

**How to read the Blueprint graphic**

The blueprint graphic on p37 shows the actions (see Recommendation Sets) that can be taken by stakeholders at different levels that will dismantle patriarchal structures in the fundraising profession and replace them with something more equitable.

The graphic is only a representation of the narrative that we have outlined in the previous pages, but it isn't an alternative to it. So to fully understand the different relationships, as well as the recommendations, we strongly urge you to read the graphic in conjunction with the full narrative (and the full essays).

This Blueprint is not a hierarchy, and as we have previously explained, the way the three structures are related is more like nested spheres or concentric circles. This is the arrangement shown in Fig 1 on p35. The Blueprint graphic is therefore a sector through the concentric circles or a cone through the nested spheres, as shown.

Because the graphic is not a hierarchy, it does not necessarily need to be read bottom (Level 1) to top (Level 3). Structural change can be initiated with any initiative or action at any level; and any structural change will almost certainly be initiated through the agency of individuals.

However, it is long-term, sustainable structural change that this Blueprint aims to facilitate and so it is important that change happens at Level 1. The Blueprint thus shows what we believe needs to be done at Level 1 to make those changes at the other two levels happen. We have thus shown the linkages between the various stakeholders at this level.

But for the sake of simplicity, we haven't, for the most part, extended those linkages into the other levels. Where we make a recommendation at Level 2 to create longer shortlists for job vacancies, we haven't drawn in a link to/from recruitment agencies at Level 1; we think this is implied, and we leave it to you to infer the other linkages.

Neither have we shown the specific 'backwards' linkages, from individual action at Level 3 to structural change at Level 1. If we did, the graphic would become an unreadable mass of lines and arrows. Nonetheless, the need for that action is signified by the two grey arrows leading back to Levels 1 and 2.

**Recommendation Sets**

**A. Polices, toolkits etc. (Level 1)**

- Donor codes of conduct (see Rogare's code on p24).
- Gift refusal.
- Safeguarding.
- Narratives/message toolkits.

**B. Male/men allies (Level 1)**

- Provide safe spaces to discuss issues.
- Collect anonymous feedback.
- Guidance on productive conversations.

**C. Sexual harassment (Level 2)**

**Monitoring and complaints**

- Establish processes to audit, report and log incidents of donor-perpetrated sexual harassment.
- Protocols for complaints investigation and whistle-blowing.

**Awareness**

- Include the issue in induction and CPD programmes.
- Provide safe spaces to discuss issues.
- Publicly take a stand, e.g. by refusing a donation.
- Reward positive behaviours.

**Policies etc.**

- See Recommendation Set A.

**D. Male/men allies (Level 2)**

- Recruit more male/men fundraisers.
- Involve men in planning and discussions.

**E. Career progression & development (Levels 2/3)**

- Rewrite job ads to engage women/female applicants.
- Create longer 'shortlists' to enlarge candidate pool.
- Strictly enforce required/essential and preferred/desirable criteria.
- Anonymise job applications and show salaries on ads.
- Offer flexible working and job sharing.
- Be aware of and mitigate 'proximity bias'.
- Involve women in succession planning.
- Assess language used in gender initiatives.

**F. Individual agency, everyone (Level 3)**

- Attend relevant training/workshops etc. - especially if you are a man. Lobby for training to be put in place if it is not provided.
- Build and develop structures of support/take part in open discussions, and initiate open discussions with management.
- Confront non-inclusive behaviours.
- Blogs/articles/podcasts/social media.
- Lobby Level 1 organisations for relevant structural and policy changes.

**G. Individual agency, male/men allies (Level 3)**

- Attend relevant training/workshops etc.
- Call out male/men colleagues' behaviours.
- Include women in conference presentations.

