IHEU

How to run

a Humanist organization

Contents and foreword

The work of humanist organizations

In the first part of this guide ("How to start a humanist organization") we suggested thinking hard about the purposes of your organization (what you want to achieve) and how to get there (your goals and your strategy).

Changing public policies

Many humanist organizations want to change some aspects of public policy (for example: to reform laws which privilege religion, or to enact laws which prevent discrimination, or to change the national constitution to guarantee 'freedom of religion or belief' and secularism).

This work is often closely related to work aimed at changing the public perception of humanism (for example: a campaign to normalize non-religious beliefs) or awareness-raising on particular topics (for example: a website or a report collecting evidence of discrimination).

Such organizations will have people whose role might be in "public affairs" or "campaigns" or "legislation/policy". The exact name and focus will change depending on the nature of the work.

The American Humanist Association has a whole separate legal wing called the "Appignani Humanist Legal Centre", because a lot of the public affairs work in the United States revolves around bringing legal challenges.

Promoting Humanism

The promotion of Humanism as a worldview is another important area of work for many Humanist organizations. It might also be considered a form of *public education*.

Some organizations have dedicated officers whose role is to produce resources on Humanism for schools and the general public, examining the whole worldview, or philosophy, or individual issues of concern to humanists.

Some organizations publish books on humanism, or create magazines or websites designed to raise awareness of humanism, as well as to provide a forum for debate within the humanist movement. The Norwegian Humanist Association has a team called "Ideology and philosophy of life" (*Ideologi og livssyn*), because they focus a lot on the public perception and awareness of Humanism: goo.gl/9XsBt2

The Humanist Association Ghana has produced a podcast, which provides a forum for their members to identify openly as humanists and promote their views: goo.gl/UqdNhX

Celebrating humanism

Some humanist organizations are involved in humanist ceremonies, which might include non-religious weddings, funerals, baby naming or confirmation services (see photos on the right).

The organization might directly employ celebrants, or provide training and accreditation of celebrants to conduct services independently.

After campaigning for years to allow legal humanist wedding ceremonies, the Humanist Society of Scotland finally succeeded in 2005, and since then the number of ceremonies conducted by humanist celebrants has grown massively.

Humanists UK have expanded on decades of work providing humanist ceremonies, and now also provides "pastoral" services more generally, including training for "humanist chaplains" in contexts such as prisons.

Humanist Association of Northern Ireland
Humani

Human-Etisk Forbund

Humanist Society Scotland Ceremonies

Humanists UK

Humanistisk Samfund

NAMING

CONFIRMATIONS

MARRIAGES

FUNERALS

Humanism in action

Some humanist organizations focus on delivery of humanitarian or educational goals, running services with a broader social goal such as alleviating poverty or improving education and opportunities for people.

This probably happens most in countries where the social situation is most difficult, or where charitable endeavours are frequently run by religious groups which might exclude or alienate the non-religious as beneficiaries, creating a need for non-religious or inclusive secular services.

There are several humanist schools in Uganda under the umbrella of the Uganda Humanist Association - schools that provide a free and liberal education for local children, helping them to embrace humanist values such as respect, democracy, rationality, tolerance.

Some of these schools, such as the Kasese Humanist School, have been supported by Humanist Canada, while others such as the Isaac Newton school are supported by the Uganda Humanist Schools Trust.

The Humanist Alliance of the Philippines, International (better known as simply HAPI) has been providing food and education through their Kids Nutrition Campaign, "a monthly feeding program that uses the scientific basis of human nutrition to effect overall well-being."

Click on the thumbnails on the right to watch videos about the projects mentioned above

Kids Nutrition Campaign
May 30, 2018
Humanist Alliance Philippines, International
0:09 / 1:14

Humanist Bookstore
1:07 / 1:39

Administration

Of course while all this is going on the organization may need some administration to run efficiently. As an organization grows larger it may require a team such as "operations" or "administration" to process membership and donations, answer enquiries, and provide all the various financial and administrative work necessary to run any organization of sufficient size.
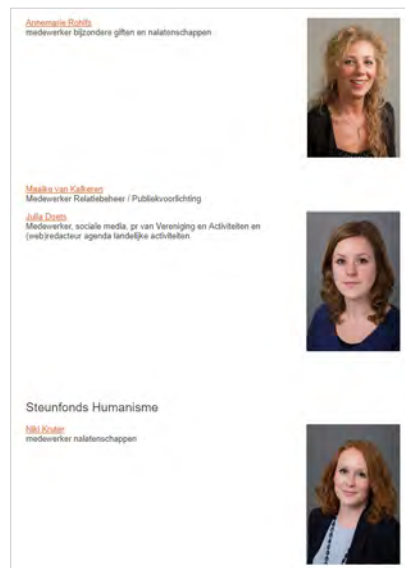
Click on the images to the right to see the "Staff pages" of four IHEU Member Organizations.

As your organization grows it may well need dedicated staff in roles which cut across the various divisions. For example, Information Technology staff may keep computers, servers and online services running smoothly.

A dedicated press officer or team may promote the work of all the outward-facing departments.

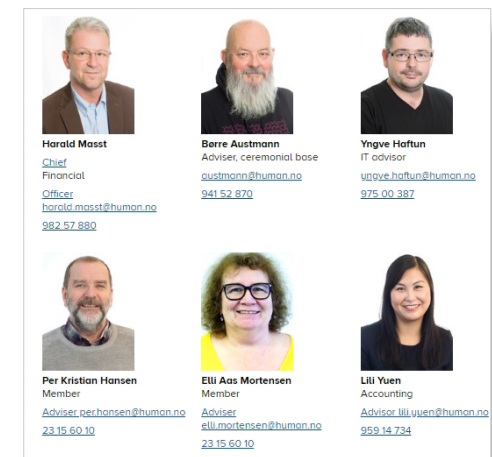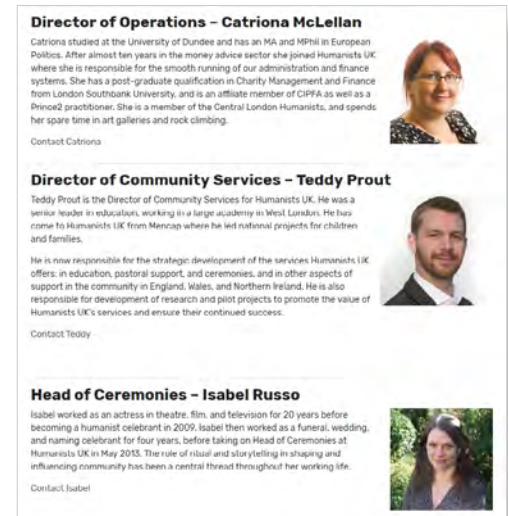A communications officer or team might work on both internal and external communications, providing public relations support, press releases, and generally managing the public perception of the organization and its work.

And organizational development may help improve process and provide membership fundraising functions for the purposes of guaranteeing the organization's long-term sustainability.

Not every humanist organization can do everything, especially in the early days. In some countries some of the above functions might be almost impossible to deliver (for example, the promotion of humanism as a non-religious worldview, or to campaign on humanist issues, in countries like Saudi Arabia or Iran might get you arrested and imprisoned!)

However, most organizations should be aware of all the possible structures that your work can fit into.

In the rest of this chapter we will think about general approaches to work that apply across all the 'departments' of an organization, and at some of the essential considerations for all organizations.

AMERICAN HUMANIST ASSOCIATION

JENNIFER BARDI
EDITOR, THE *HUMANIST* MAGAZINE
SENIOR EDITOR, THEHUMANIST.COM

PETER BJORK
WEB CONTENT MANAGER
MANAGING EDITOR, THEHUMANIST.COM

MATTHEW BULGER
LEGISLATIVE DIRECTOR

JOAQUIN CABREJAS
BOOKKEEPER

NICOLE CARR
DIRECTOR OF DEVELOPMENT

FRED EDWORDS
DIRECTOR OF PLANNED GIVING

HVMANISTISCH VERBOND

Humanists UK

Director of Operations – Catriona McLellan

Director of Community Services – Teddy Prout

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Projects

What is a project?

Project management is a key discipline for the success of every organization, not least in the non-profit sector where resources are limited and it is important to deliver on your objectives efficiently and in a way that your donors, members or grant-makers will be happy with.

If properly mastered, project management will lead your organization to carry out impactful projects with a keen eye on your resources.
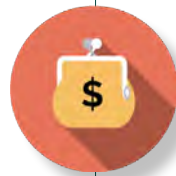
But what exactly is a *project*?

The three essential and interconnected characteristics of a project are always **time, cost and goal**, as summarized in the schema on the right.

TIME

*a project has always a finite **timespan**, that is: a definite start and end*

COST

*a project involves an investment of **resources**, even when the work is made on a **voluntary** basis, as is often the case in humanist organizations*

GOAL

*all projects are meant to achieve fixed and unique goals, both in the short-term (**outputs**), the mid-term (**outcomes**), and the long-term (**impact**) - to understand the difference between the three terms: goo.gl/T9Sx9Y*

DEFINITION

How does the project help achieve your strategic aims as an organization? What are the specific goals of the project? What are the pros and cons? How are you going to measure its success and impact?

INITIATION

Carefully think about what you need to set up before work can start, what can possibly go wrong, how are you going to react to it, etc.

THE 6 PHASES OF A PROJECT

CLOSURE

Did you achieve your goal? Did you meet your initial expectations in terms of costs, time, and quality? What lessons are there to learn?

PLANNING

How the work will be carried out? How much time will it last? What are the estimated cost and resources? Who is going to do what?

MONITORING & CONTROL

Ensure that the project stays on track and take corrective action to ensure it does

EXECUTION

Make sure that each member of the team has understood his role and tasks, then follow the agreed plan in order to reach your goal(s)

Financing

There are various ways to **finance** a humanist organization.

Each method has its own pros and cons, and it is sensible to have more than one source of funding in case one source runs dry! It is a good idea to research and talk to other organizations in your own country about how they finance, in order to get ideas, avoid pitfalls, and find out about funding opportunities that may be unique to your country. Here is a list of possible funding sources.

Self-financing

Especially at the beginning, some humanist organizations may use funds donated by individuals involved in running the organization.

Usually (and hopefully) this is just a temporary solution, while waiting to enlarge the organization and to find a more stable and sustainable source of income.

Some small or local Humanist groups might self-finance for longer, relying on the generosity of some of their active members, if the demands placed on them are relatively low.

Membership fees scheme

For larger and more structured organizations with hundreds of individual supporters across a wider territory (for example: national Humanist associations), a good logistical and financial solution could be to establish a membership fees scheme. In fact, for humanist organizations with the most significant income and which do not receive any state-funding, membership fees might constitute a substantial part of their annual income.

The organization needs to define an amount that members pay in order to renew their membership for a certain period, generally one year.

Many organizations differentiate fees to meet the different personal and financial needs of your members. For example, a student might have plenty of time and energy to invest for the activities of the organization, but less money to pay for membership, so a "student discount" might be applied. On the other hand, someone with "disposable income" might be in the opposite situation, with less time but more money. Some organizations offer special membership categories for those who want to give more money, perhaps associated with access to special events. Some organizations offer concessions for older people, or the unemployed.

This may sound complicated, but many successful schemes do have multiple kinds of membership. The American Humanist Association, for example, has eight different membership options - see pic below.

AMERICAN HUMANIST ASSOCIATION

Introductory Membership	$ 35.00
Regular Membership / Renewal	$ 45.00
Joint Membership	$ 55.00
Humanist Contributor	$ 150.00
Supporting Member	$ 250.00
Director's Club	$ 500.00
President's Club	$ 1,000.00
Ambassador's Club	$ 5,000.00

The [Italian Union of Rationalist Atheists and Agnostics](#) has five membership types, while the [New Zealand Humanist Association](#) only two - as shown in the table below.

Level	Price
Annual membership (waged)	$35.00 per Year.
Annual membership (concession)	$20.00 per Year.

Some specific membership types you might consider:

a "**family discount**" for members belonging to the same family - like [the Norwegian Humanist Association](#) does;

"**free membership**", "concessions" or a "discounted membership" for those in financial need;

"**life membership**" for people willing to pay a larger one-off contribution to be a life-time member of the organization (this might be the equivalent of 10 or even 20 times the level of the standard membership rate).

Some organizations offer a "membership pack" or similar for new or renewing members, perhaps including a membership card, a magazine or newsletter from your organization, or other items such as a badge.

Other organizations offer also the possibility to purchase a membership for someone else as a gift - see an example from [American Atheists](#) on the right.

The proportion of people who join 'membership organizations' will vary from country to country. In places where it is not a usual or familiar idea, often countries with lower levels of disposable income, unfamiliarity with the whole concept of joining a membership organization may make such schemes much harder to initiate and operate.

Right: the 2018 membership recuitring campaign of Italian Union of Rationalist Atheists and Agnostics - its motto is "Reason and Secularism"

Some charitable or not-for-profit organizations have had some success combining free membership schemes with voluntary donations, pay-what-you-want membership schemes or additional voluntary donations on top of the membership subscription fees - like Humanist Canada in the example on the right.

Another smart way to incentive membership subscription is to offer discounted (or even free) membership during one of your events. Or - but this is a very specific example - to provide a special membership for couple getting married with a humanist celebration, as the Humanist Society of Scotland does.

Humanist Society Scotland

- Annual Couple Membership (concession) – £ 25.00
- Annual Individual Membership – £ 32.00
- Annual Individual Membership (concession) – £ 20.00
- Individual Life Membership – £ 270.00
- Annual Couple Membership – £ 43.00
- Couple Life Membership – £ 400.00
- Annual Student / Young Person Membership – £ 10.00
- Wedding Couple Membership – £ 43.00
- Wedding Couple Membership (concession) – £ 25.00

☑ **RECURRING Annual Membership**

Membership Options [Description]

Select a Membership Type ▼

- Select a Membership Type
- Individual Membership $40
- Household Membership $50
- Student Membership $20
- International Membership $60

Humanist Canada

CANADA'S NATIONAL VOICE FOR HUMANISM SINCE 1968

☐ **Gift Information**

Amount

⚪ $250   ⚪ $100

⚪ $50   ⚫ Other

All these solutions may be a way to get over the unfamiliarity problem where it exists!

Think carefully about what membership scheme best meets the needs of your potential members. You might consult with potential members first, and talk to other charities or not-for-profits with membership schemes in your country to see how they operate.

Individual donations and sponsorships

Donations are often associated in the public mind with unexpected events, humanitarian emergencies or other unplanned spending.

However donations can also form an important part of sustainable, budgeted income. People who share the humanist worldview and support the work you are doing may be willing and able to fund it with donations to particular areas of work or to your general funds.

For many professional fundraisers, developing donations from existing supporters, and asking for recurring donations (for example: setting up monthly or annual donations) is central to their task.

In addition to approaching an existing supporterbase and membership, you can approach people outside your networks: someone new may be more likely to give a small gift to support a particular bit of work than to immediately join up as a member!

Sympathetic companies and similar organizations might also be willing to sponsor your activity.

Sponsorships are more likely to be associated with specific activities, such as sponsoring an event or a project, and sponsors are likely to want something in return, such as their name and branding being associated with the event.

Here is an example:

Let's assume the parliament of your country is debating a new anti-secular law. You might ask the public to make donations to help you fight against this. You may also want to organize an event in order to inform and mobilize people against the proposal. People may purchase tickets to attend the event, or you could ask for donations at the event.

You can also consider sponsors; other organizations that might have sympathy with the cause might sponsor the event, both to support the campaign itself and to get their name in front of the interested parties. Even companies such as the venue, or the printer providing banners or leaflets, might offer reduced costs in order to be named as a sponsor of events.

Something similar to the above happened to our Brazilian Member Organization, the Secular Humanist League of Brazil, in August 2017. The Federal Supreme Court was about to make a decision on the constitutionality of religious education in public schools. The Brazilian humanists needed to

urgently raise around $480 to cover some legal expenses for their intervention. They asked for donations from their members and supporters, and exceeded their fundraising goal.

Click the banner below to see the lawyer speak in defence of a secular education in schools

Above: a photograph from the Café Humaniste in Kampala (Uganda) organised by the Humanist Association for Leadership, Equity and Accountability. On the background you can see banners with the sponsors supporting the event. Below, the banner of the fundraising campaign of the Secular Humanist League of Brazil

TAKE A HUMANIST LAWYER TO THE STF TO SPEAK AGAINST RELIGIOUS TEACHING

HELP THE HUMANIST LEAGUE TO COVER EXPENSES LIKE AMICUS CURIAE IN AN ACTION THAT QUESTIONS THE USE OF PUBLIC EDUCATION FOR RELIGIOUS INDOCTRINATION

Crowdfunding campaigns

Today crowdfunding campaigns can be an indispensable tool for humanist organizations at all levels.

Just as with asking for donations (at least, if it is done well) crowdfunding requires planning, creativity, ongoing work, and story-telling capacities.

As with asking for any donations, it is usually best to raise money for clearly-defined projects or deliverables.

Right: 10 tips for conceiving and launching your crowdfunding campaign. For more information: goo.gl/mXdrdV

10 tips to launch a successful crowdfunding campaign

1) **Plan it far in advance**

2) **Create a great social media strategy**

3) **Produce an inspiring video**

4) **Create a download pack for the press**

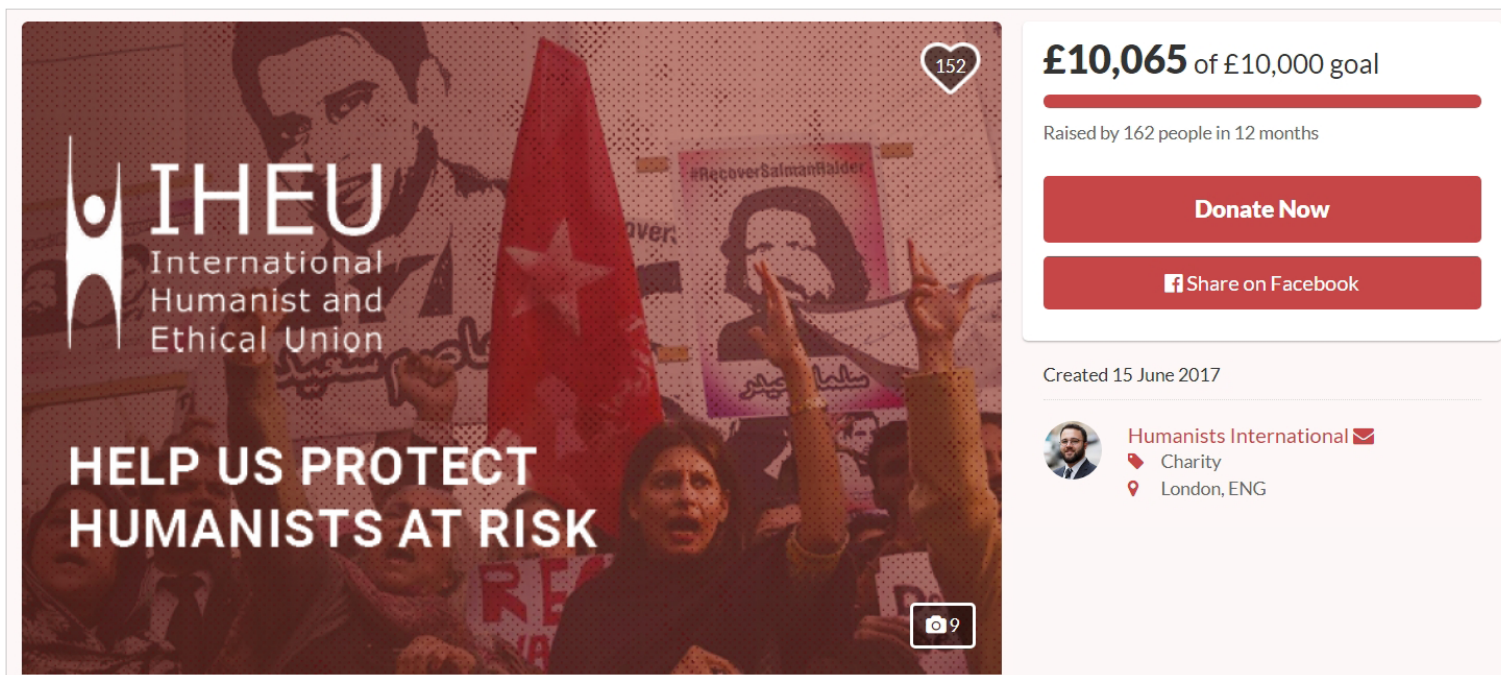5) **Tell a story before asking for money**

6) **Build interest before you close**

7) **Communicate often**

8) **Keep it personal**

9) **Appeal to your existing fans...**

10) **...and then to everyone else!**

£10,065 of £10,000 goal

Raised by 162 people in 12 months

Donate Now

f Share on Facebook

Created 15 June 2017

Humanists International ✉
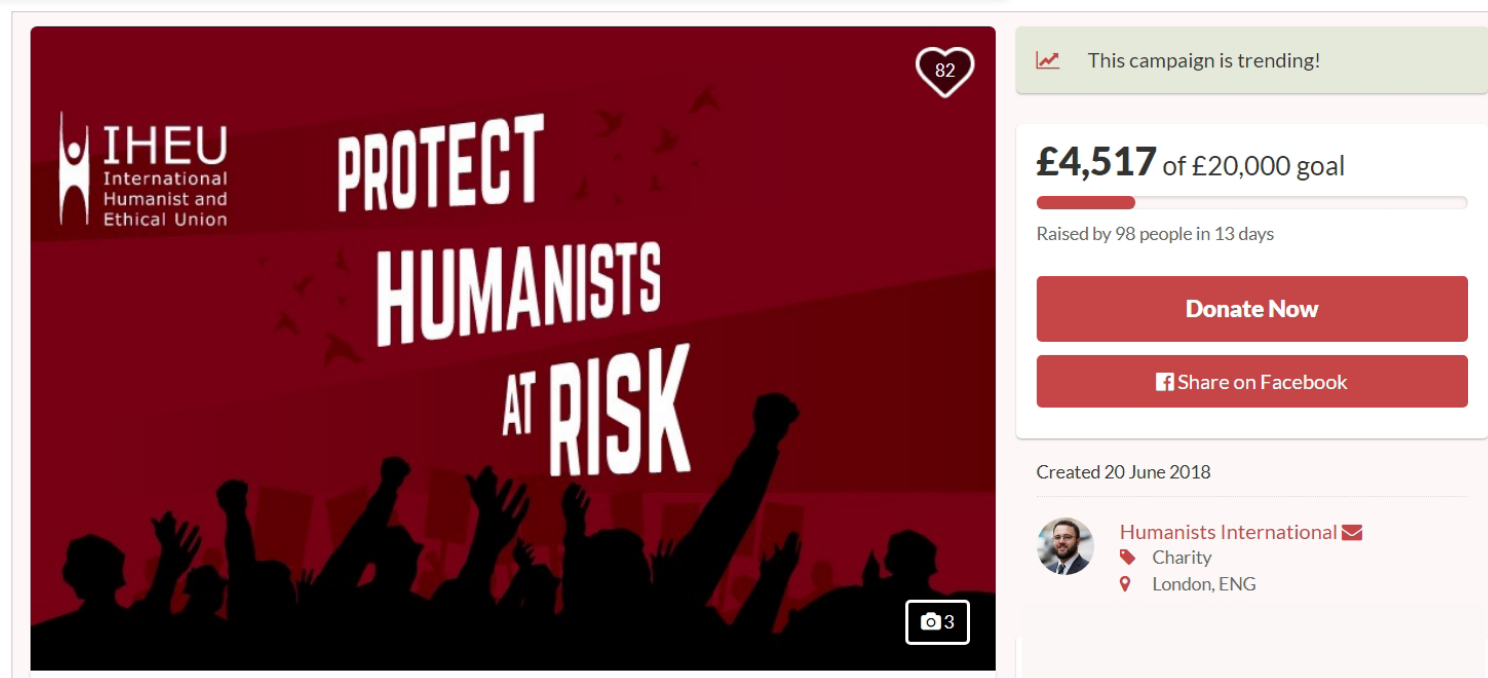🏷 Charity
📍 London, ENG

gofundme

🖐 *Click the screenshots to view the campaigns online*

For the crowdfunding campaign "Protect humanists at risk", IHEU chose to use Gofundme.com because it had good international payment options.

Above: a screenshot of our campaign launched on 21 June 2017 for World Humanist Day, which reached its goal of £10,000: gofundme.com/protect-humanists-at-risk

Right: our ongoing 2018 campaign launched on the same day with a doubled goal of £20,000: gofundme.com/at-risk

📈 This campaign is trending!

£4,517 of £20,000 goal

Raised by 98 people in 13 days

Donate Now

f Share on Facebook

Created 20 June 2018

Humanists International ✉
🏷 Charity
📍 London, ENG

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SAY **NO** TO
FAIH SCHOOLS

HELP US TO FUND BRITAIN'S
ONLY **DEDICATED CAMPAIGNER**
AGAINST 'FAITH' SCHOOLS

105%

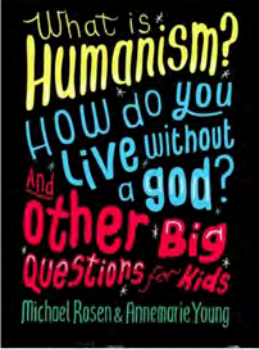£36,772
raised of £35,000 target
by 1,211 supporters

Donate

Share on Facebook

Campaign against faith schools
Fundraising for faith school campaigner's salary for Humanists UK because all schools
should welcome all faiths and none

Jay Harman

Humanists UK
We bring non-religious people together
to champion ideas for a better society.

69%

£34,998
raised of £50,000 target
by 983 supporters

Donate

Share on Facebook

Help BHA & HSS send 'What is
Humanism?' to every primary school in
the UK

Andrew
Copson

I'm raising funds for **Humanists UK** because children have a right to choose what they
believe

crowdjustice

JustGiving™

Back in 2015 Humanists UK chose Justgiving for their "Campaign against faith schools", raising more than £36000 - picture above: goo.gl/qSdVin

In the same year and on the same platform, Humanists UK and Humanist Society of Scotland ran a joint fundraising campaign to send copies of the book "What is Humanism" to all UK schools: goo.gl/oomh8c

Right: the crowdfunding campaign of Humanist Society Scotland's to defend young students' right to opt-out from Religious Observance in schools. The campaign was run on the platform **Crowdjustice***: goo.gl/ne72qE*

Judicial Review of Religious Observance: Let young people choose
by **Humanist Society Scotland**

URGENT APPEAL

Young people in
Scotland deserve the
right to opt out of
Religious Observance

We need your help to make this happen

Funded
on 04th October 2016

£3,765
pledged by 134 people

Share on Facebook

Atheist Ireland successfully reached its goal for their campaign "Help to expose religious ethos in State Schools" ran on Indiegogo: goo.gl/tBnRiH

On the same platform Humanistas Guatemala ran its campaign "Help us keep education secular in Guatemala": goo.gl/adeEz6

Regardless of the platform you choose, a key factor will be how you promote more widely, in particular on social networks because crowdfunding relies on getting lots of attention online. It may also be worth investing some money to get a greater return, for example the news promotion tools available (such as Facebook Ads Manager) can allow you reach your target audiences with customized ads. We will come back to this subject more thoroughly in the fourth part of the guide.

INDIEGOGO.

CLOSED

Help to expose religious ethos in State Schools

PROJECT OWNER

Atheist Ireland
Dublin, Ireland

2 Campaigns | More

$4,463 USD raised by 64 backers

89% of $5,000 flexible goal

CLOSED

Help us keep education secular in Guatemala

A new bill aims to force all public and private schools to teach the Bible as a source of values.

PROJECT OWNER

Humanistas Guatemala
Guatemala City, Guatemala

1 Campaign | More

$2,739 USD raised by 50 backers

34% of $8,000 flexible goal

Fundraising events

With a fundraising event, all the efforts are concentrated on a single time and place at a physical conference or event. Usually, there is some prominent attraction to attending a fundraising event besides supporting your organization or a specific campaign. For example, there may be well-known and appealing speakers, or it may be centred around a special dinner at a restaurant or a hotel.

Any event, such as a lecture by a prominent speaker, might also gain income by making a profit on ticket sales. But by a "fundraising event" we mean an event where part of the purpose is explicitly to raise funds.

Below: IHEU fundraising event "International Humanism: An evening with global leaders ", held in Edinburgh on 24 May 2018. Left, IHEU Chief Executive Gary McLelland introduces the four speakers on the panel. Right, a moment during the refreshement afterwards.

You might sell tickets for the event first, and in addition the people attending the event might be asked to make donations on the day.

Event fundraising may include:

- Printed appeal envelopes provided on seats for cash or pledges to be collected before the end of the event

- A leading figure or advocate for your organization making a speech which includes a cash appeal, for example encouraging people to put money in the appeal envelopes

- An auction on items relevant to humanism or to your campaign, for example signed books, artworks, or experiences with prominent figures

- You can hold competitions such as raffles or a quiz - be wary of your local gambling laws for any prize-giving competitions!

- You can follow-up on the event with an appeal targeted to the attendees asking them to make a further contribution or a regular gift.

Just like crowdfunding drives and donation campaigns more generally, you need to get the message right first: think carefully and consult potential donors about what causes are likely to serve as successful fundraising objectives and what forms of words are most likely to encourage people to give.

Fundraising events offer a chance to bring in a boost of donations on just one day, and may reach people that other donation requests fail to reach.

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However, fundraising events also have their own unique challenges:

- Being geographically located, a fundraising event has a very limited catchment area compared to the one you have at your disposal through an online fundraising campaign

- Even if you manage to reach thousands of people with the ads of the event, just a small portion of the invited people will be able to participate to it, and even a smaller portion of people who can attend will actually do it. The numbers of people who say they will attend an event on Facebook for example are usually much higher than the number who actually turn out

- The costs of holding a live event are generally higher than an online campaign, which means that you could easily end up only covering the costs of the event - or worse, making a loss - unless you plan carefully.

In order to mitigate all these risks, it is a good idea to register or sell tickets to an event. Even at a fundraising event where you will also make a cash appeal or hold an auction etc, people will still buy tickets if the event is interesting enough in its own right.

People are much more likely to turn up if they have bought a ticket. If the event is free, then you can at least try to "register" guests beforehand. Freely-registered guests are less likely to turn up than those who have purchased a ticket, but more likely than people who have only made an informal indication such as RSVPing on a Facebook event! Registration at least gives you a better idea idea of how many are coming.

So what are the advantages of a fundraising event? First of all, you can meet your potential donors in person, which builds trust, knowledge and relationships. Secondly, if your event is a success, then you can use it to promote and draw attention to your fundraising goal after the event itself. Thirdly, when organising a fundraising event you can implement many creative ideas that it would be impossible to develop online - here are "70+ Proven Fundraising Event Ideas for Nonprofits": goo.gl/9r68Qd

*Above: the logo of **Evensi**, an online platform for promoting your events.*

*Below: the banner for an IHEU fundraising event, whose tickets were sold via the online platform **Eventbrite***

International Humanism:
An evening with leaders of the global movement

Edinburgh - 24 May - 7pm

MAY
24

Eventbrite

International Humanism: An evening with leaders of the global movement

by International Humanist and Ethical Union

£22.15 – £593.49

Let's imagine an example of a possible follow-up to a fundraising event. Let's say that with your humanist organization you managed to organise a marathon called "Running 4 Love", whose goal is to raise fund to produce leaflets on sexual health and sexual rights. The event has been a success. Every runner displayed your logo and took selfies with the hashtag #running4love. Around this, you could do media work so that newspapers, bloggers or TV feature the event, so news about your organization reach many more people. Prepare your website and social media for incoming traffic by prominently asking your new audience to make donations to the same cause.

Grant funding

Another way to finance the activities of your organization is through grant-funding.

There are some governmental and non-governmental organizations worldwide whose explicit goal is to support the projects and activities of local and national organizations around the world.

The IHEU, for example, is one of them.

The IHEU has always supported and financed specific projects and activities of its Member Organizations around the world.

In 2017, within scope of the Growth and Development Plan, the IHEU the "Humanist Regional Hub Grants", with a total of £6000 awarded for work in capacity-building and the promotion of humanism.

In the same year, the IHEU launched as well the Café Humaniste project, providing several grants up to £400 to support the organization of events that bring people together to discuss questions of interest and concern to humanists, wherever they are from.

The IHEU also awards travel grants to to help representatives of its Member Organizations to attend its General Assembly, held every year in a different place around the world.

However, our capacity is limited, and some projects alone require far more funding than our entire programme provides. So we would encourage humanist organizations to make applications to external grant-funding bodies as well.

State funding

In few countries around the world humanist organizations do receive funding from the State for their activities.

This is of course an exception within the global humanist movement, and not something that can easily be replicated if it does not already exist! But for sake of completion we wanted to include this information in this guide.

Usually a state-funding arrangement exists where countries used to support only a state religion or several religious groups, and the funding has more recently been extended to humanist organizations on the basis of arguments from equality and non-discrimination.

State-funding for different 'religion or belief' groups is usually metered out according to some measure of how many people hold the worldviews associated with each organization or church.

Humanists will have a range of views on the idea of the state providing funding for organizations to enable them to represent the worldviews (religious or non-religious) found in society. Some humanist organizations even believe that such state-funding arrangements are not the best way way for things to work, but that while they do exist then humanists should be treated equally under such systems.

Where it does exist, such funding can make a huge difference to an organization. It is usually stable (relatively predictable from year to year), though it may come with various obligations.

If your state funds religious groups but ignores non-religious worldviews, then you might be able to campaign for an equalization of the law, arguing that it is discriminatory if non-religious organizations, who have equally valid and important convictions or worldviews, are excluded from state support.

Right: our Member Organizations that receive State funding, alongside with the year when they started receiving them.

1970s
Only some national chapters

1982

2002

2013

Registration

In many countries you don't have to formally register your Humanist organization to operate, while in other countries, for matters of security or regulation, it is a strict requirement. Where registration is possible or required it is usually a good idea to register. It usually opens up options such as lawfully receiving donations or making grant-funding applications.

The images on this page show how it can be really hard to legally register an organization in some cases. For example, in 2016 Atheists in Kenya have seen denied their request. Humanist Association of Nigeria needed 17 years to achieve it, and from 17 years UAAR is trying to obtain a legal agreement with the Italian state - in the photo, one of the many negative verdicts

N. 06083/2011REG.PROV.COLL.

N. 03283/2009   03283/2009   REG.RIC.

REPUBBLICA ITALIANA

IN NOME DEL POPOLO ITALIANO

Il Consiglio di Stato

in sede giurisdizionale (Sezione Quarta)

ha pronunciato la presente

SENTENZA

sul ricorso in appello nr. 3283 del 2009, proposto dalla UNIONE DEGLI ATEI E DEGLI AGNOSTICI RAZIONALISTI (UAAR), in persona del legale rappresentante *pro tempore*, rappresentata e difesa dall'avv. Carla Corsetti, con domicilio eletto presso la propria sede in Roma, via Ostiense, 89,

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NOTIFICATION OF REFUSAL TO REGISTER A SOCIETY

To the Secretary
Atheists in Kenya Society
P.O. Box 6758-00200
MOMBASA

RE: SOCIETIES ACT (CAP. 108) AND SOC/73253
       ATHEISTS IN KENYA SOCIETY

I, MARIA NYARIKI, Principal State Counsel of Societies, hereby give you notice that, in accordance with Section 11 of the Societies Act, I have this day refused to register you as a society under the said Act on the following ground:-

"The Registrar has reasonable cause to believe that the interests of peace welfare or good order in Kenya would be likely to suffer prejudice by reason of your registration as a Society."

Dated at Nairobi this ...14th...day of ...JANUARY... 2016

....
PRINCIPAL STATE COUNSEL

Humanist Association of Nigeria achieves formal recognition after 17-year campaign

By IHEU Admin+ On 2017-12-11 · 4 Comments [Edit]

The Humanist Association of Nigeria has finally achieved registration as a formal organization from the government. It brings to a close a 17-year-long fight to gain basic recognition for humanists in the country.

The Humanist Association of Nigeria (HAN), formerly under the name Nigerian Humanist Movement, has been trying to get the organization registered, on and off, for nearly two decades.

In the meantime the lack of recognition has not stopped the organization from speaking out against the death penalty, in favour of gay rights, and campaigning against violence related to 'witchcraft' beliefs, for which they have faced physical attacks and the threat of court action – which thankfully was thrown out.

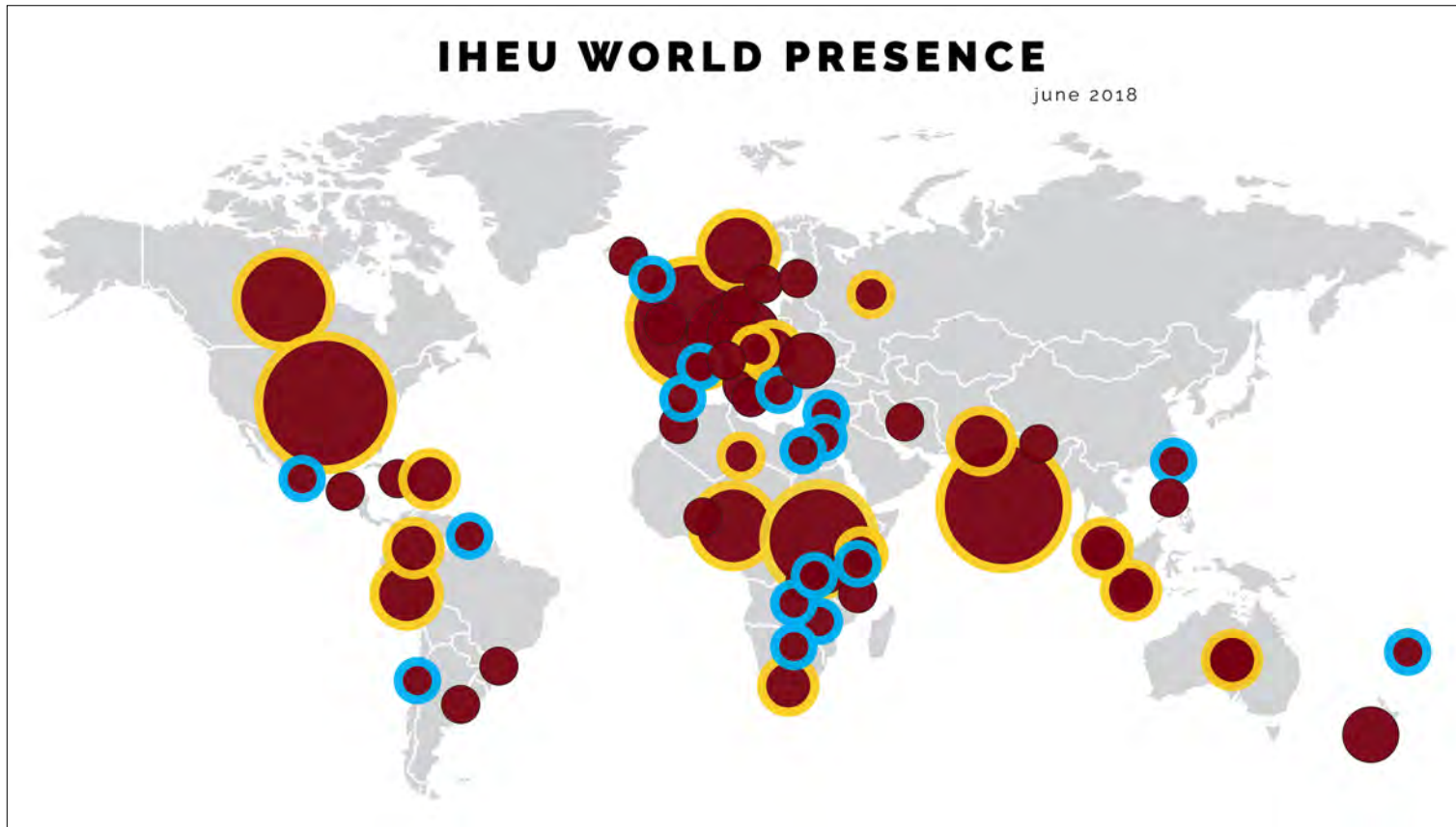In some other areas where atheists and humanists are persecuted, a Humanist organization can exist only unofficially or "in hiding", where openly publicise their activities, let alone their personal identities, could result in investigation, arrest, harassment or even violence.

In this regard, the legal framework varies from country to country. In some states your organization can aim to be recognized as a "registered charity", a "non-profit organization", or whatever title is in use in the legislation of your country.

Some states allow humanist organizations to be recognized as "lifestance organizations", a secular equivalent to organised religious groups.

Given the variety of legislation worldwide, the only thing we can include in this guide are some key examples from our MOs.

Above: A slide showing the sprectrum of humanist organizations worldwide, which goes from full state recognition to being banned and criminalised. The organizations on the right side of the spectrum are forced to work 'below the radar', striving to be accepted by society, and often the personal security of their activists is at risk. In the central part of the spectrum, most of the organizations achieved a formal recognition by the state, but they still face different sorts of discrimination. Their main goal is usually to reach a full separation of 'Church and State'. The few organizations on the left side of the spectrum are those that, after winning the fight for secularism, are now working to promote a positive humanist lifestance.

IHEU WORLD PRESENCE

june 2018

Above: a map showing the 160 IHEU Member Organizations in more than 70 countries around the world, as of June 2018. Yellow circles mark countries with new Member Organizations since May 2016, and blue circles mark countries where IHEU has welcomed a new Member Organization since May 2016 and where there was no previous presence in a country. A live updated version of this map is available on IHEU website: goo.gl/RXyXSm

For a humanist organization, being part of an international union of organizations that share the same views and goals has several benefits.

Associating with other successful organizations confers reputation and prestige. Moreover, cooperation and mutual support offer ways to directly and indirectly improve your own activities in many ways.

In the IHEU membership, often our Member Organizations support each other on specific projects or emergency situations.

The Humanist Society Scotland and the Association of Secular Humanism (ASH) in Malawi established a partnership on a new programme to support human rights, education and development in Malawi: goo.gl/16CisL

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Back in 2014, the foundation event of *Humanistas Guatemala* was supported both via the IHEU Growth and Development fund and the sponsorship of another IHEU Member Organization, the Italian Union of Rationalist Atheists and Agnostics: goo.gl/m6YDnZ

In the aftermath of the two hurricanes in less than one month that have devastated the island of Puerto Rico, both the IHEU and some of its Member Organizations helped Humanists in Puerto Rico: goo.gl/7UtsWe

The advantages of becoming a member of the IHEU:

- Our Member Organizations join the democratic structure of the IHEU, with more than 160 organizations all around the world - as the map on the page above shows

- Members can nominate candidates for the Board of the IHEU (*our current Board are pictured, top left*)

- We work together with Members on IHEU publications such

as the *Freedom of Thought Report* and campaigns like *End Blasphemy Laws*, as well as in our advocacy programme, with Members feeding into our formal submissions and supporting our statements to international bodies.

- IHEU provides training and advice for new or developing Humanist organizations.

- You will have the opportunity to access to grant funding reserved to our Member Organizations, including: Café Humaniste grants; Humanist Regional Hub

Grants; Travel grants to attend annual IHEU General Assembly or triennial World Humanist Congress (*a photo from the 2014 World Humanist Congress in Oxford, bottom right*)

THE FREEDOM OF THOUGHT REPORT 2017

END BLASPHEMY LAWS

WE STAND

Daily Management

Running any organization can be a lot of hard work. To begin with especially the work is likely to be run on a voluntary basis.

Drawing on the experiences and advice of some of our smaller or newer Member Organizations, the best way to deal with the scarcity of time and resources is to distribute tasks equally and clearly among your active volunteers, so that everyone will exactly know what to do, by when, and how. The smaller the task each individual has to accomplish, the bigger the

chance everyone will do it in the right way and in the right time. Agreeing deadlines or targets may feel difficult or inappropriate when working with volunteers, but it is a vital part of coordinating and achieving your activities.

Five important considerations when allocating tasks both among volunteers or among paid staff are:

1. Priority of the task: is it actually important? Does it help achieve the goals of your organization?
2. What are the skills and competencies of your volunteers or staff? You may need to defer work that you simply do not have the capacity to achieve
3. Does it provide a development opportunity for your organization - will it build capacity?
4. Always consider the availability of your staff…
5. … and their interest in doing that specific task!

Priority

Skill sets

Development

Availability

Interest

Establishment of procedures and legacy

Once you have defined who is going to do what and when, it is fundamental to decide how to do it. Establishing clear procedures for each task - writing it down in formal procedures, and making sure everyone is following them - is crucial for many reasons: it helps volunteers to carry out tasks in a consistent way;
everyone will clearly know what to expect from each other;
in case someone will have to temporarily or permanently step down from his position, the procedures will be there as legacy for a new volunteer to take over the same task in the same way.

For this, it will be essential for you to learn how to write Standard Operating Procedures (SOP), that is: documents consisting of step-by-step information on how to execute a task. Here is a useful link: goo.gl/e43sTV

Task prioritization rules: 4Ds and MoSCoW method

Usually you will ave more than one task to follow at the same time. In very busy periods, you must learn a method to assign priorities to your tasks. There are a few simple rules you might follow to help you prioritize.

The first rule is called the "4Ds" rule. It concerns your individual daily/weekly time management. The 4 "Ds" stand for Do, Delete, Defer or Delegate. You can use this mental filter when you are dealing with a list of dozens of possible tasks that you need to prioritize.

For example, you mightly apply the 4Ds method when you are planning your weekly "to do" calendar or when you are checking your emails in the morning.

Let's imagine you have 20 unread emails. You want to filter them in this order.

The 4Ds

Delete
Scan through all your emails for unwanted emails (spam, acknowledgment messages, email in which you are CC'd simply for information, etc.)

Delegate
If you received an email for something that doesn't fall within your field of competence, or if you think someone else can perform a task as well as you or better, then delegate the task.

Defer
Some tasks can be done later, but no later than the last responsible moment.

Do
Buckle down and get the tasks done, in order of urgency and importance, of course.

MoSCoW

The second rule is the "MoSCoW" method, which concerns how to set the priorities of your organization as a whole. Your organization might be presented with many opportunities, or you may have many ideas, but you cannot pursue them all. You might receive, for example, many requests for collaboration, but you may only be able to accept a few of them, rejecting or deferring all the others.

So, if you are undecided on which project to prioritize, that's were MoSCoW comes to your rescue: goo.gl/JTNb7X

The term MoSCoW itself is an acronym derived from the first letter of each of four prioritization categories - Must have, Should have, Could have, and Won't have.

Must have

O

Should have

O

Could have

O

Won't have

Everything deeply necessary for your organization, from which you can't prescind. This has to be on the top of your "to-do" list

Anything important but not necessary, often not as time-critical as "Must haves"

Anything desirable but not necessary, which will typically be included if time and resources permit

Simply anything neither desirable nor doable by your organization

Contacts and info

On the right side of the page you can see a map of IHEU presence worldwide, updated to June 2018 - click on it to see the list of our 160 Member Organizations.

Below the map, you can find all links to our website and social networks profiles - you can click on each icon to be riderected to them.

For any enquiry related to this guide or for more information on the IHEU, you can visit iheu.org or write us at: office@iheu.org

If you are already part of an organization and you want to apply to join our international humanist family, you can apply here: iheu.org/membership/join

If you want to become an individual supporter of the IHEU you can join here: iheu.org/support/join

IHEU WORLD PRESENCE
june 2018

IHEU
International Humanist and Ethical Union
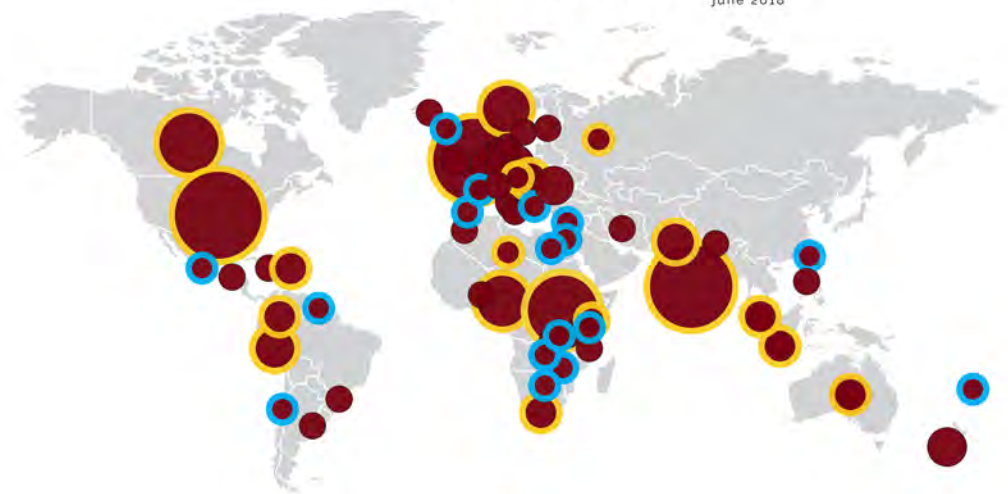
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