Chapter 3
Different Ways to Reach Transparency and Trust through Communication Management in Spanish Nonprofit Organizations

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ABSTRACT
This chapter focuses on analyzing how communication management can improve transparency and trust in nonprofit organizations. Several examples of Spanish and international nonprofit organizations that are developing effective communication plans and actions to improve their engagement and reputation with citizens are explained through case study methodology. Fund raising, the use of Internet and social media, advocacy, new narratives, and how to spread their activities are the areas where civil society organizations are developing their innovative communication actions. The analysis is made under a model of three objectives or levels: marketing, information, and participation, and under the perspective that transparency is a value that a nonprofit organization should use as the same way as communication management. If transparency and communication management are added, the result could achieve notoriety, trust, and reputation for nonprofit sector.

INTRODUCTION
In a time of uncertainty, mistrust and opacity of governments, institutions and companies, civil associations, social movements and NGOs are more active than ever proposing alternative models of society, supplying social needs and acting as lobby groups.

After a new century highlighted by scandals and doubts in the nonprofit Sector, the struggle to survive in a context of reduced public funds, but of increased solidarity and altruism, which is embodied in a greater citizen involvement at all levels. Nonprofit Sector goes on developing its work trying to build trust and transparency in their actions. Communicate to be transparent involves...
to find new ways of relationship with citizens and also use strategies that companies use.

In recent years, the capacity of nonprofit organizations to manage communication strategically with the different stakeholders – citizens, media, political parties or other social organizations and the combined development of formal and informal actions, is to achieve on one hand, the improvement of the impact and awareness of society; and on the other hand, to strengthen transparency and enhance its reputation. This fact is fundamental to the legitimacy and trust of citizens and to ensure their future viability. This sector sometimes has failed to communicate its true function as Pau Vidal says in one of his latest blog post, “Nonprofit” means “fully committed to society”.

In this chapter we want to analyze the ways of communication management that combine daily actions as demonstrations, press releases or fundraising Day with new actions where social media are fundamental. We will use the case study methodology to analyze the effectiveness of these forms of communication, communication understood in its broadest sense, as a process of relationship that involves dialogue, spaces for debate or citizen participation.

The enhancement of transparency and communication reinforces the image, trust and reputation of nonprofit organizations. The question is where the threats are, and in this sense, if the communication management is only for fundraising, so the consequences can be fatal as happened to Anesvad Foundation some years ago.

BACKGROUND

Nonprofit organizations are institutions that propose alternative models of society, promote different social debates, make innovative proposals, make up for social needs, protect the quality of life, provide different voices, work as lobby and advocacy groups. Nonprofit organizations are definitely a social thermometer that measure the good or bad policy put into practice by governments, international organizations or corporations. In addition, civil society organizations develop social values such as solidarity, equality, justice, tolerance, peace, freedom, responsibility, multiculturalism or participation.

Nonprofit organizations have first-hand information about the social, ecological, political and economic problems and that’s the reason why they are a valid interlocutors. Thanks to its ability to manage strategically the communication with the different stakeholders – citizens, media, universities, political parties, other nonprofit organizations- and also the combination of formal and informal actions, they can get control and influence over Government in order to be influential on public policy.

In this new century, the future survival of civil society organizations will get happen if they achieve legitimacy and gain the trust of citizens by creating transparency, reporting, accounting and communicating all their plans, and also performing control and monitoring the corporate and governmental actions.

There isn’t a word that defines the nonprofit sector globally because it is so highly diverse and there is a lot of types of organizations. Maybe the word civil society organization (CSO) is the most appropriate name to describe a positive-sounding terminology opposite to a negative term like non-profit, non-profit organizations or Non-Governmental Organizations (NGO). Civil Society Organization (CSO) highlights the value and purpose of their work, citizenship. Many authors have structured this sector, but our context focuses on the contributions of Jerez and Revilla (1997, pp. 30-31) to establish five large groups that could be part of this sector: traditional forms of mutual aid (charities and wide community local networks); social movements; civil associations or civil society organizations; NGO; and foundations and research centers with corporate and