

ETHICAL DILEMMAS  
IN  
FUNDRAISING

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**in cooperation with the Dutch Museums' Association**

## I. Guidelines

- Code Cultural Sponsorship (= Code Cultuursponsoring)
- Code of Ethics for Museums + Standard on Fundraising

## II. Practical advice!

How to draw up your own policy on fundraising?

Who should be involved?

What is your organization's identity?

Transparency before/after concluding a sponsor agreement

## III. Discussion

With Mirthe Frese



Artwork: Tim Noble and Sue Webster. Image: Adrian Dennis//AFP/Getty Images

## Starting remarks:

**-What is ethics / acting in an ethical manner?**

Acting according to moral principles, or:  
'doing what's right'. (What is right??)

**-What does the law say?**

The law should always be abided (but) it does not  
proscribe what our ethical rules should be.

**We need to develop our own ethical compass.**

# I. Guidelines

## Code Cultural Sponsorship (1999, still valid)

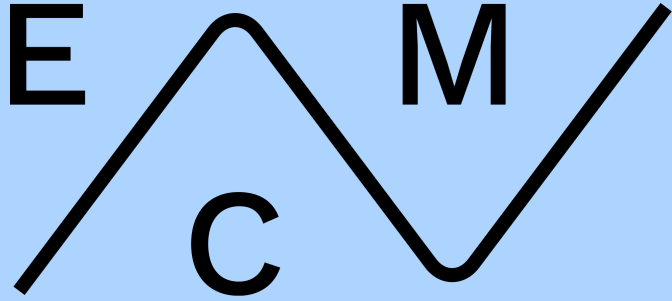
Scope: a wide range of cultural organizations.

*For further consultation: website Cultuur+Ondernemen*

Some important points from the Code:

- a- the independence of both parties must be preserved.
- b- accessibility to the public must be safeguarded.
- c- a conflict of interest must be avoided.
- d- balance between sponsorship and compensation.

# Code of Ethics for Museums and Standard on Fundraising



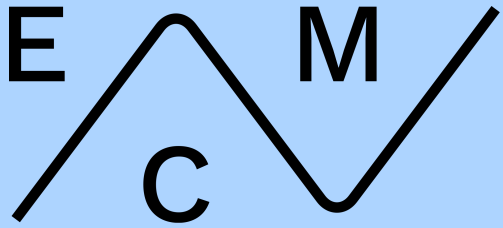
1.10 (...) should have a written policy regarding sources of income.

Regardless of funding source, museums should maintain control of the content and integrity of their programmes, exhibitions and activities.

Income-generating activities should not compromise the standards of the institution or its public.



## Standard on Fundraising:



Each museum should have a fundraising policy (...)

The fundraising policy should be developed with and approved by the museum's governing body and should be published.

(...) should regularly review, evaluate, and update the policy.

Discussions about the policy should be transparent, and all staff members should be aware of the [policy].

[Fundraising policies should be] consistent with their mission and values. They should be transparent to their potential donors (...) make sure that a donation will not result in a conflict of interest.

(...) consider whether to exclude any specific business or kind of business.

(...) This decision should be made in view of not only the museum's mission but also its respective communities.





Artwork: Cildo Meireles.  
Image: Britannica



## II. Points of attention and tips/best practices

### Process of developing a policy

- Consider carefully what the identity of your organization is > mission and vision
- Balance: how ethical can you afford to be vs. What is your image worth?
- What is your internal process? Board of supervisors, board of advisors?
- Do you want/need a due diligence committee?
- Communication with current stakeholders
- Beware of domino effect
- Take your time to make careful considerations; no jumping to decisions

## II. Points of attention and tips/best practices (2)

### The content of your policy

- Again: identity, mission and vision
- How far along the 'chain' do you want to go?
- Include your motivation
- Choose which topics are especially vital to you:
  - f.i. human rights
  - labour conditions
  - environment/climate/global warming/fossil fuel
  - health (tobacco, alcohol)
  - weapons/guns
  - gambling/lottery

## II. Points of attention and tips/best practices (3)

### Communication

- Publish!
- + Active transparency to stakeholders and current & potential new sponsors
- Consider your policy a 'living document'
- Plan a yearly evaluation

SPONSORS  
WELCOME



### **III. Discussion – with Mirthe Frese**

**What do you think about this statement?**

**“Fundraising policies should be in line with the values of the community you collaborate with.”**

### **III. Discussion (2)**

**“A cultural institution bears more ethical responsibility than a soccer club”.**

### **III. Discussion (3)**

**“Fundraising policies should be able to respond to present-day developments.”**

### **III. Discussion (4)**

**“Is art washing always immoral or can it also positively influence the ethics of the sponsor?”**



# Cultuursponsoring Actueler dan ooit

# BOEKMAN



For further reading:  
Boekman Extra  
nr. 21/2020

*Thank you for participating!*