Volunteering in Spain

Market Research Study

October 2011
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Overview & Purpose

Main cultural/ societal dynamics around volunteering
Overview of trends in volunteering
Overview of nonprofit sector use of volunteers
Overview of corporate engagement in service and volunteering
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Overview & Purpose

To assess the market for volunteering and service in each country in order to identify opportunities for accelerating volunteer impact

Research Methodology

The study was based on both field and theoretical research.

Discovering the Issue
How can we understand the overall landscape of volunteering in Spain?
How is it physically present in cities like Madrid?

Conducting secondary research
Online blogs, websites, nonprofit publications, databases
Interviews of specialized people

Creating the framework
Separation of the various actors found according to their characteristics (typology)
Research of the Spanish specificities
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I. The Volunteering Landscape: Main cultural/societal dynamics around volunteering

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- History: the perception and role of volunteering in Spain has changed over the years
- Perception, role of volunteering in the society: there is a strong relationship between the state and social issues, inherited from the Welfare State.
- The Volunteering Landscape today: the place of volunteering is now more relative to philanthropic giving, work activities, education, than religious participation
- The Volunteering Landscape: legal environment/constraints: there are no forms of self regulation in the Spanish voluntary sector
- Geographical spread of voluntary organizations: support and promotion of volunteering is not a monopoly of central authorities, there is a tension between national/autonomy prerogative
The perception and role of volunteering in Spain has changed in depth over the years

- The place of volunteering was first relative to work activities: labor cooperatives (mid 19th century, mainly in Catalonia), to safeguard the interest of their members (peak: 1931-1939).

- After the Civil War (1936-1939), a more repressive phase of the Franco’s dictatorship began; the number of voluntary organizations started to increase only in the last period of the dictatorship (early 1970s).

- It became then relative to democratic institutions: the “boom” occurred with the 1978 democratic Constitution Rights and a new model of territorial organization were provided (creation of the Autonomous Regions). The place of volunteering became relative to the room left by the State(s). In late 1970s, many civic movements suffered a crisis because of the upcoming Welfare State, which was thought to be sufficient to satisfy all social needs until the mid 1980s.

Participation in associations was 37% in 1973 and only 23% in 1980.
The perception and role of volunteering in Spain has changed in depth over the years

- But after this period, the Welfare State revealed its limits and voluntary organizations found the support of individuals and government. The **Spanish voluntary sector as we know it today, has been shaped during this period: the third sector has become a service provider in association with the State.**

- In the **1990s, Spain passed through a period of renewed social enterprise** that reached the levels of the 1970s.

- These were mainly new forms of organization and were generally less “institutionalized”. Consequently, their **classification is extremely difficult** as they included youth, ecologist, cultural and local forms of association. Also, during this decade the third sector faced a period of regulation, diversification and complexity, which characterizes it today.
II. The volunteering landscape: Overview of trends in volunteering

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• Total size of volunteering in Spain: volunteering is increasing

• Where volunteers are to be found: in social services NGOs of Madrid, Catalonia and Andalucia

• Trends: Volunteering seems to be skill-attracting. It may be due to a psychological feeling of « giving back » for young people.

• Attitudes and behaviors of volunteers, how people are volunteering: You give back when you feel you are given something.

Main source: Study on Volunteering in the European Union, Country Report Spain
There is a strong relationship between the state and social issues, inherited from the Welfare State.

The State(s) is/are still the major actor in launching social policies, but is/are more willing to delegate: it helps understand the existing relations between non profits, companies and State(s).

- The **public administrations** allocate part of their budget to volunteering activities. Among the ministries, the Ministry of Health and Social Policy provide the sources for implementation of the National Volunteering Plan but the national administration allocates resources to volunteering in different ways.

- **10%** of volunteering organizations do not receive any kind of public funding. Public help is also to be seen in **fiscal advantages** for firms.

The place of volunteering is now more relative to philanthropic giving, work activities, education, than religious participation.

Volunteering is therefore the result of secular evolution, depriving the church from its former prerogatives.

Geographical Field of activities

- The majority of voluntary organizations carry out their **activities in the local communities (52%) and the Autonomous Community (22%)**. Greater organizations acting at national level represent only 9% of the total. 17% of these associations work at provincial level. As a result, the role of the regional and local administration is quite important on volunteering.

Source: Association of Voluntary Service Organizations AVSO and European Volunteer Centre CEV (2005)
There are no forms of self regulation in the Spanish voluntary sector

• The National Law No. 6/1996 on Volunteering covers the main issues related to volunteering at national level. However, a volunteer who is younger than 18 years old needs an authorization from parents or tutors, though there is no a specific regulation on this matter.

• A volunteer signs a “rights and duties act/letter” (carta de derechos y deberes) when participating in a project for an organization. It includes rights and duties specified in national or regional law as well as the particularities of each voluntary organization.

Legal definition of volunteering:

• The activity must be of an altruistic and solidarity character;
• It must be freely chosen and not subject to any personal duty or legal boundary;
• It must be carried out without economic gain and without prejudice to the right of the volunteer to be reimbursed for any expenses s/he may incur while fulfilling their tasks;
• It must be developed through public or private non-profit organizations in the framework of a concrete program or project.
Support and promotion of volunteering is not a monopoly of central authorities: a tension between national/autonomy prerogative

- At national level the law that governs volunteering is No. 6/1996, 5th January, on volunteering, which was issued in order to bring together regional legislations that already existed in different Autonomous Communities; it limits the scope of its application to national or supra-autonomous level.
- According to the Constitution, the Spanish Autonomous Communities have power to regulate on this matter.
- Some Autonomous Communities have therefore developed their own regional plans for volunteering, adapting the lines of the national plan according to their own regional needs, different concerns and priorities.
- **Examples:** Andalucía and the Basque Country: promotion of research about volunteering; Galicia: inspection and reporting on non profit organizations; Valencia: participation of the volunteers in organizations management; Castilla-La Mancha and Canarias: awareness in the communities.

At local level the city councils develop their own plans on volunteering, which follow the frameworks of regional plans. The city councils also provide managerial level training and advice to the volunteering organizations.
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II. The volunteering landscape: Overview of trends in volunteering

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• Total size of volunteering in Spain: volunteering is increasing

• Where volunteers are to be found: in social services NGOs of Madrid, Catalonia and Andalucia

• Trends: Volunteering seems to be skill-attracting. It may be due to a psychological feeling of « giving back » for young people.

• Attitudes and behaviors of volunteers, how people are volunteering: You give back when you feel you are given something.

Main source: Study on Volunteering in the European Union, Country Report Spain
Volunteering in Spain is increasing

• There is no exact information on the number of volunteers in Spain.

• However, according to the data gathered through the interviews, the number of volunteers in 2005 reached 5,000,000, which represents 12% of the population. Other sources suggest that the number of volunteers stood at around 1.1 million in 2002.

• According to a responsible at national level (Subdirección de ONGs y Voluntariado), voluntary activities are increasing, and considerably during the last decade. Also the National Plan for Volunteering 2005-2009 asserts that the increase in participation is particularly high at local level. The reasons for this are:
  • There is more social consciousness;
  • There is more ‘social sensibility’;
  • There are more people who want to participate in public affairs;
  • Increase in life expectancy and in active ageing, which means that more and more people at a relatively young age have free time to spare and a high level of skills.

This new phenomenon is to be linked with the growing fragmentation of infrastructures and organizations.
Where volunteers are to be found: in social services NGOs of Madrid, Catalonia and Andalucía.

- **Madrid, Catalonia** and **Andalucía** have the highest number of NGOs.
- Volunteer involvement by sector: **social services** come first.
- Conversely, the regions of La Rioja, Navarra, Basque Country and Cantabria have a lower number of organizations in relative terms, although La Rioja, Cantabria, Baleares and Canarias have the highest numbers of NGOs per capita.

28.7% of the total number of volunteers volunteer in this sector, which represents 4% of the Spanish population. Other fields in which volunteers are also involved include civil rights, the environment, health, community development and international cooperation.

sources: Plan Estatal del Voluntariado 2005-2009. Diagnóstico de Situación del Voluntariado en España (fig.1), Association of Voluntary Service Organizations AVSO and European Volunteer Centre CEV, 2005 (Fig.2)
Volunteering seems to attract skilled people. It may be due to a psychological feeling of « giving back » for young people.

AGE: younger Spanish people volunteer more than their older counterparts although volunteering among older citizens is growing. Age 18 to 29 represents 57% of the total, followed by 30-45 years old, representing 16% of the volunteer population.

EDUCATION LEVELS: the majority of people who participate in voluntary activities are highly skilled (20% have a degree) and according to statistical data from 2002 they volunteer on average 5 hours a week.

EMPLOYEMENT STATUS: students constitute the largest group of volunteers (34% of the total number). They are followed by employed people, who represent 31% of the volunteer population and retired people at 12%. The unemployed is the group with the lowest representation.

ESADE Alumni Pro Bono Consulting Program: « Alumni giving back »

Sources: 2000/2001 figures Association of Voluntary Service Organizations AVSO; National Congress on Volunteering, 2004
Spanish would “give back when they feel they are given something”

- **Expectations and key factors of satisfaction/motivation:** the volunteers’ main motivations are related to personal satisfaction (38%), moral obligation (33%) and the possibility of getting experience, training, and developing new skills (28%).
- **Therefore, awareness on volunteering and opportunities are pretty mature in Spain.**

- **Constraints:** they seem to be common to those of every volunteer (time, difficulty to join in structures with habits on volunteering, generation gap...). In addition, there is a specific issue on volunteering in Spain: the current economic crisis makes a lot of young people feel exploited and this may prevent them from volunteering.

"Spain is the country where people sleep the less, stay the longer at work and are the less productive. Unemployment rate reaches 20%. In those conditions, people may not want to volunteer."

(Manuel Moreno, France-Spain Chamber of Trade and Industry)
Spanish would “give back” under various forms

Types of volunteering:

- **Skills-based volunteering**: Pro Bono is highly organized by industry or service sector, by mature firms, by students studying specific areas (law, counseling...)

- **Micro-volunteering – small tasks done online**: Individual ‘service leaders’ (taking initiative) and independent service projects. Voluntary activity that takes place in an isolated, sporadic or individual way, outside the framework of public or private non-profit organizations, or motivated by family relations or friendship, is expressly excluded from the concept of voluntary work in Spain.

- **International “cross-border” volunteering**, ex: Youth In Action
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• Size, strength, level of maturity of the nonprofit sector: There are no official datas but the number of NPO is pretty high, and chances are that it may increase in the future.

• Common causes, legal status and NPOs’ use of volunteers: The role of the regional, local administration is quite relevant in how people are volunteering.

• Insights into education service programs: The complex political organization of Spain can account for the multifaceted development of education in volunteering.

Main source: Study on Volunteering in the European Union, Country Report Spain
There are no official data but the number of NPOs is high, and chances are it may increase in the future.

There are **273,497** active voluntary organizations in Spain*

- Of these **264,851** are **associations and religious organizations** and **8,646** are **foundations**. At the same time there were 3.33 million enterprises in 2007: voluntary organizations represented **8.2%** of the total number of organizations that manage economic resources.

- **Due to the restoration of democracy**, nine out of ten organizations in the third sector were created **after 1977**; half of the organizations in the social services sector (the biggest percentage of volunteers) have been created **in the 1990s**: +43% between 1995 and 2002. The biggest increases were in the number of **professional associations** (increase of **93%**) and **culture, sport and leisure organizations** (increase of **49%**). Also in this period some large Spanish companies started to create their own **foundations** to develop relationships with the community.

- Some argue that there has also been an important increase in the number of NPOs whose main activity is to offer **services to the various public administrations** in order to satisfy the social demands of the welfare state. Most of these providers are younger than twenty years old and quite small (70% have no more than two employees).

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"Source: The Leonardo da Vinci II Program framework the “Innovative Training Model for Social Enterprises Professionals/Qualifications”"
The role of the regional, local administration is quite relevant to show how people are volunteering

**Legal definition:** the National Law 6/1996 on volunteering, article 8.1. defines voluntary organizations according to the following characteristics: an organization that is legally constituted, a corporate entity, non-profitable and carries out activities of general interest (social services, civil rights, education, cultural, scientific, sports, health, development cooperation, environment, economy, research, promotes volunteering, associations development, etc.).

**Voluntary activities in Spain**
Source: John Hopkins University study, 1995

- **Typical ways employees are engaged:** employment in the not-profit sector is equal to 4.1% of the total employment in Spain, and 6.29% including volunteers*.
- However, the report on the third sector in Spain states that the majority of the organizations are the ones related to the “culture, sport and leisure time” sector.

*Source: The Centro di Servizio per el Volontariato del Lazio*
The complex political organization of Spain can account for the multifaceted development of education in volunteering

- Volunteers’ skills and competences are not accredited / recognized in the national educational and training system but many developments are taking place.

- Initiatives at national level: in a small number of schools pupils can carry out voluntary activities one hour per week under “Religion” classes. Civic Education (Educación para la Ciudadanía) has been included in the curriculum of the state schools with the aim to improve social values and volunteering, especially for those pupils in less privileged zones and with special needs.

- The part of universities: they act as places to discuss volunteering, they are dynamic agents on the research carried out about the third sector, some have developed masters’ degrees and other training for managerial voluntary activities or provide credits for volunteering activities. Some Autonomous Communities have developed agreements with universities (Andalucia, Catalonia and region awards to recognize the work of volunteers).

Education becomes a strategic element for NPOs, and the part played the public sector is particularly important here.
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Financial contribution : public support vs. private fundings

“Most of the time it is about assisting the associations: Corporate Volunteering remains based on external cooperation.”  (David Diaz, Baker &Mckenzie).

• **Overview:** the contribution of the private sector to the third sector entities has reached 215 million euro: **0.033%** of the Spanish GDP, **5.8%** of the associations’ and foundations’ budget save ONCE, Cruz Roja and Cáritas. 50.5% of this fund comes from the savings accounts and the rest (49.5%) from regular private companies and their corporative foundations. Over a quarter (26.5%) of the third sector entities have benefited from this contribution. (1)

• The entities most likely to contribute to the voluntary sector are **banks and international companies.** The banks provide about 10% (they are obliged to give 30% of their net income to social initiatives) (2). In **Northern America** it is estimated that between 55% and 80% of the firms support Corporate Volunteering in one way or another.

• **Public support vs. private fundings:** the main sources of funding in the Spanish third sector are membership fees and income for services (49%), subsidies from the national, autonomous and local administrations (32%) or donations (19%). Compared to other countries (the US, Canada, the UK), **Spain is late** in terms of financial contributions.

Sources:  (1) estimation by the Fundación Luis Vives ; (2) the Observatorio de Acción Social de la Empresa en España de la Fundación Empresa y Sociedad
Theoretical pillars of Corporate Volunteering are rooted in CSR bases: CV is perceived as a strategy.

Corporate Volunteering is also a response to a public dynamic: globalization, technology and knowledge booms, civil society and conscious consumers and firms, plus the recent crisis, made CSR a key element of the economic debate, and of firms strategies.

The areas of impact elected are deeply motivated by social concern and come ahead of other internal considerations

- 59% of the surveyed firms (study) belong to the sector of services, 34% come from the secondary sector and 7% from the primary. It reflects the weight of each sector in the Spanish economy, not that CV is more concentrated in one particular sector. Law firms, banks and mobile phone operators, as well as big global firms are more likely to have CSR departments and experience on the subject.

- The maturity of this department differs from one company to another, but the presence of an SR manager is often a good element to assess its development: 18% of the firms under study define this function and centralize CV actions in the manager’s hands. Other firms practice it in a transversal way: presidency or executive office, 23%, the human resources department (17%), or the marketing, sales (16%) or production department (8%) in the secondary sector.

- Concerning the more attractive organizations, the result is mitigated: the firms surveyed feel closer to issues akin to childhood (77,52%), physical handicap (75,5%), youth (69,39%) and women (65,3%). Other issues, such as molesting, social isolation (marginalization) and poverty (57,13%), immigration (48,97), associations with professional necessity (46,94%) and diseases (44,89%) are behind but also pointed at, which may reveals that they are perceived as more specific to a certain type of skills.
The concept of CV is evolving, CV actions too.

The Ley del Voluntariado (1996) defines volunteering as altruist, volunteer, free, and adds that it must be enacted in a public or private organization excluding isolated or sporadic actions. CV must follow this last criteria.

- The study of CV is a recent phenomenon, there are no clear, reliable data as far as its impact, evolution and morphology are concerned. CV actions are either defined as the local focus of organizations’employees or through their relatives’ participation.

- CV belongs to the development of human capital, and encompasses various actions like mentoring, coaching programs or outdoor training, or from simple actions like “días del voluntariado”, or intern communication systems on the needs of social entities, to more complex actions like participations in the board of administration of social organizations, consulting pro bono or tutoring projects.

- CV is the reflexion of the type of company. If the activity of the firm implies specific skills, which can have a social application, chances are that all industry segments concerned may implement CV programs.
Employee Volunteering Programs examples

- El Día Solidario de las Empresas has been initiated by the NGO Cooperación Internacional and the Fundación Antena 3 so as to motivate a collaborative spirit and concern about social needs among firms and to give employees the opportunity to get involved in socially meaningful actions and evolve in their professional activities by helping the third sector.

In 2011, 35 firms and more than 800 employees partook in this event, taking 70 CV actions with more than 30 NPOs. 1200 people attended the event directly.

Source: http://www.diasolidario.com/diasolidario/diasolidario.php/web
Employee Volunteering Programs examples

- The group Santander had 100 employees participating in this event. Besides, this firm offers volunteering opportunities to their employees through a specific webpage: “Santander eres tú”. They also organize events for education of children in the world especially in South and Central America: in June, 2011 the I Carrera Solidaria Santander, gathering more than 3,000 runners (employees, relatives, clients...from Madrid, Santander, Valencia).

- The firm Telefonica, through its foundation, offers trainings and volunteering opportunities in Spain and South and Central America. In 2010, their program made 21,802 volunteers from Telefónica from 19 countries collaborate actively in projects and campaigns. It represents 1,285 distinct initiatives of CV, 160,246 hours (free time and on working hours), 1,960 volunteers formed by more than 335 training and formation courses by the firm and almost 500,000 recipient people of their social actions. In Spain, it represents 7,165 volunteers from the company, 219 initiatives and 180,596 recipients.

Spain faces both common and specific, cultural issues to implement corporate volunteering.

- **The question of outsourcing**: in firms where CV is perceived as a pillar in the CSR strategy, it won’t be outsourced. It can be interesting for companies that haven’t started any project in this field.

- There are various possibilities to implement it. **Combination** could be interesting, if the parts are well defined. Firms that try to penetrate the Spanish market could be interested.

- **Maturity**: like in many countries, the positive effects of CV in Spanish firms is mostly intuitive. Various researches have been made but a lot remains to be done, since CV is commonly though to be strategic (no diffusion).

- **Costs: an enabler for outsourcing?** The most important ones are the implementation costs (study: 46,93% agree/ totally agree), then the coordination issues (28,56%). It is interpreted as somewhat positive; once it is implemented, firms can succeed and launch other projects: they become experienced and it may be an opportunity for intermediaries to alleviate the risk of failure. A key element of success is the **involvement of the top hierarchy** (91,8% important/very important). **It is an important element of Spanish firms’ organization** (top-down theory).
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Volunteering supporters & intermediaries

Public
- Research
  - Departments for Social Affairs
- Lobbying
  - Volunteering national plan
- Information
  - Volunteering
- Consulting
- Matching
- Project Mngt

Nonprofit
- State Council for the welfare and social NGO’s
- Observatory of corporate volunteering
- Spanish platform for volunteering
- ESADE alumni giving back program
- Universitie’s oficinas del voluntaria do

Private
- European Voluntary Center
- Plataforma para la promoción del voluntaria do - PPVE
- Foundation Obra social la Caixa
- Associación española de voluntariado - AEVOL
- Foundation Hazlo posible

New
- General support
- General intermediaries
- Youth volunteering
- SBV only
- EVP
Segmentation by mission, activities and/or offerings is more enlightening than the nature of the organizations promoting corporate volunteering

• **Importance of the public sector: the State** gave the impulse on raising the attention on CV. The 4th Volunteering National Plan outlines actions that must be carried out to promote volunteering.

• **Presence of decentralized public services**: there are **directorates generals and public institutes or centers** dedicated to the promotion and support of volunteering, which depend on the regional governments: the **Departments for Social Affairs** from those governments governments have agencies that promote, facilitate and support volunteering.

• **At regional level**, each Autonomous Community and city has its own unit responsible for volunteering in their public structure with consultation and collaborative bodies: there are also organizations to promote volunteering (ex: Andalucía Volunteering Committee, Consejo Andaluz del Voluntariado). There is also a **State Council for the welfare and social NGO’s**, which acts as an advisory body in the development of public policy and promotes NGOs (part of the Spanish Platform for Volunteering).
Segmentation by mission, activities and/or offerings is more enlightening than the nature of the organizations promoting corporate volunteering

- The organizations created to promote volunteering are also **private entities** such as the Platform for Promoting Volunteering (Plataforma para la promoción del voluntariado - PPVE) and the Spanish Volunteering Association (Associación española de voluntariado - AEVOL).

- Also, many **NGOs, foundations and voluntary organizations** (national ones with a strong infrastructure like Caritas or the Red Cross) promote volunteering and offer training.

- **Offerings** are: referral services, project management, volunteer training, NGO training, corporate services, advocacy and policy, methods of reach, etc.
Training of volunteers: traditionally performed by voluntary organizations; public authorities have recently started to get involved.

- By providing structured training courses for both volunteers and organizations through "Schools of Volunteering" (e.g. School of Volunteering of Madrid), public authorities start to create a global training for volunteers. It has been stated that 67% of volunteer organizations carry out training activities. Most of the time, it is based on most assisting to external conferences and training courses.

- Volunteer organizations or regional volunteer centers offer training seminars: training courses on general and basic volunteering issues such as the acquirement/development of skills; specific training courses for those working with particular groups (e.g. migrants, disabled people, prisons, hospitals).

- The Schools of Volunteering provide not only free training for volunteers but also for organizations with a view to improve their skills on the management of volunteers or to guide them on how to recruit volunteers and organize projects with volunteering participation.

- There is no explicit data regarding the number of volunteers that receive training in Spain but there is a strong demand from volunteers to have access to training courses.

Source: Voluntary actions in Spain, European Volunteer Centre
Universities and youth volunteering: involve students

- In most cases, universities have their own management and enforcement of voluntary actions. They are often called “oficinas de voluntariado”, and students can have personal interviews to evaluate their ability to do volunteering. Then, they are registered on a volunteering database and are given a basic formation on volunteering and specific information about the field they elected.

- The majority of Spanish universities implement their own centers for volunteering, but also NPOs such as “Solidarios para el Desarrollo”, which created a partnership with the Universidad Complutense de Madrid. Its offers encompass various actions (helping in prisons, for physical and mental disabled, AIDS victims, immigrants,...). The formation provided to the volunteers is based on information meetings and specific courses, seminars to study a volunteering manual, courses of personal formation.

- Private schools also offer volunteering opportunities to their students: the ESADE alumni giving back program has been taking place for 5 years now and allows consulting students to give pro bono consulting services to NPOs, through the Institute for social innovation of the school. Around 10 pro bono projects are implemented every year.
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<th>Location</th>
<th>Value Proposition</th>
<th>Highlights</th>
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<td><strong>The Spanish Platform for Volunteering</strong></td>
<td>National network</td>
<td>PARAPUBLIC: Private subventions (foundations), Region of Madrid</td>
<td>Promotes, sentitizes society on volunteering, creates spaces of coordination and exchange, partakes in creating policies and programs of volunteering. Acts for the interest and independancy of volunteering entities. NGOs's spokesman in national and global fields. Launches and enforces regional platforms of volunteering.</td>
<td>Close to Hands On network</td>
</tr>
<tr>
<td><strong>Agencies of the Departments for Social Affairs</strong></td>
<td>Regional</td>
<td>PUBLIC: Public fundings, regional fundings= possible discrepancies according to the wealth of the region it is located in.</td>
<td></td>
<td>Close to Hands On network</td>
</tr>
<tr>
<td><strong>Observatory of Corporate Volunteering</strong></td>
<td>National</td>
<td>PRIVATE NPO: Partnerships in organization with IESE Business School and International Cooperation NGO. Private fundings (foundations)</td>
<td>Research. Trains and gives information to corporate leaders to implement CV in their firms and promotes CSR involvement.</td>
<td>Close to Hands On network</td>
</tr>
<tr>
<td><strong>The Spanish Volunteering Association (Asociación española de voluntariado - AEVOL)</strong></td>
<td>National, focus on international volunteering</td>
<td>PRIVATE NPO: Region of Madrid, International Association for Volunteer Effort</td>
<td>Education, organizes the Global Youth Service Day (GYSD) every year, to promote volunteering and to train young people for voluntary activities.</td>
<td>Close to Hands On network</td>
</tr>
<tr>
<td><strong>Foundation Obra Social La Caixa</strong></td>
<td>National, international</td>
<td>PRIVATE, emanating from a For Profit entity (La Caixa, phoning, bank and insurance company)</td>
<td>Poverty, social exclusion, social integration, handicap, health, international cooperation, multiculturalism and social cohesion, culture, sustainable development,offers formations, and volunteering opportunities (register)</td>
<td>Close to Hands On network</td>
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**Example of intermediary structure (1)**

**Platform for Promoting Volunteering (Plataforma para la promoción del voluntariado – PPVE/PVE):** [http://www.plataformavoluntariado.org/web/cartadeidentidad](http://www.plataformavoluntariado.org/web/cartadeidentidad)

**Synopsis:** its goal is to amalgamate and to represent the volunteer movement to public authorities and other stakeholders. Its activities span from advice and research on volunteering through to awareness raising campaigns and training.

**How does it work:** PPVE was created in 1986 on a national level and groups together several entities engaged in volunteering (voluntary organizations and regional volunteer centers from the Autonomous Communities and the provinces). The role of the PPVE involves awareness and promotion of volunteering activities and recognition of the volunteers; Also the PPVE represents 750,000 volunteers and is a member of the International Association for Volunteer Efforts (IAVE).

**Theory of Change:** contribution of sources and space to train volunteers, promotion of networking activities and coordination of volunteering entities at national and international level.

**Structure:** Nonprofit organization
Example of intermediary structure (2)

Foundation HAZLOPOSIBLE: Portal de Voluntariado corporativo 2.0
http://www.hacesfalta.org/empresas/portal-voluntariado-corporativo.ct

**Synopsis:** creation of a portal dedicated to corporate volunteering in firms’ intranets: promotion, sensitization, by making the design, the implementation, the contents and daily management of the portal.

**How does it work:** The foundation helps the firm define its portal, broadcast and update it. It can also create a partnership to plan a CV program in the firm.

The foundation also handles the technical support of the portal (access criteria AA, current standards on security and data protection.

**Theory of Change:** The employees are the actors, and there are various ways of participating in CV: more than 1000 opportunities to volunteer within NGOs, CV activities, best practices, testimonies, exhibitions, reports...

**Structure:** foundation
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# Main barriers and potential solutions

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<th>Description</th>
<th>Solution</th>
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</table>
| Language barrier        | Many of the potential affiliates in Spain does not speak English and are not familiarized with American frameworks and mindset.                                                                          | 1 – Partnership with “XYZ” to localize materials  
2 – Partnership with American organization “XYZ” who operates in Spain to support the adaptation and translation of materials  
3 – Bring member of the potential affiliates to an internship at POLI for XX and support them to localize the materials by themselves |
| Discrepancy by sector   | Some firms have a fairly long tradition of CV, pro bono, corporate involvement in the social field. But others have not and don’t know how to implement it.                                                      | 1- Identify the level of maturity of the organization by sectors  
2- Create a specific pedagogy according to this level  
3- Start by convincing the top management  
4- Give methods and best practices to identify NGOs corresponding to the activity of the firm and to answer the need |
| Various actors          | It is really hard to tell between private/public origins of organizations supporting volunteering. Strong frontiers are present in the mindset, though the day-to-day reality is more mixed. | 1- Be aware of win-win partnerships established by mature corporations (law firms, banks...)  
2- Keep in mind the local approach  
3- Decrease the number of actors to simplify the discussion: projects can be implemented only at a firm’s level |
Challenges faced by Spanish firms represent opportunities for intermediaries

• CV is a key element in firms’ activity and organization. **Intermediaries are therefore relevant to help firms change structures and strategy.**

• Given the fact that study of CV is a recent phenomenon, and that there are no clear, reliable data as far as its impact, evolution and morphology are concerned, **intermediaries can help firms identify the best CV action for their structure.**

• CV is the emanation of the type of company: it is its reflection. If the activity of the firm implies specific skills, which can have a social application, chances are that all industry segments concerned may implement CV programs (activity akin to issue area). **Intermediaries can accompany firms in their strategic management.**

• The firms focus on their interest for the issue, which might prevent many NGOs from benefiting from CV. **Intermediaries are therefore profitable if they bring specific knowledge to firms.**

Concrete firm realizations and scholar publications pioneer the path for further development of CV in Spain, but intermediary structures are relevant to implement CV amid this flow of scattered information.