

RESOURCE MOBILIZATION ETHICS POLICY



WHY RESOURCE MOBILIZATION ETHICS?

Philanthropy is a political act. At FRIDA, we seek to transform traditional philanthropy by challenging the complex and intertwined notions of power, wealth and privilege, tied to redistributing money and resources from those who have, to those who have not.

RECOGNIZING THAT PHILANTHROPIC GIVING EXISTS BECAUSE OF INEQUALITY, AND IS BORN OF COLONIAL CAPITALIST DYNAMICS, feminist philanthropy focuses on dismantling the antiquated and hierarchical forms of philanthropy based on individuals and institutions controlling resources, and **EXERCISING POWER OVER COMMUNITIES THAT, IN THEIR VIEW, REQUIRE "ASSISTANCE" OR "HELP"**.

SINCE 2010, FRIDA HAS BEEN PUTTING UNRESTRICTED, FLEXIBLE FUNDS DIRECTLY INTO HANDS OF YOUNG FEMINIST ORGANIZERS, equipping them with resources to **CHALLENGE THE LAWS AND PRACTICES THAT PERPETUATE THEIR MARGINALISATION AND OPRESSION**. However, in order to do so, FRIDA itself must fundraise to secure sufficient funds to cover its grantmaking, as well as operational and staffing costs.

WHY RESOURCE MOBILIZATION ETHICS?

As our budget grows, and we are able to support more young feminist organizers each year, we are increasingly faced with ethical dilemmas about the origin of the money we accept, our non-negotiables for fundraising, and characteristics of partners that we want to actively seek out to engage with.

With FRIDA's first Resource Mobilisation Ethics Policy, we intend to shed light on the ethical dilemmas we face while operating in the global philanthropic ecosystem. Through it, **WE WANT TO INCREASE TRANSPARENCY OF FRIDA'S FUNDRAISING EFFORTS, ENGAGE OUR COMMUNITY IN THE DECISION-MAKING PROCESSES, AND ENSURE THAT NONE OF THE PARTNERSHIPS WE ENTER HARM THE MOVEMENTS WE SET OUT TO SUPPORT.**

HOW DID WE CREATE THIS POLICY?

This policy has been created after several years of conversations, especially through the **STRATEGIC PLANNING PROCESS** in 2018-2020 that included consultations with FRIDA community members (Staff, Board, Advisors, and Grantee Partners), young feminist activists and resource persons from peer organizations. It lays out one of our major findings: besides some obvious non-negotiables, there are several variables that determine whether a resource is reflective of, or acceptable according to FRIDA's values and mission. The policy was then consulted with the FRIDA community in May 2020 and approved by FRIDA's Board of Directors on June 14th, 2020.

Please note that this is a shortened version of the full FRIDA RM Ethics Policy, which describes internal processes in more depth.

HOW WILL FRIDA MAKE ITS RM DECISIONS?

In order to balance effectiveness and collective decision-making, decisions on whether to accept a gift on behalf of FRIDA can be made through various processes and methods.

Depending on the type of resources mobilized, several layers of decision-making may be involved in the process of determining whether FRIDA should accept the gift.

The following teams can make decision whether to accept a gift:

RESOURCE MOBILISATION TEAM

The Resource Mobilisation (RM) Team, led by a senior member of staff, can make decisions on whether to accept low-risk gifts on behalf of FRIDA.

CO-EXECUTIVE DIRECTORS

The Co-Executive Directors can make decisions on whether to accept all kinds of gifts on behalf of FRIDA, provided they follow the due process, as described in this policy.

HOW WILL FRIDA MAKE ITS RM DECISIONS?

RESOURCE MOBILISATION TASKFORCE

This Taskforce is a standing committee made up of Staff, Board, Advisors, and Grantee Partner representatives to regularly review questions regarding whether FRIDA can mobilize or accept from specific donors.

It is created to facilitate a collective review process in an effective and timely way. The Taskforce may determine alternative processes of consultation with key community members in order to mobilize or accept from a donor, as needed (for example, for a donor from a specific region with funds directed only at that region, the RM Taskforce may decide to consult with that specific Regional Advisory or grantee partners in that region).

HOW WILL FRIDA MAKE ITS RM DECISIONS?

THE RM TASKFORCE WILL BE COMPOSED OF

FRIDA's Resource Mobilisation Team Members

1 Co-Executive Director

1 FRIDA Board Member

1 FRIDA Manager (in addition to the RM Manager)

2 FRIDA staff members (optional)

1 Advisor from each region in which FRIDA funds

Grantee partner representatives

The members of the community will be selected through a participatory process. A call for nominations will be opened for new members, followed by a public voting process. The community members will rotate on a 12-18 month basis, depending on their availability and feedback. The community members who join the Taskforce will be compensated for their time and work.



WHICH DONORS WILL FRIDA WORK WITH?

FRIDA is committed to working with donors and partners who are as closely aligned with its mission and values as possible. However, we recognize that if we are to mobilize enough resources to meaningfully support young feminist activists, FRIDA may need to enter partnerships that are not perfect and may be considered controversial to some members of FRIDA community.

Nevertheless, we commit ourselves **not to accept any gifts from donors that have any of the non-negotiable characteristics** defined below:

NON-NEGOTIABLE CHARACTERISTICS OF DONORS FRIDA WOULD NOT MOBILIZE OR ACCEPT FROM

- ▶ Donors that would require FRIDA to change its participatory grantmaking or significantly alter other existing strategies, policies and processes
 - ▶ Donors that would impose on any grantee partners' activities and values
 - ▶ Donors that are openly campaigning against FRIDA's mission and values
 - ▶ Donors that presently and directly violate human and environmental rights, and / or have not addressed the historical injustice they may have participated in / benefited from
 - ▶ Donors that openly denounce communities we support
- 

WHICH DONORS WILL FRIDA WORK WITH?

On the other hand, FRIDA seeks donors with as many of the ideal characteristics as possible:

IDEAL CHARACTERISTICS OF DONORS FRIDA WOULD CONSIDER MOBILIZING OR ACCEPTING FROM

DONORS THAT ACTIVELY SUPPORT FRIDA'S VALUES of participatory decision-making, flexibility, transparency, and holistic security

DONORS THAT SEEK TO LEVERAGE THEIR OWN ADDITIONAL NETWORKS AND POWER to direct more resources to young feminist organizers and FRIDA

DONORS THAT ARE OPEN TO LEARNING and innovation, open to adapting and facilitating an open partnership with FRIDA.

DONORS THAT BELIEVE IN THE COMMUNITY-LED PROCESS and collective power, trusting young feminists to be experts of their own reality



DONORS THAT DO NOT TOKENIZE YOUNG FEMINIST VOICES IN ORDER TO PINKWASH THEIR AGENDA

Recognizing that all sources of wealth are controversial based on historical exploitation and systemic inequality, FRIDA seeks donors who:

- * Recognize their source of wealth in the context of unequal dynamics of gender, race, class, and more
- * Despite the exploitative source of their wealth, are now committed to a social justice vision and are willing to enter an open and flexible partnership to meaningfully support young feminist organizers
- * **ALLOW FRIDA TO NEGOTIATE THE TERMS AND CONDITIONS OF THE PARTNERSHIP TO PROTECT FRIDA GRANTEE PARTNERS AND COMMUNITY MEMBERS**

GUIDING PRINCIPLES WHEN USING THESE CHARACTERISTICS

All of these characteristics are to be determined as a matter of judgement through processes outlined in this document. We acknowledge that it is impossible to find perfect formulas and criteria due to people's subjectivities and the characteristics being interactive with each other (for example, a donor whose wealth historically comes from exploitative industry, but has been inherited or transformed into a private foundation 50 years ago).

Additionally, **IT IS FRIDA'S MISSION TO TRANSFORM DONOR ATTITUDES AND BEHAVIOURS**. A key strategy for doing so is often engagement and advocacy within a specific institution. Therefore, a judgement needs to be made, following the processes described in this policy, on when an engagement strategy should be used with a donor that might not fulfill all the ideal characteristics, and what the potential impact or effectivity of this could be.



WHAT QUESTIONS WILL WE CONSIDER?

These questions are to support the decision-making process, prompting research in the areas of concern. The decision whether to mobilize, accept, reject or renegotiate donations and grants would be then made in accordance with the process described in **Processes for determining whether to mobilize or accept funds from a donor.**



1. Are there significant financial implications of accepting or rejecting this gift in terms of FRIDA's cash-flow or financial viability?
2. What are the political impacts and implications?
3. Are there any other risks? How do we manage or avoid these risks?
4. How does this donor meet the ideal characteristics or not?
5. Are the time and costs of handling the donation or grant proportionate to the expected value?
6. Why should we and should we not pursue this partnership?

TRANSPARENCY AND COMMUNICATIONS

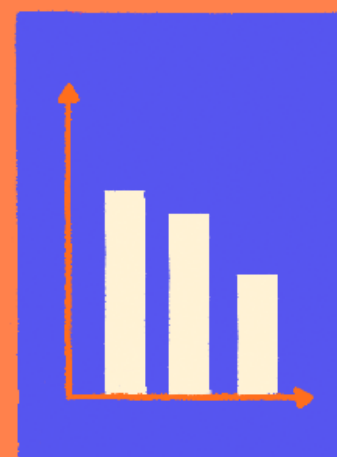
Regular presentations of new and potential donors by the RM Team to Senior Staff





Quarterly presentations of current, new and potential donors by Co-Executive Directors to the Board of Directors, and on an as-needed basis

Bi-annual presentations of new donors by the RM Team to all FRIDA staff

Regularly updated list on our public website of approved donors (may not include all donors, to be determined based on confidentiality clauses, contracts, requirements, and decisions made by the RM Taskforce in line with the Ethics policy)

Regular list shared in the newsletter to Advisors and Grantee Partners



1. 
2. 
3. 
4. 

WHEN THINGS CHANGE

We recognize that contexts are always changing - a donor's reputation or a young feminist group's security status can change in an instant, which may affect FRI-DA's relationship and judgement of a donor. We invite any 'grievance' or 'concern' to be sent to the RM Task-force for review, who can then assess whether to renegotiate or terminate a partnership with a donor.

REVIEWING THIS POLICY

This policy should be reviewed annually or at any time a concern is raised.

