



Kosova Women's Network

Serving, Protecting and Promoting the Rights of Women and Girls

KWN Code of Conduct Monitoring Report & Capacity Development Plan for Members

INTRODUCTION

In 2006, the Kosovo Women's Network (KWN) became the first network of non-for-profit, non-governmental organizations in Kosovo to adopt a code of conduct, setting an example of transparency and accountability. KWN members committed to implementing the Code of Conduct, with KWN support, in years to come.

During the period September 2014 – December 2014, KWN carried out its third assessment of the extent to which KWN members have implemented the Code of Conduct. In total, 81 out of KWN's 87 member organizations, including KWN, participated in the assessment. KWN had difficulties reaching some member organizations due to their busy schedules, among other circumstances. The six remaining member organizations will be contacted in early 2015. Out of the 81 KWN members that participated, 64 were existing members from previous years, including KWN (hereafter referred to as **existing members**) and 17 were member organizations that joined KWN in 2014 (hereafter referred to as **new members**).

The assessment involved visiting each member at their office (unless they did not have an office) and interviewing them. In-depth interviews lasted 1.5 hours on average. In general, KWN members were very thankful for KWN's interest in their situation and needs. Interviews helped KWN identify areas in which members could benefit from KWN support. KWN staff members observed additional needs in working with members, particularly as part of the grant giving process through the new Kosovo Women's Fund. The midterm review and evaluation of the Kosovo Women's Fund have also provided insight in developing this Plan.

In KWN's new Strategy 2015-2018, Building the Capacity of KWN still is one of five key programs identified by KWN members. Therefore, drawing from all of the aforementioned sources of information, KWN prepared this *KWN Code of Conduct Monitoring Report and Capacity Development Plan for Members*, which will be used to support members in 2015-2017. This report first examines KWN members' needs, particularly as per the Code of Conduct. It then proposes workshop themes for member organizations based on their needs towards increasing their capacities.

- Compared to 71% previously, now 78% of members have Boards of Directors that include individuals who are committed to the organization's mission and have the expertise needed to support the organization. However, fewer newer member organizations have such a Board (67%).

Capacity Development Needs

- While 30% of existing members' Boards evaluated the work of the organization's Director in the last year, slightly more new member organizations have carried out such an evaluation (33%).
- 57% of member organizations have a policy regarding how many Board members they should have, compared to 39% in 2012. Fewer new members have such a policy (48%).
- 35% of existing member organizations and 37% of new members' Boards hired the Director of their organization.
- 53% of new member organizations have operational procedures for their board, while 45% of new members do.

KWN's Plan

While some KWN members have improved in their policies and involvement of Board members, several can improve further. Therefore KWN will provide an additional one-day workshop that emphasizes the usefulness of involving the Board, as well as improved policies and procedures for doing so. This will be followed by tailored mentoring for organizations.

Human Resources

According to the KWN Code of Conduct, both paid and voluntary staff members contribute to an organization's ability to effectively achieve its mission. A KWN member organization has fair policies that specify its relation with paid and voluntary staff members, which include standards of employee conduct, clear expectations for staff members, and methods for evaluating staff members' performance.

Strengths

- 100% of existing members and 99% of new members said their staff had behavior that contributes to the organization's development
- All members said their staff did not engage in public criticism of the organization
- 99% of members said their staff did not engage in dishonesty, fraud, or false presentation of their organization or its activities
- 99% said their staff members behave professionally and positively while representing the organization to other staff members, volunteers, or the public
- A slightly higher percentage of existing members involved volunteers during this period than previously (from 80% to 83%). Meanwhile, 79% of new members did so.

Capacity Development Needs

- 49% of existing member organizations and 42% of new members' staff participated in an annual internal evaluation of the organization.
- 66% of existing members and 55% of new ones have a policy manual.

KWN's Plan

KWN will organize a workshop on "Policy Manuals", which will build on the prior workshop on policy manuals held in 2014. This will be followed by mentoring for members in further improving their policy manuals.

Financial Accountability and Transparency

According to the KWN Code of Conduct, an organization should comply with legal requirements set forth by Kosovo laws and regulations, as well as by respective donors; maintain sound finances; keep accurate financial records; use finances only for charitable purposes; and be transparent and open in regard to its finances with its supporters, beneficiaries, and the public.

Strengths

- All of KWN's member organizations are registered.
- 100% of existing members and 99% of new ones said their staff and board members have never been involved in corruption, bribery, or other financial misuse.
- 96% of existing members and 94% of new ones oppose and do not take part in partisan influence (e.g., their resources have not been used to support a single politician or political party).

Capacity Development Needs

- More existing organizations (from 7% to 15%) have established a policy that specifies from which individuals, businesses, or organizations, or what kinds of donations they will or will not accept, in accordance with their missions. Meanwhile, only 12% of new members have such a policy.
- 21% of existing members and 18% of new ones are transparent and open with their budget, making it available annually for the public and all stakeholders.
- While 36% of existing members provide to all Board and staff members a statement that explains conflict of interest (which they sign, agreeing to follow the organization's conflict of interest policy), only 31% of new members do so.
- 50% of existing members and 42% of new ones have a written conflict of interest policy.
- The percentage of existing members that operate according to an annual budget has decreased from 40% in 2012 to 35% in 2014. This is because members have not secured sufficient funds to have a budget. The percentage is even lower among new members (28%).
- 58% of existing members and 54% of new ones reviewed their budget and spending to identify if areas of spending were different than what was planned originally: some organizations do not see the need and/or do not have experience reviewing budget spending.
- 59% of existing members and 48% of new ones have written financial policies.
- 76% of KWN members submitted an accurate financial report to their donors.
- 78% submitted an accurate descriptive report about their work to all their donors: Most KWN members work with small projects and deliver short descriptive and financial reports. Few have experience with larger projects due to their lack of sufficient human and financial capacities.
- While 76% of existing members complied with the applicable laws, including financial accountability laws, a slightly higher percentage of new members did (79%).

KWN's Plan

KWN will support members by organizing a series of workshops that will include: 1) policy manuals, inclusive of conflict of interest, board governance, and financial policies in accordance with the laws of Kosovo; 2) budgeting and creating an annual budget; and 3) financial reporting.

Civic Responsibility

According to the KWN Code of Conduct, NGOs operate in service to the public. As such, they should be transparent and accountable with their members, beneficiaries, supporters, and the general public by providing information about their finances, programs, and activities.

Strengths

- All members stated that they do not discriminate against any person in hiring, programs, or communication due to their age, race, nationality, ethnicity, religion, sex, education, financial means, sexual orientation, or ability
- 99% of existing members and 98% of new members set their goals, decisions, and activities independently and are not used by any political party, public institution, or private firm for their interests

Capacity Development Needs

- 18% of existing members and 15% of new ones made available to all stakeholders and to the public a report of their activities and finances for the prior year;
- 39% of existing members distributed a newsletter, publication, or other information about its work to the public. Even fewer new member organizations did so (33%).
- While 20% of existing members have a website, only 17% of new members have one.
- 25% of existing member organizations and 21% of new ones have a designated, knowledgeable staff member who is responsible for public relations and communication and who provides information to the public when it is requested.

KWN's Plan

While members believe that this is a very important part of their work, they do not have much experience. Based on these findings and members' requests, KWN will organize two workshops on Public Relations. The workshop will cover: how to inform the public about its work, particularly via annual reporting; and how to utilize minimal resources in an environmentally sensitive manner for public relations materials (e.g. how to prepare leaflets, brochures, newsletter).

Partnership and Networking

According to the KWN Code of Conduct, partnership and working with other organizations and non-partisan governmental bodies are central to the work of KWN and its members. KWN member organizations strive to foster professional, positive, and respectful working relations with other organizations, especially those working on similar issues.

Strengths

- All members said they act professionally and treat their beneficiaries and partners with respect
- All said they respect the ownership of individuals' and other organizations' ideas and projects

Capacity Development Needs

- 43% of existing member organizations and 42% of new ones have policies that ensure the personal information of persons served through their work remains confidential, though this is not necessarily applicable for all member organizations. As per shelters, they all have these policies due to the nature of their work.

KWN CAPACITY DEVELOPMENT PLAN FOR MEMBERS

KWN will seek to address its members' needs, identified through the Code of Conduct assessment, based on observations of KWN members' advocacy initiatives, and in accordance with their requests. To this end, KWN has secured some funding for support of this Capacity Development Plan from the Austrian Development Agency (2015-2017) and the European Union Office in Kosovo via its Civil Society Facility (2015-2016) and the European Instrument for Democracy and Human Rights (EIDHR) (2016-2017). The interventions are grouped below based on the funder that will support them. KWN will seek to secure funds for the remaining capacity development interventions identified.

Austrian Development Agency

Between 2015 and 2017 KWN will deliver 12 workshops supported by the Austrian Development Agency towards the expected result that "Women-led CSOs have formed and cooperated in coalitions towards and engaged with officials in rights-based advocacy." The topics of the initial four workshops held in 2015 will be as follows, while future training topics will be determined based on needs and considering the other workshops planned to be delivered below.

1) Honing Policy Manuals: While KWN provided one training already on policy manuals, there are still several members who do not have policy manuals and/or are missing several relevant policies. In this hands-on workshop KWN will support these members in further developing their policy manuals. In particular this will include attention to conflict of interest policies, policies governing the functioning of board members, and financial policies in accordance with the laws of Kosovo.

2) Annual Budgeting: KWN will support members in designing and annual budget and discuss best practices in budgeting.

3) Financial Reporting: KWN will support members in how to write improved financial reports.

4) Networking for Change on Key Kosovo Policies: KWN will involve members in discussing and planning joint advocacy campaigns that link to the KWN Strategy for 2015. This will both encourage coalition-building among organizations with similar interests and support the in creating more effective advocacy strategies. Members will then be able to apply for funding from the Kosovo Women's Fund to implement their plans.

EU Civil Society Facility for Kosovo

With support from the EU through its Civil Society Facility, KWN plans to deliver eight, tailored capacity development workshops in 2015-2017, as well as provide individualized mentoring to its members, based on their needed skills. This will seek to further their capacities in "advocacy, lobbying, policy dialogue, and networking." KWN's aforementioned experience and independently verified results evidence the effectiveness of providing workshops and mentoring, particularly as linked with grant-giving to put new knowledge to use. KWN will execute workshops and mentoring effectively and efficiently, drawing from the expertise of its existing staff. For any special expertise beyond KWN's internal capacities, KWN will contract experts. More specifically, workshop topics will include:

1) Effective Advocacy: While KWN members have participated in workshops on advocacy before, they have requested additional workshops. This will include reviewing aspects of the Advocacy Cycle (e.g., identifying an issue, making an advocacy strategy, building networks and coalitions, conducting research, writing effective policy papers, increasing public awareness about issues, undertaking actions like petitions, testimonies or meetings with officials, and undertaking follow-up advocacy as needed). Then, they will discuss real initiatives that they have undertaken or planned, sharing best practices and discussing how they may enhance these initiatives in the future.

2) Public Relations: Cost-efficient and Effective Strategies for Promoting Your Organization: KWN will involve an eco-friendly designer and printer, Night Design, in presenting to KWN members how they can promote their work in a visually pleasing manner at little cost and considering the environment. This will include preparing public relations materials to inform the public about their work, such as leaflets, brochures, and/or newsletters.

3) Utilizing Information and Communication Technology (ICT): KWN will collaborate with experts to impart skills to members in using ICT to promote their work and undertake more effective and efficient advocacy initiatives. This includes expanding their use of social media. The IPKO Foundation has offered to provide the workshop free of charge to KWN members, drawing from its existing expertise.

4) Basics in Policy Papers and Policy Briefs: Few rural CSOs have experience in writing policy briefs. This interactive workshop will teach them the key components of a policy paper or policy brief and show them strategies for writing compelling policy papers that they can use in their advocacy initiatives. Since learning to write effectively takes time, participants will be given assignments to write real policy papers and participate in a follow-up workshop (see below), meanwhile receiving mentoring from KWN.

5) Intermediate Project Proposal Writing: Perfecting Logframes: Although KWN members have attended training, KWN's experience with the Kosovo Women's Fund to date has shown that they need additional support. In particular, most CSOs have much to learn with regard to the hierarchy of results, results-based management, indicators, and assumptions. They have also requested additional training on this.

6) Monitoring and Evaluation: In this workshop, members will learn basic strategies for compiling and using data for their projects. They will learn to use basic functions of Microsoft Excel (as several lack capacities in this regard), create a database, compile data, and use data both evaluating impact and in designing future projects.

7) How to speak in front of the Camera: In making a documentary about KWF in 2014, KWN staff members discovered that few CSO representatives felt comfortable speaking in front of the camera. Since this is a crucial skill to have for effective advocacy, KWN will organize an inter-active workshop on this where KWN will use its own professional camera and experienced staff members as interviewers to give KWN members experience in being interviewed.

8) Fundraising: Based on the findings of KWN and Alter Habitus' study, "Where's the Money for Women's Rights", as well as drawing from members' input and the Code of Conduct implementation needs assessment, KWN will organize a workshop to assist members with identifying new strategies for fundraising. The workshop will also deal with issues related to accountability, ethics, and best practices in donor relations.

All KWN members will have access to workshops and mentoring, whereas sub-grantees will have access to additional mentoring related specifically to their initiatives.

European Instrument for Democracy and Human Rights for Kosovo

KWN will organize seven tailored, interactive workshops focusing on strategies for advocating for women's human rights and furthering women's political participation and representation in 2016-2017. This will be followed by individualized mentoring so that they can put new knowledge to use. KWN's

experience and independently verified results evidence the effectiveness of providing workshops and mentoring, linked with grant-giving, to put new knowledge to use. KWN plans to organize the following workshops, identified as needs in the Midterm Review, Evaluation and by KWN observations. Where similarities seem to exist, the following workshops will take place after the aforementioned workshops and will seek to further advance learning, particularly on more complex topics.

9) Rights-Based Advocacy: CSOs will learn about Kosovo's legal framework related to women's human rights, areas in need of compliance with EU standards, current changes underway (e.g., related to the civil code), ways to involve women in informing new laws, and strategies for rights-based advocacy.

10) Effective Advocacy II: This will build on progress made in the first workshop above, providing more in-depth support on specific aspects of the Advocacy Cycle where CSOs struggle (identified in 2015) and further emphasizing a human rights perspective. This could include further attention to making an advocacy strategy, conducting research, writing effective policy papers, etc. They will discuss initiatives that they have undertaken or planned, sharing best practices and discussing ways to enhance these initiatives in the future.

11) Public Relations II: Annual Reporting: KWN will work with members in producing a key public relations material, an Annual Report, efficiently. This will seek to address the challenge that many KWN members identified in publishing an annual report. The workshop will focus on the content of the report, its design, and how to share it publicly at little to no cost. It will include both narrative and financial reporting. Making public an annual report is important for CSOs' public image and accountability.

12) Information and Communication Technology (ICT) II: KWN will build on workshop 3 above by imparting additional skills to women-led CSOs in using ICT to promote their work and undertake more effective and efficient advocacy initiatives. This includes further expanding their use of social media.

13) Basics in Policy Papers II: Few women-led CSOs have experience writing policy briefs. This interactive workshop will build on the prior workshop (4) by working with interested members to hone policy papers that they have already prepared. They will share their papers with each other during group work and receive feedback from their peers. This will support CSOs in furthering their skills in writing public policy papers, currently a challenge for many though important for advocating women's rights.

14) Perfecting RBM and Logframes: Although KWN members have attended training, KWN's experience KWF has shown that they will need additional training on this topic. Most CSOs have much to learn with regard to the hierarchy of results, results-based management, indicators, and assumptions. They have requested training on this as it will help them plan more effective advocacy initiatives towards human rights and facilitate fundraising for such work.

15) Public Speaking Skills: Beyond speaking in front of the camera, this interactive workshop will provide members with better skills for speaking in front of large audiences, using a "learning by doing" approach. They will receive advice on preparing speeches and present their speeches before their peers, receiving constructive criticism.

Individualized mentoring on the aforementioned and other topics will strengthen women-led CSOs' capacities for advocating for women's human rights and increased political participation. It will be provided to by KWN's experienced staff, towards efficiency and effectiveness.

ANNEX 1. KOSOVA WOMEN'S NETWORK CODE OF CONDUCT: IMPLEMENTATION 2012 AND 2014

Code #	Code Requirement	% of Members that Implemented Difference		
		2012	2014	
I. Mission and Program				
Definition of a non-governmental, non-profit organization				
1	NGO does not support one political party	98.8%	98.5%	-0.3%
2	No members have a position or formal function in a political party. Any NGO staff members who do, have resigned from the NGO.	97.6%	97.1%	-0.5%
3	Staff and board do not profit from the organization or the organization's work.	100.0%	100.0%	0.0%
4	NGO identifies the needs of its main target group, involves them in designing programs and projects, and involves them in its work.	80.5%	89.7%	9.2%
5	NGO does not discriminate against any person on account of their race, ethnicity, gender, sexual orientation or age.	100.0%	100.0%	0.0%
6	NGO does not force people to work for it.	100.0%	100.0%	0.0%
Mission				
1	Organization has a mission statement.	67.1%	80.9%	13.8%
	The mission statement says what the organization is working toward achieving (in the long-term)	67.1%	80.9%	13.8%
	The mission statement says the activities its involved in	62.2%	76.5%	14.3%
	The mission statement says how activities are realized.	61.0%	70.6%	9.6%
	The mission statement says how the NGO's activities meet the needs of the beneficiaries for which it was established	61.0%	66.2%	5.2%
2	The organization's Board has approved its mission statement.	53.7%	66.2%	12.5%
3	The organization has a statute.	98.8%	99.0%	0.2%
	The organization has a policy manual.	42.7%	61.1%	18.5%
4	The activities carried out by the organization in the last year were consistent with its mission statement.	67.1%	76.5%	9.4%
Evaluation of Mission and Programs				
1	In the last five years, the organization discussed with staff, board and beneficiaries whether its mission should be revised.	22.0%	47.1%	25.1%
3	The organization conducts annual evaluation of its work.	48.8%	65.6%	16.7%
	The organization's management involves staff members in evaluating its work quantitatively and qualitatively each year.	37.8%	62.6%	24.8%
	The organization has a system through which staff and beneficiaries can file complaints anonymously.	11.0%	13.1%	2.1%
II. Good Governance				
Board Composition				
1	The Board of Directors includes individuals who are committed to the organization's mission and have the expertise needed to support the organization in realizing that mission.	70.7%	77.9%	7.2%
	The Board has at least 5 members	51.2%	64.7%	13.5%
3	NGO has a policy regarding how many board members it should have	39.0%	57.4%	18.3%

Code #	Code Requirement	% of Members that Implemented Difference		
		2012	2014	
3	A policy is in place as to how many Board members should be in attendance at a meeting, and this should be a majority of the members on the Board	39.0%	55.9%	16.9%
	NGO has a policy that states how long a board member must serve and if they can be reelected	39.0%	57.4%	18.3%
	The length of a Board member's term and the number of times a Board member can be reelected is specified in the organization's policies	32.9%	48.5%	15.6%
3	The Board establishes expectations for each member, such as how he or she should provide support for the organization's fundraising or programs.	31.7%	38.2%	6.5%
4	The organization has policies that govern Board member attendance of meetings, which include steps to be taken if a Board member fails to follow this policy.	17.7%	51.5%	33.8%
4	Board members are not compensated for their service. They are only reimbursed for costs directly related to their Board service, such as travel expenses for attending meetings.	56.1%	69.1%	13.0%
Board Responsibilities				
1	The Board met two times per year.	53.7%	70.6%	16.9%
	The Board assisted with strategic planning.	57.3%	67.6%	10.3%
	The Board reviewed the organization's mission to see if it was still appropriate.	25.6%	47.1%	21.4%
	The Board re-defined the organization's objectives and activities as needed.	35.4%	41.2%	5.8%
2	The Board evaluated progress toward meeting the organization's mission.	38.1%	46.0%	7.8%
3	The Board consulted on and approved a policy manual for the organization with information on finances and personnel policies.	30.8%	40.1%	9.3%
4	The Board approved the organization's budget each year.	38.1%	37.1%	-1.0%
	The Board approves the annual audit results, where applicable.	34.5%	32.7%	-1.7%
5	The Board hired the Director of the organization.	40.2%	34.9%	-5.3%
	The Board decided how much the Director would be paid.	35.4%	29.1%	-6.2%
	The Board evaluated the work of the Director in the last year.	30.5%	30.6%	0.1%
Conduct of the Board				
1	The Board has operating procedures.	36.6%	52.9%	16.4%
2	The Board elects new members.	39.0%	42.6%	3.6%
5	The Board keeps meeting minutes.	51.2%	57.4%	6.1%
	Meeting minutes were sent to Board members after each meeting.	50.0%	50.0%	0.0%
III. Human Resources				
Staff policies and conduct				
1	An organization has a written policy manual and standards of conduct that govern the work and actions of its staff members and volunteers.	42.7%	66.3%	23.6%
	The policies dealing with staff were approved by the Board.	39.0%	61.7%	22.7%
	These policies and procedures clearly define the rights of staff members.	42.7%	66.2%	23.5%

Code #	Code Requirement	% of Members that Implemented Difference		
		2012	2014	
	These policies and procedures clearly define the conduct of staff members.	42.7%	64.6%	22.0%
	The policy includes... fair treatment for staff members.	42.7%	64.6%	22.0%
	The policy describes working conditions for staff members.	43.9%	64.6%	20.7%
	The policy includes vacation and sick leave.	41.4%	64.6%	23.2%
	The policy includes employee evaluation.	35.4%	56.9%	21.6%
	The policy includes supervision.	39.0%	59.9%	20.9%
	The policy includes hiring and firing.	40.2%	59.9%	19.7%
	The policy outlines anonymous ways for employees to file complaints or concerns.	26.8%	32.3%	5.5%
	The policy includes information on how sexual harassment will be dealt with.	39.0%	56.8%	17.8%
	The policy includes procedures for employee growth and development	37.8%	52.2%	14.4%
	Confidentiality policy for staff members relating to client records and information (where relevant).	1.9%	39.9%	38.0%
2	Staff members respect and work towards the advancement of the organization's mission and objectives.	90.2%	100.0%	9.8%
	The staff members had behavior that contributes to the organization's development.	100.0%	100.0%	0.0%
	Staff members' behavior contributes to public trust for NGOs in general.	98.8%	99.0%	0.2%
	Staff members behave professionally and positively while representing the organization to other staff members, volunteers, or the public	100.0%	99.0%	-1.0%
4	Staff members do not engage in dishonesty, fraud, or false presentation of the organization or its activities.	100.0%	99.0%	-1.0%
	If they did, the organization took steps to address the situation.	100.0%	97.1%	-2.9%
	Staff members did not engage in public criticism of the organization.	100.0%	100.0%	0.0%
Evaluation				
	Did your organization hire any new staff members in 2010?	41.5%	42.6%	1.2%
	Upon hiring, staff members receive an introduction to their position and responsibilities as well as the organization's mission, objectives, programs, activities, and policies, including this code	41.5%	60.3%	18.8%
	Organizations have in place a policy for evaluating the quality of work, effectiveness, and progress that individual staff members have made	26.8%	48.5%	21.7%
	The organization performed an evaluation of the work of each staff member in 2010.	25.6%	43.2%	17.6%
	Staff members participated in an annual internal evaluation of the organization.	24.4%	49.3%	24.9%
	Staff members participated in an annual evaluation of their own work towards the achievement of the organization's mission.	24.4%	45.6%	21.2%
	A process of identifying the organization's weaknesses and challenges.	26.8%	63.2%	36.4%
	A process of analyzing the organization's relation with	24.4%	61.8%	37.4%

Code #	Code Requirement	% of Members that Implemented Difference		
		2012	2014	
	stakeholder and public.			
	A process for identifying and propose ways for improvement.	28.0%	61.8%	33.7%
Volunteers				
1	An organization has volunteers	80.5%	83.0%	2.5%
	An organization values and treats its volunteers with respect.	80.5%	83.0%	2.5%
	Volunteers are informed about the organization's mission, objectives, programs, activities, and policies, including this code.	80.5%	81.5%	1.0%
2	An organization provides good conditions for work (e.g., computer, project materials) to volunteers.	75.2%	80.4%	5.2%
4	If interested, volunteers who are adequately qualified and experienced should take precedence over other job applicants when the NGO is hiring.	80.5%	82.4%	1.9%
IV. Financial Accountability and Transparency				
Policies and Procedures				
1	An organization operates according to an annual budget	40.2%	35.3%	-4.9%
	The budget is approved by the board.	34.1%	29.4%	-4.7%
2	The organization is registered.	98.2%	100.0%	1.8%
	The organization complies with applicable laws, including: financial accountability laws.	64.6%	76.5%	11.8%
	The organization complies with lobbying and political advocacy related laws.	61.0%	70.6%	9.6%
	The organization complies with taxation laws.	64.6%	79.4%	14.8%
	Based on this review, a short report noting areas of compliance was submitted to the board.	32.9%	33.8%	0.9%
3	The organization has written financial policies.	53.7%	58.8%	5.2%
	The procedures include: how the organization's assets are invested.	53.7%	57.4%	3.7%
	The organization has internal control procedures.	53.7%	61.8%	8.1%
	The procedures include: purchasing practices.	53.7%	64.7%	11.0%
4	An organization opposes and does not take part in partisan influence (e.g., its resources have not been used to support a single politician or political party).	91.5%	95.6%	4.1%
	An organization opposes and does not take part in corruption, bribery, or other financial misuse in its activities.	97.6%	100.0%	2.4%
5	An organization provides a way for Board members, staff members, and volunteers to anonymously report the misuse of finances.	26.8%	29.4%	2.6%
Conflict of Interest				
1	A KWN member organization, including its staff members, volunteers, and Board, refrain from conflict of interest; this means that they act in the best interests of the organization rather than supporting their own personal interests or the interests of others.	86.6%	91.2%	4.6%
2	The organization has a written conflict of interest policy.	36.6%	50.0%	13.4%
3	The organization provides to all Board and staff members a statement that explains conflict of interest (that they sign, agreeing to follow the organization's conflict of interest policy).	27.4%	36.0%	8.6%
Fundraising				

Code #	Code Requirement	% of Members that Implemented Difference		
		2012	2014	
1	The organization uses funds in the same way that the organization told the donor.	67.1%	79.4%	12.3%
	An organization has a policy that specifies which individuals, businesses, or organizations or what kinds of donations it will or will not accept, in accordance with its mission.	7.3%	14.7%	7.4%
2	In other words, an organization clearly states that it will not receive donations from persons or for activities that go against the organization's mission.	82.9%	82.4%	-0.6%
Accountability and Transparency				
1	The organization reviewed its budget and spending to identify if areas of spending were different than what was planned originally.	47.6%	58.2%	10.7%
	Based on a review of the organization's budget, staff submitted a written report to the organization's board.	25.6%	26.2%	0.6%
2	The organization submitted an accurate descriptive report about its work to all its donors.	63.4%	77.9%	14.5%
	The organization submitted an accurate financial report to all its donors.	62.2%	75.7%	13.5%
3	An organization is transparent and open with its budget, making it available annually for the public and all stakeholders.	13.4%	20.6%	7.2%
	In all its work, an organization uses human, financial, material, and natural resources responsibly, considering the needs of present and future generations.	51.8%	74.3%	22.4%
6	An organization whose annual budget is 60,000 Euros or more (according to question 6.) undergoes an annual audit by a certified auditor. (If your budget was not larger than 60,000, put 0.5)	68.3%	83.8%	15.5%
	The auditor was chosen by the organization's Board.	18.3%	19.1%	0.8%
V. Civic Responsibility				
1	The organization sets its goals, decisions, and activities independently. It is not used by any political party, public institution, or private firm for its interests, which would jeopardize its independence, autonomy, or ability to act in the public interest.	98.8%	98.5%	-0.3%
2	The organization does not discriminate against any person in hiring, programs, or communication due to their age, race, nationality, ethnicity, religion, sex, education, financial means, sexual orientation, or ability.	100.0%	100.0%	0.0%
3	The organization involves its beneficiaries as much as possible in designing, implementing, and evaluating programs, projects, and activities.	80.5%	91.2%	10.7%
4	The organization has a designated, knowledgeable staff member who is responsible for public relations and communication and who provides information to the public whenever it is requested by any member of the public.	23.2%	25.0%	1.8%
5	The organization continuously informs the media and the public about its activities.	70.7%	75.7%	5.0%
	The organization distributed a newsletter, publication, or other information about its work to the public.	36.6%	39.3%	2.7%

Code #	Code Requirement	% of Members that Implemented Difference		
		2012	2014	
	The organization has a website.	18.3%	20.4%	2.1%
6	When providing information to the public, an organization ensures that it provides enough information for the issue to be understood by the public.	52.4%	67.0%	14.5%
	Any data presented is complete, accurate, and true to the best of the organization's knowledge.	58.5%	72.8%	14.3%
	The organization's data in public relations materials does not overstate or minimize the human and material needs of the people it assists, especially in fundraising activities.	56.1%	65.5%	9.4%
7	The organization made available to all stakeholders and the public a report of its activities and finances for the prior year.	12.2%	17.6%	5.5%
Partnerships and Networking				
1	The organization acts professionally and treats its beneficiaries and partners with respect.	100.0%	100.0%	0.0%
2	Where applicable, the organization has policies that ensure the personal information of persons served through its work remains confidential.	26.8%	42.6%	15.8%
3	The organization respects the ownership of individuals' and other organizations' ideas and projects.	100.0%	100.0%	0.0%
	For example, the organization and its staff members have not claimed the ideas of another organization or individual as its / their own	100.0%	100.0%	0.0%
4	The organization does not criticize other KWN member organizations to benefit itself.	99.4%	97.8%	-1.6%
Percent of Code implemented by members 2011-2012 and 2014			65.9%	7.4%