



## **DONOR ENGAGEMENT POLICY – CORPORATE AND OTHER NON-GOVERNMENTAL PARTNERSHIPS**

Women Deliver’s mission is to advocate globally for gender equality and the health, rights and wellbeing of girls and women. To help achieve its goals, Women Deliver seeks funding from a variety of supportive partners, including corporations, foundations and individuals who are essential to its success. Accordingly, Women Deliver seeks partners who share its goals and values and who exemplify good business and ethical practices.

### **PURPOSE**

This Policy allows the scale and scope of corporate and other non-governmental funding to be defined, provides a consistent approach to applying common standards, and helps to manage potential risks to Women Deliver’s reputation, brand and effectiveness. As each potential partner has unique and distinctive characteristics, this Policy’s effectiveness lies in the requirement for due diligence, careful analysis and informed decision making. A key objective is for Women Deliver to be able to justify its partnering decisions to supporters, donors, stakeholders, and the public as being compatible with its mission and values.

### **SCOPE**

This Policy sets out the parameters, risk management and decision-making processes for Women Deliver’s solicitation and engagement of corporate and other non-governmental funders. Included in its scope are corporate and individual contributions (monetary and in-kind), grants, event sponsorship, , pro bono and technical assistance, cause-related marketing campaigns, and other strategic partnerships with a funding component.

### **POLICY STATEMENT AND PRINCIPLES**

Women Deliver seeks to develop partnerships with corporations, foundations, and major individual donors, focusing on ensuring that the organization can clearly and confidently demonstrate that the partnership is compatible with its mission and values. Accordingly, Women Deliver:

- Only accepts funding from partners that are compatible with Women Deliver’s vision, mission and strategic priorities.
- Engages with donors where any actual or perceived risk to its stakeholders, brand and operations can be effectively managed.
- Engages with donors where there is transparency on how each party will benefit.
- Strongly prefers its corporate partners to be signatories to the UN Global Compact and to explicitly endorse human rights frameworks, such as those articulated in the UN Guiding Principles on Business and Human Rights (2011), the Children’s Rights and Principles

(2012), the Women's Empowerment Principles (UN Women), or similar global standards of good business and humanitarian practice.

- Engages with corporate partners where Women Deliver can maximize its influence and impact.

## **4. ASSURANCE/DUE DILIGENCE REQUIREMENTS**

### **4.1 Assessing Opportunities**

Women Deliver considers that the nature of a donor's industry or business and the characteristics of the donor relationship as fundamental to the assessment of a proposed partnership's suitability.

### **4.2 Excluded Industries and Practices**

Certain products, services, or actors are categorized as disqualified due to their intrinsic harm to people, particularly women and children, and their lack of compatibility with Women Deliver's mission. For this Policy, disqualified means those whose primary income and/or brand association is derived from the following:

- Tobacco – manufacturing, sales and/or marketing of tobacco and tobacco-related products
- Alcohol – manufacturing, sale and or marketing of alcoholic beverages
- Armaments – manufacturing, marketing and or distributing armaments/weapons
- Exploitation or Abuse of Women or Children – For example, as in human trafficking and material depicting the sexual abuse of children
- Extractive Industries – specifically, oil, gas, metal and mineral extraction and production
- Sugary Drinks – specifically the manufacture and marketing of sweetened beverages identified or targeted as major contributors to obesity and poor health

(\*\*) Primary income and brand association: Where the percentage of income from the manufacture, sale and/or marketing of disqualified products/services exceeds 25% of total revenue, OR where income derived from such products/services is less than 25% yet there is a generally agreed assessment of a donor's strong public brand association with those disqualified products/services, as such associations would result in degradation of Women Deliver's brand.

### **4.2 Potentially High-Risk Industries and Practices**

Women Deliver recognizes that certain companies or individuals generate controversy because of the nature of their business, and present a potentially high reputational risk. A decision to enter into partnership with such entities must be preceded by a rigorous due diligence assessment and establishment of risk management measures, as appropriate.

The following are examples of controversial or potentially controversial industries or practices that present a high level of reputational risk to Women Deliver:

- Genetically modified organisms and pesticide manufacturers

- Gambling – commercial and not-for-profit entities.
- Sale of products adjudicated to have been irresponsibly marketed directly to children
- Manufacturing and marketing of pharmaceuticals.
- Garment industry – specifically the manufacturing and selling of fashionable clothing, apparel and accessories.
- Floral industry – specifically, concerned with commercial production, marketing and sale of flowers and ornamental plants for gardens and floristry.
- Manufacturing and marketing of breast-milk substitute products.

The following are categorized as high-risk factors or practices that correspondingly trigger requirements for due diligence and risk management prior to acceptance as a Women Deliver partner:

- Prohibited or unfair labor and employment practices (including child labor).
- Violations of UN or other lawful human rights or economic sanctions.
- Predatory or otherwise illegal or discriminatory lending practices.
- Bribery and corruption allegations or practices.
- Practices that lead to irresponsible and irreversible environmental degradation.
- Donations which could call into question Women Deliver’s neutrality and independence, or that would create conflicts of interest.
- Accusations and/or prosecutions for corporate criminal behavior.

Further Guidance:

Assessments of existing corporate partners will be required in the event of a material change in the partners’ business, operations or ownership, or in the nature of the partnership. Women Deliver reserves the discretion to return any funds if in the course of a due diligence assessment Women Deliver determines the partnership to be unacceptable.

### **4.3 Relevance of Partnership Type**

Collaborations in various forms with third parties can pose a range of risks (from low to high) to Women Deliver, depending on the nature of the collaboration.

In accepting funds, Women Deliver also accepts the donor as a funding *partner*. Assessing partnership type is therefore important as there is e.g., considerably greater potential risk to Women Deliver triggered by a co-branded, high dollar partnership than an exploratory agreement for capacity building with a local organization.

### **4.4 Risk Management Measures**

Risk assessments should be carried out for all prospective relationships with corporate donors. The detail and depth of a risk assessment will be influenced by both the industry/business practice, partnership type (see above), and reputation of the potential donor, but should nonetheless demonstrate due consideration of all material and relevant risk factors.

#### **4.5 Major Gifts and In-Kind Donations**

In general, there is no requirement for Women Deliver to conduct due diligence for one-time major gifts and in-kind donations, unless the total value exceeds \$4,999. For gifts and in-kind donations that exceed \$4,999, the Policy's list of Excluded Industries and Practices, as well as due diligence requirements for Potentially High-Risk Industries and Practices, shall apply. In addition, the following guidance is applicable to all gifts and donations:

- Gifts shall be accepted only where there is charitable intent on the part of the donor;
- Women Deliver should not accept gifts that are overly restrictive in purpose. The most desirable gifts are those with the least restrictions, as unrestricted funds allow the organization to address its most pressing needs; and
- Women Deliver should not accept gifts from a sanctioned individual or group deemed a terrorist, specially-designated national (SDN) or otherwise identified on USA PATRIOT ACT, US State Department, UN, EU or other official sanctions list of so-called blocked persons.

Unless the President, in consultation with the board, provides a specific exception, Women Deliver should not accept any gifts that:

- Contain a condition that requires any action on the part of Women Deliver that is unacceptable, or in conflict with Women Deliver's mission;
- Involve unlawful discrimination based upon race, religion, gender, sexual orientation, age, national origin, color, disability, or any other basis prohibited by federal, state, and local laws;
- Carry a high risk of exposing Women Deliver to adverse publicity, litigation, or other liabilities;
- Contain a condition that the proceeds will be spent by Women Deliver for the personal benefit of a named individual or individuals;
- Require Women Deliver to employ a specified person now or at a future date;
- Inhibit Women Deliver from seeking funds from other donors; or
- Require undue expenditures, or involves Women Deliver in unplanned responsibilities because of their source, conditions, or purpose.

Women Deliver will similarly scrutinize any completely anonymous gift.

Women Deliver will accept donations of corporate stock; however, such stock will be immediately liquidated.

#### **4.6 Decision-Making Process**

Opportunities should be approved or not based on the outcomes of due diligence research and risk analysis, when applicable. Women Deliver's Coordination Team is the responsible body for analyzing potentially controversial and high risk partnership opportunities, and for advising the CEO of those outcomes. In this regard, the Coordination Team will (1) review due diligence reports; (2) analyze risks associated with the donor and potential mitigation measures from each team's perspective; and (3) prepare advice and recommendations for the CEO based on the foregoing review and analysis. For opportunities that are deemed particularly controversial and/or carry a high level of reputational risk, the CEO may exercise her discretion to consult with the Board for its approval or recommendation.