



Fundraising Policy

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World Animal Protection is a global animal welfare organisation comprising affiliated entities working together in support of an agreed global strategy and bound through collaboration agreements to adhere to a set of corporate policies, principles and values.

I. Scope

- All World Animal Protection staff and volunteers (which term includes board members) and contractual third parties.
- All World Animal Protection entities.

II. Policy

World Animal Protection understands that its income must be diverse and so it will actively develop a mix of fundraising streams in a way that:

- Engages and inspires its supporters and donors, and respects their contribution to moving the world to protect animals
- Meets its current funding commitments and provides sustainable income for long term including to enable planned expansion
- Manages risk and maximises sustainable return
- Protects and broadens its donor bases in existing fundraising markets
- Explores new income-generating opportunities and markets on a national (e.g. product, demographic, channel, fundraising type, local geographical district), regional and international basis (eg, new country)

Millions of individuals and funders across the world are highly engaged in issues which affect the welfare of animals. Whether driven by a desire to create a better and fairer world for animals, or convinced by the wealth of evidence which demonstrates that helping animals helps people, the opportunity to engage and inspire is significant. World Animal Protection requires that there should be an integrated approach to fundraising across the organisation to ensure that it maximises the potential to increase income in a sustainable way to deliver its goals and vision.

The Policy is a framework within which to develop plans for fundraising or for providing support to the activities of colleagues engaged in fundraising activities. This policy should be read in conjunction with all other World Animal Protection policies, including the Communications Policy, Corporate Social

Responsibility (CSR) Policy, Finance Policy, Information Management Policy and the Protocols for the Acceptance and Refusal of Major Gifts and Partnerships.

Values

1. World Animal Protection's fundraising activities and relationship must reflect the values and personality of the organisation.
2. World Animal Protection will always work within the law and will strive to achieve recognised 'best practice' in fundraising activities. It will consider membership of 'self-regulatory' bodies when appropriate.
3. Contributing to effective fundraising activities and relationships including working within the Fundraising Policy is part of every World Animal Protection employee's and trustee's responsibilities.
4. World Animal Protection will ensure that its contractual arrangements and relationships with partners and suppliers support the principles and values set out within this policy, and the overall World Animal Protection policy framework, including the Partnership Policy and the CSR Policy.

Fundraising effectiveness

5. World Animal Protection's funds, brand and resources must be used professionally, reasonably and prudently in the interest of the global organisation and in support of its goals and vision.
 - a. World Animal Protection will proactively compare, prioritise, facilitate and invest in opportunities to expand and diversify its fundraising nationally, regionally and globally; and will monitor and report on fundraising performance on an on-going basis.
 - b. Fundraising materials and learning developed will be shared globally by country offices, and where there is a global requirement World Animal Protection International will invest in and co-ordinate delivery of content.
 - c. Expenditure on fundraising, including the remuneration of fundraisers engaged through external suppliers, must be appropriately structured and proportionate to the benefit reasonably expected.
6. World Animal Protection will maintain an appropriate balance of funding to mitigate risk, optimise income and ensure the organisation has the funds it needs to be effective in the short term and long term. Globally and nationally this must include maintaining a mix of streams (eg, individual giving, major gift, corporate, etc.) and within each stream a mix of proven methods for recruiting and developing supporters in the most effective way. World Animal Protection will make appropriate investment in testing to ensure a diverse and sustainable programme.
7. World Animal Protection will ensure that its entities have adequate capacity to manage any fundraising undertaken, in line with this policy and its budgeting and planning processes.

8. World Animal Protection will develop strategies and guidelines, based on suitable consultation, for fundraising, in support of key principles. These will include approval levels and quality checking at a national, regional and, where appropriate, international level.
9. World Animal Protection will have clear best practice and minimum standards for promoting, assessing and evaluating fundraising, including channels used.

Acceptance and refusal of funds

10. World Animal Protection must know the source and destination of its funds. It will not accept a donation or support where it is clear that to do so would harm the organisation reputationally or financially (including where the demands of the funder are not proportionate to the size or type of gift) or if utilising the donation would go beyond the objects or scope of the organisation.
11. World Animal Protection will not accept a donation where to do so would affect its independence.
12. World Animal Protection will have a clear definition and description of the circumstances where it will consider refusing support.
13. World Animal Protection will have a clear definition and description of its protocol for ensuring that the source of large donations is known.
14. Loans should not normally be accepted because of associated risks, including money-laundering.

Type of funding

15. Restricted funding should only be sought and accepted when appropriate (eg, when unrestricted funding could not be achieved from the same source, the value of gifts is commensurate with project restriction, etc) and approved, and must only be for projects that fall within the agreed organisational strategy and supporting plans. Most fundraising activities, including direct marketing and legacy promotion, must only encourage and secure unrestricted funds.
16. Unrestricted funding approaches and acknowledgements, including direct marketing activities for standard cash or regular giving donations, whether recruitment or development, must include appropriate text throughout to indicate their unrestricted nature.
17. Overhead costs should normally be allocated and appropriately articulated as part of fundraising proposals.

Accountability to donors and supporters

18. World Animal Protection values its supporters and is accountable to them, and will ensure that they are thanked and recognised appropriately, in a way that is commensurate with the type and level of support received. It will monitor supporter engagement and satisfaction to help us to learn how communications, activities and supporter care can be continuously improved.
19. World Animal Protection recognises that support can be both financial and non-financial and will integrate its fundraising activities in support of its organisational objectives and vision.
20. World Animal Protection will ensure that gifts are properly processed, recorded, and thanked for, and that it is accountable to its donors by ensuring that reporting commitments are effectively fulfilled. It will ensure the appropriate segregation of funds from different sources and that restricted funding is clearly recorded and processed.
21. World Animal Protection volunteers fundraise 'in aid of' World Animal Protection rather than on behalf of the organisation and guidelines on the appropriate representation of World Animal Protection by internal and external volunteer fundraisers should be developed.

Emergency Fundraising

22. World Animal Protection will ensure it has adequate protocols for fundraising related to emergency fundraising, including its position on receiving gifts in kind (eg, supplies), as these should not normally be accepted, unless a specific usage has been identified and pre-agreed with senior regional and programmes colleagues.

New Market Fundraising

23. The decision to introduce fundraising programmes into new countries (including those where we undertake operational work) must be agreed by the Global Leadership Team and coordinated by the local World Animal Protection office (where applicable) and regional team, and with active cross-functional input co-ordinated by that local and/or regional team. Such fundraising initiatives will be subject to clear criteria and peer review, coordinated by International Fundraising, to ensure that opportunities have been scoped, analysed, and resourced as part of an agreed long-term strategy.
24. Fundraising in new markets will only begin when appropriate licence agreements and financial arrangements are in place.
25. Proactive fundraising must not take place in countries where World Animal Protection International (in partnership with regional and in-country teams) has not given approval for fundraising. Any unsolicited donations should be processed in line with the Finance Policy and protocols and any laws and regulations applicable locally; where that is not possible or appropriate, supporters should be directed to World Animal Protection International, either via the website for smaller donations or to the Partnership Giving team for larger gifts or partnerships.