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FUNDRAISING MANUAL

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Summary

The coalition of NGOs for Child Protection in Kosovo - KOMF, founded in June 2011, is a coalition composed of 34 local and international non-governmental organizations, which work in the area of child protection, with a common mission to advocate for child rights protection in Kosovo.

The mission of the Coalition of NGOs for Child Protection is the protection, respect, well-being and advancement of child rights. This is done through lobbying and advocating for the promotion and development of child rights according to the CRC.

In order to fulfil its mission of child protection in Kosovo, KOMF has already drawn up a fundraising and volunteering strategy to increase the sustainability of the coalition itself and its members. Despite the high need for financial stability, not only for the coalition but also for its members, it has been deemed necessary to draft a fundraising manual whereby the basic principles, standards and guidelines of the partnership with business, individual and foundation sectors will be established.

The key principle of the Coalition is that it will enter into a partnership only with businesses, individuals and foundations the scope of which is not contrary to the mission, vision, and principles of the Coalition as well as the rights and best interest of the child. KOMF will only work with partners who share the same values in the protection and best interest of the child.

KOMF will treat all donors, whether individuals, businesses or foundations, with respect and courage and will be transparent in maintaining relations with donors. It will also continue to invest in fundraising activities and contribute to promoting the fundraising capacities of member organizations by sharing the Coalition's experiences and knowledge with its members.

1. Fundraising

By fundraising, we understand the actions undertaken to collect funds, through which activities will be supported in fulfilling the KOMPF mission. Fundraising is a process of soliciting and collecting financial contributions in money or other resources by soliciting donations from individuals, businesses, foundations, international agencies, governments, etc.

Through fundraising we:

- Provide the necessary resources and enhance the financial sustainability of KOMF and its members;
- Provide the necessary financial resources, in material goods or services to support the KOMF programs, activities and expenses of its member organizations;
- Are key partners with international agencies, businesses, foundations and individuals on child protection and rights;

- Promote and make the general public aware of the importance of child protection countrywide;
- Increase communication channels on child protection and rights;
- Establish a broad base of supporters of child rights in the country;
- Maintain the KOMF credibility on child protection;
- Maintain the KOMF integrity and independence.

To create financial sustainability, KOMF will aim to diversify funds by fundraising through:

- Develop an institutional partnership with international agencies/donors in the country;
- Partnership with businesses;
- Partnership with foundations (foundations include foundations established by corporations, family foundations, etc.);
- Individual donors with a high net worth (these are donors, philanthropists who make their donation in their individual name and can donate from €1500 and more within a year);
- Individual donors (individual donors who sporadically or regularly donate low values).

2. Developing institutional partnerships with international agencies/organizations in the country

Institutional partnership development is a process of establishing partnerships with and applying for funds from institutional donors (international government agencies/international organizations¹, embassies, etc.) for KOMF or KOMF and its members.

Institutional donors usually have defined priorities and areas of projects that they finance in order to achieve their objectives. There are several ways of partnership and processes of receiving funds from institutional donors, such as the donor inviting the organization to apply for the implementation of a program, and the donor opening a call for applications.

KOMF will hold continuous meetings with institutional donors to raise issues of child protection and rights and will aim to have partners who will support KOMF and its members in advancing child protection and rights. Likewise, KOMF will continuously apply to calls falling within the area and mission of KOMF as a single entity, co-applicant with member organizations or as co-applicant with coalitions and international organizations for child protection.

¹It includes the organizations of the UN, the EU, governmental organizations of different countries, or other organizations from other countries that operate in the country or provide funds for Kosovo.

3. Partnership with businesses, foundations and high net worth individuals - Values and Guiding Principles of partnership with businesses, foundations and individuals

The partnership with businesses, foundations and individuals with the high net worth will be done by applying the KOMF values, principles and standards.

The values of partnership with businesses, foundations and high-net-worth individuals are:

1. Protecting and respecting the child's rights and the best interest of the child;
2. Inclusion of children for access to social, educational and health services;
3. Unity and willingness of KOMF and member organizations to work for the best interest of the child;
4. Commitment and awareness to protect child rights;
5. Sustainable partnership in child protection.

The principles of partnership with businesses, foundations and individuals are:

1. Transparency and accountability;
2. Protecting the child integrity and confidentiality;
3. Non-discrimination and inclusion of children;
4. Complying with the KOMF values;
5. Common values of KOMF and member organizations to protect child rights.

Partnership - by the partnership we refer to working relationships established with businesses, foundations and individuals with high net worth with whom we will work according to the KOMF mission and the achievement of objectives in child protection and rights, including the contribution of partners in cash, donations in services or material goods directly to KOMF or through KOMF to its members.

For all partnerships with businesses, foundations or individuals that will be achieved for KOMF members through the partnership with KOMF, KOMF will withhold 25% of the donated value, to cover the administrative expenses of the secretariat.

In cases where the funds collected by KOMF from partnerships with businesses, individuals or foundations exceed the needs for conducting KOMF activities, then the remaining part will be transferred to the KOMF reserve funds.

Through mutual engagement, open and tailored conversations and agreements for action, we deliver:

- the achievement of agreed common objectives and individual organizational objectives;
- common thinking and shared ambitious goals to impact;
- cooperation/give and take;
- integrated communication and openness;
- administration

KOMF intends to enter into a partnership or receive donations from companies/brands, foundations, and high net-worth individuals whose image and representation are in accordance with the KOMF principles, mission and values and child protection and rights. KOMF will, before receiving a donation or entering into a partnership with businesses, foundations or individuals with high net worth, undertake the necessary steps to pay due diligence and ensure that the receipt of the donation or partnership from the business/brand, foundation or the individual concerned is in accordance with the KOMF principles, mission, values as well as the KOMF Fundraising Manual. Even in cases where the activity of the business, foundation or individual is not contrary to the principles of the fundraising manual and child rights, KOMF will pay due diligence to the impact of receiving the donation and partnering with the brand/business, foundation or individual.

In cases where KOMF will enter into a medium or long-term partnership (5 to 10 years) with the business, foundation or individual, the due diligence assessment will be done every 3 years. However, if the business, foundation or individual during the time of the agreement will act contrary to the KOMF principles and the child rights, KOMF will terminate the agreement and refrain from all activities of the business, foundation or individual concerned.

3.1 KOMF cooperates with partners who share the same values.

KOMF will seek support from businesses, foundations and high net-worth individuals who believe in the KOMF values and principles, and whose work, products, image and behaviour are not in contradiction with child rights. Our duty to donors (including businesses, foundations and individuals) is to work towards fulfilling the KOMF mission for child protection and rights. Only by respecting our values and working towards fulfilling the mission of protecting children can KOMF manage to protect and preserve its reputation. Therefore, whenever negotiations are conducted to receive a donation from businesses, foundations or individuals with high net worth, KOMF will carefully consider the impact that the recipient of a certain donation or a certain partnership will impact on the KOMF values, relations with the public - the image of KOMF as well as the financial contribution.

3.2 Guiding principles of partnership with businesses, foundations and high-net-worth individuals

Entering into a partnership only with businesses, foundations and high net worth individuals whose work and activity are not in contradiction with the Coalition's mission, vision and principles as well as with the rights and best interest of the child.

Despite the intention to establish financial stability for KOMF and member organizations, there are some profiles of companies, brands, products and foundations with which KOMF will not enter into partnership and will not receive donations (in cash, material goods or services).

KOMF will not enter into partnerships with businesses, foundations and individuals, whose actions, products, or brands are in contradiction with the KOMF's mission and values, as well as in contradiction with child rights and if the cooperation with them may affect negatively the possibility of KOMF to act independently and to act and respond actively to child protection and rights.

Considering that KOMF represents the largest number of organizations the scope of which includes the protection, rights and well-being of children, KOMF will not be associated with businesses, foundations or individuals whose actions are against child rights, or otherwise, endanger the child's rights and protection in general. This principle means that KOMF will only receive donations from partners, businesses, foundations and high-net-worth individuals whose actions are not contrary to the rights, protection and best interest of the child.

3.2.1 Complete limitation of partnership

Considering that some of the activities of businesses, foundations or individuals with high net worth directly or indirectly affect the child's well-being or are contrary to child rights and the laws of the country and that often some of the businesses through their activities cause long-term damage to children but also to future generations of children, this part focuses on the complete limitation of receiving donations or entering into partnerships, receiving one-off donations, silent donations from some types of businesses, foundations and high net worth individuals.

KOMF will not enter into a partnership or otherwise receive donations of any form and encourages its members not to receive donations and not to enter into partnerships with businesses, foundations, and high-net-worth individuals associated with the following categories.

i. Violation of child rights or human rights

KOMF will not receive and encourages its members not to receive donations or enter into any form of partnership with businesses, foundations or individuals that within the last 5 years have been accused or proven to be involved in child rights violations or violations of human rights and do not comply with the United Nations Declaration of the Rights of the Child and the Universal Declaration of Human Rights.

ii. Exploitation

KOMF will not receive and encourages its members not to receive donations or enter into any form of partnership with businesses, foundations or high net-worth individuals that are accused or proven to be involved in the exploitation of child labour, sexual abuse of children, violence against children or violation of labour practices according to the ILO Declaration on Fundamental Principles and Rights at Work.

iii. Weapons and other armament equipment

KOMF will not receive and encourages its members not to receive donations or enter into any form of partnership with businesses, or foundations involved in the production and distribution of weapons and other armaments. KOMF will not receive donations and will not enter into partnerships with businesses and foundations that are accused or proven to support terrorist/paramilitary/guerrilla activities.

iv. Tobacco and alcohol

KOMF will not receive and encourages its members not to receive donations from tobacco (any type of tobacco, cigarettes, electronic cigarettes, etc.) and alcohol companies (brands) or other companies that profit from tobacco or alcohol over 40% of the total profit of their business within the year. The threshold set above 40% allows KOMF to enter into partnerships with markets and supermarkets which also have tobacco among their products, as well as allows KOMF to enter into partnerships with large corporations which represent serious brands but also have tobacco or alcohol within their corporation.

v. Drug

KOMF will not receive and encourages its members not to receive donations or enter into any form of partnership with businesses, foundations or individuals generating income from the production and illegal sale of drugs (cocaine, MDMA/ecstasy, GHB, hallucinogens, heroin, methamphetamine). Legal businesses – pharmaceutical companies which are licensed are an exception.

vi. Gambling - casino

KOMF will not receive and encourages its members not to receive donations or enter into any form of partnership with businesses and foundations that have more than 15% of revenues within the fiscal year from gambling/casinos.

Good cause/charity lotteries are excluded from this principle. For more please refer to the definition of the Charity Lottery Association and the list of charity lotteries in the European Union.

vii. Video games not suitable for children under the age of 16

KOMF will not receive and encourages its members not to receive donations or enter into any form of partnership with businesses and foundations that have more than 40% of revenues within the fiscal year from video games unsuitable for children under the age of 16.

3.2.2 Diligent partnership

KOMF will conduct due diligence before receiving a donation or entering into a partnership, including receiving a one-off donation, or silent donation from businesses, foundations or high-net-worth individuals that are associated with or are subject to a generally negative public perception. Special attention will be paid to the receipt of donations or entering into partnerships with businesses, and foundations for the following categories, and KOMF also encourages its member organizations to conduct extra due diligence before entering into partnerships or receiving donations from businesses and foundations from the following categories:

i. Environmental damage

KOMF will be diligent, it will not receive donations or enter into partnerships with businesses, or foundations that have been convicted, accused of or are involved in environmental damage. However, the exceptions to this principle are businesses, and foundations proving that they have changed their practices towards environmental protection in the last three years and which have not been present in the media regarding the negative image of environmental pollution in the last 3 years.

ii. Corruption and money laundering

KOMF will be diligent, it will not receive donations or enter into partnerships with businesses, foundations and high-net-worth individuals that have been convicted for involvement in corruption affairs, extortion of money and/or money laundering. However, the exceptions to this principle are businesses, foundations and high-net-worth individuals proving that they have changed their practices in the last three years and which have not been present in the media regarding the negative image of corruption or money laundering in the last 3 years.

KOMF will not receive a cash donation if the origin of such donation is contrary to Law No. Law on Prevention of Money Laundering and Terrorist Financing; Considering KOMF's limited capacities to thoroughly investigate all cases, KOMF will include in the donation agreement a clause or statement through which the business, foundation or individual guarantees that the donation origin is not in conflict with principle 3.2.2 of this Manual and Law No. 05/L-096.

iii. Other types

KOMF will treat with utmost diligence the receipt of a donation or entering into a partnership with industry sectors which in the last period have tended to attract the attention of the media through a bad public image. Likewise, KOMF will treat with utmost diligence the receipt of donations or partnerships with political parties, groups or religious organizations which tend to be associated with malpractices and may be associated with negative media and public attention.

In these cases, KOMF will diligently check on potential partners before reaching an agreement to receive a donation or enter into a partnership.

Recognizing that KOMF is a member of international organizations and in order to preserve the KOMF values and image in relation to international partners, the impact and image of receiving donations or entering into partnerships with international businesses and foundations (international brands), which may not have a good image in Europe and elsewhere, will be assessed with due diligence

3.3 Franchise with partners

KOMF aims to increase the KOMF's financial stability and its members through partners and at the same time through a partnership with businesses, foundations or high net-worth individuals to promote child protection and rights to their partners and employees. KOMF will therefore not enter into partnerships with businesses, foundations or individuals that may affect the integrity, independence and fulfilment of KOMF's mission.

KOMF will non-franchise any business or brand with which it may enter into a partnership or from which it may receive donations. Franchising a business or brand could prevent KOMF from receiving donations from similar brands/businesses and could affect the KOMF's integrity and independence. At the same time, partnering or receiving a donation by franchising only one business or brand could make KOMF more vulnerable in cases where the business or brand could have negative attention in the media and public. Franchising to only one business or brand would, inter alia, prevent KOMF and its members from fundraising and fulfilling its mission.

In public exposures related to receiving donations or entering into partnerships through cause-related marketing, press releases, joint events, social media communications, etc., it will be clearly communicated whether the beneficiary will be KOMF or its members, for example, "Business X supports KOMF" or "Business x through a partnership with KOMF supports member organization X".

3.4 Partnership/donation receipt agreement

All partnerships or donation receipts from businesses, foundations, high net worth individuals (excluding other forms of fundraising from individuals who did not fall into the category of high net worth individuals and who may respond to fundraising campaigns of funds by donating lower monetary values) will be governed through the agreement between KOMF and the donor.

In cases where the donation will be made through KOMF to one of the members, the partnership or receipt of the donation will be governed by a tripartite agreement between KOMF, the donor and the member organization. In these cases, the agreement will include a clause defining the obligations of the member organization for transparency, reporting, and utilization of the funds received in accordance with the agreement. Likewise, KOMF will exclude its responsibilities from any dispute or misuse that may occur during the execution of the agreement and KOMF will only act as a mediating party.

All agreements with businesses, foundations, and high-net-worth individuals must also include a clause regarding the origin of the donation, underlining that the donor assumes the responsibility and acknowledges that the donation originates from legal financial sources. This clause will be included to protect KOMF and its members.

The business, foundation or high-net-worth individual, in addition to what is mentioned above in the agreement or addendum, will state that the business, foundation, or high-net-worth individual is not involved in the violation of child rights, is not involved in child labour, sex products, abusive and exploitative labour practices that violate the Convention for the Protection of the Child, the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, as well as standards and local labour laws.

Agreements for receiving donations or partnerships with businesses, foundations and high-net-worth individuals should, inter alia, contain clear partnership objectives, roles and responsibilities.

For cause-based marketing campaigns, the agreements between KOMF and the business will be signed before initiating the campaign and the agreement will contain, inter alia, a clause defining the minimum amount² which will be donated as well as the campaign duration.

4. Guiding principles for collecting donations from individuals

The collection of donations from individuals is considered to be among the forms that provide financial stability for organizations. There are several ways, channels and products through which funds can be raised from individuals. Individuals can be sporadic donors – who donate only once, or they can be committed donors – who donate regularly.

Individual sporadic or committed donors will be recruited through digital fundraising, F2F,³ or other campaigns.

Funds from individuals will also be collected through donation boxes. Donation boxes will be placed only in safe places and will be opened in the presence of a committee of at least 3 members.

All donations from individuals will be collected in the KOMF bank account or through donation boxes.

Considering that when we raise funds from individuals, high monetary values of the donation are not required, the principles and standards defined for donors from the sector of businesses, foundations and individuals with a high net worth are not necessary to be complied with.

On the other hand, in order to start fundraising from individuals, some prerequisites are required which facilitate the fundraising from individuals. Among the prerequisites that are necessary for fundraising from individuals are a database, banking payment methods (automated banking processes, credit and debit cards, online payment processes), developing a website with donation options online, social media, and loyalty programs.

Individual fundraising campaigns and activities aim at the general public. However, KOMF will coordinate fundraising activities from individuals with public relations, in order to have as many supporters as possible and deliver messages in accordance with KOMF's mission and values.

However, it is important that each individual, regardless of the value they donate, is treated with dignity. KOMF will make sure to thank all individual donors, except in cases where there is no contact with the individual donor, through e-mail, message or phone call.

5. Roles and responsibilities

KOMF is responsible for conducting fundraising activities and building good relationships with institutional donors, and partners (businesses, foundations, and high-net-worth individuals) in accordance with its values and mission.

■ **KOMF Board**

- Approves the KOMF's strategic direction for fundraising activities
- Approves and monitor fundraising plans and budget
- Ensures KOMF accountability and transparency

■ **KOMF team**

- Ensures the development and implementation of the fundraising strategy.
- Works towards fundraising to cover the KOMF expenses
- Includes a fundraising component in its plans
- Promotes the vision of donors as partners through its activities
- Encourages donors (businesses, foundations, public institutions, international institutional donors in the country and individuals) to support activities on child rights protection
- Ensures regular evaluation of fundraising activities
- Ensures the protection of the KOMF image and child rights protection in fundraising activities
- Are innovative and creative in fundraising
- Share their fundraising experiences and knowledge with member organizations
- Promotes various forms of fundraising to its members
- Promotes the sharing of knowledge and experiences among member organizations in fundraising

6. Practical instructions

■ Logo and name

The KOMF name and logo will be used correctly at all times and will be visible in all fundraising and public relations activities related to fundraising.

The KOMF logo and name in fundraising campaigns will be used in accordance with the principles and values defined in Section 3.1. KOMF will establish various fundraising channels and products to increase financial sustainability in which the KOMF logo and name will be used. KOMF will take special care in using the logo in cause-based marketing campaigns.

■ Public relations

Public relations, in addition to supporting the KOMF mission and activities, will also strategically support fundraising activities and aim to promote the support of child protection activities from donors, including local and central institutions, international institutions, businesses, foundations and individuals.

In fundraising activities and public relations activities related to fundraising, a clear message will be provided through which the public can participate and contribute to the KOMF mission and values. The public relations activities related to fundraising will, inter alia, aim to maintain the image and maximize KOMF's fundraising efforts.

KOMF will treat its competitors with respect and will not take actions that may be detrimental to the credibility of its competitors or member organizations and will avoid commenting on their fundraising activities in public.

■ Member organizations

KOMF will cooperate with member organizations that have developed various fundraising channels to assess fundraising potential and gradually build the necessary fundraising infrastructure and staff.

In order to build capacity, KOMF will share the best experiences with member organizations for fundraising and support member organizations' initiatives to share their experiences within KOMF member organizations.

■ Child protection

In all circumstances and partnerships with businesses, foundations, international donors, high net worth individuals and individuals in general, KOMF will ensure that its actions are in accordance with the Law on Child Protection, the KOMF mission, values and the fundraising standards.

KOMF will maintain child privacy in fundraising activities and recommends that member organizations also maintain child privacy in accordance with the Law on Child Protection.

6.1 Steps in fundraising from businesses, foundations, high-net-worth individuals and individuals

In order to raise funds from businesses, foundations, high net worth individuals and individuals, it is necessary to implement several steps as follows:

- Data collection related to fundraising potential
- Identification of country characteristics
- Identification of media and communication channels
- Creating channels⁴ and products⁵ for businesses, foundations and individuals⁶.
- Generating the donor list/base (including businesses, foundations, high net worth individuals)
- The motivation of potential fundraising donors
- Evaluating and testing which channels and products will be viable and return on investment
- Determining the fundraising budget (including the necessary human resources and infrastructure, as well as investment in fundraising campaigns or activities)
- Establishing credibility with the public through reports or newsletters about the impact achieved
- Reporting to donors – reports will be provided to partners who want higher values including businesses, foundations, high net-worth individuals and institutional donors
- Fundraising activities will be carried out in accordance with current laws in the country

6.2 Ethics in relation to donors/partners – use of data

Donors retain the right to non-publicity and non-reference of their name in communication with the public.

Donors retain the right not to be contacted and to ask not to be contacted and to remove their data from the donor list/base.

Donor data will not be shared with others including member organizations without the donor's prior consent.

In case of a breach of donor data or hacking of donor data, KOMF will take the necessary steps according to the Law on Data Protection.

Annex 1.

Examples of questions aiding you when facing challenging cases with a partner (business, foundation, high net worth individual)

It often happens that the limited capacity of organizations does not allow careful research of partners or you will have cases when you will meet with partners who are not included in any of the categories mentioned above. Below are some questions and guidelines that may help you decide whether to receive the donation or enter into a partnership with them.

■ Questions

- Has the business, foundation, or high-net-worth individual issued statements through which there are controversial positions on various issues related to ethics, child rights protection, human rights protection, employee rights protection etc.?
- How is their image perceived by the public when compared to others operating in the same area?
- Is there a negative public perception at the local or national level? (**Advice:** A quick test can be conducted by mentioning the name and asking your friends, family, and colleagues for their opinion)
- Have they partnered with any other NGO?

■ Risk assessment

Whenever you are in contact with potential donors (excluding institutional donors) about whom you have doubts, before you make your decision on cooperation, see what they represent in your country. Your agreement decision should be based on the level of partnership and the level of commitment of the partner (will it be a one-time donation, cause-based marketing campaign, 1-year project, or strategic partnership – more than one year) and the decision should be made taking into consideration the following points:

- The risk level in the local or national market if you enter into a partnership or receive a donation - the credibility of the partner.
- Donation value and potential for impact.
- Their recent developments and whether they have shown improvement or their media presentation has improved.
- Level of external communication (Note: it is always a good idea to discuss communication plans as to what level of communication will be involved).



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