

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

Women Deliver’s mission and long-term strategic goal is for girls and women to fully enjoy gender equality and rights, including sexual reproductive health and rights (SRHR). 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 provides Women Deliver’s standards and objectives for engaging with donors from the private sector, provides a consistent approach to applying those standards, and helps to manage potential risks to Women Deliver’s reputation, brand, and effectiveness as a result of specific engagements with the private sector. 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 (major gifts) contributions (monetary and in-kind), grants, Women Deliver Global Conference and other 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 aligned with Women Deliver’s mission and values, and supports the Strategic Framework (2021-2025) as well as the ultimate goal of advancing gender equality and the health and rights of girls and women. Grounded in human rights principles, and includes an ethos of consultation, inclusivity, and transparency, Women Deliver’s engagement with the private sector is focused on shared advocacy goals and targeted impact from the outset of the partnership. A robust due diligence process is a key pre-condition to each partnership. Accordingly, Women Deliver:

- Only accepts funding from partners that are compatible with and supportive of Women Deliver’s vision, mission, and strategic priorities.

- Engages with donors where any actual or perceived risk to its stakeholders, brand and operations that is apparent from due diligence process can be effectively managed.
- Ensures transparency with respect to the respective benefits to each party.
- 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 opportunities exist for Women Deliver to leverage its influence and impact on corporate policies and practice.

## 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. Any risk analysis of a potential donor will be weighed against the potential for Women Deliver to advance gender equality and the health and rights for girls and women by working with donor. Specific examples of partnerships include, but are not limited, to (a) the opportunity to play an advisory role to influence the potential donor’s practices throughout the value chain and/or influencing the donor’s markets; (b) collaborating on a program, advocacy campaign, product, event, or media (such as, co-authored op-eds and broadcast interviews); and (c) acceptance of goods and/or services in kind in lieu of funding.

### 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
- **Extractive Industries** – specifically, oil, gas, metal and mineral extraction and production

“Primary income and brand association” is defined as 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.

- **Organizations or Individuals that Engage in the Exploitation or Abuse of Women or Children** – For example, in material depicting the sexual abuse of children, irresponsible marketing to girls and women, and, in the case of human trafficking, extending to a manufacturer’s supply chain and preferred vendors.
- **Organizations or Individuals that Overtly Engage in or are Grounded in Principles of Racism, White Supremacy, or Discrimination** based on race, ethnicity, gender or other protected factors.

#### 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 or industry, or business practices, which may present ethical issues and the potential for high reputational risk. A decision to enter into partnership with such entities or individuals must be preceded by a rigorous assessment (due diligence) and establishment of risk mitigation 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 that have been irresponsibly marketed, particularly to children, or sales of products that have engaged in otherwise harmful marketing programs
- Manufacturing, marketing and sale of products or ideals that perpetuate racism, white supremacy, or other forms of discrimination
- 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
- 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
- Explicit perpetration of irresponsible and irreversible degradation of the environment, local communities, including Indigenous Peoples, or ecosystems, or practices that lead to such degradation and harm
- Donations that could call into question Women Deliver’s neutrality and independence, or that would create conflicts of interest, such as those that would require Women Deliver’s product endorsement or use of a corporate brand directly in programming

- 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 its due diligence and assessment Women Deliver determines the partnership to be unacceptable.

The outcome of an assessment that finds a funding partnership to be otherwise acceptable shall not be an endorsement of that entity's entire range of activities, nor of a particular product line.

### **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.

Sponsorship funding (such as for the tri-annual Women Deliver Conference) may result in variety of benefits such as branding, side events and other sponsored sessions; however, Women Deliver-led programs and selection of speakers shall be determined independently from sponsorship.

### **4.4 Risk Management Measures**

Risk assessments should be carried out for all prospective relationships with private sector 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. Women Deliver's due diligence and assessment process (for new and existing donors) includes, but is not limited to, review of publicly available media, annual reports, and independent research such as reputational rankings. Please see Women Deliver's Due Diligence Guidelines, which outline Women Deliver's process of due diligence and assessment.

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

Women Deliver accepts major gifts (defined as exceeding \$10,000) and gifts in kind (goods and services) with certain limitations. In general, the requirements for due diligence and risk assessment apply to major gifts and to in-kind donors where the value of goods and services exceeds \$10,000; Major gifts and in-kind donations shall be subject to this Policy's list of Excluded Industries and Practices, as well as the due diligence requirements for Potentially High-Risk

Industries and Practices. 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/CEO, 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 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 approved based on the outcomes of due diligence and risk analysis, when applicable. The President/CEO shall appoint representatives from the External Relations and Legal Teams as the responsible body for analyzing potentially controversial and high-risk partnership opportunities, and for advising the President/CEO of those outcomes (the "Due Diligence Team"). In this regard, the Due Diligence Team will (1) prepare and 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 President/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 President/CEO may exercise their discretion to consult with the Board for its approval or recommendation.

<b>Approval and Amendment History</b>	<b>Details</b>
Original Approval Authority and Effective Date	Board of Directors, June 21, 2018
Revision, Revision Authority and Date	Board of Directors, June 15, 2021 (Revised by Transformation Task Force on Private Sector Engagement/Fundraising)
Notes	