Without entering a value judgement on the above, we find that it is quite likely that funders will demand or require compliance within a certain standard or norm of quality and transparency. Or even that access to funding may be the reason why an organization initiates a quality implementation process.

Dimension 2- How is the Third Sector organized?

The structure and functioning of the Third Sector of NGOs in each territory is usually important as part of the environment in which the organizations develop. A strong and diverse third sector, structured and with weight, provides not only a network of support, learning and connection, but also elements of security in the system and proposals and recommendations for strengthening and development, as well as enabling key institutional weight and access for the co-production of public policies for support and sustainability. At the other extreme, a Third Sector with little weight and relevance will have little capacity for advocacy and will not be able to offer this network and security mechanisms. On the other hand, we believe that diversity in size and spheres of action can also influence the structures and relationships that exist. We can find a Third Sector in a country that includes entities similar in size, even with a similar sectoral scope. This homogeneity will tend to correspond to shared and sectoral interests. It is also possible to find a Third Sector made up of entities from very different fields of action, and even of very different sizes, giving rise to a very atomized sector. This situation could be decisive in terms of more limited scope and less sectoral legitimacy, less weight with other sectors, less lobbying capacity, and difficulties in being present on the social agenda in their country.

Dimension 3- How is the gender perspective integrated?

Undoubtedly, the gender approach gives us a greater angle of vision on the sector and the organizations. Including this approach broadens the view, because it offers elements to reconsider how organizations and the Third Sector face and assume the patriarchal questioning in the field of internal relations, decision-making processes, team management, leadership models and even the mental models with which they operate.

With these magnitudes identified, the next step was to define our starting hypotheses, which we tested in the research process. What are these hypotheses?

Hypothesis 1. The greater the dependence on public funding, the greater the use of quality management standards, models, and tools.

Since the incorporation of quality management systems as an aspect to be assessed in certain public funding calls, the Administration has mobilized candidate entities to implement certain standards and criteria to guarantee efficiency in the management of these public resources, which favours a culture of quality management in the entities.

The role of the public administration can be particularly relevant as a driving force for the adoption of certain tools linked to the quality of the third sector and NGOs.

Hypothesis 2. The greater the economic independence and the greater the diversification of income, the greater the use of quality management tools oriented towards partial scopes, to continuous improvement, normally characterized by their versatility, flexibility, and freedom of use.

In this case, we understand that by not depending on the requirements of a single funder and having various sources of funding, the entity is under less constraint to make the decision to implement and/or certify, so it may be inclined to adopt tools more oriented to specific areas of the organization, which would also indicate the use of diverse and complementary tools, instead of a single comprehensive system, more costly due to the scope of the transformation involved.

Hypothesis 3. The more disorganized the Third Sector's organizational fabric is, without formal networks or platforms, the less use is made of quality management standards, models, and tools.

Weak, incipient, poorly articulated, and cohesive sectoral participation structures may be due to the fact that the entities that compose them have fragile, closed, rigid and lacking in innovation management systems. In these networks, it is not uncommon to find entities with difficulties in focusing on facilitating broad quality-related processes. For this reason, we understand that the implementation of quality management systems is an indicator for the organisation of alliances, participation between organisations, exchange, learning and, therefore, the strengthening of a social sector.

Hypothesis 4. The more diverse and heterogeneous in sizes of organizations is the Third Sector that make it up, the less use of standards, models, and tools.

If we are talking about a sector with a multitude of organizations of different sizes, very polarized in terms of representation and decision-making capacity, where there is a logic of representation and dependence on each other, it may be easier to find that the larger organizations, with a greater scope of services and greater capacity for action, choose to implement quality tools and that the smaller organizations do not feel the need to do so or do not have the resources to do so.

Hypothesis 5. The greater the diversification of sources of financing in the Third Sector, the greater the differences we will find in their organization and representativeness.

We understand that the systems of representation and sectoral organization of organizations are a reflection of the way in which the public authorities are organized politically and administratively, and that the funding model is very important in the way in which an NGO is organized and, therefore, managed. We believe that, in certain countries, the systems of representation and sectoral organization of organizations are a reflection of the way in which the public authorities are organized politically and administratively, so that the funding model plays a very important role in the way in which an organization is organized and, therefore, how it is managed.

Hypothesis 6. Quality tools in Europe do not integrate a gender perspective.

The Third Sector in Europe and the entities that make it up have not yet made the qualitative leap necessary to transcend the current mental model and patterns, in which gender is understood only as work-life balance, maternity or paternity leave, and other elements that only scratch the surface and which, although relevant, do not question the current model of concentration of power.

We could complete this hypothesis by saying that "gender equality" is not yet identified as a quality factor within the quality systems of organizations, which leads to new and interesting approaches.

These hypotheses allow us to make a first approach to the situation in Europe of quality systems for NGOs and the Third Sector. It is a kind of diagnostic of parameters to be taken into account as a starting point to know in which environment we move, what are its virtues, as well as its points of improvement, and these will guide us in the next steps, providing value from a continuous improvement approach.

They also allow us to begin the enquiry into how this newly discovered European reality fits into our development at ICONG. The trip has only just begun.

We invite you to discover and participate in our discoveries!

Metho dology

1. Study phases and timeline

The first step in the research was to make a methodology proposal, in accord with the deadlines and timescales set, deciding which tools seemed most appropriate for the challenges we set ourselves. Given the extent of the territory and areas of action, we decided on the broadest possible online survey, and a series of personal interviews to investigate some of the key aspects identified in the process.

A first approach aimed to identify key actors, types of organizations, common contexts, and differential aspects, as well as the main standards and tools used by our European counterparts to manage quality in their entities. To this end, we set a timeframe of eight months, from March to November 2022

The research was carried out in four main phases of work:

Phases of the research work
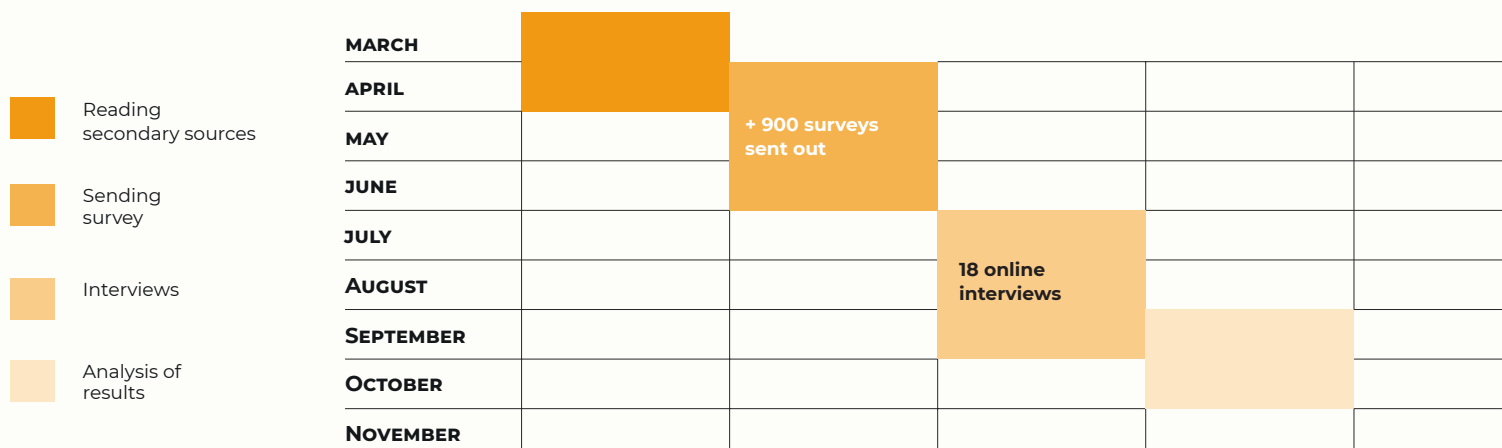
Graph 1: Phases of the research work. Own elaboration

PHASE 1: Selection and reading of secondary sources

It seemed essential to us, as a start, to investigate other studies, reports, papers, and articles on the Third Sector at European level, as well as on Quality Management in Europe, always from its application to NGOs and the Third Sector. Through these sources we have identified different contexts, new definitions and a first approach to different types of organizations with which it was interesting to make an approach. Additionally, in this phase we have begun to identify different uses of models, standards, or tools in the European context. Given the extent of the territory and countries we wanted to investigate, this search has been accompanied by a translation of key terms in different languages that has provided us with a certain criterion in the areas and sectors of work of the organizations. Through these terms, we have been building a database of organizations which, as a starting point, helped us to dimension the following phases of the research.

PHASE 2: Survey design and contacts with organizations

On the entities identified and classified in each country and sector, it was decided to make a first contact via email, revealing the most important information of the study and the objectives of the research. We wanted to capture the attention of those European organizations that were interested in the application of Quality tools, but from curiosity and proximity. Those organizations that expressed interest were sent an online survey with different sections and types of questions, which are detailed below.[1]

For this initial data collection with third sector organizations, designed through the survey, translated into three languages, contact was gradually established with more than 900 entities in the territorial area under study. This resource also allowed us to identify new organizations and quality management instruments of reference in the country or sector, which were then searched for further information for study.

See Annex 1: Model tool

FAPHASE 3: In-depth interviews.

Based on the results of the surveys, we have identified organizations and persons of reference that are particularly relevant to the object of the research. In these interviews, we developed an interview script with sections, according to the profile of the interviewee. The aim was to access qualitative information on the context, characteristics and key factors of specific tools previously identified that would be useful for the subsequent analysis. A total of eighteen in-depth interviews were conducted.

PHASE 4: Analysis of the results and first conclusions

It is important to re-emphasize that this study is not intended to provide a complete mapping of quality management organizations and instruments in Europe. It is a first exploratory tour towards some standards or models that can give us clues to broaden our knowledge on this subject in Europe and, above all, to continue opening spaces of connection. In this last phase of analysis, the approach was to establish these connections, broadening our gaze to entities and tools with implementation in Europe, and identifying some key elements that will allow us to continue this trip.

2. Sectoral and territorial analysis

In order to define the challenge of discovering European quality management systems in the third sector, we first needed to define what we mean by the third sector, to be able to approach its different meanings in other areas and territorial contexts.

To establish and limit the framework of the study, we start from the definition of the Third Sector in Law 43/2015 of 9 October on the Third Sector of Social Action and the study of the Third Sector of Social Action in Spain 2021 (POAS)[2], which establishes some criteria in terms of definition and scope:

- They are formal organizations, with a formality and legal personality.

- They are private.

- They are non-profit.

- They have management capacity and institutional self-control over their activities.

- They have a high degree of voluntary participation.

- They develop their activities in the field of rights, citizen participation and/or social needs.

- They have a social function.

To broaden the view of quality management systems in Europe, a first approach has been made to the different terminologies and meanings behind the term "Third Sector" and "NGO" in different European countries.

https://www.plataformaong.org/ARCHIVO/documentos/biblioteca/1644580843_estudio-2021-informe-completo_digital.pdf

The aim of this study is not to analyse the context of the third sector in each country in depth, but to understand the similarities and differences between them and whether they are related or not to the use of quality tools. There are many convergence and divergence points depending on the background, history, and culture of each country.

There are different realities of statutes, legal and economic keys that lead to heterogeneity in the third sector and that are relevant elements when it comes to understanding the different models of quality management in NGOs.

However, we have not found a common and generally accepted definition for entities in Europe, although the terms "Third Sector" and "NGO" are the most widely used and widespread.

The study "The Socio-Economic Models of the Third Sector in Europe"[3] offers an overview of its different models, all related to their historical context, the relationship of the organizations with the State, the Church, civil society, the economic sector, their modes of governance and financing, and the relationship with volunteers and workers. This reading allows us to study the structuring of the Third Sector in each country and its mode of organization at the European level. Later in the analysis of the results, reference will be made to the modes of organization and territorial representation of the countries with which we have had contact, and which is directly linked to the hypotheses.

Using secondary information sources and translation studies, we have compiled a glossary of terms in several languages to approach the different European "Third Sector" and to refine our research.

This terminology and translation work allowed us to carry out a keyword search of third sector organizations in several languages. In this way, we found platforms, second and third level organizations and catalogues of third sector organizations in different countries, with structures and characteristics similar to those found in Spain. In the same way, it has been possible to identify standards, models and quality tools through this translation and research work.

Areas and sectors of activity

On the basis of texts and research on the Third Sector and NGOs in Spain and Europe, without the intention of generating a single taxonomy, but one that would be useful for our purposes, the following classification of sectors or areas of work has been made, areas which coincide, which overlap with each other, but which have allowed us a certain concreteness in the classification of the entities:

- Social Action: organizations that promote the development of the social and civil rights of vulnerable groups.

- Integration and insertion: organizations whose mission is the social and labour insertion into society of vulnerable groups.

- Socio-health: organizations that offer assistance from a bio-psycho-social approach to people in a situation of dependency (e.g., elderly, disabled, etc.).

3 Dor M., 2020, Modèles socio-économiques du tiers secteur en Europe: approches analytiques, contraintes et évolutions, Sous la direction de Eynaud P., Bucolo E., Gardin L., INJEP, Notes & rapports/Rapport d'étude.

- Human rights: organizations whose mission is advocacy and respect for human rights in general.

- Participation, Education: organizations dedicated to providing services and advocating for rights related to education, volunteering, and citizen participation.

- Cooperation and Development: organizations that provide support in the international context to promote economic and/ or social development.

- Environmental: organizations whose mission is related to the defines and improvement of the environment and sustainability (awareness-raising, activism, protection, etc.).

- Housing / Homelessness: organizations whose mission is the right to decent, adequate, and accessible housing. It also includes all housing cooperative initiatives.

Although there are nuances between different territories, as has been noted in the responses obtained, they have been useful delimitations for establishing common areas of action acceptable to a majority. In any case, they have served to identify the organizations in one or more categories of activity.

Territories and countries

The selection of territorial areas has been determined according to socio-cultural reference characteristics that could offer similar elements of analysis. In this regard, we made the following classification:

- Mediterranean countries: Portugal, Spain, Italy, Greece, Turkey.

- Central European countries: France, Germany, Belgium, Netherlands, Switzerland, Austria, United Kingdom, Ireland, Poland, Czech Republic.

- Nordic countries: Denmark, Norway, Sweden, Finland.

- Baltic countries: Estonia, Latvia, Lithuania.

- Balkan countries: Hungary, Romania, Bulgaria, Serbia, Bosnia, Croatia, Belarus.

Due to the political situation in Russia and Ukraine, at the time of the launch of the study, we have decided to exclude it from the study as its participation would be compromised.

Type of organizations

In addition to the different sectors of intervention, it was necessary to be able to classify the organizations according to their field of action and scope. In this way we included the following distinction between organizations:

- First level: Grassroots organizations of direct attention to people that do not group others, independent, only represent themselves.

- Second level: organizations that bring together other grassroots, i.e., first level, organizations, representing them, such as a Federation.

- Third level: organizations that bring together other second level entities, such as Platforms (e.g., European Volunteer Centre, European Disability Forum etc.).

- Singular organization: organizations that present organizational, financial, and operational characteristics. We have only detected this term "singular" in the Spanish case.

3. Data and information collection proces

As mentioned above, the participation of European organizations in the study was achieved through two main methods:

- An online survey sent to more than 900 organizations, selected on the basis of the criteria defined in the previous section.

- 18 online interviews conducted with previously identified organizations selected according to criteria of interest and affinity.

The most relevant elements of each of them are highlighted below.

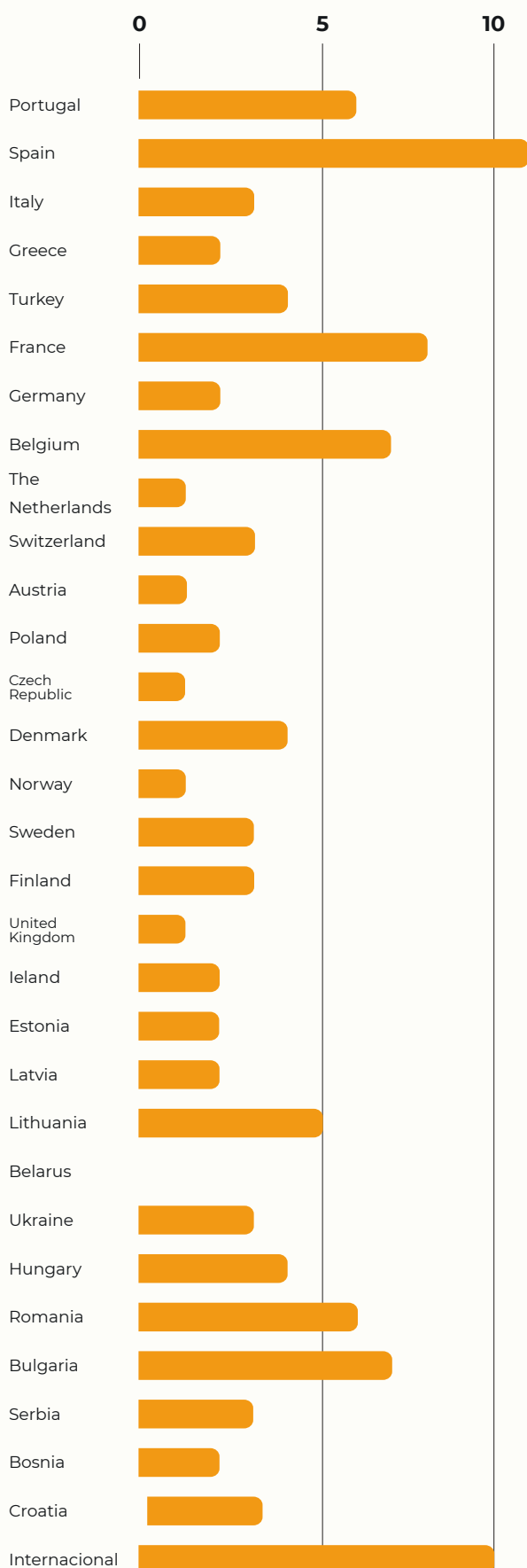## Online survey: universe and sample

The survey questionnaire was constructed in close relation to the previously defined hypotheses. The questions were constructed based on the six hypotheses of the study.

The survey was organized into four sections

- Data on the person filling in the survey.

- General data about the organization

- Questions on the use of quality models and tools.

- Questions about the Third Sector in their territorial scope.

In total, 970 Third Sector organizations, institutes, and bodies for strengthening the sector, identified in the different territorial areas, were contacted by email. The survey was open for four months and available in three languages (English, French and Spanish). The organizations were

Territorial scope of the sample

Portugal

Spain

Italy

Greece

Turkey

France

Germany

Belgium

The Netherlands

Switzerland

Austria

Poland

Czech Republic

Denmark

Norway

Sweden

Finland

United Kingdom

Ieland

Estonia

Latvia

Lithuania

Belarus

Ukraine

Hungary

Romania

Bulgaria

Serbia

Bosnia

Croatia

Internacional

contacted at different times with particular care in the message and in the presentation of the challenges of the study. We have tried not to be invasive or particularly insistent, exploring and adapting to the organizations' interest in participating.

A total of 74 responses to the survey[4] , were received, of which 54 organizations completed the survey to the end.

Based on this sample and the data obtained, we can highlight some key aspects that allow us to make a first approximation of the type of organization:

- In terms of territorial scope, we have managed to obtain representation from all the countries mentioned (except for Belarus, for which we have not found any information on the Third Sector). We highlight a greater participation from Spain, France, Bulgaria and from the international sphere. It should also be noted that some of the participating organizations work across several countries.

Graph 2: Territorial scope of the sample. Own elaboration
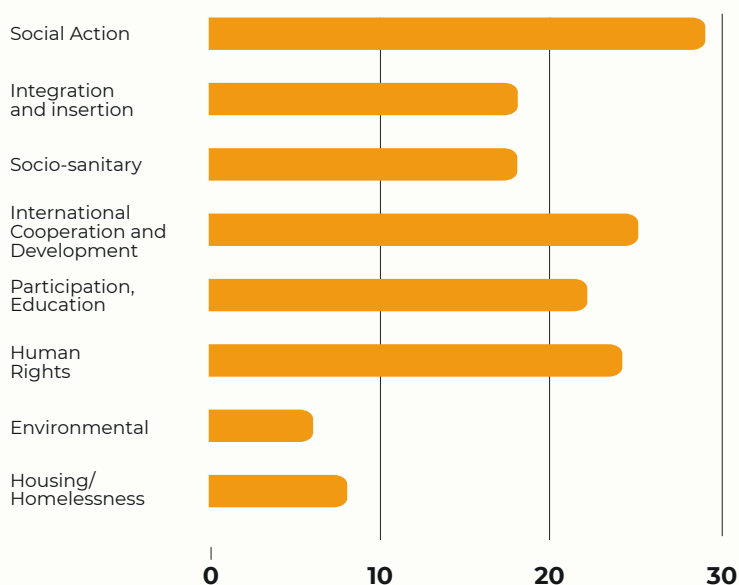
See Annex 2: List of participating Organizations

- Regarding the scope of the participating organizations, a particularly high percentage corresponds to regional and even international organizations. It is significant that just over 20% of the organizations that responded to the survey have a local or regional scope of action.

Scope of participating organ

Local
4,4%

Regional
13,2%

International
23,5%

Statel
58,8%
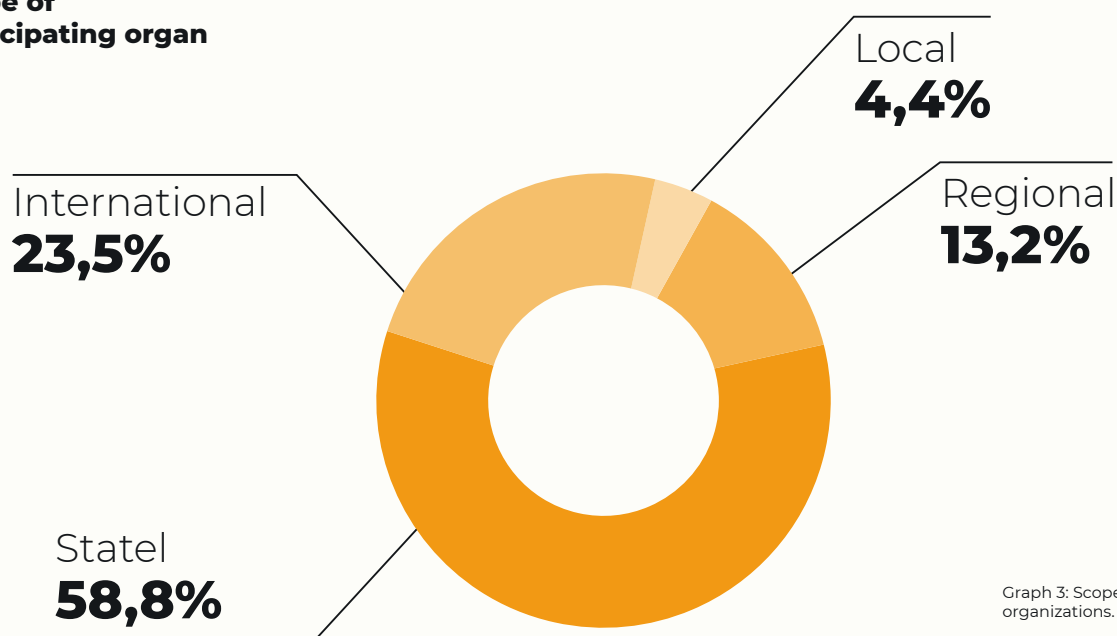
Graph 3: Scope of participating organizations. Own elaboration

Sectoral scope of the participating organizations

Social Action
Integration and insertion
Socio-sanitary
International Cooperation and Development
Participation, Education
Human Rights
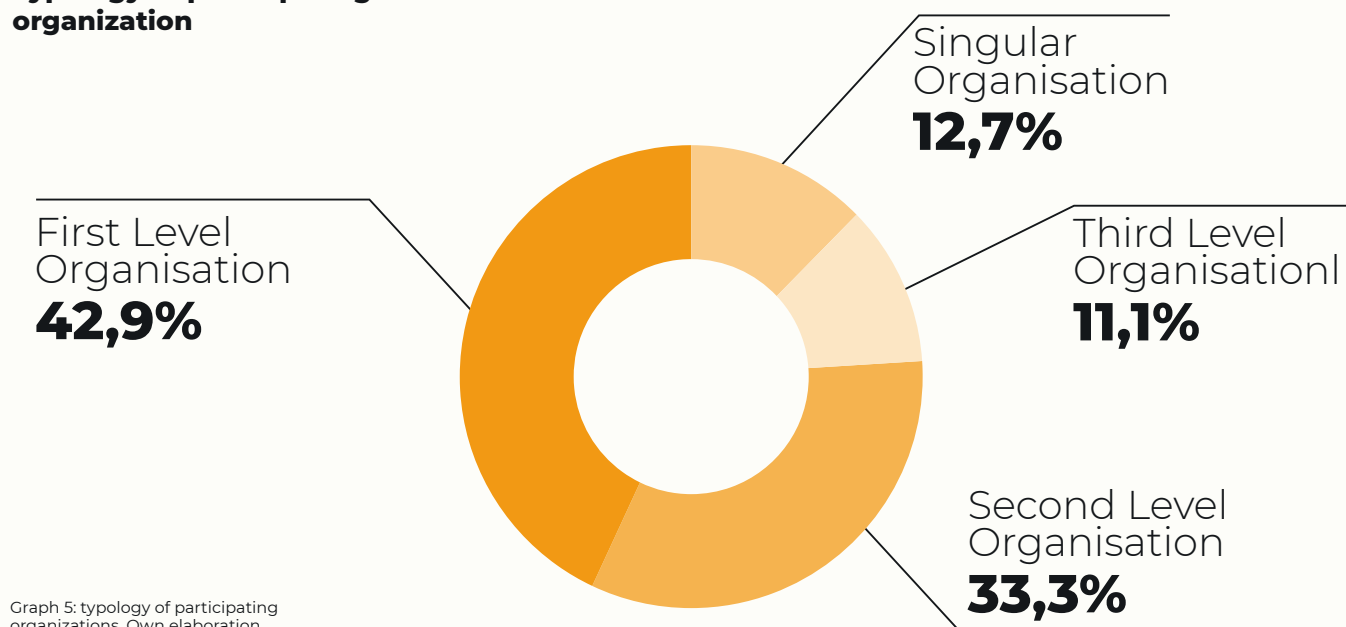Environmental
Housing/ Homelessness

0   10   20   30

- In the same way as the territory, we have been able to have a representation of the different sectors of action of the Third Sector identified. We highlight the lower presence of organizations from the Environmental and Housing / Homelessness sectors and a significant presence of networks, platforms and organizations providing support and/or advice to NGO.

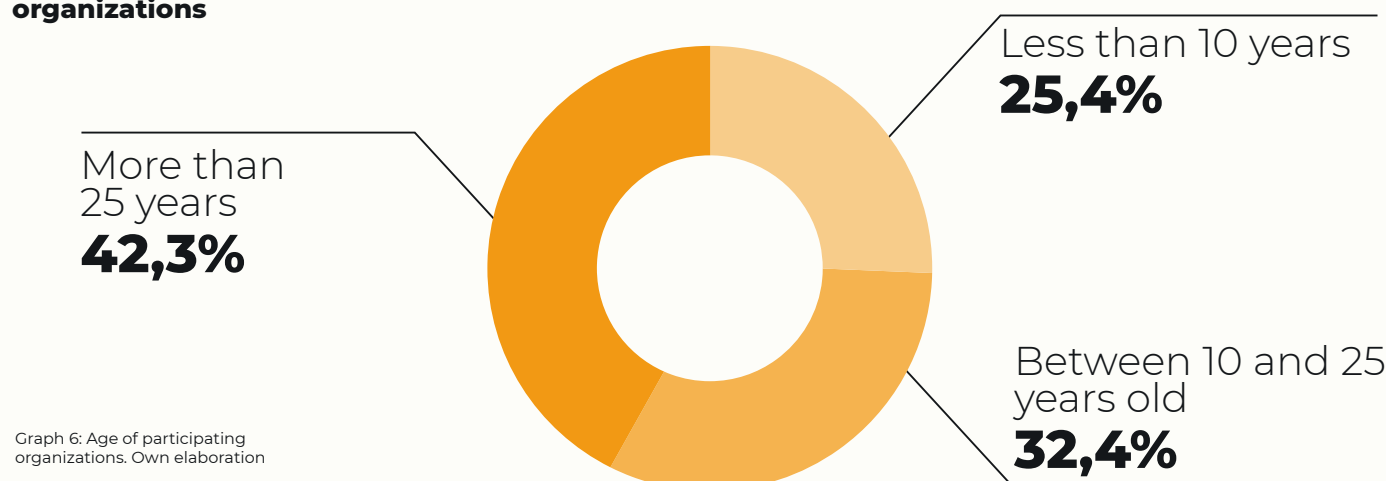Graph 4: Sectoral scope of the participating organizations. Own elaboratio

- About the typology of entities, it is worth noting that more than 75% are first and second level. Understanding the implicit differences between these two classifica-tions, it is worth reflecting briefly on the fact that 55% of them are not direct inter-vention organizations, but representative organizations, platforms and/or net-works

Typology of participating organization

Singular
Organisation
12,7%

Third Level
Organisationl
11,1%

First Level
Organisation
42,9%

Second Level
Organisation
33,3%

Graph 5: typology of participating
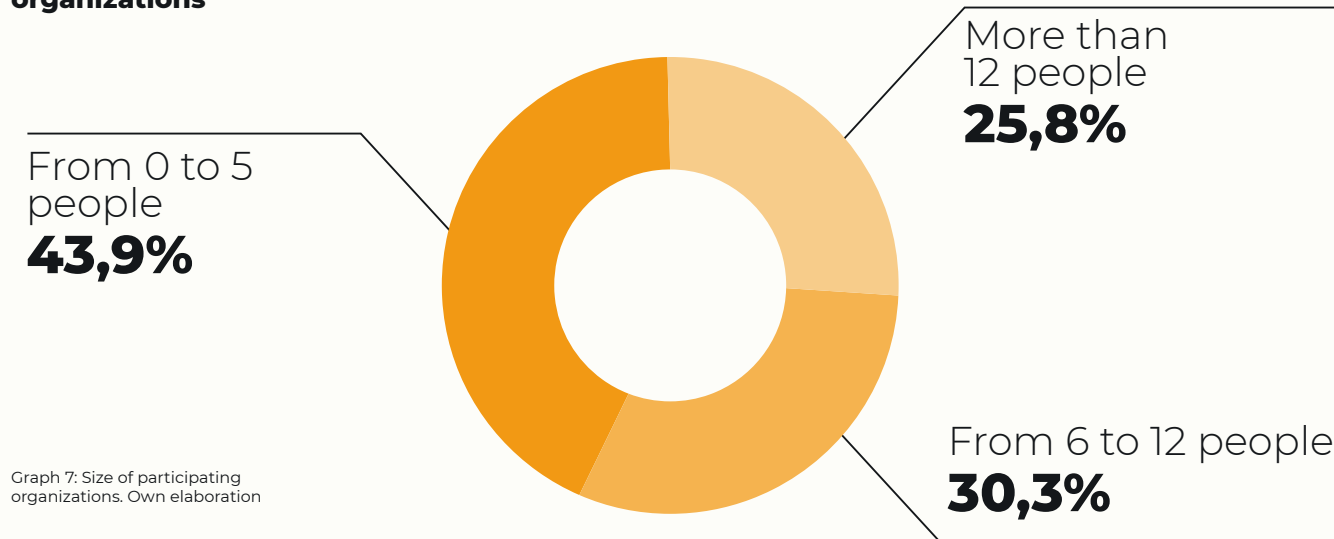organizations. Own elaboration

- The longevity of the organizations that participated in the survey is significantly high, as 75% of them are more than 10 years old, and half of them have been working in the third sector for more than 25 years. This figure is striking when we relate it to the size of the organizations, where only 25% of them have more than 12 employees, with organizations with less than 5 employees standing out.
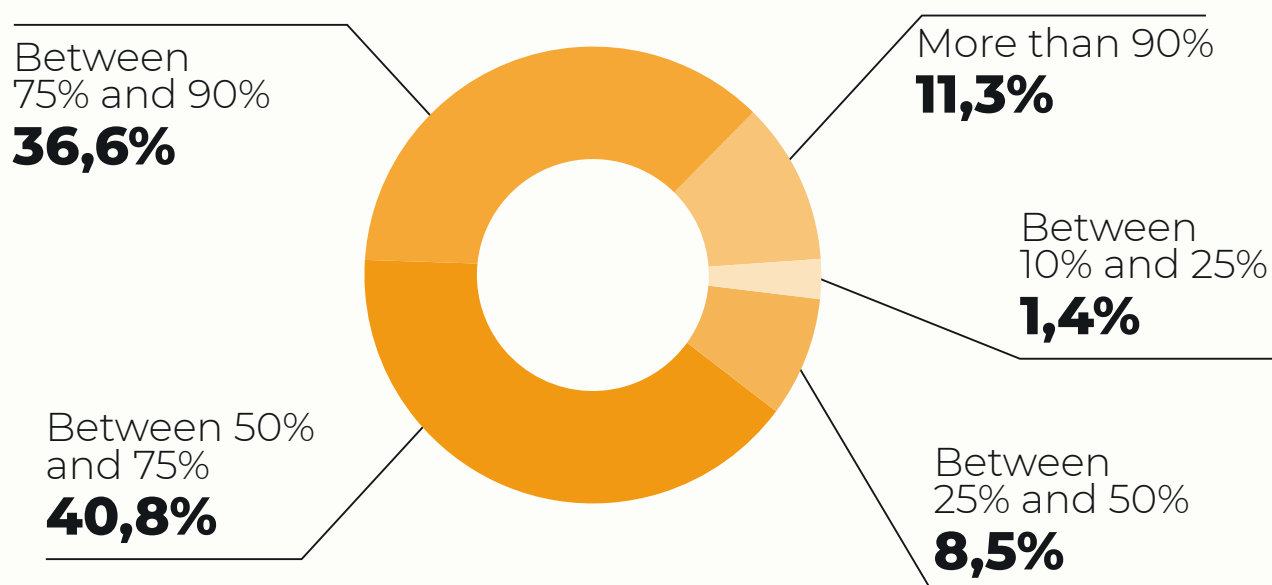
Age of participating organizations

Less than 10 years
25,4%

More than
25 years
42,3%

Between 10 and 25
years old
32,4%

Graph 6: Age of participating
organizations. Own elaboration

Size of participating organizations

From 0 to 5 people
43,9%

More than 12 people
25,8%

From 6 to 12 people
30,3%

Graph 7: Size of participating organizations. Own elaboration

Finally, we see the composition of the organizations by gender, where it is striking that these entities are mostly composed of women, perhaps associated with the feminization of the care and support sector. In this regard, it is worth noting that 65% of the respondents to the survey were women.

Percentage of women in organizations

Between 75% and 90%
36,6%

More than 90%
11,3%

Between 10% and 25%
1,4%

Between 50% and 75%
40,8%

Between 25% and 50%
8,5%

Graph 8: Percentage of women in organizations. Own elaboration

With this first information we could establish an approach to the composition of the research sample:

The sample selected is representative of all the countries of interest, with a fundamentally national scope. The vast majority are first and second level organizations, covering all the sectoral areas that include the Third Sector and NGOs. It should be noted that they are organizations with a long history and consolidated, although relatively small in size, the vast majority of which are made up of women.

In-depth interview

Based on the responses received, the second phase of data and information collection was carried out by means of online interviews of 60-75 minutes, aimed at organizations identified as relevant. This interview was oriented to deepen on previously detected aspects of interest for the study and for this purpose, the proposed script of questions for the interview was sent to each participant. These interviews were conducted in July, August, and early September 2022.

Candidates for interviews were selected based on three criteria:

- organizations using quality management standards, models, or tools

- organizations with knowledge of quality management standards, models, and tools.

- organizations that are territorial references and that could share with us a broader vision of the sector and the tools they use..

The interview script was constructed in relation to the hypotheses and dimensions identified, with the aim of collecting quantitative and qualitative information.[5] The basic structure of the interview was composed of 4 thematic sections:

- Person interviewed: enquiry into the person's experience and position, highlighting the most relevant expertise in the management of Third Sector organizations/NGOs.

- The organization: in-depth analysis of origins, size, scope, human resources, membership of networks and platforms and main sources of funding.

- Tools. This block is specifically oriented to discuss key aspects of quality management, such as: who it is addressed to, relationship with funders, specificity for NGOs, objectives, transferability and complementarity, gender perspective integrated in the tool, etc.

- Third Sector: recognition and territorial protagonism, relationship with the administration, public dialogue, etc.

A total of 18 in-depth interviews were conducted with various European organizations.[6], according to the three criteria determined, with the territorial distribution of the interviews being as follows:

1 interview: Switzerland, Sweden, Portugal, Italy, Netherlands, Belgium, and Germany.

2 interviews: Lithuania, France, Denmark, and Bulgaria.

3 interviews: Spain

5 See Annex 1: Model tools.

6 See Annex 2. List of participating Organizations

4. Difficulties identifieds

We do not want to end this chapter without highlighting some adverse elements and difficulties that are worth reflecting on to continue working on this line of research in the future.

The main difficulty in carrying out the study has been accessing to the entities. This was due to a mismatch between the resources deemed necessary when the programme was designed, with the scope we had proposed and based on the idea we had at the time of what we were going to find, and the reality we have come up against. In the process, we have had to readjust our time and dedication hours to gather enough information to provide the study with a minimum of rigor and legitimacy. Nevertheless, this experience has left us with valuable lessons that we leave as suggestions for future approaches to the subject:

- Access to target organizations through second and third level entities, with legitimacy and knowledge of the territory and its form of organization.

- Longer deadlines for completing the survey and the possibility of saving an unfinished draft to complete it at another time. Unfinished surveys have been detected due to scheduling problems.

- In terms of language barriers and terminology, we suggest refining the ques-tions and simplifying the language. In our experience, although the surveys and interviews were conducted in the languages of the study (English, French and Spanish), there have been questions and ideas that were not properly un-derstood due to their complexity and the cultural and contextual differences.

- Redesign of the interviews according to interviewee profiles. Only one type of interview script has been developed, which, considering the great variability of the available sample, would perhaps have been more enriching if we had been able to adapt it previously to the specific profile of the interviewee.

In any case, despite these difficulties, the results of the research carried out are of great value, enabling progress to be made in the knowledge of Quality in Europe. In the next chapter, the results of this study are described and elaborated.

Res ults

In this chapter we develop the main results obtained through the survey and the in-depth interviews. We would like to emphasize that throughout the chapter there is quantitative data, obtained preferably using survey data, together with a more qualitative detail or text, developed mainly in the interviews conducted.

The sample selected is representative of all the countries of interest, with a fundamentally national scope. The vast majority are first and second level organizations, covering all the sectoral areas included in the Third Sector. It is worth mentioning that they are organizations that have been around for a long time and are consolidated, although they are relatively small in size, and most of them are made up of women.

These characteristics of the sample define a specific scope, bearing in mind that in the first part of this chapter we are going to show some key aspects of the three approaches defined in the study:

- Towards the subject: organizations

- Towards the object: tools

- Towards the system: power and gender

After this first approach, we will carry out the analysis of the research hypotheses, based on the data and information obtained. The hypotheses to be validated are the following:

Hypothesis 1. The greater the dependence on public funding, the greater the use of quality management models, standards, and tools.

Hypothesis 2. The greater the economic independence and the greater the diver-sification of income, the greater the use of quality management tools oriented to-wards partial scopes, to continuous improvement, normally characterized by their versatility, flexibility, and freedom of use.

Hypothesis 3. The more disorganized the organizational fabric of the Third Sector, without formal networks or platforms, the less use of standards, models, and quali-ty management tools

Hypothesis 4. The more diverse and heterogeneous in size of organizations is the Third Sector that make it up, the fewer rules of use, models, and tools

Hypothesis 5. The greater the diversification of funding sources in the Third Sector, the greater the differences we will find in their organization and representative-ness

Hypothesis 6. Quality tools in Europe do not integrate a gender perspective.

1. ORGANIZATIONS

In chapter 2 we have managed to identify the basic characteristics of the organizations that have participated in the research, in terms of territorial scope, sector of action, typology, scope, age, size and distribution by sex.

As a continuation of this first analysis, we are going to consider the context of the organizations. A block of questions in the survey referred to three key elements linked to the context of the organization: the origin or sources of funding, participation in networks or groupings, and a first approach to the gender perspective.

With regard to the first element, the origin of the sources of funding, it is worth highlighting the high dependence of most organizations on public funds. For 70% of the organizations with a high dependence on a single source of funding, this is of public origin. The rest of the organizations diversify their sources of income between private funds, membership fees, donations, and their own income. The second most important source of income is private funds.

Degree of economic dependence by source of financi

Legend:
- Public funds
- Dues/affiliations/partners
- Donations
- CSR Private funds
- Own income
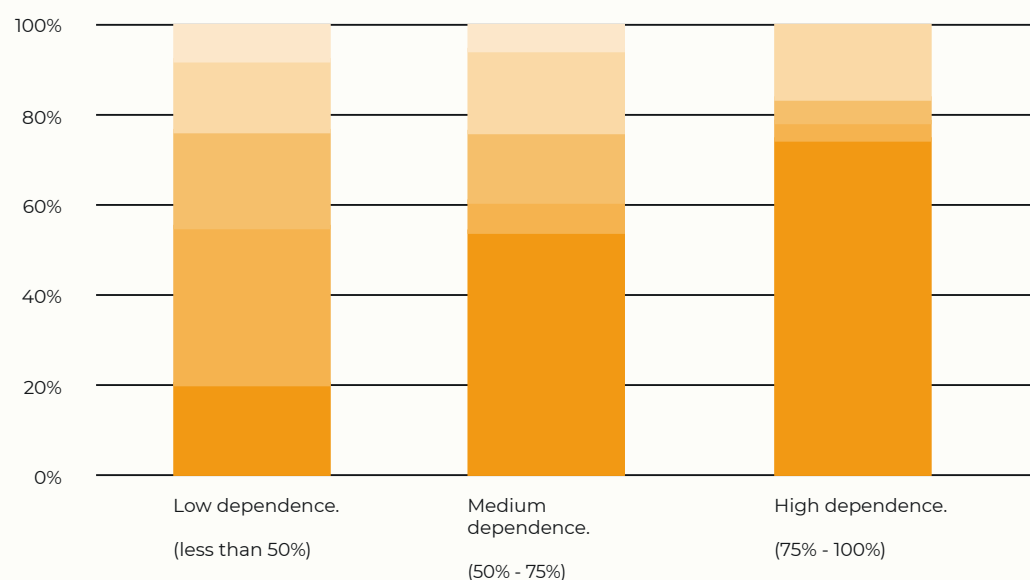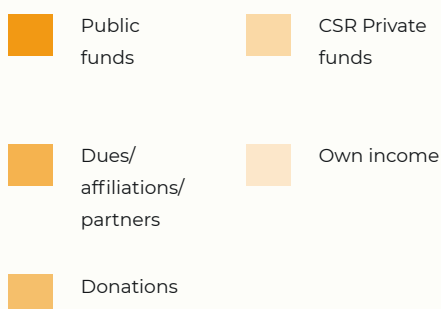
Graph 9: Degree of economic dependence by source of financing. Own elaboration

It is worth highlighting the low relevance of the entities' own income as a source of funding, almost at the same level as membership fees and affiliations.

These data lead us to focus on the importance of the Public Sector in maintaining and sustaining the activity of many Third Sector organizations and NGOs, given that when there is a funder that provides more than 50% of the income, it is usually the Public Administration.

The second element of analysis was membership of networks or platforms, either sectoral or territorial. The data are convincing, with 80% of the participating organizations claiming to belong to networks and platforms.

Network and platform membership

NO
19,7%

Yes
80,3%
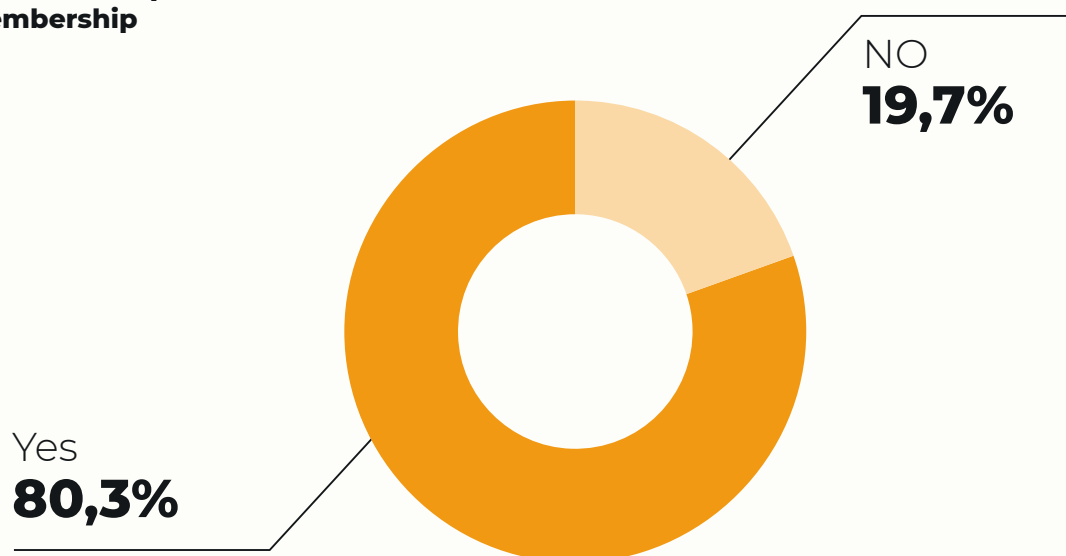
Graph 10: Network and platform membership.
Own elaboration

These are national, European, or international networks, in most cases in their sector of action. The identification of networks and platforms has led us to research them, and even to establish contact with them, in order to expand the database of organizations of interest. It has also been very useful in discovering rules and tools specific to these platforms and networks, which underlines the value that membership generates.

Although we will detail examples of Good Practice in the generation of tools and networks later on in chapter 4 dedicated to the portfolio of standards and tools, we would like to highlight one in particular: the code of conduct created by VENRO (a third level association for development and humanitarian aid), which has created its own guide together with its members.

Finally, as a first approach to the gender perspective, we asked about the percentage of women participating in the decision-making process. The results in Graph 11 speak for themselves, revealing that in most of the organizations (78.7%), decision-making is taken by an equal or even higher percentage of women. Only in 20% of the organizations are decisions taken by less than 50% of the women in the organization. It is also interesting to note that at more local decision-making levels, women's participation is higher, while for more strategic decisions this percentage is lower.

Women's participation in decision-making processes

More than 90% **24,6%**

Between 10% and 25% **1,6%**

Between 25% and 50% **19,7%**

Between 75% and 90% **19,7%**

Between 50% and 75% **34,4%**
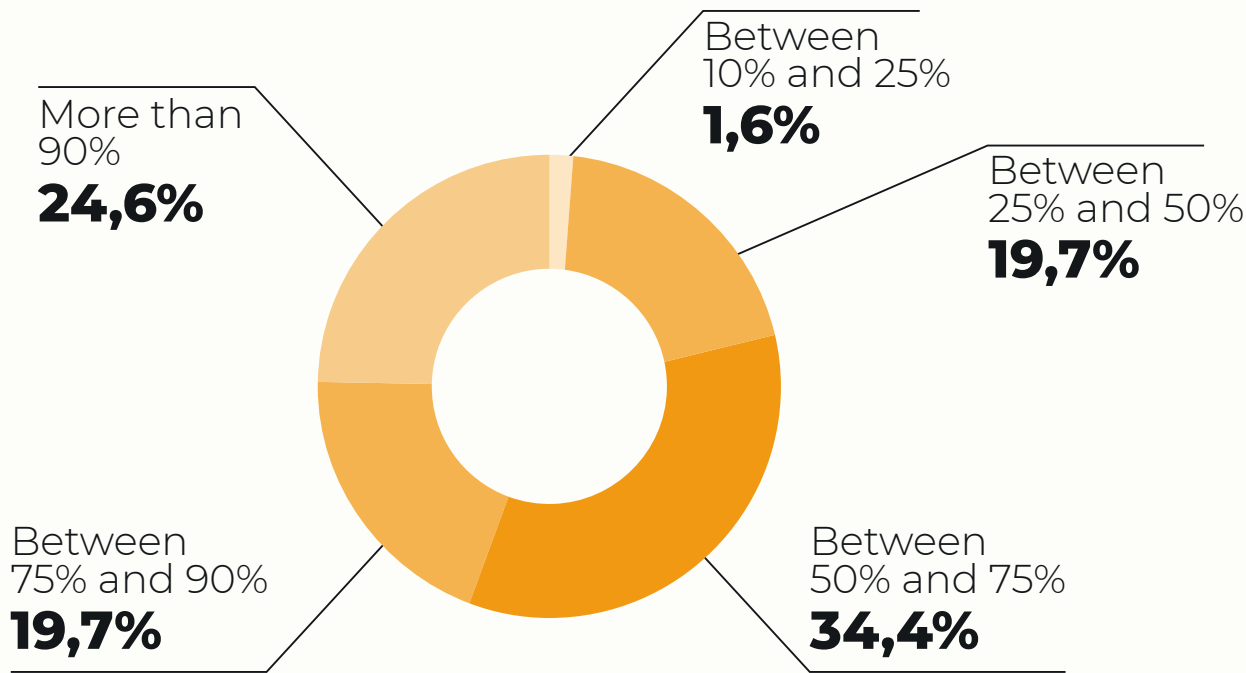
Graph 11: Women's participation in decision-making processes. Own elaboration

2. TOOLS

In the survey design we developed a specific section to inquire about key aspects of the tools used by organizations in Europe.

A first distinction asked about was the use of Standards, models, or codes, understood as follows:

- Standards: Clearly set out the requirements to be followed, have auditable cri-teria and are certifiable by independent external organizations. Example: ISO Family, NGO Quality Standard

- Models: They define a more general field of action with greater freedom, defin-ing guidelines rather than specific requirements, because they mark a path, a process for excellence. EFQM model.

- Codes and tools: these refer to good practices, rules of conduct, communica-tion, etc., which establish desired behaviours and actions. Their aim is to limit and regulate the actions of an organization in a specific area (governance, transparency, ethics, relations with stakeholders, etc.).

While 20% of the organizations did not use any of the proposed options, the remaining 80% did, with the majority using tools or codes of limited scope, applied to specific areas within the organization.

Use of standards, models, and tools

Quality norm/standard
25,7%

I do not use any
20%

Model
14,3%

Tools or codes
40%

GGraph 12: Use of standards, models, and tools. Own elaboration.
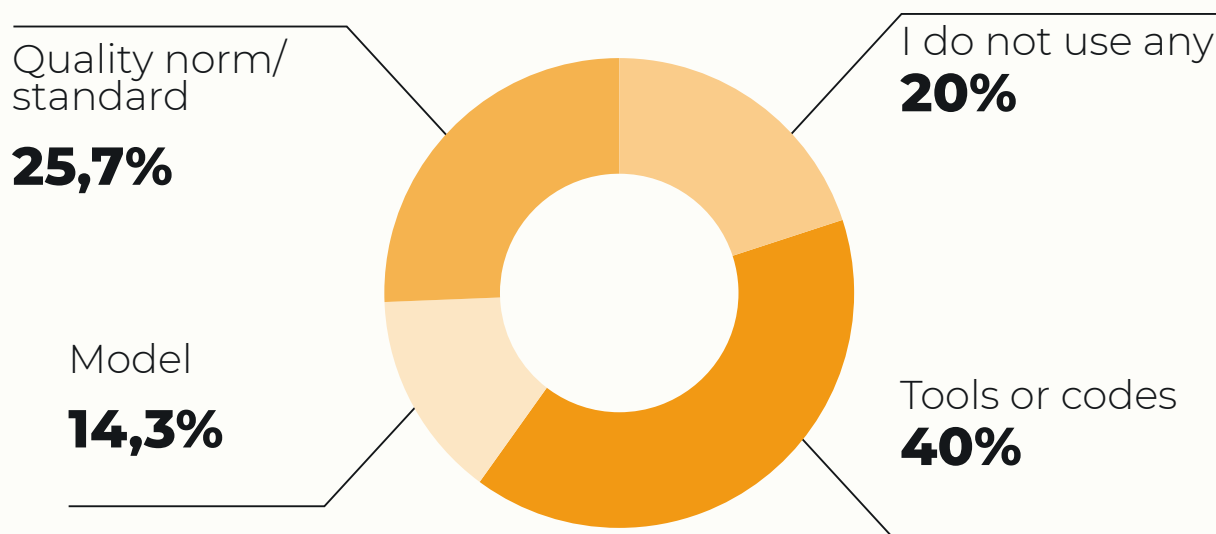
We can't resist giving you a sneak preview of some useful tools we have found, for example:

- Good practice guidelines of IDEAS Institute in France on governance, financing, piloting, and evaluation.

- EQUASS standard in Portugal

- *Rådgivnings Danmark* model in Denmark, including quality models and guidelines.

With regard to the reasons for choosing this standard, model, tool, and the value they bring to the organization, we highlight two main blocks:

1- - Derived from the importance that funders or in some cases institutions give to the adoption of standards, benchmarks or tools when assessing and recognising NGOs (e.g., the case of organizations in Latvia, Belgium).

"Demonstrating good governance has become a criterion for applying for NGO support funds from the Latvian government. The board also considered that the establishment of a basic quality management framework was a useful element in establishing the organization's credibility with future members and partners. As the organization is still in a development phase, the use of broad codes and guidelines provides sufficient flexibility without over-regulating this fluid phase of the organization's consolidation and without creating an administrative burden for the small number of support staff."

ESILV

2- Derived from an interest in initiating continuous improvement processes within the organization (e.g., in team and volunteer management).

"Our transparency and accountability criteria raised members' awareness of the importance of good governance, accountability and financial and political transparency, and we had some level of member training around them, but this still needs to be strengthened to achieve greater organizational culture change.

ERGO Network

We also highlight the tendency of some platforms or networks, based on the affiliation of their members, to create a specific standard and ensure compliance across all of them.

In relation to the tools, we were able to identify some important aspects of management that are not associated with operational elements or procedures, development, or service provision, but with less visible internal processes, such as emotional management, conflict resolution, decision-making, etc. These elements are of great importance as they greatly influence other management processes, yet not all the tools analysed take them into account.

"Quality management tools mainly describe operational procedures rather than addressing the aspects mentioned above."

KMOP - Social Action & Innovation Centre

"These seem to be some objectives within a political framework with a mix of HR, organizational democracy and not as such connected to quality management."

Samfundet Folkhälsan i Svenska Finland r.f.

"These aspects are addressed through other mechanisms rather than specific quality management instruments."

Cáritas Española

Aspects included in the quality management instruments.
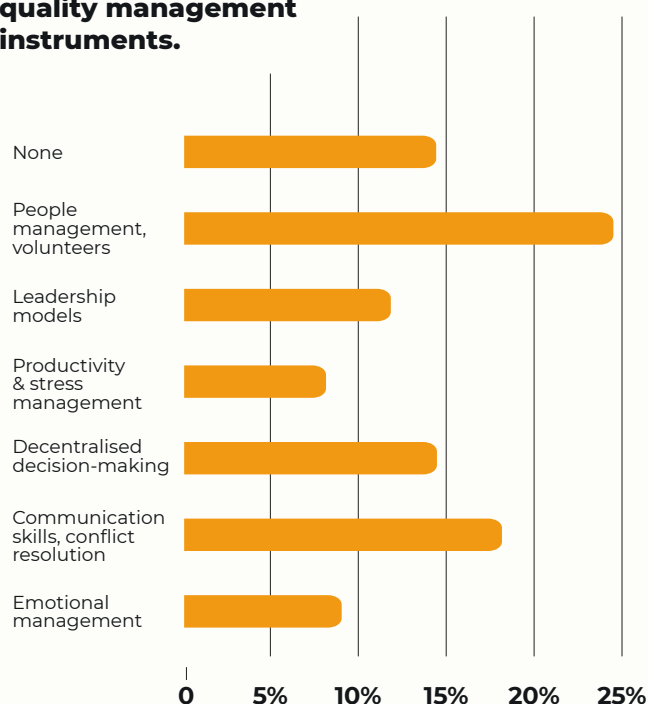
In the tools analysed, we have found other processes that are included in the more classic processes of process management, PDCA cycle that are almost always associated with quality management, but we have found a good handful of tools that cover other important management processes and on which the new models of management and change management are based.

Graph 13: Aspects included in the quality management instruments
Own elaboration.

It re-emphasises the EQUASS proposal which states:

"Our perspective is that the 10 EQUASS principles and the 9 personal outcomes reflect all of the above aspects".

FORMEM

We would like to highlight the discovery of a great heterogeneity of existing standards and tools, of different sizes, areas, and sectors. Although we do not want to anticipate the next chapter, we can cite as examples that we have discovered, apart from those already mentioned, the EQALIN standard, developed by several countries for old people's homes, the IDEAS guide in France created with the intention of opening a dialogue between the Third Sector and the world of philanthropy, the VENRO Good Practice Guide in Germany including a gender perspective, and many others that we will detail later on.

Regarding the external certification of the quality system, 78% of the organizations state that they are not certified. The most common certifications include ISO 9001:2015 and EFQM, but we have also seen other interesting certifications such as DGD Certification, SGS Qualicern, Rådgivnings Danmark and Label IDEAS. In this sense, the organizations themselves highlight some of the keys to their certification:

- The continuous improvement, effectiveness, and efficiency that certification brings.

- External trust, presence, visibility, legitimacy, etc.

- Access to external funding.

Main reasons for certification

By decision of the plataform, membership network etc.
7,1%

Mandatory requirement by the administration
3,6%

For reasons of continuous improvement, effectiveness/ efficiency, etc
39,3%

External trust, presence, visibility, legitimacy, etc
28,6%

Improve access to external funding
21,4%
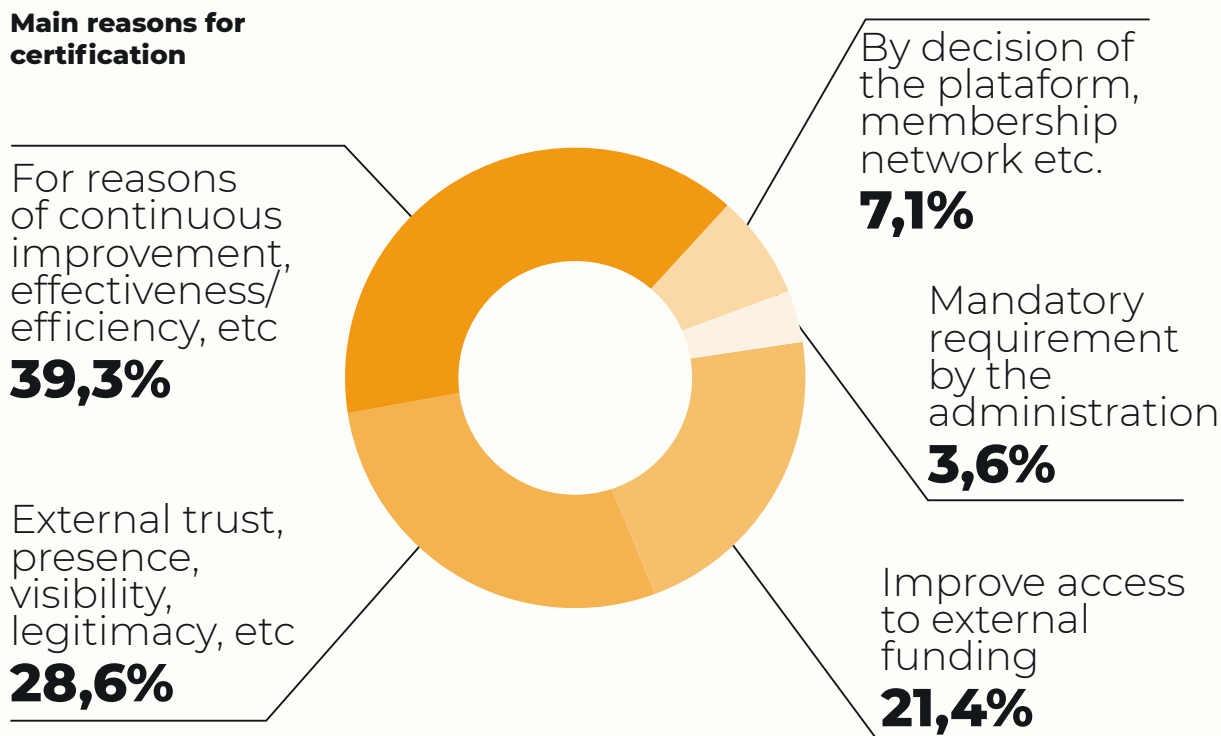
Figure 14: Main reasons for certification.
Own elaboration

Finally, we close this section with some of the elements that, according to the organizations consulted, should be included as a priority in a specific NGO regulation.

**Specific content for
NGO quality tools**
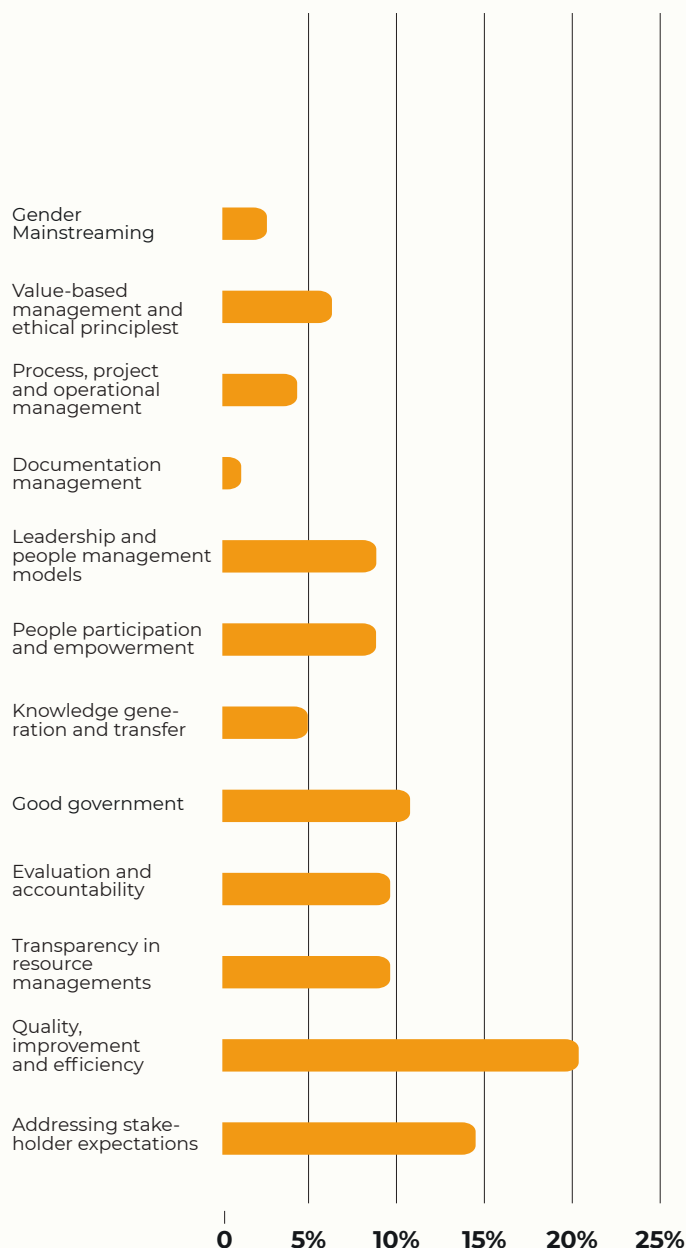
Graph 15: Key elements that should
be included in an NGO standard. Own elaboration

Although there are several desirable elements to be included in a tool designed to manage the quality of NGOs, it is logical to highlight the improvement of quality, effectiveness, and efficiency. We understand that this item is the basis of any management tool. Going a little deeper, we also see the importance of attending to the needs of stakeholders, as well as the incorporation of elements for good governance of the organization, central aspects in the more classical management models, which are vital for maintaining the quality of the service provided to people. Document management and the gender perspective are two major elements that do not have the same weight as others, but which are fundamental for optimal quality management.

It also highlights the importance of the participation and empowerment of people and the styles and models of leadership within organizations, which are fundamental aspects in the field of Third Sector organizations.

3. POWER AND GENDER

This third approach has been developed transversally throughout the study, making explicit reference at some points, but also including a veiled reference to the power systems within the organizations. In this sense, we have not only been interested in the visible elements, such as gender composition, gender distribution in leadership, etc., but we have also wanted to go a step further: to investigate cultural patterns and power relations.

The gender perspective, as a key cross-cutting element, has been taken into account in several variables

- Presence of women in social organizations:
  - Sex of the person filling in the survey.
  - The number of women in the organizations.
  - The number of women in decision-making.
- Integration of gender values within quality systems:
  - Explicit recognition of the commitment to equality within the organizational culture.
  - Existence of specific gender indicators within the quality systems analysed.
  - Invisible elements in management with a strong gender component

As we have already highlighted in this chapter, a particularly significant percentage, 64%, of the people who filled in the questionnaire were women.

Main jobs held by female survey respondents

Team Member
30,2%

Administration / Management
27,9%

Governing body/Board of
27,9%

Team coordination
2,3%

Middle Management
11,6%
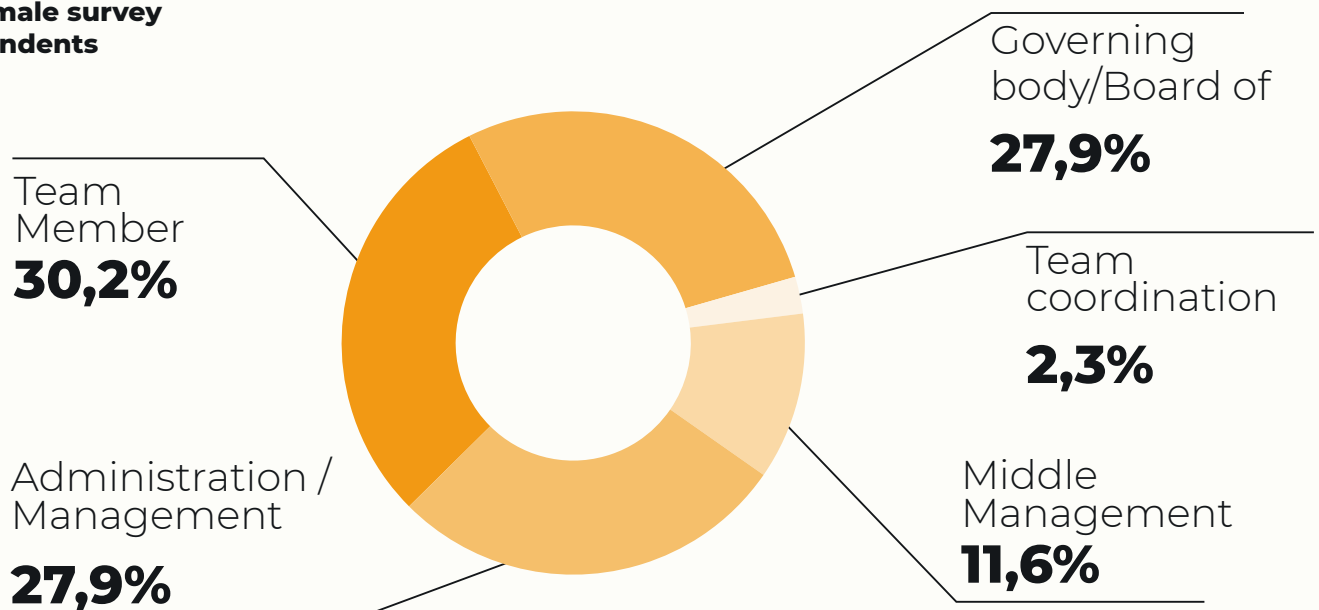
Graph 16: Main jobs held by female survey respondents.
Own elaboration

Of these, it is important to point out that they are women in positions of leadership, management, technical and team coordination, and middle management. In other words, the profile of the women who completed the survey, with all the previous analysis carried out, is that of people with a position of responsibility within the organization, or at least with decision-making capacity in their area of work.

If we relate this data to the distribution of decision-making processes by gender, we can conclude that in addition to having a mostly female composition, women are the majority decision-makers in the organizations participating in the study.

Taking into consideration that in Spain the Third Sector is highly feminised, we could validate a similar trend in other Third Sector entities in Europe.

And with this background information, how is gender perspective integrated into organizations and quality systems?

While it might seem that this strong female presence in organizational structures and decision-making processes would have a significant effect on organizational culture and even on quality systems, the data collected do not support this hypothesis. Rather, it is worth noting that many organizations report that gender mainstreaming is an identified but "pending" issue in their organizations.

The organizations that say they have incorporated it report integrating it in a "natural" way but not in a planned or procedural way and with specific indicators within or outside their quality systems. Some other organizations confuse the inclusion of the gender perspective in the internal framework of their organizations with their daily practice of advocacy and/or care for people.

In other words, the gender perspective is taken into account more in their work with the target population and outside the organization than in their internal work dynamics. In fact, when we asked them which aspects of the quality systems are less visible, or are directly invisible, there was no response that identified gender because it is not understood as a constituent element of quality management. It should be remembered that 65% of the people who answered the survey were women.

We also recall the lack of relevance of gender mainstreaming in organizations as a key element in a specific quality standard for the Third Sector and NGOs.

All of this leads us to conclude, although we will expand on this when we analyse the last hypothesis of the research at the end of this chapter, that the organizational culture of Third Sector organizations, as well as the relations and systems of power that exist within them, are similar to those of any other organization, regardless of the fact that they are highly feminised. We live and develop in a system with patriarchal and heteronormative values, although we highlight some elements present in some rules that we will detail in the following chapter.

We assume that our social, cultural, and historical environment affects us and has a direct impact on who we are and what we do, as people and as organizations. And in this sense, no organization reports having incorporated the gender perspective as a quality factor within its management systems.

4. ANALYSIS OF THE RESEARCH HYPOTHESES

This second section of the chapter aims to validate or refute the initial hypotheses. In the design of the survey and even of the personal interview, the different variables to be crossed were taken into account in order to establish a framework of analysis that would allow us to shed light on these assumptions.

Hypothesis 1. The greater the dependence on public financing (government funds), the greater the use of quality management standards, models, and tools

To validate this hypothesis, it is necessary to cross-check the following two variables: the percentage of dependence on public funding, and the use of organizational quality management standards, models, and tools.

DEPENDENCY LEVEL Public funding	TOTAL	% USE OF STANDARDS, MODELS or TOOLS	% NO USE OF STANDARDS, MODELS or TOOLS
From 0 to 25%	**11,10%**	**6,67%**	**4,44 %**
From 25% to 50%	**15,50%**	**13,33%**	**2,22%**
From 50% to 75%	**26,60%**	**20%**	**6,67%**
From 75% to 100%	**46%**	**37,78%**	**8,89%**

Table 1: Relationship between reliance on public funding and use of standards, models, and tools. Own elaboration.

Firstly, the level of dependence on public funds is particularly relevant in the organizations surveyed, reaching 75%, with more than half of their funding coming from public sources.

We also observe that the use of standards, models or tools increases as does the level of dependence on these public funds.

With these available data and the entities in the sample, we see a direct relationship between public funding and the use of quality management systems. We could advance some interpretations, although it might be necessary to continue the process of analysis and refine the search for answers. The most plausible ones, from our point of view, would be focused on the following:

- The Administration's need for a certain guarantee towards entities receiving public funds, which could materialise in the adoption of determined quality systems and standards.

- Endowing third sector entities that access public funds with legitimacy, given that they are entities that normally work with vulnerable groups.

- Establish uniform criteria for access to public funds, such as specific standards and/or certifications for the management of care centres or resources.

Hypothesis 2. The greater the economic independence and the greater the diversification of income, the greater the use of quality management tools oriented towards partial scopes, towards continuous improvement (and which are normally characterized by their versatility, flexibility, and freedom of use).

To validate this hypothesis, it is important to correlate several variables:

- The degree of dependence on public funding

- The degree of diversification of income sources

- The use of quality management standards, models, and tools.

- The reasons for using standards.

With the above hypothesis, we have confirmed that the degree of dependence of organizations on public funding has a direct relationship with the use of standards.

LEVEL OF DIVERSIFICATION OF INCOME SOURCES*	TOTAL	% USE OF STANDARDS, MODELS or TOOLS	% NO USE OF STANDARDS, MODELS or TOOLS
1 source of funds	**11,76%**	**2,94%**	**8,82%**
2 sources of funds	**5,88%**	**2,94%**	**2,94%**
3 sources of funds	**35,29%**	**26,47%**	**8,82%**
4 sources of funds	**17,65%**	**11,76%**	**5,88%**
5 sources of funds	**29,41%**	**23,53%**	**5,88%**

*The different sources of income taken into account are as follows: Public funds, CSR/Private funds, Dues/affiliations, Donations, Own income

Table 2: relationship between the level of income diversification and the use of standards, models, and tools. Own elaboration

In this case and according to the results, we can highlight that more than 81% of the organizations have more than 3 different sources of income and are the ones that use the most quality management standards, models, and tools. Moreover, as mentioned above, most of these organizations do so in order to achieve continuous improvement and measure results.

In this sense, it seems coherent to us to affirm that entities that have diversified funding also assume a greater use of standards, models, or tools for quality management. It is reasonable to assume that this diversification implies higher levels of coordination, management capacity and efficiency in cross-cutting processes, elements that are usually influenced by this type of tools.

From Portugal they tell us what the reason was for adopting the EQUASS standard:

"Applicable to different areas of operations, the organization applies both practices (informal procedures), guidelines (more structured processes) and quality standards. Quality management standards are chosen to standardise the daily work, to improve the effectiveness and efficiency of the organization, to improve the quality of our results and, finally, to meet the requirements of our donors. ... EQUASS is like a philosophy".

FORMEM

Hypothesis 3: The more disorganized the organizational fabric of the Third Sector, without networks or formal platforms, the less use of quality management standards, models, and tools.

We start from the idea that if organizations belong to networks and platforms, it may suggest that there are organised networks and platforms in the sector. As we commented, most of the studied organizations participate in networks and platforms and as the results show, most of them use quality management standards or models. Moreover, it is relevant that organizations participating in networks or platforms do not only participate in one but have different channels and interlocutions.

NETWORK/PLATFORM MEMBERSHIP	TOTAL	% USE OF STANDARDS, MODELS or TOOLS	% NO USE OF STANDARDS, MODELS or TOOLS
YES	80,33%	52,46%	11,48%
NO	19,67%	4,92%	6,56%

Table 3: Relationship between network/platform membership and use of standards, models, and tools. Own elaboration.

It is also interesting to note that we have interviewed several second or third level organizations that have created tools specifically for their network of member organizations. We can mention the MADAC guidelines in France, the VENRO code of conduct in Germany, and others that are developed in the next chapter. In some cases, compliance with a standard or model is mandatory to be part of a network or platform. Also, in many of the cases studied, the organizations structuring the network or platform offer training and support to their member organizations in the implementation of quality instruments. These services (sometimes free or funded) generate an increase in the use of tools.

"We offered training and support. To support organizations in the implementation of the tool, we gave them the keys to understand the method, but it was training/action, we helped them to think about the tool. But it was training/action, we helped them to think about the tool. How can it be applied? And then we would meet again to review the situation. There really was a logic of accompaniment of the tool that was thought out. And it was possible to finance 100% of the process for the diagnosis, which was the first stage."

MADAC

Overall, in the light of the data it does not seem inconsistent to think that there is some relationship between participation in networks and platforms and the development and use of quality management instruments.

Hypothesis 4. The more diverse and heterogeneous in size of organizations is the Third Sector composed of, the fewer rules of use, models, and tools.

The scope of the research has been oriented towards the search for organizations in Europe that can serve as a reference to learn about the use and function of quality systems beyond our context, in addition to the identification of quality tools that add value to the management of third sector organizations and NGOs.

About this hypothesis, and after analysing the data obtained, we have to say that it has not been possible to validate the assumption. We have identified from the beginning some basic elements for the research, but these have not been sufficiently relevant to falsify or verify the hypothesis; we have lacked perspective and lacked depth in the data obtained. It is now clearer to us that in order to analyse this hypothesis we should:

- To have carried out a previous study of the third sector in each country, together with its strengths, weaknesses, and dialogue with the administration. This analysis has not been possible in this study because it goes far beyond the scope of the research.

- To have incorporated some specific questions on the context of the Third Sector, which, although they would not have been very significant due to the sample of entities, would have given us some concrete reference on which to make a first interpretation.

The in-depth interview did take into account some specific questions on the diversity and strength of the third sector, aimed at its recognition as an economic sector, its prominence and legitimacy within the territory, and

even the relationship and level of dialogue with the public administration. However, we have not found these data to be entirely consistent or sufficient to be able to carry out an analysis of this hypothesis.

In the case of having this information on the Third Sector in each territorial context, we could relate this variable to the use of standards, models and tools, data that we do have at our disposal through the research techniques used.

Perhaps for future research phases, it would be interesting to take into account all the components of this variable, with the idea of extending the information and learning, as it seems particularly relevant to us how the characteristics of the Third Sector can increase or reduce the use of tools linked to quality management in organizations in Europe.

Hypothesis 5: The greater the diversification of financing sources in the Third Sector, the greater differences we will find in their organization and representativeness.

Similar to hypothesis 4, we have not obtained data on how the third sector is financed in each country. It seems interesting to us to continue investigating this line of research through bibliographical research and interviews with key actors in the third sector in each country. As we have already mentioned, the idea of how the third sector as a whole can influence the use of rules and tools and, in this case, how its characteristics in terms of funding may be conditioning its organization and representativeness, seems to us to be particularly suggestive.

In any case, it seems to us to be an aspect to continue researching in order to broaden our knowledge of the realities in other countries around us, and of their influence at the level of incidence and representativeness

Hypothesis 6: Quality tools in Europe do not integrate a gender perspective.

As we have already stated in the section on power and gender in this chapter, the analysis of the data gives us a couple of key insights:

- The gender perspective is not included in the quality systems of the organizations in the sample studied.

- The gender perspective is not considered as a quality factor.

It seems relevant to us to explore a little further some of the elements identified, mainly in the interviews, which can shed some light on these results:

- In 2010, the Istanbul Principles were approved in which 8 principles that characterise the work and practices of Civil Society organizations (CSOs) in different environments, areas of work and forms of action were collected. These principles constitute a normative-political frame of reference that served as the basis for the development of many of the quality systems and tools. Although these principles state "Mainstream gender equity and equality while promoting the rights of women and girls", they are not interpreted as a social issue in which the gender perspective is taken into account in a cross-cutting manner.

- organizations claim to take it into account, but without written instruments or approved procedures. It seems to be understood more as an external element to be taken into consideration, rather than as a key factor within the organization's logic and culture.

- In many cases, when asked about the gender perspective in the interviews, even in the answers received in some of the questions in the survey, it has generated doubt and incomprehension.

- As we have seen, the majority of the organizations in the sample are made up of women, which means that the third sector is highly feminised. We can interpret that, in general, all the social entities, as they are part of the Third Sector, find it more difficult to identify the biases and tend to think that they already have this gender perspective incorporated. This is perhaps because it is closely linked to their self-concept of gender or the values they work for.

We advance some elements that we believe are key to take into account with regard to the gender perspective in Third Sector organizations and its integration into quality management systems::

- The need for systematic processes and evaluation of gender impacts. It is essential to incorporate elements that make it possible to define the gender perspective in organizations, as well as to broaden the perspective of evaluation by integrating the role of gender in operational and structural aspects of the organization, and to make visible those factors and processes in which gender has been invisibilised.

- We could define the following maxim: gender is a value/factor to be valued within QUALITY. Some elements or items that are related to the organizational culture and to the management of quality systems in terms of gender could be, tentatively, the following:

  - Specific training actions on gender perspective in the organization and quality systems

  - Strategies and actions to reconcile work and life.

  - Reducing the gender pay gap

  - Equality in positions of responsibility. Parity in decision-making

  - Peer working teams. Equal participation in working groups

  - Non-sexist communication

  - Assessment and recognition

  - Invisibilised practices with a strong gender component: conflict management, spaces of security and trust, belonging and talent in the organization, open and shared leadership models, etc.

"There are no gender questions in MADAC. At the time of an update, we will integrate gender, human rights, and environmental issues. In 2014 the context was different".

MADAC

"The gender issue was not there. We are talking about the 2004-2005 quality system. It was a long time ago, the first model, and I seem to remember that gender was not included."

Juan José Lacasta - ETICALIDAD

To close this chapter, it is worth mentioning VENRO, a German organization that has been the only organization to declare the inclusion of the gender perspective in its code of conduct, which is oriented towards the areas of development, cooperation, and humanitarian action.

For this entity, the issue of gender is one of the eight guidelines of the model, to the point of having created a specific working group to work on this issue. The inclusion of the gender perspective translates into some specific elements within the tool. We highlight the following:

- Analysis of gender relations in the work environment, providing information on social pat-terns and division of labour.

- Information on access to resources and participation in decision-making.

- Gender analysis of daily routines during project planning and implementation.

- Agreement of all partners to include a gender perspective, through inclusive participation and transparency.

- Review of approaches and methods from a gender equality perspective, including team training.

- Increased involvement of representative organizations in gender equality.

- Examination of structural power relations and taking measures directly aimed at changing them.

"In fact, our organization works in the field of development and the term "feminist development policy" is one of the central themes of our work today."

VENRO

Portfolio of tools

During this trip, we have had the opportunity to discover and learn about various quality management systems in the Third Sector in each country. In this part, we present the results of this exploration. Surely there is a much wider variety than what we offer below, but we understand this section as a first "inventory" of standards, models, and tools, which will need to be expanded and deepened as we continue with the discovery process. None is the same as any other, they are all unique with their own characteristics.

This portfolio aims, therefore, to be a bank of tools, knowledge generation, ideas, and possibilities for innovation, being very clear that the tools included must provide value to our client: third sector organizations and small or medium-sized NGOs, in any field of intervention in Europe.

Given the large number of quality management tools on the market that are or may become applicable to small and medium-sized organizations, we have considered a series of key criteria to be taken into account in order to establish points in common between the tools included in the portfolio.

To highlight this diversity and heterogeneity, we have chosen a common pattern in order to highlight what characterises, differentiates, or unites them.

- Typology. Standards, models, or tool, as specified in chapter 3:

- Standards: Clearly set out the requirements to be followed, have auditable criteria and are certifiable by independent external organizations. Example: ISO Family, NGO Quality Standard

- Models: They define a more general field of action with greater freedom, defining guidelines rather than specific requirements, because they mark a path, a process for excellence. EFQM model.

- Codes and tools: these refer to good practices, rules of conduct, communication, etc., which establish desired behaviours and actions. Their aim is to limit and regulate the actions of an organization in a specific area (governance, transparency, ethics, relations with stakeholders, etc.).

- Entity and organization that developed it.

- Specificity for NGOs. We understand as specific that the tool includes areas of management, actors, and other NGO-specific aspects such as, for example, volunteering, funding systems, social impact, ethical approaches and moral principles, integrity, transparency, etc.

- Partial or total scope of the Management System. By scope we mean whether the system is applicable to determined management areas or to the entire system as a whole.

- Sector or field of action / implementation.

- Territory or countries where it applies.

- Public/private nature of the tool.

- Possibility of application to another country or territory.

- Management areas covered.

- Inclusion of gender-related terms. It should be noted that we are not talking about gender perspective integration, but about terms that refer to some aspect related to gender.

- Organizations that promote and support it.

- Of particular interest to ICONG.

This portfolio is also available online through an interactive Map available on ICONG's website. (www.icong.org)

We have selected the following portfolio of 22 elements:

STANDARDS

1. Children's Homes Nacional Minimum Standards
2. Core Humanitarian Standard on Quality and Accountability
3. EQUASS (European Quality in Social Services)
4. Norma ONG Calidad
5. PARTOS 9001
6. Qualitat- Therapie-Drogen-Alkohol" (QuaTheDA)
7. The Autism Accreditacion Programme
8. The National Service Framework for Older People
9. TRUSTED CHARITY STANDARD

MODELS

10. Certification CEDRE
11. The E-Qalin quality management system
12. Estándares de Gestión de Caritas Internationalis
13. La guía de buenas prácticas de IDEAS
14. *Rådgivnings Danmark Kvalitetsmodel*

TOOLS

15. Accountable Now's Code of Conduct
16. Guide des bonnes pratiques de l'ESS
17. Herramienta TS BG y TR -POAS
18. IASC (Inter-Agency Standing Committee)
19. MADAC (Modelo de auto diagnóstico y mejora continua)
20. Noorteühenduste enesehindamine (Self-evaluation of youth associations)
21. Qualis
22. Codes of Conduct and Quality Guidelines of VENRO

1. Standards

1. CHILDREN'S HOMES NACIONAL MINIMUM STANDARDS
The National Minimum Standards for Children's Homes are issued by the Secretary of State. The standards are designed to be applicable to the wide variety of different types of children's homes. They aim to enable, rather than prevent, individual providers to develop their own particular ethos and approach based on evidence that this is the most.

TYPE	Standard
FOUNDING ORGANIZATION	Secretary of State
SPECIFICITY FOR NGOs	NO
PARTIAL / TOTAL SCOPE	Partial scope of the management system
SECTOR / FIELD OF ACTION	Children's Home, residencial resources
TERRITORY OF APPLICATION	United Kingdom
PUBLIC/PRIVATE NATURE	Private
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	YES
MANAGEMENT AREAS	- Attending to the needs and expectations of beneficiaries and stakeholders - Improving quality, effectiveness, and efficiency - Towards transparency in resource management - For evaluation and accountability - For good government - For knowledge generation and transfer - For people participation and empowerment - For leadership models, people management, volunteers - For document management - For process, project, and operational management (control, monitoring, etc.) - For management by values and ethical principles (integrity, human rights, independence ….) - For gender mainstreaming
INCLUDES GENDER RELATED TERMS	NO
PROMOTE AND SUPPORT	NCVO y WCVA
LINK	www.minimumstandards.org

At ICONG we liked it because:

These public standards, specific to residential services for children, are mandatory and are a minimum framework based on the Rights of Children and Adolescents. We find them interesting because they have a set of standards on "care".

2. Core Humanitarian Standard on Quality and Accountability

The Core Humanitarian Standard on Quality and Accountability (CHS) sets out Nine Commitments that organizations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide.

Type	Standard
Founding organization	Sphere Standard, CHS Alliance and Groupe URD
Specificity for NGOs	YES
Partial / Total Scope	Total scope of the management system
Sector / field of action	Humanitarian action
Territory of application	International
Public/private nature	Private
Possibility of application to another country or territory	YES
Management areas	• Attending to the needs and expectations of beneficiaries and stakeholders √ • Improving quality, effectiveness, and efficiency √ • Towards transparency in resource management √ • For evaluation and accountability √ • For good government • For knowledge generation and transfer • For people participation and empowerment • For leadership models, people management, volunteers • For document management • For process, project, and operational management (control, monitoring, etc.) √ • For management by values and ethical principles (integrity, human rights, independence ....) √ • For gender mainstreaming
Includes gender related terms	YES
Promote and support	Sphere Standard, CHS Alliance and Groupe URD
Link	https://corehumanitarianstandard .org/

At ICONG we liked it because:

It is one of the most internationally used quality standards for the humanitarian sector. It is a tool, not directly applicable to the European reality, but it can be adapted. Although it deals with an intervention in humanitarian action with an important part for volunteers, it has criteria that are more focused on the quality of the intervention.
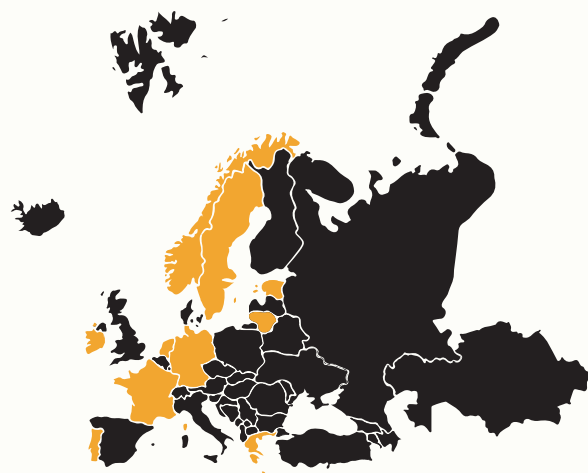
3. EQUASS (European Quality in Social Services)
European Quality in Social Services is an integrated sector-specific quality certification system that certifies the compliance of social services with European quality principles and criteria.

Type	Standard
Founding organization	European Platform for Rehabilitation
Specificity for NGOs	NO. Specific to social services
Partial / Total Scope	Total scope of the management system
Sector / field of action	Social services
Territory of application	Portugal, France, Ireland, The Netherlands, Germany, Norway, Sweden, Lithuania, Estonia, Greece, Slovenia
Public/private nature	Private
Possibility of application to another country or territory	NO
Management areas	• Attending to the needs and expectations of beneficiaries and stakeholders √ • Improving quality, effectiveness, and efficiency √ • Towards transparency in resource management • For evaluation and accountability • For good government √ • For knowledge generation and transfer √ • For people participation and empowerment √ • For leadership models, people management, volunteers √ • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ….) √ • For gender mainstreaming
Includes gender related terms	YES
Promote and support	European Platform for Rehabilitation and second and third level organizations in other countries.
Link	https://equass.be/

At ICONG we liked it because:

The EQUASS standard is present in several European countries and focuses on any organization working with social services.
The growing interest in the EQUASS approach to quality is based on successfully meeting the needs and expectations of stakeholders in the social sector and the "Vocational Education and Training" sector.

4. NORMA CALIDAD ICONG

The NGO Quality Standard is a quality management standard created directly at the initiative of the ONG sector and which includes the most modern principles of organizational management, adapting them to the reality of Social Action..

TYPE	Standard
FOUNDING ORGANIZATION	ICONG
SPECIFICITY FOR NGOS	YES
PARTIAL / TOTAL SCOPE	Total scope of the management system
SECTOR / FIELD OF ACTION	NGO sector
TERRITORY OF APPLICATION	Spain
PUBLIC/PRIVATE NATURE	Private
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders ✓ • Improving quality, effectiveness, and efficiency ✓ • Towards transparency in resource management ✓ • For evaluation and accountability ✓ • For good government ✓ • For knowledge generation and transfer ✓ • For people participation and empowerment ✓ • For leadership models, people management, volunteers ✓ • For document management ✓ • For process, project, and operational management (control, monitoring, etc.) ✓ • For management by values and ethical principles (integrity, human rights, independence ....) ✓ • For gender mainstreaming
INCLUDES GENDER RELATED TERMS	NO
PROMOTE AND SUPPORT	ICONG
LINK	https://icong.org/

5. PARTOS 9001

Partos 9001 has been developed by a working group of Partos (second-level association for development cooperation in Germany) of quality managers for development organizations as the most suitable application of ISO 9001 - 2015. It takes into account other existing standards and quality marks in the sector.

TYPE	Standard
FOUNDING ORGANIZATION	PARTOS
SPECIFICITY FOR NGOs	Yes
PARTIAL / TOTAL SCOPE	Total scope of the management system
SECTOR / FIELD OF ACTION	Humanitarian aid and development sector
TERRITORY OF APPLICATION	The Netherlands
PUBLIC/PRIVATE NATURE	Private
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders ✓ • Improving quality, effectiveness, and efficiency ✓ • Towards transparency in resource management ✓ • For evaluation and accountability • For good government ✓ • For knowledge generation and transfer • For people participation and empowerment • For leadership models, people management, volunteers ✓ • For document management • For process, project, and operational management (control, monitoring, etc.) ✓ • For management by values and ethical principles (integrity, human rights, independence ….) ✓ • For gender mainstreaming
INCLUDES GENDER RELATED TERMS	NO
PROMOTE AND SUPPORT	Association PARTOS
LINK	https://www.partos.nl/about-partos/

At ICONG we liked it because:

We find it interesting because it is a direct translation of the ISO 9001 standard for application in the development cooperation sector. It is recognised by the Ministry of Foreign Affairs of your country.

6. QUALITAT- THERAPIE-DROGEN-ALKOHOL" (QUATHEDA)

The QuaTheDA (Quality Alcohol Drug Therapy) modular reference system is a quality standard oriented towards the quality of the structure and processes of health promotion, prevention, and therapy institutions. The reference system was developed on the basis of ISO 9000-2015 and EFQM elements and adapted to the specificities of the different areas of addiction support.

TYPE	Standard
FOUNDING ORGANIZATION	Federal Office of Public Health FOPH
SPECIFICITY FOR NGOs	NO
PARTIAL / TOTAL SCOPE	Partial scope of the management system
SECTOR / FIELD OF ACTION	Addiction sector
TERRITORY OF APPLICATION	Switzerland
PUBLIC/PRIVATE NATURE	Public
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders ✓ • Improving quality, effectiveness, and efficiency • Towards transparency in resource management • For evaluation and accountability ✓ • For good government • For knowledge generation and transfer • For people participation and empowerment • For leadership models, people management, volunteers • For document management ✓ • For process, project, and operational management (control, monitoring, etc.) ✓ • For management by values and ethical principles (integrity, human rights, independence ....) • For gender mainstreaming
INCLUDES GENDER RELATED TERMS	Yes
PROMOTE AND SUPPORT	Federal Office of Public Health FOPH and Infodrog
LINK	www.quatheda.ch

At ICONG we liked it because:

A standard based on ISO 9000-2015 but adapted to the addiction sector in Switzerland with a public scheme. Its main focus is on meeting the needs and expectations of beneficiaries. Quality promotion is seen as a tool to improve cooperation between partners in the addiction support network

7. THE AUTISM ACCREDITACION PROGRAMME

Autism Accreditation is the UK's only autism-specific quality assurance support and development programme for all those providing services to people with autism.

TYPE	Standard
FOUNDING ORGANIZATION	National Autistic Society
SPECIFICITY FOR NGOs	NO
PARTIAL / TOTAL SCOPE	Partial scope of the management system
SECTOR / FIELD OF ACTION	Intervention with people with autism.
TERRITORY OF APPLICATION	UK and international organizations.
PUBLIC/PRIVATE NATURE	Private
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders ✓ • Improving quality, effectiveness, and efficiency ✓ • Towards transparency in resource management ✓ • For evaluation and accountability ✓ • For good government • For knowledge generation and transfer • For people participation and empowerment • For leadership models, people management, volunteers • For document management • For process, project, and operational management (control, monitoring, etc.) ✓ • For management by values and ethical principles (integrity, human rights, independence ....) • For gender mainstreaming ✓
INCLUDES GENDER RELATED TERMS	NO
PROMOTE AND SUPPORT	National Autistic Society
LINK	https://www.autism.org.uk/what-we-do/best-practice/accreditation/accredited-services

At ICONG we liked it because:

The Autism Accreditation is a specific quality system for people with autism in more than 250 organizations. This accreditation is not only for NGOs, but also for public institutions, educational centres, private companies, etc. It has a public advocacy part with the development of national standards.

8. THE NATIONAL SERVICE FRAMEWORK FOR OLDER PEOPLE
Guidelines setting out the government's quality standards for health and social care services for older people.

TYPE	Standard
FOUNDING ORGANIZATION	UK Government Department of Health
SPECIFICITY FOR NGOs	NO
PARTIAL / TOTAL SCOPE	Partial scope of the management system
SECTOR / FIELD OF ACTION	Social and health care for older people
TERRITORY OF APPLICATION	United Kingdom
PUBLIC/PRIVATE NATURE	Public
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders √ • Improving quality, effectiveness, and efficiency • Towards transparency in resource management • For evaluation and accountability • For good government √ • For knowledge generation and transfer • For people participation and empowerment √ • For leadership models, people management, volunteers • For document management • For process, project, and operational management (control, monitoring, etc.) √ • For management by values and ethical principles (integrity, human rights, independence ....) √ • For gender mainstreaming
INCLUDES GENDER RELATED TERMS	Yes
PROMOTE AND SUPPORT	The UK Government Department of Health
LINK	https://www.gov.uk/government/publications/quality-standards-for-care-services-for-older-people

At ICONG we liked it because:

We find it interesting that there are national standards and guidelines to improve the care of older people in health care settings. The standards are closely related to intervention: prevention, treatment, and care.

9. TRUSTED CHARITY STANDARD

PQASSO Quality Mark (Practical Quality Assurance System for Small organizations)

The Trusted Charity Standard has been provided and delivered by NCVO since 2009 and is a nationally recognised quality standard for NGOs. It was previously known as the PQASSO quality mark.

PQASSO (Practical Quality Assurance System for Small organizations) is a performance assessment system and quality mark for NGOs in the UK. The assessments use a peer review system among small NGOs

Type	Standard
Founding organization	Charities Evaluation Services
Specificity for NGOs	NO. It can be used by other types of social enterprises.
Partial / Total Scope	Total
Sector / field of action	NGO sector
Territory of application	United Kingdom
Public/private nature	Private (public label)
Possibility of application to another country or territory	Yes
Management areas	• Attending to the needs and expectations of beneficiaries and stakeholders √ • Improving quality, effectiveness, and efficiency • Towards transparency in resource management • For evaluation and accountability √ • For good government √ • For knowledge generation and transfer √ • For people participation and empowerment • For leadership models, people management, volunteers √ • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ....) • For gender mainstreaming
Includes gender related terms	NO
Promote and support	NCVO y WCVA
Link	https://trustedstandard.org.uk/trusted-charity-standard/

At ICONG we liked it because:

This quality model, promoted by a private organization, is publicly recognised. organizations that are assessed as meeting a compliance level of level 2 or above are eligible to carry an official UK government seal of endorsement demonstrating that the organization is well managed.

2. Models

10. Certification CEDRE

This is a quality approach developed by the COORACE federation for all social and solidarity economy enterprises working for employment and inclusion in the territory, whether or not they are members of COORACE. The aim of this quality approach is to better respond to the needs of people in precarious situations on the employment market and to the employment and activity needs of the territories.

Type	Model
Founding organization	Federation COORACE
Specificity for NGOs	YES
Partial / Total Scope	Partial scope of management system
Sector / field of action	Employment and employability
Territory of application	France
Public/private nature	Private
Possibility of application to another country or territory	Yes
Management areas	• Attending to the needs and expectations of beneficiaries and stakeholders ✓ • Improving quality, effectiveness, and efficiency ✓ • Towards transparency in resource management • For evaluation and accountability • For good government • For knowledge generation and transfer • For people participation and empowerment • For leadership models, people management, volunteers • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ….) • For gender mainstreaming
Includes gender related terms	NO
Promote and support	Federation COORACE (second level organization)
Link	http://www.coorace.org/page/cedre

At ICONG we liked it because:

It is a system of continuous quality improvement to respond as a priority to the expectations of people in vulnerable situations. It has a referential and a guideline. Today, 87 organizations have obtained the certification

11. The E-Qalin quality management system

The E-Qalin quality management (QM) system for residential homes, home care and services for people with disabilities is the result of a successful Leonardo da Vinci project (2004-2007) funded by the European Commission with partners from Austria, Germany, Italy, Luxembourg, and Slovenia.

TYPE	Model
FOUNDING ORGANIZATION	European project (Leonardo da Vinci) with training and consultancy agencies together with interest organizations of care home managers and about 50 care homes (AT, DE, IT, LU, SI).
SPECIFICITY FOR NGOs	Yes
PARTIAL / TOTAL SCOPE	Total scope of the management system
SECTOR / FIELD OF ACTION	For care homes, home care facilities and services for people with disabilities
TERRITORY OF APPLICATION	Austria, Germany, Italy, Luxembourg, and Slovenia
PUBLIC/PRIVATE NATURE	Private
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	NO
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders ✔ • Improving quality, effectiveness, and efficiency ✔ • Towards transparency in resource management • For evaluation and accountability ✔ • For good government ✔ • For knowledge generation and transfer • For people participation and empowerment ✔ • For leadership models, people management, volunteers ✔ • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ....) ✔ • For gender mainstreaming
INCLUDES GENDER RELATED TERMS	NO
PROMOTE AND SUPPORT	Depending on the territory. In Slovenia, a new law was enacted stating that residences must be adapted to implement EQALIN.
LINK	https://www.e-qalin.net/

At ICONG we liked it because:

"Involvement and training are the key words, so involvement of staff and stakeholders according to the criteria as well" (Dr. Kai Leichsenring)

The key innovation of the EQALIN model is stakeholder involvement, which is systematic for each criterion. In the same way, stakeholder training helps to implement quality management in organizations.

12. Management Standards of Caritas Internationalis

The Management Standards are the official Caritas Internationalis tool for evaluation and organizational development. The revised Standards are effective as of 1 January 2021

Type	Model
Founding organization	CARITAS's organization
Specificity for NGOs	YES
Partial / Total Scope	Total scope of the management system
Sector / field of action	Aid, development, and social service
Territory of application	Spain
Public/private nature	Private
Possibility of application to another country or territory	YES. Applies across Europe
Management areas	• Attending to the needs and expectations of beneficiaries and stakeholders √ • Improving quality, effectiveness, and efficiency • Towards transparency in resource management • For evaluation and accountability √ • For good government • For knowledge generation and transfer • For people participation and empowerment √ • For leadership models, people management, volunteers • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ….) √ • For gender mainstreaming
Includes gender related terms	NO
Promote and support	Caritas Internationalis
Link	https://www.caritas.org/quienes-somos/estandares-de-gestion/?lang=es

At ICONG we liked it because:

An example of tools from a singular organization, Caritas. The tool has a total scope and is complementary to other tools. It requires looking at values and principles. Inspiring.

13. GOOD PRACTICE GUIDELINES IDEAS

The Institut IDEAS has published its new Good Practice Guidelines to help associations, foundations and endowments engage in a process of continuous improvement. The 90 good practices in the guide address the key issues of managing a non-profit organization.

TYPE	Modelo
FOUNDING ORGANIZATION	Institut IDEAS
SPECIFICITY FOR NGOs	Yes
PARTIAL / TOTAL SCOPE	Total scope of the management system
SECTOR / FIELD OF ACTION	For non-profit organizations.
TERRITORY OF APPLICATION	France, Switzerland
PUBLIC/PRIVATE NATURE	Private
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders √ • Improving quality, effectiveness, and efficiency • Towards transparency in resource management • For evaluation and accountability √ • For good government • For knowledge generation and transfer • For people participation and empowerment √ • For leadership models, people management, volunteers • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ....) √ • For gender mainstreaming
INCLUDES GENDER RELATED TERMS	NO
PROMOTE AND SUPPORT	Institut IDEAS
LINK	https://ideas.asso.fr/le-label/

At ICONG we liked it because:

This is a model that was created with the intention of bringing the world of philanthropy and the NGO sector closer together and opening a dialogue. Through the model, it seeks recognition in society of the work of NGO sector. It has a stamp of quality, recognised by the government.

14. Rådgivnings Danmark Kvalitetsmodel

In Denmark there are no regulations or minimum requirements for the quality of the free counselling services that hundreds of people use every day. Therefore, Rådgivnings Danmark has developed an accreditation scheme with quality standards, which ensures that users receive counselling that meets a number of standards..

Type	Model
Founding organization	Rådgivnings Danmark
Specificity for NGOs	Yes
Partial / Total Scope	Partial scope of the management system
Sector / field of action	Only for free and confidential counselling services for people in vulnerable situations (counselling services).
Territory of application	Danmark
Public/private nature	Public
Possibility of application to another country or territory	Yes
Management areas	• Attending to the needs and expectations of beneficiaries and stakeholders √ • Improving quality, effectiveness, and efficiency √ • Towards transparency in resource management • For evaluation and accountability • For good government • For knowledge generation and transfer • For people participation and empowerment • For leadership models, people management, volunteers √ • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ….) √ • For gender mainstreaming
Includes gender related terms	NO
Promote and support	Rådgivnings
Link	https://raadgivningsdanmark.dk/

At ICONG we liked it because:

This is a model with an accreditation system created especially for free counselling services. An organization can only accredit the part of the service it provides. For Radgivnings, the tool is not about accreditation, but rather about strengthening its services. It includes a theme called "Competencies" which focuses on strengthening the competencies of counsellors and the competencies needed in counselling.

The Danish government has made it a requirement to have Radgivnings accreditation for one of its programmes.

3. Tools

15. CODE OF CONDUCT OF ACCOUNTABLE NOW

Accountable Now is a global platform, founded in 2008 by a group of independent non-profit organizations, which aims to promote accountability and transparency of civil society organizations, as well as stakeholder communication and performance.

TYPE	Tool
FOUNDING ORGANIZATION	Accountable Now is a cross-sectoral platform of development, humanitarian, environmental and advocacy organizations, and networks.
SPECIFICITY FOR NGOS	Yes
PARTIAL / TOTAL SCOPE	Partial scope of the management system
SECTOR / FIELD OF ACTION	Organizations that work predominantly at the international level
TERRITORY OF APPLICATION	International
PUBLIC/PRIVATE NATURE	Private
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders ✓ • Improving quality, effectiveness, and efficiency ✓ • Towards transparency in resource management • For evaluation and accountability • For good government • For knowledge generation and transfer • For people participation and empowerment • For leadership models, people management, volunteers ✓ • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ….) ✓ • For gender mainstreaming
INCLUDES GENDER RELATED TERMS	Yes
PROMOTE AND SUPPORT	Accountable Now
LINK	https://accountablenow.org/

At ICONG we liked it because:

It is an international standard that comes out of Europe. It is not a European initiative of civil society but it can inspire other standards.

16. GUIDE DES BONNES PRATIQUES DE L'ESS

Introduced by the law on the Social and Solidarity Economy in France, the "Guide to good practices" aims to encourage Social and Solidarity Economy actors to reflect on the convergence and coherence between their values and their practices. It should help enterprises to get started and to continuously improve their practices

TYPE	Tool
FOUNDING ORGANIZATION	Higher Council of the Social and Solidarity Economy
SPECIFICITY FOR NGOs	Yes
PARTIAL / TOTAL SCOPE	Total scope of the management system
SECTOR / FIELD OF ACTION	International Cooperation and Development
TERRITORY OF APPLICATION	France
PUBLIC/PRIVATE NATURE	Public
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders ✓ • Improving quality, effectiveness, and efficiency • Towards transparency in resource management • For evaluation and accountability • For good government ✓ • For knowledge generation and transfer • For people participation and empowerment ✓ • For leadership models, people management, volunteers ✓ • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ….) ✓ • For gender mainstreaming ✓
INCLUDES GENDER RELATED TERMS	Yes
PROMOTE AND SUPPORT	CRESS (Chambre Régionale de l'Economie Sociale et Solidaire), AVISE
LINK	https://www.avise.org/ressources/guide-des-bonnes-pratiques-des-entreprises-de-less

At ICONG we liked it because:

A public tool, launched by the government, which has a total scope and encompasses management areas such as: territoriality, environment, etc.

We highlight that it includes the environmental dimension and the concept of territoriality (local governance, anchoring and territorial participation).

17. HERRAMIENTA DE TRANSPARENCIA Y BUEN GOBIERNO

It is a complete tool that exhaustively collects Transparency and Good Governance indicators and is useful for any NGO, regardless of its scope and size.

TYPE	Tool
FOUNDING ORGANIZATION	Plataforma de ONG de Acción Social
SPECIFICITY FOR NGOs	Yes
PARTIAL / TOTAL SCOPE	Total scope of the management system
SECTOR / FIELD OF ACTION	NGO sector
TERRITORY OF APPLICATION	Spain
PUBLIC/PRIVATE NATURE	Private
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders • Improving quality, effectiveness, and efficiency ✓ • Towards transparency in resource management ✓ • For evaluation and accountability ✓ • For good government ✓ • For knowledge generation and transfer ✓ • For people participation and empowerment ✓ • For leadership models, people management, volunteers ✓ • For document management ✓ • For process, project, and operational management (control, monitoring, etc.) ✓ • For management by values and ethical principles (integrity, human rights, independence ....) ✓ • For gender mainstreaming ✓
INCLUDES GENDER RELATED TERMS	Yes
PROMOTE AND SUPPORT	Plataforma de ONG de Acción Social
LINK	https://www.plataformaong.org/htybg.php

At ICONG we liked it because:

It emerges from a unified NGO sector initiative to reflect and generate a single tool. It can also be extrapolated to any context and size. The revision of indicators is continuous and exhaustive. In addition, we welcome its digital adaptation and the free support resources on the POAS website. It is auditable by a third party.

18. IASC Six Core Principles

The IASC principles provide a useful basis for organizations to develop policies and procedures to prevent and respond to sexual exploitation, abuse, and harassment. The principles provide clarity on what constitutes sexual exploitation and abuse, how this is defined as misconduct, and what should be made clear in organizational codes of conduct.

TYPE	Tool
FOUNDING ORGANIZATION	IASC
SPECIFICITY FOR NGOs	Yes
PARTIAL / TOTAL SCOPE	Partial scope of the management system
SECTOR / FIELD OF ACTION	On sexual abuse in humanitarian and social action
TERRITORY OF APPLICATION	International
PUBLIC/PRIVATE NATURE	Private (public label)
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders ✓ • Improving quality, effectiveness, and efficiency • Towards transparency in resource management • For evaluation and accountability • For good government • For knowledge generation and transfer • For people participation and empowerment • For leadership models, people management, volunteers • For document management • For process, project, and operational management (control, monitoring, etc.) • For management by values and ethical principles (integrity, human rights, independence ....) • For gender mainstreaming
INCLUDES GENDER RELATED TERMS	Yes
PROMOTE AND SUPPORT	IASC
LINK	https://interagencystandingcommittee.org/

At ICONG we liked it because:

It is closely related to humanitarian action but has a lot to do with intervention in the Social Action sector, for the prevention and early detection of sexual abuse.

19. MADAC Model for Self-Assessment and Continuous Improvement

The Model for Self-Assessment and Continuous Improvement (MADAC) was developed by F3E and Coordination SUD in 2010. Adapted from the EFQM, MADAC is a practical tool to aid reflection. It allows a global analysis of the different components of an NGO, its areas of practice and its results. It is also a tool for action, which makes it possible to identify the strengths to be consolidated and the areas for improvement to be prioritised in an NGO. It forms part of a logic of continuous improvement.

Type	Tool
Founding organization	Coordination Sud and F3E
Specificity for NGOs	Yes
Partial / Total Scope	Total scope of the management system
Sector / field of action	International Cooperation and Development
Territory of application	France
Public/private nature	Private
Possibility of application to another country or territory	Yes
Management areas	• Attending to the needs and expectations of beneficiaries and stakeholders √
	• Improving quality, effectiveness, and efficiency √
	• Towards transparency in resource management
	• For evaluation and accountability
	• For good government √
	• For knowledge generation and transfer
	• For people participation and empowerment √
	• For leadership models, people management, volunteers √
	• For document management
	• For process, project, and operational management (control, monitoring, etc.) √
	• For management by values and ethical principles (integrity, human rights, independence ….)
	• For gender mainstreaming
Includes gender related terms	NO
Promote and support	Coordination Sud y F3E
Link	https://f3e.asso.fr/autour-du-madac-sur-les-demarches-qualite-pour-les-ong/

At ICONG we liked it because:

Based on the EFQM model, the self-diagnosis and continuous improvement tool (MADAC) has the same referential but tries to make organizations reflect. It wants a more reflective, more flexible tool, even if it has its disadvantages (no obligation to develop it among them).

20. Noorteühenduste enesehindamine (SelfAssessment Manual for Youth Associations)

The Estonian National Youth Council (ENL) is an umbrella organization of several organizations. It has developed a project to create a "quality management model" that enables young people belonging to the organization to self-assess and develop the strengths of their organization using simpler methods. The manual is also useful for other NGOs wishing to improve the quality of their organization and to manage it.

Type	Tool (self-evaluation model)
Founding organization	Union of Estonian Youth Associations
Specificity for NGOs	Yes
Partial / Total Scope	Parcial scope of the management system
Sector / field of action	Youth associations
Territory of application	Estonia
Public/private nature	Private
Possibility of application to another country or territory	Yes
Management areas	• Attending to the needs and expectations of beneficiaries and stakeholders √ • Improving quality, effectiveness, and efficiency • Towards transparency in resource management • For evaluation and accountability • For good government • For knowledge generation and transfer √ • For people participation and empowerment • For leadership models, people management, volunteers • For document management • For process, project, and operational management (control, monitoring, etc.) √ • For management by values and ethical principles (integrity, human rights, independence ....) • For gender mainstreaming
Includes gender related terms	NO
Promote and support	Union of Estonian Youth Associations is an umbrella organization for youth organizations and participation groups operating in Estonia.
Link	https://enl.ee/liikmed/enesehindamine-ja-kvaliteet/

At ICONG we liked it because:

We find it an interesting tool for the self-evaluation of youth associations' activities in an unusual context.

21. Qualis (CLIP))

The CLIP Association - Resources and Development is a non-profit association founded in October 2012, from an associative movement in Lisbon, with the aim of associations working together, to leverage resources and improve the work with the community.

Qualis Construir-Saber is one of its projects, focused on the certification of associations in the area of management.

Type	Tool
Founding organization	Associação CLIP - Recursos e Desenvolvimento
Specificity for NGOs	Yes
Partial / Total Scope	Total scope of the management system
Sector / field of action	Social Action
Territory of application	Portugal
Public/private nature	Private
Possibility of application to another country or territory	Yes
Management areas	• Attending to the needs and expectations of beneficiaries and stakeholders ✓ • Improving quality, effectiveness, and efficiency ✓ • Towards transparency in resource management ✓ • For evaluation and accountability ✓ • For good government ✓ • For knowledge generation and transfer ✓ • For people participation and empowerment ✓ • For leadership models, people management, volunteers ✓ • For document management ✓ • For process, project, and operational management (control, monitoring, etc.) ✓ • For management by values and ethical principles (integrity, human rights, independence ....) ✓ • For gender mainstreaming
Includes gender related terms	No
Promote and support	Associação CLIP - Recursos e Desenvolvimento and their members
Link	https://cliprd.org/

At ICONG we liked it because:

It is a cooperation project between organizations and the tool is very well adapted to small organizations. Also, they consider sustainability as an essential element in the tool.

22. CODES OF CONDUCT AND QUALITY GUIDELINES OF VENRO)

VENRO is the umbrella organization for development and humanitarian non-governmental organizations (NGOs) in Germany

TYPE	Tool
FOUNDING ORGANIZATION	VENRO
SPECIFICITY FOR NGOS	Yes
PARTIAL / TOTAL SCOPE	Total scope of the Management System
SECTOR / FIELD OF ACTION	Humanitarian aid and development sector
TERRITORY OF APPLICATION	Germany
PUBLIC/PRIVATE NATURE	Private
POSSIBILITY OF APPLICATION TO ANOTHER COUNTRY OR TERRITORY	Yes
MANAGEMENT AREAS	• Attending to the needs and expectations of beneficiaries and stakeholders √ • Improving quality, effectiveness, and efficiency √ • Towards transparency in resource management • For evaluation and accountability √ • For good government • For knowledge generation and transfer √ • For people participation and empowerment √ • For leadership models, people management, volunteers √ • For document management • For process, project, and operational management (control, monitoring, etc.) √ • For management by values and ethical principles (integrity, human rights, independence ....) √ • For gender mainstreaming √
INCLUDES GENDER RELATED TERMS	Yes
PROMOTE AND SUPPORT	VENRO (Association for Development Policy and Humanitarian Aid of German Non-Governmental organizations) for its members
LINK	https://venro.org/star

At ICONG we liked it beca:

The VENRO model has been developed from civil society for civil society. They are guidelines and not criteria to obtain not only funding. One of the only models that integrates a gender perspective into its model. Gender is one of the eight guidelines of the model.

Valuable lessons learned for the Spanish context

This trip has led us to analyse specific organizations, contexts, and fields of action of the Third Sector and NGOs. We have discovered various tools, standards, and models in Europe, each with its own characteristics and unique elements that make them particular. And in this sense, we have made a first approach on organizational models, contexts, and areas of development of the Third Sector in multiple European countries. Thanks to this, we have obtained a global vision that we did not have at the beginning of this process.

In this process, we know where we started, but not where we would end up. And it has also changed the way we look at things. We do not have the same questions. The process as a whole, the interactions, conversations, enquiry, and analysis have brought us new elements that enrich our vision, and we want to share them in the form of small learning headlines.

In this chapter, following the same opening as in the previous pages, we will highlight some elements of learning differentiated by the three basic approaches integrated in the study: Subject, object, and system. In addition, we include an earlier block on which we would also like to reflect. The four blocks of knowledge are as follows: :

- On the methodology and scope of the research.

- On the subject: actors and organizations

- On the object: common and differential aspects in the tools.

- On the system: power and gender.

As shown below, each block is made up of several elements that can give us clues and even some answers to the question "What key elements have we found that we can learn from?

1. Valuable lessons learned about the methodology and scope of the research

Before addressing learning linked to research approaches, it seems useful to begin with the process and methodology itself, as we have found some valuable elements for reflection.

Moving towards a common language for the Third Sector.

Despite several efforts to find a common language of the "Third Sector" and to overcome the outlines of the Spanish model, we are aware that the development of the methodology tools (survey and interviews) starts from a close and familiar context, with its own structure of the Third Sector. Although the words NGO and "Third Sector" are accepted for organizations throughout Europe, not all territories define it in the same way. A more in-depth study of the different European "third sectors" and discussions with more organizations would have allowed us to go into more detail on the specific and differential elements linked to the use of quality management systems and their application.

In-depth study of the European Third Sector.

In the same way, understanding how the third sector is structured in each country would have given us more clues when looking for reference organizations. Apart from the search, research and selection work, the existence of second or third level organizations that often play a representative role for other organizations were key in gaining access to the organizations. If this approach could have been developed further, it might have improved the investment and openness of the organizations.

Validate the necessary resources, time, and information

The duration and methodology chosen for the study have provided us with clues for reflection and some answers to the initial approach. However, two of the hypotheses set out at the beginning of the study required to broaden the focus and scope of the study and the search for information. As commented in the results section, it has been impossible to validate hypotheses 4 and 5 in relation to the context of the "Third Sector" and the use of standards, models, or tools. The heterogeneity of the "Third Sector" in Europe requires a previous study in each territory in order to achieve comparative results between territories and draw conclusions.

2. Valuable lessons learned about actors and organization

This study has brought us several unexpected surprises both in the discovery of standards and of actors in the world of quality management systems. First of all, it seems relevant to highlight the interest and curiosity of several European entities to participate in the study. There is a real enthusiasm and curiosity to meet, cooperate and learn from other quality management systems. We highlight below the most significant learnings

A pioneering study in Europe

Despite our search, we have not found any other study or research similar to the one we have developed on quality systems at European level for NGOs and few actors were aware of other quality management instruments outside their country. Although this was the first stop on the journey, we probed in many ways for similar studies, research or analyses that could serve as a basis or reference on which we could build at some point. We have not been able to find anything in this regard. We are encouraged, therefore, to know that there is room for further research, and that it is generating interest from many reference organizations at the European level. It is possible that the next stage will be in company.

Advocacy as a field of work in the European Third Sector.

Among the entities identified as referents for the study, we have discovered a new profile of relevant organizations: organizations with a European scope and a mission focused on advocacy and lobbying. They are second or third level organizations. Their mission is not so much focused on providing advice to strengthen third sector organizations or representing them, but on advocacy. This discovery was made possible by researching the networks and platforms to which the organizations identified as referents belonged. This discovery is of particular interest to us because it is highly valuable in our immediate context, but not only. It also connects us to specific functions and organizations in order to influence public and institutional actors effectively and coherently. It can provide us with references and guidelines on the impact and visibility of the value of the Third Sector at the social and citizen level.

Centrality of public administration.

In the same way, it is important to highlight the fundamental role of second and third level organizations in quality management instruments and their relationship with the public administration. Dialogue between public administrations and the sector's entities is essential for the development of the quality culture and to increase the use of its instruments. It also highlights the fundamental role of the Public Administration as a financier of the activities of the entities that make up the Third Sector, and its impact on the implementation of tools.

We can be accompanied

Throughout the process we have found a large number of organizations from different fields with a commitment to quality in NGOs and the Third Sector. Although they do not have the same characteristics as ICONG (such as, for example, an exclusive focus on quality management, the development of a standard for the NGO sector, etc.), we understand that they are key actors with whom we can come closer and learn from each other. They are not entities that have developed specific standards, but tools, good practice guides and codes of conduct that, without having an integral application in the organizations, present relevant aspects for mutual improvement.

The rapprochement, knowledge, conversations, and shared work proposals can be elements that allow a company to cross European waters. We see great opportunities and shared values in many of the organizations causally identified. We see windows, doors and harbours of great mutual interest opening.

3. Valuable lessons learned about standards and tools.

In this section we focus on those elements that have brought about a change of perspective in our view of the standards and tools encountered and analysed. In the following lines we highlight some of these elements:

Territorial cooperation

Regarding the discovery of standards, we have been surprised by the existence of common standards or models existing in different European countries. The EQUASS or EQALIN quality management systems are models developed and in use in several countries, linked to cooperation projects between entities and countries. Although their recognition is different depending on the territory, the design of the tool has been created through joint work, making its adaptability and transferability to other contexts possible. Successful experiences such as these demonstrate the sector's capacity to develop transnational, effective and high-impact proposals in public organizations and institutions, not only because of their value and continuous improvement, but also because of their legitimisation and acceptance as a formal standard.

Specific adaptable standards

We have also been surprised by the existence of specific standards linked to specific sectors, such as addictions, online social counselling, cooperation, and development, among others. These are standards with a partial scope, covering only a specific part of an organization's service or management need. In this case, their transferability to other sectors is more complex, given their specificity, although most of them state that they have common management elements. However, it has been very relevant to verify that adaptability to other territories is feasible, which may give rise to connections with other sectoral standards or tools in new territories, whether or not they have sectoral developments.

Support in implementation

We explicitly identified in the tools the existence of an accompaniment programme for the implementation of the standards. This common element of accompaniment differs according to the type of tool, and can be paid for, or even conducted free of charge by teams of volunteer experts. In any case, this process allows for proximity, the adaptation of times and needs, and the integration of a tool that is in tune with the organization.

Dichotomy between recognition vs. volunteering

A first aspect identified in a number of standards and tools at the European level is that they tend towards a public recognition of their management system, both partially and comprehensively. We identified this recognition factor in the assessment of certain standards in public tendering processes. These are tools that are positively valued and are associated with a prescription for their use by the administration.

As a complement to the previous point, we have identified organizations that promote certain tools of a markedly voluntary nature. In this case, the difficulty of increasing the use of these tools, which defend the voluntary and non-compulsory philosophy of the standard, is striking. These quality management systems aim to lead the organization towards reflection, towards improvement, rather than offering certificates and audits.

We think it is interesting to make this distinction visible as far as they seem to us to be recognisable approaches in our immediate context.

4. Valuable lessons learned about the system, power, and gender

In this last approach, we will focus on the missing aspects detected and on some key discoveries linked to the European Third Sector system

No change of mental model

From the documentary analyses and interviews, we conclude that standards, models, and tools are still anchored to a vision of quality systems that corresponds to paradigms already outdated at other levels, linked to accountability and efficiency. There is a common basis that remains constant and refers to a basic and typical management of organizations on the concept of quality: effectiveness, efficiency, stakeholders, good governance, etc. We understand that incorporating new elements that are currently relevant for organizations and people requires a change of mindset that has not yet taken place. We are talking about invisible aspects linked to the culture of the organization, more than to its structure, factors more oriented towards the person as the centre than to the organization itself as a context. These are new paradigms of organizational development that are beginning to develop, offering an evolution in our value systems, both individual and collective.

Invisible factors and power

As we have previously explained, there are concepts linked to the internal management of organizations that do not seem particularly relevant in the framework of the tools, although they are addressed through other specific quality management mechanisms and instruments. We are talking about aspects such as: emotional management, stress management, leadership models, belonging, talent management, fear, and uncertainty, change management, among others. These are new factors at the organizational level that mark differences with the more structural and technical classical management style. We understand that these elements must begin to be included in the quality systems in order to reflect the wider feelings of Third Sector organizations and NGOs. These factors are related to the power dynamics within the organizations, in turn in direct connection with the gender perspective and the specific biases that we integrate in our own contexts. Integrating these elements and factors into quality models will allow us to make them visible and have a direct impact on our reference models and power dynamics.

Absence of a gender perspective

Incorporating this dimension as a criterion and approach to quality from its broader perspective, linked to organizational culture and power spaces, seems necessary to us.

When we talk about gender perspective in the framework of some quality standards and organizations it is sometimes confused with gender equity. Gender equity is part of gender mainstreaming, but gender mainstreaming goes beyond that. Incorporating the gender perspective will mean

designing quality analysis items that regulate and include, among other things, the presence of women in different areas, especially in management positions, ensuring equal working conditions and opportunities for men and women, but it will also mean considering existing leadership models, regardless of whether they are carried out by men or women, gender values in the framework of organizations, organizational culture, management and distribution of power and the capacity to have an impact, etc. These aspects do not only address access opportunities but also question the model itself, which is often based on patriarchal values in our society. We can have a balanced representation in terms of equal opportunities and give space to different voices, but the standards will not necessarily include a gender perspective.

In most organisations that consider the gender perspective, actions or measures are designed for women, but we have a great challenge as organisations to also address learned masculinities, new masculinities and the impact that these can have on leadership styles, relational dynamics, human resources policies, strategic and management lines of the organisations, among other key elements, linked in short to the implicit and explicit culture of these organisations.

Absence of focus on sustainability

But there is also another issue that is not currently being dealt with properly in the tools included: the approach to sustainability (social, environmental, economic...), understood as the impact that the organization generates on its environment and ecosystem as an element of value to be integrated into the accounting itself, and there are tools that integrate it coherently, such as Social Accounting, the triple bottom line or SROI (Social Return on Investment).

Although this approach is included in many proposals, interventions, plans and even organizational and institutional strategies, such as the SDGs, Climate Adaptation Strategies, Green New Deal, etc., it is conspicuous by its absence in the standards and tools analysed (with exceptions such as Qualis). We understand that the approach to sustainability is based on considering our ecosystem as part of our system, as an interrelated whole. And this is how it acquires its true value and relevance: as a key part of other subsystems that make it up, such as the organization, people, beneficiaries, society...

Integrating these two missing approaches - the gender perspective and systemic sustainability - in a coherent and impact-focused way would make the new batch of standards, models, and tools consistent with the challenges that we as a society must face in the 21st century.

European representativeness

Finally, as we have already mentioned, there are actors who work on advocacy as a priority area of their activity. We highlight the absence of an entity, organization or platform at European level that is representative of the context of quality action in the third sector and NGOs. This orientation may be due to the absence of a common European actor whose advocacy work is one of its challenges. This situation of lack of European weight and presence for the Third Sector as a whole may make it difficult to create or develop a common norm or standard at European level for common, sectoral, or comprehensive contexts for the Third Sector. We understand this as a factor that could be interesting to work on for ICONG and its European partners. It should be noted that this is a process already initiated by some of the organizations already mentioned, which opens up proposals for synergies and collaboration, for broadening perspectives and consolidating challenges.

These identified elements that could be significant for ICONG and other organizations linked to the quality of NGOs and the Third Sector are simply an approximation. We believe that it would be interesting to develop and deepen the process in common with entities and alliances that would allow us to refine and implement some of these proposals, as well as to point out others that we have not been able to see.

Now begins a work of pooling, debate, and discussion that we will be happy to share with you and your organization.

Concl usions

To conclude this document, which recounts the journey undertaken by ICONG at European level, it seems interesting to return to the key questions that gave rise to this process.

With the results and learnings identified, we believe that we can provide coherent and valid answers to these questions, as well as put forward some proposals for action from now on.

"Is there another ICONG in Europe?

This trip has been relevant in terms of meetings and discoveries of key actors of the Third Sector in Europe, and all of them with a clear sensitivity towards quality systems. We have found organizations similar to ICONG in terms of their mission and vision, summarised in spreading and promoting the culture and incorporation of quality systems in Social Action NGOs. However, those that have quality management at the core of their mission, most of the time focus on a specific sector. Perhaps, the Institut IDEAS in France is one of the organizations that covers the Third Sector in its broad term ("non-profit organizations") and promotes its own quality system. As for the second or third level organizations found that propose standards, models or tools, quality is often one of their lines of action, and not their main focus. As mentioned above, quality management systems are created as another tool to support or represent the third sector.

However, because of their sensitivity and great interest in quality issues in NGOs (albeit in a sectoral way), there are many common points that could be found with ICONG and several of the entities and organizations mentioned.

We understand that the process of rapprochement can lead to mutual learning and to the establishment of a greater connection that will allow us to jointly advance towards shared challenges and visions.

"Is there any other NGO Quality Standard in Europe that has a similar deployment to the Spanish experience?

As we have discovered organizations and tools, we must admit that this has always been one of our interests. We consciously sought to find the twin, sister standard to our NGO Quality Standard. However, this has not been the case. We have not found in one standard the systematisation of the whole universe of values and requirements that an NGO can have to be able to certify that it works with quality, as developed in its approach. It does seem remarkable how most of the standards integrate similar elements and with a similar scope, as they work with a special orientation towards the third sector. And also, the discovery of differential elements has opened the door to new options for reflection and progress with a view to the next version of the NGO Quality Standard.

Is the NGO Quality Standard a rara avis in Europe? With the available data, we cannot say for sure. Rather, it seems to us to have been a success story in the Spanish third sector, which reached a consensus and disseminated quality with values, designing a technical reference from the organizations for the organizations, with some relevant starting and development elements that have contributed to improving the quality of Spanish NGOs. This process, as we have mentioned, is likely to have taken place in diverse ways in different European territories, so that each standard may have its own characteristics that are best suited to this context.

In this sense, we feel it is necessary to point out how other standards and models identified have created a design, deployment, and scope with an impressive impact on the third sector. We believe that getting to know them better, assessing how they are implemented or even collaborating with them is a first step for the near future. Because there is much to learn.

In line with the deployment, we highlight the EQUASS Standard, linked to Social Services, which has a European deployment with a large territorial extension. Also, the E-Qalin standard, oriented towards residences for the elderly and disabled, with a territorial development in several countries, promoted by a European project within the framework of the Leonardo Da Vinci programme.

"What examples, proposals and tools that are being developed and tested in Europe to strengthen NGOs can be exported, whether or not they can be adapted to the Spanish context?"

As we have presented in the Portfolio, there are numerous standards, models and tools that could be applicable to other territories. None of them have criteria specific to the territory that would make them so specific that they cannot be exported and there are few development points that would prevent their adaptation to other territories. It is also true that some of them are more specific to a specific field of action, they speak the same language and have the same vision.

For this reason, it seems to us that learning from all these standards, with a view to integrating new views and perspectives, is highly stimulating. There are more sectoral orientations that are worth noticing, as well as very specific approaches that will be very useful.

At this point, it seems interesting to highlight the Qualis tool in Portugal, focused on small third sector organizations, and promoted by the CLIP entity. This tool has been created through local inter-cooperation processes by the organizations involved, focusing on sustainability. In addition to being neighbours, it seems to us to be an interesting work as it starts from the bottom, to promote the transformation of our sector.

A key opportunity: gender mainstreaming

The gender perspective was one of the dimensions that we considered to be transversal and central to the study. Thus, we have detected a generalised absence of this perspective throughout the study of the tools, perceiving that the organizations either do not recognise its importance or do not see the need to integrate this perspective in their management systems. It seems relevant to us to open the reflection on the integration of this perspective in the NGO Quality Standard of ICONG.

However, we start from the assumption that we live in a society underpinned by a sex-gender system that legitimises gender inequalities, where all the structures and systems that flow from it have been designed from an androcentric point of view. Within this framework, inevitably the quality standards designed will also be gender biased. The main gender biases that can be found in standardised quality systems can come from a supposedly neutral treatment in their indicators and dimensions (thus making realities and different starting points invisible) and/or by omission by not taking into account specific needs and realities (dimensions included and excluded). Even the term Quality and what we mean by quality will be nuanced (like any body of knowledge) by shared gendered learning.

Mainstreaming gender in quality systems can be a key opportunity to reduce gender bias in the workplace and in organizations. International standards are essential tools to reduce inequalities, create greater sustainability and foster inclusive economic growth and social impact, in line with the ODS of United Nations (ODS5).

The gender perspective represents, also from a rights perspective, an indispensable dimension for Quality in an organization at two levels:

- Quality management occupies a strategic position in organizations and, therefore, from this privileged position, it must work to ensure the perspective of rights and equity in organizations.

- Taking a gender perspective into account increases the effectiveness of interven-tions within organizations. It amplifies the impact of the quality objectives set by al-so reaching the other half of the population and taking into account the diverse re-alities that may exist in a context and organization to adapt their strategies to achieve the objectives.

There are specific gender management standards, but the challenge lies in mainstreaming the gender perspective in the existing standardised quality standards and not incorporating it into the standards as just another aspect or drawer, but rather taking it into account in the design of the system itself and in the items considered necessary for quality. To this end, it is essential to design methodologies, tools, and recommendations to help technical committees to incorporate the gender perspective in their standards, accompanied by training support actions.

This mainstreaming of the gender perspective in quality standards must also contemplate a non-binary position, which also includes realities and views from the perspective of gender and sexual diversity, and an intersectional approach, where sex, gender, ethnicity, class, or sexual orientation, as well as other categories, are interrelated. We also find it interesting, as previously mentioned, that this process is carried out at both levels: the external level, oriented towards quality standards in projects, actions or programmes; but also at the internal level, which affects the standards of management and operation of organizations.

And in this sense, to conclude, here are some key dimensions that can be used to start working on this relationship between gender and quality.

- Occupational health and risk prevention.

- The pay gap and working conditions

- Vertical and horizontal segregation

- Work-life balance and co-responsibility criteria

- Relational dynamics and approaching sexual or gender-based harassment within the organizational sphere.

- Organizational culture and leadership styles

These are only starting points, but they undoubtedly open up new paths for quality models that want to respond to the challenges we face as a society in the 21st century.

From ICONG we understand that our contribution is in line with integrating other points of view, opening conversations, questioning some certainties, and identifying some keys to achieve a stronger Third Sector, where quality is one of the tools and a factor for change. We believe that new horizons are opening up with unavoidable challenges, where it is urgent to rethink our imaginaries and build new futures. And we have to be up to the task.

Thank you for making it this far. We hope that this pan-European trip has been worth the effort of reading and reflection. We will continue to disseminate the steps we take in the future to give it continuity

Anexos

Annex 1. Models tools

Sample survey

1/5 DATOS DE CONTACTO

1.organization's name

2.Full name of the person filling in the form

3. Gender

- º Man
- º Woman
- º Other
- º I rather not to answer

4. Title/Position of the person who completes the form

- º Governing body / Board of Directors
- º Team Member
- º Education / Training
- º Administration / Management
- º Intervention (social work, psychology, medicine, etc.)
- º Middle Management
- º Team coordination
- º If other, please specify:

5.Email

6.Contact phone number

2/5 GENERAL INFORMATION ABOUT THE ORGANIZATION

The questions in this block are related to basic data about your organization, in terms of type of organization, field of work and territorial scope, among others.

7. In which countries does your organization operate?

Portugal, Spain, Italy, Greece, Turkey, France, Germany, Belgium, The Netherlands, Switzerland, Austria, Poland, Czech Republic, Denmark, Norway, Sweden, Finland, United Kingdom, Ireland, Estonia, Latvia, Lithuania, Ukraine, Belarus, Hungary, Romania, Bulgaria, Serbia, Bosnia, Croatia, International

If other, please specify:

9. Type of organization

First Level organization: organizations that do not group together other organizations, independent, representing only themselves.

Second level organization: organizations that bring together other organizations, i.e. first level organizations, representing them, such as a Federation.

Third Level organization: organizations that bring together other second level entities, such as Platforms.

Singular organizations: present organizational, financial, and operational particularities, e.g., Red Cross, Caritas, etc.

- º First Level organization
- º Second level organization
- º Third Level organization
- º Singular organizations
- º If other, please specify:

10. What are your organization's field of action?

- º 1.Social Action
- º 2.Integration and Insertion
- º 3.Social and health care
- º 4.Cooperation and International Development
- º 5.Participation, Education
- º 6.Human Rights
- º 7.Environment
- º 8.Housing / Homelessness
- º If other, please specify:

11. How many years have your organization been operating?

      º < 10 years

      º Between 10 and 25 years

      º > 25 years

12. How many employees does your organization have??

      º 0 to 5 employees

      º 6 to 12 employees

      º More than 12 employees

If other, please specify:

13. What is the percentage of women, including volunteers, in your organization?

      º Less than 10%

      º Between 10% and 25%

      º Between 25% and 50%

      º Between 50% and 75%

      º Between 75% and 90%

      º More than 90%

If applicable, please elaborate:

3/5 ORGANIZATIONAL CONTEXT

In this block we ask you about 3 key elements related to the context of your organization: the origin or sources of funding, participation in networks or clusters, and a first approach to the gender perspective.

14. Sources of funding

What are the sources of funding for the activity of your organization?

It can be based on the 2021 budget.

	Does not apply	0-25%	25%-50%	50%-75%	75%-100%
Public funds (grants, agreements)					
Private funds (Banks, companies etc.)					
Membership fees/ affiliations					
Donations					
Own income					

If other, please specify:

15. Membership of networks or platforms

Do you belong in a network or platform with other entities?

- ° YES

- ° NO

If yes, please elaborate.

16. Women's participation in decision-making

What is the percentage of women participating in decision-making processes?

- ° Less than 10%

- ° Between 10% and 25%

- ° Between 25% and 50%

- ° Between 50% and 75%

- ° Between 75% and 90%

- ° More than 90%

- ° if applicable, please elaborate:

4/5 QUALITY AND CONTINUOUS IMPROVEMENT

17. Does your organization use a quality management standard, models, or tools?

Standards: Clearly set out the requirements to be followed, have auditable criteria and are certifiable by independent external organizations. Example: ISO Family, NGO Quality Standard

Models: They define a more general field of action with greater freedom, defining guidelines rather than specific requirements, because they mark a path, a process for excellence. EFQM model.

Codes and tools: these refer to good practices, rules of conduct, communication, etc., which establish desired behaviours and actions. Their aim is to limit and regulate the actions of an organization in a specific area (governance, transparency, ethics, relations with stakeholders, etc.)

- ° Standards

- ° Models

- ° Codes and tools

- ° I do not use any

If applicable, which standard, model or tool do you use?

18. What was the reason(s) for choosing it? What value does it bring to the organization?

19. In your quality management tool, are the following aspects covered?

- º Emotional management
- º Communication skills and conflict resolution
- º Decentralised decision-making
- º Productivity and stress management
- º Leadership styles
- º People management, volunteering
- º None
- º If other, please specify:

20. Does your organization have an external quality certification?

- º Yes
- º No

If yes, which one?

21. What was the reason(s) for obtaining certification?

- º I do not have external certification
- º For reasons of continuous improvement, effectiveness/ efficiency, etc.
- º External trust, presence, visibility, legitimacy, etc.
- º Improve access to external funding (public, private, sale of services...).
- º Mandatory requirement by the administration
- º By decision of the platform, membership network etc.
- º Others:

22. Do you know of any other standards, models or tools specific to non-profits and Third Sector? Which ones?

23. If there was a specific quality standard for NGOs, which management areas should be covered as a priority? (Choose the 3 that you consider most important)

º Attending to the needs and expectations of beneficiaries and stakeholders.

º Improving quality, effectiveness and efficiency

º Towards transparency in resource management

º For evaluation and accountability

º For good government

º For knowledge generation and transfer

º For people participation and empowerment

º For leadership models, people management, volunteers.

º For document management

º For process, project, and operational management (control, monitoring, etc.).

º For management by values and ethical principles (integrity, human rights, independence ....).

º For gender mainstreaming.

º If other, please specify:

5/5 CLOSURE AND THANKS

24. Do you want to clarify any of the answers to the form, and is there anything you would like to comment on?

25. Do you know of any study, person, or entity of reference on quality in NGOs in Europe?

26. Do you know of an organization that might be interested in participating in the study? You can send them the link to the survey.

27. Would you like to receive information about the next steps of the study?

TEMPLATE OF INTERVIEW

1. THE INTERVIEWEE

Expertise and position of the interviewee

1. What is your position in the organization? What are your functions?

2. How did you get there? What is your background and work experience?

3. What previous experience have you had in NGOs?

4. What expertise would you highlight as most relevant to NGO/ Third Sector management?

2. THE ORGANIZATION

Scope of action

5. Who are your clients, users, beneficiaries, groups (under which hypothesis)?

6. Which types of activities do you carry out in the organization?

History and origin

7. What was the origin or the problem that justified the creation of the organization?

8. What elements of your organization's history would you highlight that have contributed to making it what it is today?

Territorial scope

9. What is the territorial scope?

Size

10. How many people work in the organization?

Employees and volunteers

Which types of volunteers do you have?

11. What is the average number of hours that volunteers dedicate?

12. Number of men/women or % of the people involved in the organization

- º Board (presidency)
- º Office (paid workers)
- º Volunteers

13. Define the Leadership Style and the general decision-making process within the organization.

Do you apply work-family reconciliation measures?

14. Is the gender perspective taken into account in your organization? YES: How? In what way?

Network Membership

15. Are you part of any network or platform?

16. YES: How long has your organization been involved?
Which one or ones?

What is the purpose of these networks?

17. YES

How cohesive and extensive are the networks in which
you participate?

18. YES

What is the desired impact/value of the networks or platforms
and is it achieved?

19. YES

What elements of these networks would you highlight as relevant to
your organization?

20. NO

Any reasons why?

Were you in any network in the past?

Do you plan to be in the future?

21. Do you have any other kind of partnership with other projects or
entities besides networks or platforms?

Sources of funding

22. What are your sources of funding? Public, private, own income, donations...

23. From the perspective of financial sustainability, how stable are these sources?

24. What are the benefits and limitations of these funding sources?

Do they influence the management model and/or strategic vision?

3. TOOLS

What tools are used in the organization, its scope and depth, management areas covered, who developed them...

25. Do funders have an influence on the decision to use one standard or another? Is it a requirement to use it? Voluntary?

26. Has the size of your organization conditioned the choice of any management or continuous improvement tools?

27. Do you use any tools, instruments for quality management?

28. YES: Which one? Or if you have used one in the past?

29. YES: Why have you implemented a quality management tool?

What was the need?

30. NO: Do you know of any?

31. Have you certified any norms?

32. YES: Which one?

33. YES: Why?

34. NO: Why not?

NAME OF THE TOOL:

FOR WHO (is it NGO-specific or not, mandatory, or voluntary)?

35. Is it a specific tool for NGOs?

36. Which kind of organization can implement it?

37. Are there any tools commonly used in the Third Sector in your area?

38. YES: What is its origin, who promotes it?

Purpose of the tools (for improvement, certification…?)

39. Does the tool have any specific target or beneficiaries?

40. What is its scope?

For any specific departments?

For all of the organization?

For the volunteers?

41. What area of management does it cover?

42. On which management processes does the standard or tool apply?

Special Recommendations

43. What would you highlight about the tool to recommend it to another organization?

44. To which specific management areas of NGOs and the Third Sector is this tool best adapted?

Transferable

45. To what extent is this tool specific to your context (country/city/province, etc.)/sector (disabilities, addictions, women, elderly…)? Do you think it could be applied in another context/sector?

46. Are there any requirements that would have to be met for this tool to be transferable to other contexts?

Complementarity

47. Is this tool complementary to others?

48. Can it be applied together with other tools?

Ethical approach to tools (values, principles, rights-based approach.

49. Does the tool include values and principles?

50. YES: What are these values or principles?

Do you think they add value?

Gender approach

51. Does the tool contribute to increasing gender equality within the organization?

52. How?

53. Does the tool approach gender as an element of the system? How? Does it do so in a cross-cutting manner or is there a specific item that addresses this issue?

Global Assessment

54. Have expectations been met regarding the impact of the tool on your organization?

Please elaborate.

55. Why do you continue to use this tool?

56. Something positive about the tool to highlight

57. Something negative about the tool to highlight

58. Would you recommend this tool to other organizations?

59. Any specific one? Why?

4. THIRD SECTOR

How do non-profit and civil society organisations relate to each other, how is the Third Sector structured in the country?

60. In your country, Are NGOs grouped or organised in any particular way?

Is it recognised as an economic sector? Beyond the political/private.

61. What role does the Third Sector play in your country/society?

62. Do you think it is a more female-dominated or masculinised sector?

What do you think about gender equality in the sector?

Do you think it is a value within the sector?

Is there any entity especially dedicated to this issue in the third sector?

Relation with the Administration

63. Do you (NGOs/ third sector) work with or have any kind of relationship with the Public Administration?

64. level of dialogue do you have with the Public Administration?

KNOWLEDGE STUDY

65. Do you know about any other study about this topic?

66. What other management or quality tools do you know in your country?

And in Europe?

Annex 2. Participating organizations and persons

SURVEY PARTICIPANTS

We would like to thank all the organizations that gave us their time and interest in completing and participating in our survey:

ORGANIZATION	Country
SAMAS Association	Romania
Fältgruppen Lund	Sweden
ACIP - AVE COOPERATIVA DE INTERVENÇÃO PSICO-SOCIAL, CRL	Portugal
Associação CLIP- Recursos e Desenvolvimento	Portugal
ARNIS (former name Asociatia Unu si Unu)	Romania
esilv.org	Latvia
NGO Accelerator	Lithuania
Movimento per l'Autosviluppo, l'Interscambio e la Solidarietà - MAIS ong	Italy
KMOP - Social Action & Innovation Centre	Greece, Belgium, North Macedonia, Albania
VENRO	Germany
Histórias d'Alguém (comercial brands: Estúdio de Impacto and UnAgency)	Portugal
GAPAS	France
UNAI (Union Nationale des Associations Intermédiaires)	France
Social Platform	Belgium
Startlinjen	Denmark
Associação Nacional AVC	Portugal

Quinoa asbl	Belgium
Social Innovation Centre	Latvia
I am your peace global	Bulgaria
Rainbow Mission Foundation - Budapest Pride	Hungary
Life in progress	Romania
Institut IDEAS	France
ERGO Network	France, Spain, Germany, Belgium, Netherlands, Austria, Czech Republic, United Kingdom, Ireland, Lithuania, Hungary, Ukraine, Romania, Serbia, Bosnia, Croatia, International, North Macedonia, Albania, Turkey.
Croatian association of societies of persons with intellectual disabilities	Croatia
Danish Institute for Voluntary Effort (Center for Frivilligt Socialt Arbejde)	Denmark
Fältgruppen Lund	Sweden
ACODEV - Fédération	Belgium
PACEL Foundation	Bulgaria
FORMEM	Portugal
Libera.Associazioni, nomi e numeri contro le mafie	Italy
Lithuanian NGDO Platform	Lithuania
Stiftelsen Robin Hood Huset	Norway
MOVIMIENTO POR LA PAZ, EL DESARME Y LA LIBERTAD (MPDL)	Spain
Buldan Vakfı (Buldan Foundation)	Turkey
Mesa del Tercer Sector de Andalucía	Spain
ADHD -liitto ry : ADHD Organization in Finland	Finland

Samfundet Folkhälsan i svenska Finland r.f.	Finland
CÁRITAS ESPAÑOLA	Spain
ASOCIACIÓN NOESSO (NO ESTÁS SOLO)	Spain
Coordinadora de Organizaciones No Gubernamentales para el Desarrollo-España	Spain
PACEL Foundation, Bulgarian NGOs Information Portal	Bulgaria
Association of Civil Society Development Center	Turkey
CESIE	Italy
International Network Against Cyber Hate (INACH)	International
Sphere Association	Switzerland
AKUT SEARCH AND RESCUE ASSOCIATION	Turkey
The H2H Network (H2H)	Switzerland, Denmark
La Fonda	France
NGOs Information and Support Centre	Lithuania
Union to Union	Sweden
IFOTES - International Federation of Telephone Emergency Services	International

INTERVIEW PARTICIPANTS

We are especially grateful to the people mentioned below for their participation in the interview, for giving us their time and knowledge. They have been key actors in the qualitative development of this study and have provided us with valuable insights, nuances, and reflections.

ORGANIZATION	PERSON	COUNTRY
Centre for Social Welfare Policy and Research	Dr. Kai Leichsenring	Sweden
CESIE	Silvia Ciaperoni	Italy
FORMEM & Fundaçao Liga	Raul Rocha y Célia Fernandes	Portugal
ETICALIDAD	Juan José Lacasta	Spain
Sphere Association	Brooke Lauten	Switzerland
Quinoa absl	Hélène Debaisieux	Belgium
PARTOS	Bart Romijn	Netherlands
Bulgarian Centre for Not-for-Profit Law	Aylin Yumerova	Bulgaria
CARITAS	Juan Carlos Navarro	Spain
Sustentia	Carlos Cordero	Spain
Lithuanian NGDO Platform	Ugne Lamparskaite	Lithuania
Startlinjen	Louise Ahrenkiel	Denmark
Rådgivnings Danmark	Ulla Lyndby Christensen	Denmark
I am your peace global	Yana Balashova-Kostadinova	Bulgaria
VENRO	Almut Clara Huss	Germany
The Non-Governmental Organization Information and Support Centre (NISC)	Inga Aksamitauskaitė	Lithuania
MADAC (Coordination Sud & F3E)	Leslie Sobaga y Lilian Pioch	France
Institut IDEAS	Suzanne Chami	France

Bibliography and Webgraphy

Bibliography

- Busson-Villa, F. & Gallopel-Morvan, K. (2012). La normalisation des associations : quelle efficacité pour rassurer les parties prenantes ?. Management & Avenir, 54, 168-190.

- BODY Olivier, « Qualité et évaluation : certification pour la qualité des interventions sociales », Journal du droit des jeunes, 2006/8 (N° 258), p. 47-57. DOI : 10.3917/jdj.258.047. URL: https://www.cairn.info/revue-journal-du-droit-des-jeunes-2006-8-page-47.htm

- Dor M., 2020, Modèles socio-économiques du tiers secteur en Europe : approches analytiques, contraintes et évolutions, Sous la direction de Eynaud P., Bucolo E., Gardin L., INJEP, Notes & rapports/Rapport d'étude

- Vidal García Alonso J, "Instrumentos para la gestión de la calidad en las ONG: perspectiva internacional", Fundación Luis Vives, 2007

- Leicht-Eckard Elisabeth, Von Laufenberg-Beermann Anne, Wehmeier Petra, "Praxisorientiertes Qualitätsmanagement für Non-Profit-Organizationen = Practice oriented quality management for non-profit-organisations", Verl. Neuer Merkur, München y 2008

Webgrafía

Spain:

https://www.plataformaong.org/recursos/314/informe-el-tercer-sector-de-accion-social-en-espana-2021-respuesta-y-resiliencia-durante-la-pandemia

https://www.plataformaong.org/recursos/77/estudio-de-casos-sobre-estrategias-de-inclusion-activa-en-paises-de-la-ue

https://www.plataformaong.org/recursos/46/guia-de-evaluacion-de-programas-y-proyectos-sociales

Belgium:

http://annuaire.economiesociale.be/

https://pro.guidesocial.be

Bulgaria

https://www.ngobg.info/bg/organizations/%D1%81%D0%B4%D1%80%D1%83%D0%B6%D0%B5%D0%BD%D0%B8%D0%B5-3-1.html

Estonia

https://sev.ee/andmebaas/

Grecia

https://greekcivilsocietynetwork.wordpress.com/

Hungary

https://adjukossze.hu/kereses/szervezet/relevans/

Latvia

https://tap.mk.gov.lv/valsts-parvaldes-politika/kvalitates-vadiba/Kvalitates-vadibas-instrum

Lithuania

https://nvoatlasas.lt/filtravimas/

Polonia

https://spis.ngo.pl

Portugal

https://impactosocial.pt/organizacoes/

United Kingdom

https://www.ncvo.org.uk/practical-support/quality-and-standards/trusted-charity/awarded-organizations

Czech Republic

https://www.remedium.cz/centrum-pro-spolupraci-nno/katalog-neziskovych-organizaci.php?stranka=2