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

II. The Policy

Millions of individuals, business and other organisations across the world are highly engaged in issues which affect animals, driven to create better lives for them, and evidence that helping animals helps people. And we are committed to an integrated approach to delivering our mission, and building a global movement, to give us the reach and resources to end animal suffering.

We are mindful how we spend our income and ensure that our fundraising is effective and efficient. We reinvest a proportion of the donations we receive in finding new supporters and raising further funds to make sure we can deliver our animal protection work now and into the future. We know our income must be sustainable and we will achieve this in a way that:

- Engages and inspires our donors and potential donors, respects their wishes, responds to their motivations and values their contribution to moving the world to protect animals
- Aligns our income generation with who we are and the spirit of our strategy, both in the way that we acquire and retain new supporters and the type of supporters we engage
- Matches our mission goals and provides reliable income now and for the long term
- Manages risk and maximises return when we reinvest donors’ gifts into fundraising
- Protects and broadens our donor base and explores new income opportunities
- Approaches this in a collaborative and evidence-based way across our teams and offices

This Policy is a framework within which to develop plans for fundraising, and provides support to colleagues who fundraise. It should be read with all other World Animal Protection policies and supporting protocols. Our policy and supporting global protocols, will be accessible and part of our induction and refresher communications to colleagues. Detailed processes and training to support accountability and compliance will be developed by each office.
Values
1. Our fundraising will reflect our values and personality, and put our supporters, and our mission for animals, at the heart of what we do.

2. We will aim to achieve recognised best practice, working with relevant regulatory bodies, and we will work hard to build trust by being transparent about our fundraising and how donations are used to support our mission.

3. Contributing to effective income generation, including working within the Fundraising Policy, is part of every World Animal Protection employee’s and trustee’s responsibilities.

4. We will ensure that our contractual arrangements and relationships with partners and suppliers support and comply with the principles in this policy, and our policy framework.

Accountability to donors
5. World Animal Protection values our donors and is accountable to them. We will put our supporters at the heart of what we do and build their trust. This includes when we are developing strategy, creating communications, responding to and learning from complaints and evaluating our organisational performance and our impact for animals.

6. We will seek to understand our donors, and respond to their motivations and expectations, so they understand who we are, what we do and how it changes animals’ lives, with compelling fundraising propositions, content and approaches.

7. We commit to deliver communications that ensure donors and prospective donors experience the variety of our work for animals. When we share stories, activities and projects, we are explicitly communicating them in the context of whole campaigns and connecting people to the wider impact of each of our campaigns, only possible because of their giving.

8. We will respect their wishes and that we have their permission to contact them; will not retain any information on a supporter or prospect that we would not be happy to share with them; nor use information or share data in a way we believe a donor would not wish.

9. Donors must be thanked and recognised appropriately, in a way that reflects their wishes and the type and level of support received. We will monitor supporter engagement and satisfaction to help us to learn how communications, activities and donor care can be continuously improved.

10. We will be transparent and honest with our donors and we will treat them fairly, enabling them to make an informed decision about any donation. This will include colleagues (or suppliers engaged by us) considering the needs of any potential donor who may be in vulnerable circumstances or need additional support to make an informed decision. We will not knowingly and intentionally exploit the apparent lack of knowledge, need for support or vulnerable circumstance of any donor.
11. We value all support, and we will give donors the best opportunity to be advocates and campaigners, and vice versa.

12. We will ensure that gifts, including restricted funds, are properly processed, recorded (including the separation of funds from different sources), and thanked. We will show our accountability to our donors by delivering on our reporting commitments.

13. We recognise the value of our internal and external volunteer fundraisers and each office will ensure they have guidance and support for them.

**Fundraising effectiveness**

14. World Animal Protection’s funds, brand and resources must be used professionally, ethically and efficiently in the interest of our organisation and our goals and vision. We will prioritise and invest in opportunities to test, optimise and diversify our fundraising. And we will monitor performance on an ongoing basis, including short-term Return on Investment and 5-year Return on Investment.

15. World Animal Protection will maintain an appropriate balance of funding to mitigate risk, optimise income and ensure the organisation has the funds we need to be effective in the short and long term. Globally and nationally this must include maintaining a mix of income streams within each stream a mix of proven methods for engaging donors; and investment in testing and innovation to ensure a sustainable programme.

16. World Animal Protection will ensure that our fundraising programmes have adequate capacity to effectively manage fundraising.

17. World Animal Protection will develop strategies, protocols and guidelines for fundraising based on suitable consultation. These will include approval levels and quality checking in each office and, where appropriate, at a global level.

18. 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**

19. World Animal Protection will know the source and destination of donations, ensuring the specific source of major donations (defined as c.$30k+, varies by currency) is known.

20. We have a clear definition and description of when we will refuse support, including where:
   a. accepting the gift would likely harm our reputation or our effectiveness (including where the demands of the funder are not proportionate to the size or type of gift)
   b. using the gift would go beyond the approved plan and budget and our mission
   c. a donation would likely affect our independence
   d. funds are offered as a loan (not normally accepted because of associated risks, including money-laundering).
Type of funding

21. Restricted funding should only be pro-actively sought or accepted when:
   a. unrestricted funding could not be achieved and the gift is a major donation (includes
      planned gifts and legacy gifts)
   b. approved, and for work in our agreed organisational strategy and supporting budget
      and plans.

22. So that we can better connect donors with the impact they are making for animals, and can
    secure and use funds in the most effective way for animals:
   a. Donors who generously give a major gift should be encouraged to give unrestricted or
      thematically (to a programme area; campaign or sub-campaign (e.g. Elephants. Not
      Entertainers)), rather than equipment, activities or project.
   b. Other fundraising communications, including appeals and promoting legacy giving, must
      only encourage unrestricted funds (unless pre-agreed with the global fundraising
      director), whilst connecting donors with our campaigns and the lasting impact for animals
      we will achieve.
   c. Unrestricted funding communications must include wording so donors understand their
      unrestricted nature, in a way that is appropriate to each market.
   d. Overhead costs should normally be included in funding proposals.

23. Gifts-in-kind should not normally be accepted for programme work (e.g. food, veterinary
    expertise, etc), unless in exceptional circumstances (pre-agreed with the relevant programme
    director and the global fundraising director). Gifts-in-kind for services, media or events can be
    accepted. Gifts-in-kind are subject to the same requirements as monetary gifts.

24. Emergency fundraising will have appropriate protocols, including guidance on restricting
    donations given in response to appeals about a specific disaster or wider work in disasters.

Fundraising in new countries

25. Introducing a fundraising programme will be led by the country director and will be reflected in
    business planning.

26. Unsolicited donations should be processed in line with our policies and local laws; if that is not
    possible, donors can be directed to World Animal Protection International, at our website or our
    Partnership Giving team (for larger gifts).

   NB. Throughout, the term ‘donors’ refers to individuals, businesses and other organisations
   providing all levels of giving.