

Code of Ethics and Conduct of the Center for Educational Initiatives (CEI)

I. Guiding Principles

A. Responsibility, Service, and Public Mindedness

CEI should integrate self-development and service to others, balancing individual and public concerns, focusing on higher, broader, and more public levels of service contributing to the common good.

Standards

- Responsibly maintaining itself, conducting its activities for the sake of others, whether for the public at large or a particular segment of the public.
- Public money must not be misused for selfish purposes and all public assets are to be treated with utmost seriousness, as a public trust.
- Recognize that its conduct and activities impact on the public's perception of NGOs and that it shares responsibility for the public's trust of NGOs.
- Exhibit a responsible and caring attitude toward the environment in all of its activities.

B. Cooperation Beyond Boundaries

Significant progress toward global well-being can be fostered through inter-religious, intercultural, and interracial work, and across artificial barriers of politics and ethnicity that tend to separate people and their institutions. CEI should maintain ethical, cooperative relationships with other NGOs, and should partner where possible and appropriate for the sake of the greater public good.

Standard

CEI should be willing to work beyond borders of politics, religion, culture, race and ethnicity, within the limits of the organizing documents and with organizations and individuals that share common values and objectives.

C. Human Rights and Dignity

As the Universal Declaration of Human Rights states, "All human beings are born free and equal in dignity and rights, are endowed with reason and conscience, and should act towards one another in a spirit of brotherhood." (Universal Declaration of Human Rights, Article 1) The family is the fundamental natural group unit of society promoting human rights and human dignity. (Universal Declaration of Human Rights, Article 16)

Standards

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- CEI should not violate any person's fundamental human rights, with which each person is endowed.
- CEI should recognize that all people are born free and equal in dignity.
- CEI should be sensitive to the moral values, religion, customs, traditions, and culture of the communities it serves.
- CEI should respect the integrity of families and support family-based life.

D. Religious Freedom

"Everyone has the right of freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance." (Universal Declaration of Human Rights, Article 18)

Standard

CEI should respect religious freedom.

E. Transparency and Accountability

CEI should strive for openness and honesty internally and toward donors and members of the public. Periodic accountings should be made.

Standards

- CEI should be transparent in all of its dealings with the government, the public, donors, partners, beneficiaries, and other interested parties, except for personnel matters and proprietary information.
- CEI's basic financial information, governance structure, activities, and listing of officers and partnerships shall be open and accessible to public scrutiny and to make effort to inform the public about its work and the origin and use of its resources.
- CEI should be accountable for its actions and decisions, not only to its funding agencies and the government, but also to the people it serves, its staff and members, partner organizations, and the public at large.

F. Truthfulness and Legality

CEI should be honest and truthful in its dealings with its donors, project beneficiaries, staff, partner organizations, government, and the public in general, and should respect the laws of any jurisdiction in which it is active.

Standards

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- CEI should give out accurate information, whether regarding itself and its projects, or regarding any individual, organization, project, or legislation it opposes or is discussing.
- CEI should not engage in any activities that are unlawful under the laws of the nation in which it is organized or works, and must be strongly opposed to, and not be a willing partner to, corruption, bribery, and other financial improprieties or illegalities.
- CEI should have a policy for staff and volunteers to confidentially bring evidence to the governing body of misconduct of anyone associated with the organization.
- CEI should meet all of the legal obligations in the countries in which it is organized or works. Such obligations may include laws of incorporation, fundraising legislation, equal employment opportunity principles, health and safety standards, privacy rules, trademark and copyright legislation, and so forth.
- CEI should take prompt corrective action whenever wrongdoing is discovered among its staff, governing body, volunteers, contractors, and partners.

II. NGO Integrity

Fundamental to the very character of each NGO is that it be not-for-profit, nongovernmental, organized, independent, self-governing, and voluntary. These general criteria may appear remain basic for the integrity and conduct of an NGO.

A. Nonprofit

Standards

1. **Not-for-profit.** CEI is organized and operates as a not-for-profit organization. Any surplus that is generated through its operations is to be utilized solely to help the organization fulfill its mission and objectives. No part of the net earnings of the NGO is to inure to the benefit of the directors, officers, members or employees of the organization, or to any other private persons, except that CEI may provide reasonable compensation for services provided to the organization.
2. **Trade or business.** The organization is not to be operated for the primary purpose of carrying on a trade or business, unrelated to its mission and stated objectives.
3. **Governing instrument.** CEI's governing instrument shall prevent the organization from distributing profits or assets for the benefit of individuals both during operation and when winding up.

B. Non-governmental

Standards

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1. **Non-governmental.** CEI is not to be part of, or controlled by, government or an intergovernmental agency.
2. **Politically independent.** CEI shall maintain independence and not be rigidly aligned or affiliated with any political party, although it may share a common political or legislative cause within the limit of its mission, stated objectives and legal structure.
3. **Foreign policy.** CEI shall not act as an instrument of government foreign policy, but act independently of governments. CEI shall not seek to implement the policy of any government, unless it coincides with the mission of the organization and the organization's own independent policy.

C. Organized

Standards

1. **Organizing features.** CEI has an organizing document, an executive board, officers, and regular meetings and activities.
2. **Organizing documents.** The organizing documents clearly define the mission, objectives, governance structure, rights and obligations, and rules of procedure.
3. **Legal recognition.** These organizing principles apply whether or not CEI is legally recognized by any government.

D. Independent and Self-Governing

Standards

1. **Independent.** CEI shall be independent. Its policies, vision, and activities shall not be determined by any for-profit corporation, donor, government, government official, political party, or other NGO.
2. **Self-governing.** The organization shall govern itself autonomously, according to the governance structure it has selected for itself. It shall be equipped to control its own activities.

E. Voluntary

Standards

1. **Voluntary values and principles.** Rather than being required to exist by law, NGOs are formed by private initiative, resulting from the voluntary actions of individuals who have chosen to pursue a shared interest or concern. The retaining of voluntary values and principles shall remain a primary force in the way of working of the CEI.
2. **Contributions from volunteers.** In order to achieve its mission and objectives, the organization is to have meaningful contributions from volunteers. These may include both the target group and supporters.

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3. **Volunteerism of governing board.** Those who are part of the NGO's governing body (the board of directors) are to serve in a voluntary capacity, for no pay.

III. Mission & Activities

An NGO's mission is its "raison d'être" — the reason or purpose why the NGO exists and what it hopes to accomplish. The well-defined mission of the CEI serves as the foundation and frame of reference for all its activities and organizational planning with an obligation to utilize its resources in an effective and efficient manner toward accomplishment of its stated purpose.

A. Mission

Standards

1. **Formal statement.** The organization has formally and succinctly stated its mission in a written statement approved by its governing body. This statement clearly sets forth why the CEI exists and what it hopes to accomplish.
2. **Board of directors.** Each member of the board of directors shall fully understand and support the mission of the organization.
3. **Public availability.** The mission statement of the CEI is made available to all officers, staff, partners, donors, program beneficiaries, and the public in general.
4. **Evaluation.** The mission of the CEI shall be reviewed periodically (every two or three years) to determine if it is still relevant. Among issues to evaluate: (a) whether the mission has been fulfilled, either by the organization or another entity, and thus whether there is a need for the organization as currently constituted to continue to exist; (b) whether the mission should be revised to reflect societal changes; or (c) whether there is a desire for the organization to address new needs which might require a new mission statement.

B. Activities

Standards

1. **Consistent with mission.** Activities shall be consistent with the organization's mission. The CEI's mission is to serve as the foundation for strategic planning and as the blueprint for the organization's activities. The CEI's focus shall be directed toward making sure that its goals are met.
2. **Effective and Efficient.** The programs of the organization shall effectively and efficiently work toward achieving its stated mission.

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3. **Feedback.** The organization shall regularly seek feedback on its activities from project beneficiaries, as well as other stakeholders.

4. **Evaluation.** The activities of the organization shall be critically examined periodically to determine their relevancy to the mission, their efficiency and effectiveness, the value of continuing the programs or revising them, and the need for new programs. Among issues to evaluate: (1) whether the activities are consistent with the current mission of the organization or whether they need to be revised or discontinued in light of changes in the mission; (2) the efficiency and effectiveness of the programs in achieving the NGO's objectives; (3) the outcomes for the program beneficiaries; (4) the cost of the program relative to its outcomes; and (5) whether new services should be offered. Evaluations shall be open and honest and include input from stakeholders.

5. **Professionalism.** The organization shall carry out its activities with professionalism and centered on the concept of serving others.

6. **Percentage of expenditures.** The organization shall spend at least 65% of its total expenditures (including fundraising costs) on program activities, and ideally more than 80%. If the organization does not meet this 65% standard, it should provide reasons why its higher overhead and fundraising expenditures are reasonable.

IV. Governance

An effective governance structure and a strong, active, and committed governing body is crucial to the soundness of an organization and its ability to achieve its mission and objectives. The plan of governance of the CEI reflects the core values, mission, and cultural standards of the organization.

A. Governance Structure

Standards

1. **Plan of governance.** The CEI has establish a plan of governance that best allows it to fulfill its mission, and reflects the core values and cultural standards of the organization. Democratic principles are used where appropriate and applicable.

2. **Organizing documents.** The organization's governance structure — including rules relating to the conducting of business by the governing body and the executive body that acts between board meetings, and the procedure for electing and appointing officers and their roles — is clearly specified in the organizing documents and available to all interested parties.

B. Structure of the Governing Body

Standards

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1. **Director resources.** The CEI's governing body shall consist of individuals who are dedicated to the mission of the organization, willing to volunteer their time and energies toward achievement of the mission, and able to offer substantial contributions to the organization. Among resources they may bring to the governing body are experience and wisdom; prestige; the ability to raise money for the organization; and professional skills, such as legal, accounting, management, fundraising and marketing.
2. **Unrelated directors.** The governing body of CEI shall have unrelated members.
3. **Nomination.** The procedure for nominating individuals to serve on the governing body is made known to members and other relevant parties.
4. **Diversity.** The governing body should have broad representation, reflecting the diversity of the NGO's constituencies. The CEI may enhance participation of members from diverse geographical distances, allowing meetings via such technologies as teleconferencing.
5. **Bylaws.** Each member of the governing body is to be presented with the bylaws of the organization and be familiar with these bylaws.
6. **Compensation.** Members of the governing body are not to receive compensation for their board service. They may receive reimbursement for expenses directly related to their board duties.

C. Responsibilities of the Governing Body

Standards

1. **Mission statement.** The governing body establishes the direction of the CEI, by creating or adopting the mission statement, reviewing it periodically for accuracy and validity, and revising it as necessary or desirable.
2. **Programs and compliance.** The governing body shall determine the CEI's programs and services, and monitor their compliance with the mission and their effectiveness and efficiency.
3. **Resources.** The governing body shall ensure the organization has the proper resources to fulfill the mission.
4. **Annual budget and fundraising.** The governing board shall approve the annual budget and actively participate in the fundraising process. In approving the annual budget, the governing body is to ascertain the percentage of the resources spent on administration and fundraising, versus program expenses, and strive for a goal of at least 65% of revenue being used for programs, and ideally greater than 80%.
5. **Resource management.** The governing body shall manage the resources effectively, and provide oversight regarding fiduciary and legal requirements.

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6. **Strategic planning.** The governing body shall actively participate with the staff in long-term and short-term strategic planning processes, including defining goals and objectives and the success of the CEI toward achieving its mission.

7. **Code of ethics and conduct.** The governing board shall assure that the organization is in compliance with this Code of ethics and conduct.

8. **Ambassadors for the CEI.** Members of the governing board shall serve as ambassadors for the organization, articulating its mission, accomplishments and goals to the public, and garnering support for the organization.

D. Conduct of the Governing Body

Standards

1. **Meetings of the governing body.** The governing body, and any subset of the governing body (executive body) which is authorized to conduct the affairs of the organization between meetings of the governing body, are to meet as frequently as is necessary to fully and adequately conduct the business of the organization. At a minimum, there should be a least 2 meetings annually of the governing body, or the governing body and the executive committee combined. If face-to-face meetings are not required by local or national law and the organizing documents, then communication technologies can aid in conducting frequent meetings.

2. **Minutes.** Minutes of each meeting of the governing body and executive body, and reports of each body and/or person when acting in the place of the governing body, are to be produced, distributed to each member of the governing board, and archived for future reference. The minutes also are to be available to CEI officers, staff, and the general public, with the exception of discussions related to personnel evaluation and other such confidential information.

3. **Responsibility for conduct.** The governing body is be responsible for its own conduct. The governing body is to establish written expectations for board members (including expectations related to service on committees, attendance at meetings, participation in fundraising and program activities), and annually evaluate its own performance. The governing body is to establish job descriptions for its officers (chair, treasurer, secretary, etc.).

E. Conflict of Interest

Standards

1. **Best Interest of the NGO.** In serving on the governing body, directors shall put organizational goals before personal goals, and put the best interests of the organization ahead of individual desires.

2. **Matters impacting a director.** No director shall participate in deciding a matter directly impacting that individual (such as personal remuneration, etc.)

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3. **Disclosure.** Each director shall disclose all potential and actual conflicts of interest, including each institutional affiliation he or she has that might possibly involve a conflict of interest (such as sitting on a board of another NGO with overlapping goals and missions). Such disclosure does not preclude or imply ethical impropriety.

4. **Written conflict of interest policy.** The governing body shall develop a written conflict of interest policy, which is applicable to the directors and to any staff and volunteers who have significant decision-making authority regarding the organization's activities or resources, as well as relevant organizational partners. The governing body shall provide its members with the written conflict of interest statement, which should be signed by the individual at the outset of each term of service.

V. Human Resources

A committed, capable and responsible staff is vital for the success of an NGO. The foundation for this is effective human resource policies. These should address both paid employees and unpaid volunteers, given the use of volunteers in many roles, including in management and as individuals rendering program and support services.

CEI expects employees and volunteers to maintain the highest standards of professional and personal conduct, use information and resources responsibly, and avoid conflicts of interest.

A. Responsibilities of the NGO

Standards

1. **Capable and responsible staff.** The CEI shall seek capable and responsible employees and volunteers (collectively "staff"), who are committed to the mission of the organization.

2. **Training and working conditions.** The organization shall provide proper training and orientation for new staff, and provide them with suitable working conditions.

3. **Written human resource policies.** If the CEI operates with ten or more staff, it is to have written human resource policies (or an employment manual) for its staff, including basic aspects of employment (benefits, vacation days, sick leave, etc.), and other fundamental policies such as confidentiality of information, computer policies (use of computer resources for personal work, ownership of computer resources), drug and alcohol policy, conflict of interest, and grievance procedures.

4. **Staff growth and development.** The organization shall provide opportunities for individual growth and staff development, and foster an atmosphere whereby supervisors encourage personal growth of staff.

5. **Fairness and rights.** All staff shall be treated with fairness and equity, and as individuals with rights to be honored and defended. Their rights to freedom of association, conscience and expression must be respected and protected.

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6. **Code of ethics and conduct.** Each staff member shall be provided with the NGO's code of ethics and/or conduct and any written human resource policies.
7. **Communication of serious concerns.** Key staff shall be enabled to communicate serious concerns to a member of the governing board or officer.
8. **Standards and responsibility.** Staff shall be encouraged and guided in maintaining the highest standards of professional and personal conduct, and in taking personal and professional responsibility for their actions and decisions.
9. **Confidentiality.** Guidance shall be provided to staff with access to official documentation or information regarding maintenance of the integrity, confidentiality, and privacy of such information to protect any individual concerned.

B. Conflicts of Interest

Standards

1. **Written policy.** The governing body shall provide staff who have decision-making power a written statement of how they shall handle potential conflicts of interest. Ideally, this statement will be signed by each individual at the time of their beginning service with the NGO and periodically thereafter.
2. **Disclosure.** Each officer shall disclose each institutional affiliation that he or she has that might possibly involve a conflict of interest.
3. **Gifts.** The CEI has established a policy regarding gifts to staff members, requiring that staff refuse all significant gifts connected with their position, or turn them over to the organization.
4. **Using position for personal benefit.** Staff members shall refrain from using their official position, either regular or volunteer, to secure special privilege, gain or benefit for themselves.
5. **Best interests of the NGO.** Employees and staff should put organizational goals before personal goals, putting the best interests of the entire program ahead of individual desires.

VI. Public Trust

Trust is the lifeblood of an NGO — trust by the public, trust by the media, trust by the government, trust by corporations, trust by donors, trust by other NGOs, trust by beneficiaries, and trust by its employees and those who volunteer their time. To develop and maintain trust, the CEI should exhibit genuine public accountability and transparency, and should be honest in the information that it makes available to the public.

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A. Public Information on the NGO

Standards

1. **Accuracy and timeliness.** Information provided about the organization to donors, members, clients, staff, and the general public shall be accurate and timely.
2. **Annual report.** The organization shall prepare and make available to the public information on its programs and services, and provide public access to appropriate records of those programs and services.
3. **Financial information.** The CEI annually prepares and make available to the public basic financial information on the organization, including the source of its funding; the use of those funds; the percentage of the funds used for service and programs, administration activities, and fundraising; and any compensation provided to the governing body. The CEI provides public access to appropriate financial records.
4. **Listing of governing body and officers.** The organization makes available the names of its governing body and management staff, publicizes any changes in its governing board, and provides access to appropriate minutes of meetings of its governing board.
5. **Partnerships.** The CEI makes available, in a timely and accurate manner, information on any partnerships or other joint ventures into which it has entered.
6. **Confidentiality.** The organization maintains the confidentiality of personal information on staff, clients and others, unless the individuals waive this right, or disclosure is required by law.
7. **Comparison.** The organization describes itself in terms of its own merits, not in depreciation of other NGOs. Communications regarding another NGO shall not be made with the purpose of creating a self-benefit at the expense of the other.
8. **Communications channel.** The organization provides a communication channel for the public should they wish to make inquiries regarding the NGO and its activities.
9. **Disclosure.** The Chairman of the board shall assure that the organization is complying with national and local laws regarding disclosure of information to the public.

B. Public Advocacy

Standards

1. **Accuracy and in context.** Information that the organization chooses to disseminate to the media, policy makers or the public must be accurate and presented with proper context. This includes information presented by the CEI with respect to any legislation, policy, individual, organization, or projects it opposes, supports, or is discussing.

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2. **Verbal and written statements.** The CEI has clear guidelines and approval processes for the issuing of verbal and written statements.

3. **Disclosure of bias.** The CEI shall present information in a fair and unbiased manner. Where a possible bias is unavoidable or inherent, it is to be disclosed.

VII. Financial and Legal

CEI has proper financial and legal procedures and safeguards in place, not only to stay within the law, but also as a measure of the organization's health and to assure donors, members, and the general public that investments in the organization are safe and being correctly used. The Center employs sound internal financial procedures, maintain financial records carefully, and make financial statements available to the public. It has its financial records reviewed periodically by a qualified examiner who can certify that the organization is operating legally and according to generally accepted accounting practices.

CEI is fully complying with all applicable state and local laws, including transposed EU legislation.

A. Financial Transparency and Accountability

Standards

1. **Fiscal responsibility.** Members of the governing body hold ultimate fiscal responsibility for their organization and are to understand the organization's financial statements and reporting requirements.

2. **Annual budget.** The organization's annual budget is to be approved by the governing body, and is to outline projected expenses for program activities, fundraising, and administration. The CEI is to operate in accordance with that budget.

3. **Internal financial statements.** Internal financial statements shall be prepared regularly and provided to the governing body. Any and all significant variations between budgeted expenses and actual expenditures, and between budgeted revenues and actual revenues, are to be identified and explained to the governing body.

4. **Financial policies.** The CEI has established financial policies, suitable for the size of the organization, regarding the receiving and disbursement of financial resources, investment of assets, purchasing practices, internal control procedures, and so forth.

5. **Internal control procedures.** The organization's internal control procedures shall have a safeguard against a person having the power to issue a check to himself or herself, such as requiring an additional signature. The organization's internal control procedures have a safeguard against one person being able to issue a check over a certain amount (such as two signatures being needed over \$5,000) and have restrictions payments made in cash.

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6. **Audit.** If the organization has substantial annual revenue, the accuracy of the financial reports shall be subject to audit by an independent, qualified accountant. By small gross incomes the CEI is to have a review by a qualified accountant.

7. **Professional standards.** The organization shall adhere to professional standards of accountancy and audit procedures as stipulated by the law in its nation, and fulfill all financial and reporting requirements.

B. Legal Compliance

Standards

1. **Laws and regulations.** The organization's activities, governance, and other matters conform to the laws and regulations of its nation and locality.

2. **Internal review.** The organization periodically conducts an internal review with an attorney regarding compliance of the organization with current laws and regulations and summaries of this review should be presented to members of the governing body.

VIII. Fundraising

In order to fund their operational and program costs and reach their objectives, the CEI raises funds from outside the organization, via seeking voluntary financial support from foundations, corporations, individual donors, and government agencies. However, such financial support is a two-way street, involving value for and obligations to the donor. As a recipient of such funds, it is important the CEI to be open and transparent, be accountable to the donor, use the funds responsibly and according to the intent of the donor, and allow the funding individuals and organizations to be able to have insight into the project at all times. It is important the fundraising activity also to be consistent with the mission of the NGO.

A. General Fundraising Principles

Standards

1. **Governing body.** The CEI governing body should be very active in the fundraising effort.

2. **Consistency with mission.** The organization shall only accept funding that is consistent with its mission, does not compromise its core principles, and does not restrict its ability to address relevant issues freely, thoroughly, and objectively.

3. **Truthful.** The organization must be truthful in all matters relating to the raising of funds and their use.

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4. **Mission priority.** Programs shall be designed to meet the mission of the NGO and never designed simply to meet the needs of a funding source.

5. **Unethical actions.** The organization must not tolerate any unethical activities such as double funding for one project, diversion of dedicated funds to uses other than the project for which funds were approved, or overstatement of achievements.

B. Solicitations (asking for support)

Standards

1. **Solicitation materials.** The CEI shall be careful to ensure that all solicitation and promotional materials are accurate, and that they clearly and truthfully present the NGO, its mission, and its programs. All solicitations are to correctly reflect the NGO's planned use of the solicited funds, and fundraising solicitations shall only make claims that the organization can fulfill. There shall not be any exaggerations of fact or material omissions, nor any communication or images that would create a false or misleading impression.

2. **Tax benefits.** The organization shall ensure that donors receive informed, accurate, and ethical information regarding the tax implications of potential gifts.

3. **Fundraising principles.** Fundraising shall be for the purpose of the NGO's mission, and free of coercion, improper motive, inappropriate conduct, unreasonable reward, or personal inurement.

4. **Excess funds.** When funding for a particular purpose is invited from the public, there shall be a plan for handling any excess funds, and, where appropriate, the appeal should include information on how any excess funds will be used.

5. **Compensation to fundraisers.** The organization shall not provide compensation to fundraisers that is based on a percentage of charitable contributions raised or expected to be raised, nor should it provide a finder's fee. The organization may provide compensation based on skill, effort and time expended, and performance-based compensation, such as bonuses, provided such bonuses are in accordance with prevailing practices of the NGO and not based on a percentage of charitable contributions raised.

6. **Percentage of fundraising costs.** The costs involved in fundraising shall be reasonable relative to the revenue generated. Over the course of a number of years, the NGO's average expenditure on fundraising activities should be one-third or less of the amount of revenue generated from these activities, and ideally fundraising costs should be less than 25% of fundraising income.

7. **Information on solicitors.** The NGO shall have policies in place to protect the donor's right to be informed whether the solicitors are paid staff, volunteers, or agents of the NGO.

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C. Use of Funds

Standards

1. **Use of contributions.** The organization shall ensure that contributions are used as promised or implied in fundraising appeals or for the purposes intended by the donors.
2. **Grant commitment.** When the organization accepts a grant, it is entering into a contract to carry out the program activities in an agreed-upon manner, and has an ethical and legal responsibility to honor that commitment.
3. **Donor consent for changes.** The organization may alter the conditions of a gift or grant only by obtaining explicit consent by the donor.
4. **Efficient and effective use.** The organization shall ensure efficient and effective use of grants and charitable contributions.

D. Accountability

Standards

1. **Tracking expenditures.** The organization shall set up an organized system to track grant expenditures.
2. **Timely reports.** The organization shall produce timely reports on the use and management of funds.
3. **Financial statements.** Financial statements regarding donations shall be available upon request by the donor and interested parties.

E. Relationship with Donor

Standards

1. **Donor relationship.** The directors, management, staff and volunteers of the organization shall not exploit any relationship with a donor or prospective donor for personal benefit or the benefit of any relative, friends, associates, colleagues, and so forth.
2. **Confidentiality.** Privileged or confidential information regarding the donor or donation must not be disclosed to unauthorized parties.
3. **Donor privacy.** A donor's privacy shall be respected and an NGO must safeguard any confidential information regarding the donor or the gift. Donors are to have the opportunity to remain anonymous, and to not have their names added to any lists that are sold, rented or given to others, unless the donor has had an opportunity to approve such lists or have their names removed.

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4. **Privacy policy.** The CEI shall have a clear and easily accessible privacy policy that informs the public what information is being collected on individuals and donors and how that information will be used, how to contact the organization to review personal information collected and to request corrections, how to inform the NGO that the individual does not wish his or her personal information to be shared outside the NGO, and what security measures are in place to protect personal information.

5. **Unethical solicitations.** The CEI or its agents must not use excessive pressure, coercion, undue influence or other unethical means in their solicitations.

IX. Partnerships, Collaboration and Networking

When appropriate, CEI may find that cooperation with other civil society organizations, government and intergovernmental agencies, and for-profit corporations may be beneficial in advancing their mission-related objectives. Such collaboration for common good may reduce duplication of services and eliminate using resources for competitive purposes rather than serving constituencies. Collaboration may allow pairing diverse strengths and resources and promote effectiveness in tackling priorities.

However, The Center for Educational Initiatives may enter into such a relationship only if it is consistent with its mission.

A. General Principles of Partnerships and Collaboration

Standards

1. **Mission consistency.** The organization shall collaborate with other entities only if the relationship is consistent with the mission of the CEI.
2. **Shared values.** The organization shall collaborate on the basis of shared values, common ground, and for the good of society.
3. **Mutual benefit.** The CEI shall collaborate on the basis of equitable and genuine mutual benefit to each organization.
4. **Transparency.** CEI collaboration shall allow financial transparency and a two-way flow of information, ideas, and experiences.
5. **Adaptive to change.** Collaborations are to be adaptive to change. Changes in the relationship are to be developed through cooperation, and not forced by one or the other organization.

B. Relations with other NGOs and Civil Society Organizations

Standards

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1. **Common objectives.** When appropriate, NGOs with overlapping missions, values, and target groups should partner with each other and civil society organizations, when it would be beneficial for the common target groups and for the achievement of common objectives.
2. **Competition and service duplication.** NGOs with overlapping missions, values, and target groups should refrain from competing with each other and with other civil society organizations, and should refrain from unnecessary duplication of services and disruption of each other's projects.
3. **Information sharing.** NGOs with overlapping missions, values and target groups should share relevant project information with other NGOs and civil society organizations, and mutually support each other.
4. **Support for other NGOs.** The CEI shall express solidarity with campaigns and actions of other NGOs, and promote the effectiveness and success of other NGOs, when it does not compromise the integrity or values of the NGO.
5. **Networking.** The organization shall network with other ethical NGOs as a means for promoting the growth, effectiveness and efficiency of the NGO sector and the ability to advance the public good.

C. Relations with Government Agencies and Intergovernmental Bodies

Standards

1. **NGO objectives and independence.** The CEI shall enter into a partnership agreement with a government or intergovernmental body only when it is beneficial to achievement of the CEI's objectives and does not compromise the independence or self-control of the organization.
2. **Appropriate and mutually beneficial.** The CEI shall seek to dialogue and cooperate with government and intergovernmental agencies when such cooperation would be both appropriate and mutually beneficial and could increase the NGO's effectiveness in dealing with issues and priorities in its agenda.
3. **Mission-led.** The CEI shall not enter into a partnership with a governmental or intergovernmental body solely to promote the sustainability or competitive advantage of the NGO independent of achieving its mission objectives.
4. **Political favor.** The organization shall not change its policies or non-partisan nature in order to curry political favor.

D. Relations with For-Profit Corporations

Standards

1. **NGO objectives and independence.** The CEI shall enter into collaboration with a for-profit corporation only when it is beneficial to achievement of the NGO's objectives and does not compromise the independence or self-control of the organization.

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2. **Mission-led.** The organization shall not enter into collaboration with a for-profit corporation if motivated by financial reasons versus achieving its mission objectives.

3. **Market advantage.** The organization shall not enter into collaboration with a for-profit corporation if the main motivation of the corporation is to gain a market advantage over competitors.

Note: *This Code follows the basic principles underlined by the **World Association of Non-Governmental Organizations (WANGO)**.*

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