

The Mosaic Project Code of Conduct & Ethics

I. Purpose

As a matter of fundamental principle, The Mosaic Project adheres to the highest ethical standards because it is the right thing to do. As a matter of pragmatic self-interest, The Mosaic Project does so because public trust in our performance is the bedrock of our legitimacy. Donors and volunteers support us because they trust us to carry out our mission, to be good stewards of our resources, and to uphold rigorous standards of conduct.

The Mosaic Project must earn this trust every day and in every possible way. But organizations are, at base, people, and it is up to the people of The Mosaic Project - board members, executive leaders, staff and volunteers - to demonstrate their ongoing commitment to the core values of integrity, honesty, fairness, openness, respect, and responsibility.

The Mosaic Project's Code of Conduct & Ethics has been formally adopted by the Board of Directors, to be followed by all directors, staff and volunteers. Adherence to the law is the minimum standard of expected behavior. As a nonprofit organization, we must do more, however, than simply obey the law. We must embrace the spirit of the law, often going beyond legal requirements and making sure that what we do is matched by what the public understands about what we do. Transparency, openness and responsiveness to public concerns must be integral to our behavior.

II. Statement of Values

Our values include:

- Commitment to the public good;
- Accountability to the public;
- Commitment beyond the law;
- Respect for the worth and dignity of individuals;
- Inclusiveness and social justice;
- Respect for pluralism and diversity;
- Transparency, integrity and honesty;
- Responsible stewardship of resources; and,
- Commitment to excellence and to maintaining the public trust.

III. Code of Ethics

A. Personal and Professional Integrity

All staff, board members and volunteers of the organization act with honesty, integrity and openness in all their dealings as representatives of the organization. The organization promotes a working environment that values respect, fairness and integrity.

B. Mission

The Mosaic Project has a clearly stated mission and purpose, approved by the board of directors, in pursuit of the public good. All of its programs support that mission and all who work for or on behalf of the organization understand and are loyal to that mission and purpose. The mission is responsive to the constituency and communities served by the organization and of value to the society at large.

C. Governance

The Mosaic Project has an active governing body that is responsible for setting the mission and strategic direction of the organization and oversight of the finances, operations, and policies of the organization. The Board of Directors:

- ensures that its board members have the requisite skills and experience to carry out their duties and that all board members understand and fulfill their governance duties acting for the benefit of the organization and its public purpose;
- has a conflict of interest policy that ensures that any conflicts of interest or the appearance thereof are avoided or appropriately managed through disclosure, recusal or other means;
- is responsible for the hiring, firing, and regular review of the performance of the Executive Director, and ensures that the compensation of the Executive Director is reasonable and appropriate;
- ensures that the Executive Director and appropriate staff provide the Board of Directors with timely and comprehensive information so that the Board of Directors can effectively carry out its duties;
- ensures that the organization conducts all transactions and dealings with integrity and honesty;
- ensures that the organization promotes working relationships with board members, staff, volunteers, and program beneficiaries that are based on mutual respect, fairness and openness;
- ensures that the organization is fair and inclusive in its hiring and promotion policies and practices for all board, staff and volunteer positions;
- ensures that policies of the organization are in writing, clearly articulated and officially adopted;
- ensures that the resources of the organization are responsibly and prudently managed; and,
- ensures that the organization has the capacity to carry out its programs effectively.

D. Legal Compliance

The organization is knowledgeable of and complies with all laws, regulations and applicable international conventions.

E. Responsible Stewardship

The organization and its subsidiaries manage their funds responsibly and prudently. This includes that The Mosaic Project:

- spends a reasonable percentage of its annual budget on programs in pursuance of its mission;
- spends an adequate amount on administrative expenses to ensure effective accounting systems, internal controls, competent staff, and other expenditures critical to professional management;
- compensates staff, and any others who may receive compensation, reasonably and appropriately;
- spends money appropriately on fundraising and accounts appropriately for fundraising costs;
- does not accumulate operating funds excessively, but does maintain a reasonable emergency fund;
- if it creates an endowment, prudently draws from endowment funds consistent with donor intent and to support the public purpose of the organization;

- ensures that all spending practices and policies are fair, reasonable and appropriate to fulfill the mission of the organization; and,
- maintains factually accurate and complete financial reports.

F. Openness and Disclosure

The Mosaic Project provides comprehensive and timely information to the public, the media, and all stakeholders and is responsive in a timely manner to reasonable requests for information. All information about The Mosaic Project will fully and honestly reflect the policies and practices of the organization. Basic informational data about the organization, such as the Form 990, reviews and compilations, and audited financial statements will be posted on the organization's website or otherwise available to the public. All solicitation materials accurately represent the organization's policies and practices and will reflect the dignity of program beneficiaries. All financial, organizational, and program reports will be complete and accurate in all material respects.

G. Program Evaluation

The Mosaic Project regularly reviews program effectiveness and has mechanisms to incorporate lessons learned into future programs. The Mosaic Project is committed to improving program and organizational effectiveness and develops mechanisms to promote learning from its activities and the field. The Mosaic Project is responsive to changes in its field of activity and is responsive to the needs of its constituencies.

H. Inclusiveness and Diversity

The Mosaic Project promotes inclusiveness and its staff, board and volunteers reflect diversity in order to enrich its programmatic effectiveness. The organization takes meaningful steps to promote inclusiveness in its hiring, retention, promotion, board recruitment and constituencies served.

I. Fundraising

The Mosaic Project is truthful in its solicitation materials. The Mosaic Project respects the privacy concerns of individual donors and expends funds consistent with donor intent. The Mosaic Project discloses important and relevant information to potential donors.

In raising funds from the public, The Mosaic Project will respect the rights of donors, as follows:

- To be informed of the mission of the organization, the way the resources will be used and their capacity to use donations effectively for their intended purposes;
- To be informed of the identity of those serving on the organization's governing board and to expect the board to exercise prudent judgment in its stewardship responsibilities;
- To have access to the organization's most recent financial reports;
- To be assured their gifts will be used for the purposes for which they were given;
- To receive appropriate acknowledgement and recognition;
- To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by the law;
- To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature;
- To be informed whether those seeking donations are volunteers, employees or hired solicitors;
- To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share; and,
- To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

IV. Prompt Internal Reporting of a Violation of this Code

If a Director violates or thinks s/he has violated any provision of this Code, or if a Director observes, learns of or, in good faith, believes it is possible that another Director has violated any provision of this Code, that Director must immediately report the actual or suspected violation to the Chair or to the Board as a whole. The Board has an obligation to investigate, address promptly and treat as confidential, to the extent possible, all reported violations of this Code of Ethics.

No one reporting an actual or suspected violation of this Code or other unlawful act in good faith will be subject to retaliation of any kind. Retaliation against an individual for reporting an actual or suspected violation of this Code in good faith or for participating in an investigation of a violation is a serious violation of this Code and may be subject to disciplinary action.