



Guidelines for the European Women's Lobby Relationships with Funders

The EWL mission, values and vision

Founded in 1990, the European Women's Lobby (EWL) is the largest alliance of women's non-governmental associations in the European Union with a steadily increasing membership. The EWL currently consists of member organisations in all 28 EU Member States and three official candidate countries as well as 20 European-wide member organisations working on very diverse areas and activities. The EWL represents more than 2000 organisations.

The EWL's collective feminist voice makes a significant difference as we work together at predominantly the European but also the national and international level in order to achieve equality between women and men in all areas of public and private life. The EWL actively addresses issues of economic and social justice and independence for women; works towards the equal representation of women and men in decision-making, and towards safeguarding women's human rights including the eradication of male violence against women. The EWL works within a human rights framework as well as with democratic, open and transparent procedures of communication, decision-making and accountability, including financial accountability.

Introduction

The objective of these Guidelines is to enable the creation of sound partnership between the EWL and the funding community (foundations, corporations, institutions, etc. also referred to in this document as 'funders', 'sponsors' or 'funding organisations'), with the aim to advance women's rights and gender equality all over Europe. The Guidelines aim to extend the potential for EWL to access funds from funders in ways that do not contravene principles of prime concern to the EWL.

Credibility of the Funding Organisations and relationship engagement of the EWL with the Funding Community

Our Guidelines guide decisions about with whom, when and how the EWL should work with funders. The decision-making about partnerships will be carried out on a case-by-case basis and is defined in the present Guidelines. Our criteria aim to allow the EWL to enter partnership with funders that would add benefit to the EWL and do not endanger the EWL mission, vision or values. In order to meet this objective such relationship will undergo an extensive screening and due diligence process.



The screening of prospective funding partners will be based on: their human rights record, and the effects of the funder's mission, products, services or activities on women's rights including the following:

- ✓ Does the funder's mission, vision or values conflict with the EWL mission, vision and values?
- ✓ Are the funder's principles and practices known to have been openly opposed to women's rights and gender equality or been responsible for serious cases of environmental degradation?
- ✓ Is the funder known to oppose human rights, especially women's rights?
- ✓ Is the funder known to have had a human rights problem in the past, has it made, or is it making credible efforts to terminate the questionable practices and improve its human rights record?

Here, the following points have to be taken into consideration:

The EWL does not have the resources to conduct primary research on funders' human rights records and must rely upon secondary sources and public information available, such as for example:

- ✓ Press releases by advocacy organisations
- ✓ Press releases by the funders themselves
- ✓ News reports
- ✓ Reports from various sources
- ✓ "Best" or "worst" lists
- ✓ Legal judgements against a funding organisation

In addition, even secondary research can quickly become overwhelming, if one must be able to demonstrate that the human rights record is based on accurate, verifiable information. One website that can be helpful was launched by Amnesty International and The Business and Human Rights Resource Centre: <http://www.business-humanrights.org/categories/IndividualCompanies>.

Another method is using an Internet search to seek information using the funder's name and the words human rights, women rights, equal opportunity as search terms.

Conditions and general guidelines for EWL relations with the Funding Community

The four golden rules

- Relation with funders consists of a performance and a counter- performance. This means both sides expect from each other to fulfil the agreements as set by the contract and to work on the basis of an equal partnership. In the contract performances and counter-performances are to be clearly defined.



- Relations with funders are a long-term investment and need a planned approach.
- Partnership with funders means mutual identification
- Partnership with funders needs parity in decisions

Partnership with funders must be recognisable for the general public. A complete transparency of the scope and the type of relationship and of the funders is indispensable in order to avoid mistrust of the public and public authorities. The impression that the association and its members are guided by the interests of the funder in the performance of their tasks or in awarding contracts must not be created. In the presence of several offers for partnership with different funders, neutrality is to be observed. A contractual agreement is a precondition for partnership.

The EWL can have different types of partnerships with regards to relationship with funders: collaborative activities, fee-for-service and subcontractor relationships and business partnership, but it is recommended to have one major partnership for one concrete project.

Criteria that have to be taken into consideration for the EWL to engage with Funders

Objectives pursued by the EWL through relationship with funders:

- Generate co-funding of EWL activities
- Generate additional income
- Increasing attention for and visibility of the work and the objectives of the EWL
- Long-term and regular allocation of funds which will help budget planning
- Establishing and deepening of contacts

In order to establish a successful partnership one (!) person needs to be in charge because it is not advantageous for the association when the sponsor is approached by several persons in an uncoordinated manner. This person should have the following qualities:

- Knowledge of economic matters, in particular marketing and contracts
- Relationships with key funders and good communication skills in dealing with people
- Experience in fundraising work
- Sufficient time

At the EWL, this function is filled by the Programme Manager or the Programme Director in close collaboration with, and under the general oversight of the Secretary General and the Executive Committee, specifically the Funding and Finance Committee. In cases of disagreement between the Programmes Unit and the Funding and Finance Committee, the final decision will be taken by the



President and Secretary General. The authority to engage the organisation contractually lies with the Secretary General.

In a sponsoring partnership both the association and the sponsor use the logo and the good reputation of the respective partner for their advertising.

In general, the following applies to various advertising measures depending on the type of the partnership for both partners:

- Advertisement in the association's journal/newsletter/reports/ press releases
- Placement of the logo and/or link to the sponsor in E-mail footnote
- Presentation of the sponsor on the homepage of the association
- Printing of the logo on the reverse of tickets (for instance for events/on visiting cards)
- At events, sponsors may present themselves and their products on exhibition space. Samples and leaflets may be distributed for advertising purposes.
- Staff-members of the sponsor may be invited to public EWL events.

Which requirements and specific criteria must be met by a funding organisation to become a co-operation partner of the EWL?

- The concept and guidelines of the funder and/or of its planned project must be compatible with the mission and the strategic objectives of EWL
- The objective is a long-term co-operation

The EWL should not be perceived as endorsing a funding organisation that is known to violate women's and human rights or being responsible for serious cases of environmental degradation. Therefore, the EWL will assure before receiving funds or entering a partnership that the decision is made according to the following questions:

- *Priority:* Does the engagement contribute significantly to the achievement of a EWL priority objective?
- *Partner:* Does the partner represent a good fit with the EWL values and operating culture?
- *Perception:* How will the engagement be perceived? Do the strengths and opportunities outweigh the weakness and threats? If the funding organisation is known to have had a human rights, women's rights or environmental problem in the past, has it made, or is it making, a credible effort to terminate the questionable practices and improve its human rights record?
- *Capacity:* Do the EWL and the partner have sufficient and appropriate capacity to sufficiently resource the partnership and achieve the desired objectives?
- *Communication:* What are the communications objectives and/or opportunities?
- *Funding:* What are the funding implications and/or opportunities?



- *Scope for development:* How might the engagement build on lessons learned previously and what opportunities are there for development across priorities for programmes, communications and fundraising?
- *Impact:* Will the engagement make a significant difference?

Guidelines for Communication with the Sponsor

The planning and staging of a first joint event is recommended after having agreed on an equal footing partnership. Here, the sponsor and the association can present themselves and their mutual expectations to the public. The invitation of prominent persons/VIPs to this event is conducive particularly as far as the press is concerned.

Furthermore, the following processes should be implemented:

- Inclusion of the sponsor in the press release/ briefing distribution list to avoid them first learning about the association's news from the media
- Keep the sponsor informed by newsletter or E-mail about latest developments
- Regular personal meetings, invitation to events
- Maintain good relations through a named contact