

Fundraising Strategy

Executive summary

Barnahus Network's 2027-2030 fundraising strategy provides a roadmap for securing the resources needed to deliver its 2025-2030 strategy, strengthen its long-term financial sustainability and enable the Network to continue and expand its distinctive role as a leading actor in multidisciplinary and child-friendly responses to violence against children.

The strategy is based on focused diversification. The Barnahus Network should not pursue every available funding opportunity. Instead, it should concentrate its time and resources on donors and partnerships that offer a strong strategic fit and recognise the value of investing in coordination, evidence, standards, professional development and systems change.

EU funding will remain the backbone of the Network's funding portfolio. It should be complemented by long-term philanthropic partnerships, targeted institutional opportunities developed with members and country partners, and increased membership income linked to a stronger membership offer. Corporate and major-donor opportunities may be considered selectively at a later stage. Individual giving may also be explored as a longer-term opportunity once the Network has the capacity and systems required to develop this funding stream.

The central fundraising case rests on Barnahus Network's unique concentration of Barnahus expertise and its ability to achieve what individual organisations cannot achieve alone. The Network brings together knowledge, practical experience and professional perspectives from across Europe and beyond. It connects countries, sectors and professional groups, supports consistent quality and helps translate international and regional standards into practical change. Through this role, it contributes to the continued development and implementation of Barnahus and, ultimately, to improved responses for children who are victims or witnesses of violence.

Without the Barnahus Network, the development of Barnahus would be more fragmented and less able to grow with consistent quality. Members would have fewer opportunities to learn from one another, influence wider developments and benefit from the collective knowledge and competence of the field.

Successful implementation will require clear fundraising ownership, active leadership engagement, strong donor messaging, dedicated fundraising capacity, strategic use of members' relationships and expertise, and effective systems for planning, tracking and follow-up.

Introduction

Purpose

The purpose of this strategy is to provide clear direction for the Barnahus Network's fundraising during the period 2027–2030. It supports the implementation of the Network's 2025–2030 strategy and sets out its fundraising ambition, value proposition, priority funding streams and the conditions needed for success.

Fundraising is not a separate organisational function or an end in itself. It is a strategic enabler of Barnahus Network's 2025–2030 priorities, including network expansion, stability and positioning, stronger evidence for Barnahus, and excellence in practice. It enables the Network to fulfil and further develop its role while building the internal capacity needed to deliver its strategy.

The strategy should help the Barnahus Network make deliberate choices about where to invest its fundraising time and capacity. It should also provide a common framework for leadership, staff and members to contribute to fundraising in a coordinated way.

Process

This strategy builds on previous work undertaken to analyse the funding landscape, map priority donors and identify realistic funding opportunities relevant to the Barnahus Network. The development of the fundraising strategy also included consultations with the Barnahus Network team through meetings and a fundraising strategy workshop. The workshop explored the Network's distinctive value, fundraising mission and principles, strengths and risks, funding priorities, membership offer, internal capacity and measures of success.

Strategic context and ambition

The Barnahus Network already has a strong foundation for fundraising. Its work is closely aligned with child protection, child-friendly justice, victim support and multidisciplinary responses to violence against children. It has a clear European-level role, strong relevance to EU priorities and credibility through existing partnerships and funding relationships. It is also increasingly contributing to advancing Barnahus and related knowledge beyond Europe and in international contexts.

At the same time, Barnahus Network remains dependent on a relatively limited number of funding sources. Some donors may not fully understand the value of funding a network-level organisation, while eligibility rules can restrict access to certain opportunities. The Barnahus Network also needs stronger fundraising capacity, more systematic donor relationship management and a more deliberate approach to using its established position for fundraising purposes.

Fundraising ambition

Barnahus Network's ambition for 2027-2030 is to become more financially resilient, stable, and diversified while maintaining a clear focus on its mission. Fundraising should enable the Network to grow its internal capacity; strengthen the support it provides to members and expand its reach to more countries wishing to establish, or already implementing Barnahus.

Over the strategy period, the Network should maintain EU funding as a strong core pillar while developing a limited number of complementary income streams. It should increase long-term and flexible support, build stronger relationships with aligned foundations, strengthen membership income and develop selected institutional partnerships.

Fundraising should also enable Barnahus Network to invest in its own capacity. This includes the people, systems and infrastructure needed to coordinate the Network, produce and communicate evidence, support members, develop standards and maintain high-quality operations.

By the end of the strategy period, the Barnahus Network should have a stronger donor pipeline, clearer internal fundraising systems, more predictable funding and a stronger position as a strategic partner for donors.

Summary of the Fundraising SWOT analysis

Strengths	Weaknesses
- Barnahus Network has a strong thematic alignment with child protection, child-friendly justice, victim support and multidisciplinary responses. It has a distinct European-level coordination role and a strong connection to relevant EU programmes. - Existing credibility through strategic partnerships, including Oak Foundation. - The Network also brings together extensive competence and practical experience from its Secretariat and membership. Its specialist focus on Barnahus gives it access to knowledge that is difficult for more general organisations to replicate. - A strong governance foundation on which further organisational capacity can be built.	- Barnahus Network is reliant on a limited number of funding sources. Its network-level role and eligibility restrictions can also make it difficult to access some donors and funding instruments. - Internal fundraising capacity remains limited. Strong donor positioning, relationship management, proposal planning and fundraising systems require sustained time and ownership.
Opportunities	Threats
- EU funding continues to offer relevant opportunities through operational and programme funding. Selected foundations may provide longer-term and more flexible support for systems change, evidence, children's rights and institutional development. - Growing importance of long-term and flexible philanthropy in the NGO sector in general. - Members can also provide important country entry points for partnership-based opportunities. A stronger membership offer could increase both the Network's impact and its financial sustainability.	- Public and institutional funding is becoming less predictable, while competition is increasing for the limited pool of donors and grants that combine strong thematic fit, accessibility and strategic relevance. Future changes to EU funding after 2027 may also affect an important part of the Network's funding base. - Other actors may also position themselves as actors in the "Barnahus field" without having the same specialist competence or connection to Barnahus development. This increases the importance of clearly communicating the Barnahus Network's distinctive role and expertise.

Barnahus Network's value proposition

Barnahus is a rights-based innovation that operationalises international and regional legal instruments, particularly those relating to child victims' rights. It does so through innovation grounded in research, practice and collective learning.

The Barnahus Network is the only network solely dedicated to advancing Barnahus as an innovative, practical, evidence-based, multidisciplinary and system-level response to violence against children. Barnahus is increasingly recognised in policy and legal frameworks and is anchored in EU, UN and Council of Europe standards and priorities. It is directly relevant to legal and policy obligations and contributes to improved outcomes for children affected by violence.

The value of the Barnahus Network lies in its deep, highly specialised, and distinctive competence in Barnahus. Barnahus is not one thematic area among many, but the Secretariat's sole focus and area of expertise, forming the foundation of its knowledge, experience and day-to-day work.

By combining this dedicated expertise with the competence and practical experience of leading Barnahus experts from across Europe and beyond, the Network offers a unique concentration of Barnahus-specific knowledge that no other network can offer.

The Network connects a broad range of actors from different sectors who do not always have natural opportunities to work together. These include justice professionals, child protection services, psychologists, health professionals, service providers and policy-and decision-makers.

By creating opportunities for exchange, dialogue and networking, the Network builds shared understanding across countries and strengthens the implementation of Barnahus through collective competence. This enables the Barnahus Network to support complex, multidisciplinary systems change in a way that individual organisations cannot easily achieve alone.

The Barnahus Network also acts as a collective knowledge bank. It helps members to avoid reinventing the wheel, learn from challenges and solutions in other countries, and to contribute to the development of the wider field.

Without the Network, the current development of Barnahus would not have happened in the same way. Development would be more fragmented, professional exchange and development would be weaker, and countries would have less support to develop services with consistent quality. There would be less coordination and collective competence, and fewer opportunities for members to share challenges and learn from one another. The field would lose an important driver of development, resulting in a weaker impact on professionals, decision-makers and, ultimately, children.

In fundraising terms, Barnahus Network should build on its position as:

- An international systems-change network for child-friendly justice and protection in Europe and beyond.
- A specialist centre of Barnahus knowledge, competence and learning.
- A platform that connects countries, sectors and professional groups.
- A driver of evidence, standards, quality and rights-based innovation.
- A member-driven movement that creates practical value and impact for professionals, institutions and children.

Child participation and lived-experience-informed practice should become more visible throughout this value proposition. They are central to the Network's work and increasingly important to donors.

Fundraising mission and principles

Fundraising mission

The mission of fundraising for Barnahus Network is to secure strategic, diversified, and mission-aligned funding that enables the Network to deliver on its 2025–2030 strategy, strengthen its long-term sustainability, and build on its position as a recognised leader in multidisciplinary, child-friendly justice, and protection systems to increase its impact on the children it serves.

Fundraising principles

- **Mission alignment:** The Barnahus Network will pursue funding that supports its mission, values and strategic priorities. Funding should not direct the Network away from its core purpose.
- **Impact orientation:** Fundraising will be connected to the change the Barnahus Network seeks to achieve for children, members, professionals and institutions. Every euro raised should contribute to a direct and meaningful impact on the children the Network serves and on the Barnahus Network members.
- **Diversification with focus:** The Network will diversify its income to reduce risk while concentrating on funding streams that offer a realistic and strategic fit.
- **Long-term relationships:** The Barnahus Network will prioritise donor stewardship, trust and partnership over one-off applications.
- **Distinctive positioning:** Fundraising will build on the Network's unique role as a specialist, member-driven and system-focused actor.
- **Strategic use of testimonials and multipliers:** The Barnahus Network will strategically engage trusted voices and connectors who can strengthen its fundraising. Credible testimonials from members, Barnahus experts, researchers,

partners and other stakeholders can provide experience-based evidence of the Network's practical value and impact and make the case for support more tangible to potential funders. Multipliers can extend the Network's reach, identify relevant funding opportunities and facilitate introductions to potential donors and partners. Their engagement should complement, rather than substitute for, the Network's own fundraising capacity and donor relationship management.

- **Sustainability and capacity:** Funding should support both programme delivery and the organisational capacity needed to deliver effectively.
- **Accountability and transparency:** The Barnahus Network will build and maintain trust with donors, members, and partners through transparent communication, responsible reporting, clarity about the use of funds, and openness about results, challenges and learning.
- **Cost-effectiveness:** The Network will use resources strategically and responsibly, prioritising activities that offer strong value for money, avoid unnecessary duplication and make the best use of its network model, partnerships and internal capacity.
- **Participation and safeguarding:** Children's rights, meaningful participation, lived experience and safe practice will be appropriately reflected in programme development and donor communication.

Theory of change

The Barnahus Network is convinced that children affected by violence receive better support when justice, child protection, health and other relevant services work together in a coordinated, multidisciplinary and child-friendly way.

Building and maintaining such systems requires specialist knowledge, strong standards, trained professionals, robust evidence, political commitment and opportunities for learning across countries. Individual Barnahus, institutions and countries cannot develop all of this alone.

The Barnahus Network brings together members and professional groups, provides access to specialist competence, supports the development and use of evidence and standards, enables peer learning, and helps translate rights and policy commitments into practice.

With stable, flexible and diversified funding, the Barnahus Network can strengthen these functions and provide more consistent support to members and countries. This will contribute to stronger implementation of Barnahus, better multidisciplinary cooperation and more consistent quality across countries.

Over time, this will help ensure that children affected by violence experience more coordinated, rights-based and child-friendly justice and protection responses, and an individually targeted and safe path towards recovery.

Strategic funding priorities

EU funding

EU funding should remain the backbone of the Barnahus Network's funding portfolio. The Network has strong experience in European cooperation and transnational work, and its mission aligns well with relevant EU priorities.

The Barnahus Network should identify and monitor relevant opportunities at an early stage, plan proposals strategically and protect its access to operational and programme funding. It should also prepare for possible changes in EU funding after 2027 by strengthening complementary income streams.

Philanthropic funding

Philanthropic funding is the most important complementary funding stream, particularly for securing long-term and more flexible support.

The Barnahus Network should establish and build relationships with a small and carefully selected group of foundations aligned with children's rights, violence prevention, child-friendly justice, systems change and institutional development.

The objective should not be limited to securing project grants. Barnahus Network should seek multi-year and flexible partnerships that can support coordination, evidence, standards, innovation, member services, and organisational capacity, including from potential funders such as the Swedish Postcode Lottery.

Institutional and country-based opportunities

Institutional opportunities, including Sida funding, should be developed selectively through partnerships in relevant countries.

Members can provide local knowledge, credibility and entry points at the country level. Opportunities should be pursued where the Barnahus Network has a clear role and where the partnership contributes to both country-level development and the wider Barnahus movement.

Selective corporate and major-donor opportunities

Corporate and major-donor opportunities may be explored selectively at a later stage. They should only be pursued where the Barnahus Network has sufficient capacity, a strong mission fit and clear added value, and where there is no risk to its

independence or credibility.

Individual giving may be explored separately as a longer-term opportunity once the Network has the capacity, systems, and communications needed to develop it effectively.

Across all funding streams, the Barnahus Network should seek funding that supports not only programme activities, but also the organisational capacity required to deliver them effectively. This includes staff capacity, administration, finance, partnerships, communications and appropriate organisational systems.

Membership as impact and income

Membership is both a mechanism for increasing impact and a potential source of more sustainable income. A strong membership model enables the Barnahus Network to remain closely connected to practice, draw on collective expertise and respond to members' needs. As a member-driven organisation, the Network's strength lies in the knowledge, experience and active engagement of its members. The Barnahus Network is not simply a network to belong to, but a platform that helps members improve, connect, influence and grow.

Members should continue to have access to Barnahus-specific competence, evidence, training and professional development. They should also have opportunities to connect with one another, discuss shared challenges, learn from experiences in other countries, engage with professionals and decision-makers, and contribute to the development of standards and the wider "Barnahus field". The Barnahus Network should continue to strengthen the value of membership and ensure that this value is clearly recognised by members.

An external analysis of the network's membership structure identifies several opportunities to simplify the current fee structure, strengthen its relationship with organisational capacity, introduce predictable fee adjustments, clarify the distinction between Members and Associates, and provide a transition period for changes in fees.

As part of the fundraising strategy, a new structure for membership fees will be proposed drawing on these findings, and potentially a new membership offer.

In the future, a review of the membership model can for example clarify the core membership offer, the services included, opportunities for paid services, membership fee levels, and how accessibility and inclusion will be protected. Any

increase in membership income should be accompanied by a visible increase in member value and engagement.

Implementation roadmap

Implementation will be phased over the 2027–2030 period to ensure that the Barnahus Network’s fundraising ambition grows alongside its organisational and delivery capacity.

Phase 1: Establish the foundations

The Barnahus Network will agree on its core fundraising messages, establish clear ownership of fundraising and develop a prioritised donor pipeline. Dedicated time and resources will be allocated to strengthen fundraising capacity, donor stewardship, proposal planning and follow-up. The Network will also begin reviewing its membership fee structure and identifying the organisational resources needed to implement the strategy.

Phase 2: Build relationships and capacity

The Network will strengthen relationships with priority donors and develop tailored funding propositions. It will make strategic use of members’ expertise, relationships and country-level entry points to support donor engagement and identify relevant funding opportunities.

The Network will also systematically identify and appropriately engage trusted members, Barnahus experts, researchers, partners and other stakeholders who can provide credible testimonials or act as multipliers. They will be provided with clear information and appropriate materials to communicate the Network’s value accurately and consistently, extend its reach and facilitate introductions to relevant donors and partners.

This engagement should complement, rather than substitute for, the Network’s own fundraising capacity and donor relationship management. At the same time, the Network will strengthen the internal systems and capacity required to manage fundraising and funded activities effectively.

Phase 3: Grow and consolidate

As relationships and capacity develop, the Network will focus on securing and renewing multi-year funding, increasing flexible income and strengthening membership revenue. Progress will be reviewed regularly against the agreed goals and KPIs, with adjustments made to the funding portfolio, capacity and priorities

where needed.

Goals and KPIs

The overall goal is to build a more diversified, resilient and strategically aligned funding portfolio. Progress should be measured not only through income, but also through the quality of funding, strength of relationships and development of internal capacity.

EU funding (high priority – immediate and ongoing)

Strategic goal 1: Maintain and strengthen BN's role in core EU funding streams and use EU funding as the backbone of the funding portfolio.

KPIs:

- number of relevant calls tracked and pursued,
- number of proposals submitted,
- proposal success rate,
- total value of EU funding secured,
- value of multi-year and operational grants EU grants.

Philanthropic funding (high priority – short-medium-term)

Strategic goal 2: Establish and deepen relationships with a focused group of aligned foundations and increase long-term and flexible support.

KPIs:

- number of strategic foundation relationships actively established and stewarded,
- number of proposals or concept notes submitted,
- grants secured,
- value of philanthropic income,
- proportion of philanthropic income that is multi-year or flexible.

Institutional opportunities (medium-term priority)

Strategic goal 3: Develop targeted partnership-based opportunities in relevant countries and contexts.

KPIs:

- number of country partnerships developed,
- number of qualified opportunities pursued.
- number of grants secured,
- total value of funding generated through these partnerships.

Selective corporate and major-donor opportunities (long-term priority)

Strategic goal 4: Selectively develop corporate and major-donor opportunities with strong mission fit and strategic value.

KPIs:

- number of qualified opportunities identified,
- number of strategic conversations,
- number/value of partnerships secured.

Membership (short – medium-term priority)

Strategic goal 5: Develop a proposal for a new membership fee structure. In the longer term, develop a stronger and clearer membership offer that describes member value, supports engagement, and how it contributes to BN's financial sustainability.

KPIs:

- membership income,
- number of paying members,
- retention rate,
- member satisfaction,
- proportion of income generated through membership.

Internal capacity and human resources (high priority – immediate and ongoing)

Strategic goal 6: Strengthen the Barnahus Network's internal capacity by developing staff competence and expanding priority functions in line with organisational needs.

KPIs:

- Priority staff functions established in the agreed strategic sequence.

Milestones:

- Secure half-time administrative support.
- Establish full-time partnership and fundraising capacity.
- Establish communications capacity.
- Establish or expand policy, research and advocacy capacity.

Organisational systems and infrastructure (high priority – immediate and ongoing)

Strategic goal 7: Strengthen the Network's organisational systems and infrastructure to support effective delivery and sustainable growth.

KPIs:

- HR, administrative, financial and knowledge-management systems implemented or strengthened.
- Reliable IT support and capacity to maintain and upgrade technical systems.
- Functions suitable for outsourcing identified and reviewed, with specialist services outsourced where this is more efficient or the required expertise is unavailable internally.

Monitoring, review and learning

The Barnahus Network will develop a proportionate approach to monitoring the implementation of this strategy as its fundraising capacity and systems grow. Progress will be assessed against the agreed goals and KPIs, with baselines and realistic targets established as the Network's fundraising work develops.

Learning from donor engagement, funding applications, partnerships and member feedback will be used to refine the Network's approach and adjust priorities where needed.

Conditions for success

Successful implementation of the fundraising strategy will depend on several organisational and external conditions:

- Clear ownership and leadership engagement: Fundraising has clear ownership and active support from leadership.
- Strong donor messaging and evidence of impact: The Barnahus Network's established position, specialist competence and contribution to systems change are translated into a clear and compelling case for support, supported by evidence of how its work contributes to change for members, professionals, institutions and children.
- Sufficient fundraising capacity: Dedicated time and resources are available for donor stewardship, relationship-building, proposal development and follow-up, and strengthening the Network's fundraising capacity over time.
- Strategic member and stakeholder engagement: Members' relationships, knowledge, expertise and country-level connections are used strategically to

support fundraising. Trusted members, Barnahus experts, researchers, partners and other stakeholders may also provide testimonials or act as multipliers, helping to demonstrate the Network's value, extend its reach, identify relevant opportunities and facilitate relevant donor introductions.

- Effective fundraising systems: Appropriate systems are in place for pipeline tracking, proposal planning, reporting and follow-up.

Risks and mitigation

Dependence on a small number of funders: The Barnahus Network should maintain its EU funding strength while building selected philanthropic, membership and institutional income.

Changes in EU funding: The Barnahus Network should monitor developments in EU funding beyond 2027 and continue strengthening complementary income streams to reduce its exposure to potential changes.

Short-term and restricted funding: The Barnahus Network should prioritise multi-year and flexible support and include realistic organisational and coordination costs in funding applications.

Limited eligibility: Opportunities should be assessed early. Where appropriate, the Barnahus Network should work through consortia or partnerships with members while maintaining a clear role and added value.

Established position not fully leveraged for fundraising: The Barnahus Network should make greater use of its established position, specialist Barnahus competence, membership, evidence, rights-based approach and contribution to systems change when developing its case for support and communicating with donors.

Insufficient delivery capacity: Funding growth should be carefully sequenced. Before pursuing major opportunities, the Barnahus Network should assess staffing, compliance, financial and delivery requirements.

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The Barnahus Network supports countries in realising children's rights to protection, justice and care by adopting Barnahus as a standard practice for children involved in cases concerning violence. We undertake this work support that all children enjoy their right to be protected from violence.

Our work is advancing Barnahus through research, evidence, and practice, and also supporting members to achieve excellence in practice. Our members are Barnahus, ministries, government agencies, NGOs, academics, individuals, and other stakeholders who share a commitment to full, incremental implementation of the Barnahus Quality Standards.

Learn more at www.barnahus.eu



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