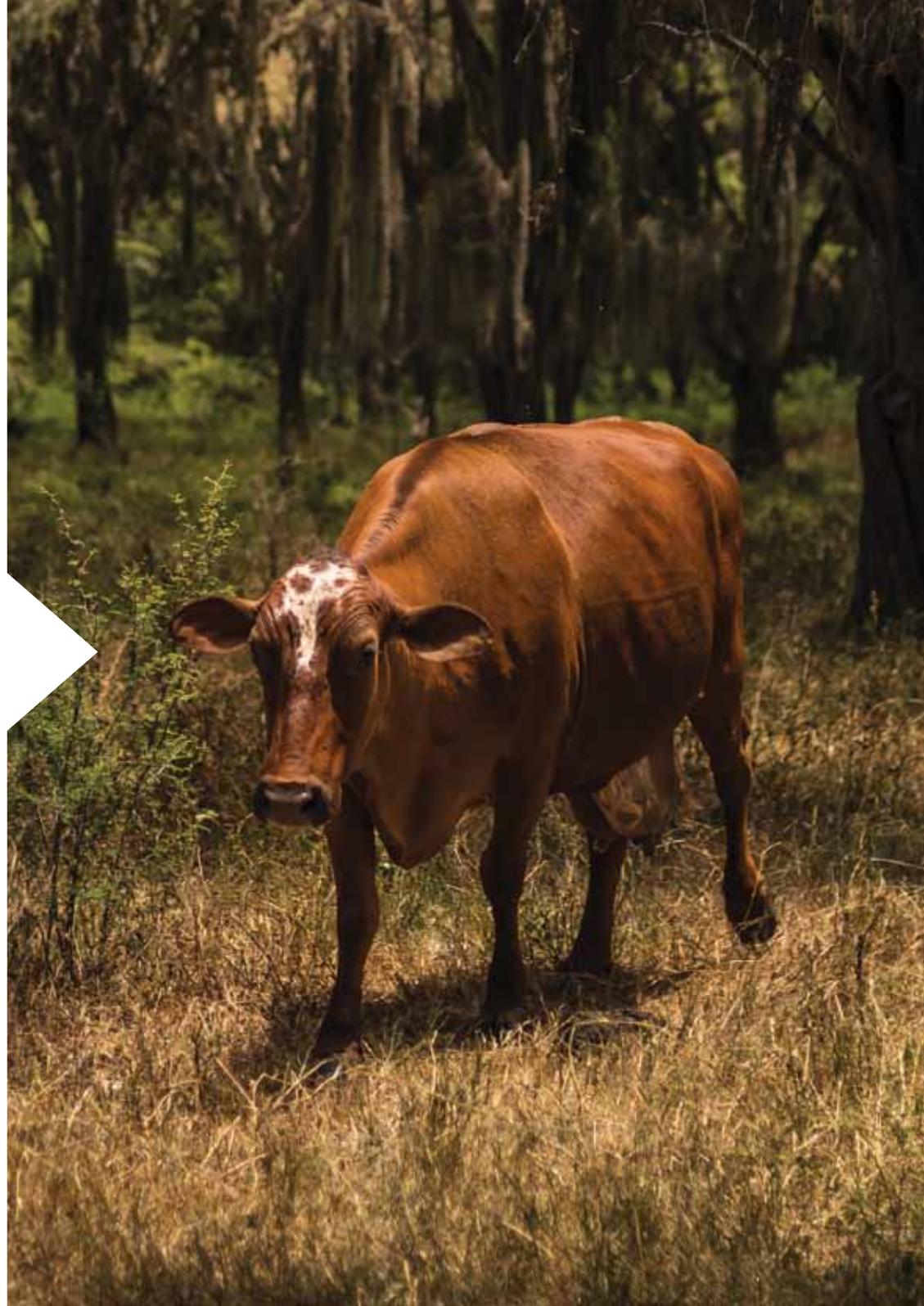




## Global Strategy 2015-2020





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# Moving the world to protect animals

For many years we have been a catalyst – moving people, governments, communities and non-governmental organisations to protect animals across the world. In the past five years alone, we have made real advances in our work. For example, by providing rabies vaccinations, we have prevented hundreds of thousands of dogs from being shot, poisoned or beaten to death. By providing emergency feed and veterinary care, we have benefitted millions of animals in disaster prone areas.

But there is much more to do. Animal protection still needs to be universally acknowledged as a global priority that can change the world and animals continue to face unprecedented threats. Whether it's the millions at risk of being forgotten during and after natural disasters or those threatened in our communities, animals need our protection more urgently than ever.

Our task ahead is not simple. The global economy is likely to be volatile for the foreseeable future, and our world's population is projected to increase to 9 billion by 2050. This means more people with fewer resources to go round which will put more pressure on governments, businesses and communities.

The digital revolution is continuing to change people's behaviour and is opening up new and exciting doors for us to explore. It allows us to embed new

technologies in the way we work and plan creatively to inspire our audiences to take action.

We each have a responsibility to protect the animals in our care from needless suffering. By responding to this context, we can ensure that animal protection is at the heart of solutions to global issues.

## Our 2020 ambition

This strategy sets out our key goals and priorities in delivering our mission to 2020. It is ambitious, but achievable and focusses on priority areas that will deliver the biggest impact for animals. These are our programmes to protect **animals in farming, in the wild, in communities and in disasters**. It sets out a clear and consistent strategic approach for our work for the next five years.

We are a global organisation with a strong presence in five key regions: Asia Pacific, Africa, Europe, North America and Latin America. This is fundamental to the successful delivery of our mission - it allows us to understand and respond to local problems that often become global issues. Our regional work must always be aligned with our global priorities. This ensures we commit ourselves to work that will have the

biggest impact on reducing the scale, duration and intensity of animal suffering.

Together, we need to build a global movement for animal protection with passion and at a pace. This movement will help us mobilise large numbers of people to fund and support our work. They will join us in calling for lasting and global change for animals.

We must also look at how we work as a global organisation to achieve this impact. We need to transform the way we work, aiming high so that we become a world-class organisation. This means we must have the credibility, infrastructure and culture to respond to the changing global environment over the next five years.

Animal suffering is not inevitable. If we help people understand how their actions affect animals and change their behaviour accordingly the lives of billions of animals will be improved and a better world created for everyone.

This document will help you understand exactly who we are and what we stand for. You will know where World Animal Protection fits in this world and precisely what we all need to do to achieve our goals by 2020.

**Let's move.**

**Mike Baker, Chief Executive**





# We move the world to protect animals

## Our global strategy on a page

**We move the world to protect animals using our theory of change.**

We build our work around three focussed streams of activity. These are:

educating and mobilising

lobbying and advocating

catalysing sustainable solutions to protect animals

These streams must support and enhance each other. Together, they will help us achieve lasting global impact for animals in each and every campaign.

**We will focus on the issues and activities where we can have the biggest impact on reducing the scale, duration and intensity of animal suffering. These are our four priority programmes.**

**Animals in farming**  
We will transform the lives of at least 1 billion animals on the farm.

**Animals in communities**  
We will convince the governments of 25 countries to adopt humane and ethical dog population management policies and practices. These will improve the lives of at least 50 million dogs.

**Animals in the wild**  
We will directly save at least 100,000 wild animals from being traded and used for entertainment, as luxury pets or products, and as traditional medicines. We will also save 1 million marine animals.

**Animals in disasters**  
We will directly benefit the lives of at least 5 million animals through our disaster response and improve the lives of a further 270 million animals by working with target governments to change policy and practice.

**We will build a global movement, giving us the resources and reach to end animal suffering by:**

rallying our movement so people are committed, active and empowered to support our work

growing and diversifying our global income, funding our mission through partnership giving, legacy marketing and individual giving

building people's awareness and trust towards our organisation, so that our impact is transparent to all.

**We will transform the way we work, giving us the authority, credibility and infrastructure to lead change on a global scale. We will do this by:**

building a transparent and accountable global structure with strong leadership and clear roles and responsibilities

inspiring and equipping our staff to become advocates so that we powerfully and collectively achieve our mission

using the data we gather and the resulting insight it gives us to achieve maximum impact for animals.

# Our vision

## A world where animals live free from suffering

Our vision is not an empty aspiration. It is a global necessity. Animal suffering is not inevitable. We have a collective responsibility to protect the world's animals and ensure that they live good lives, free to express their natural behaviours.

Our focus and priority will always be the welfare of the animals we protect. But good animal welfare is also fundamental to a better world, to community wellbeing, to food production and agricultural systems, to the environment, to public health, to a sustainable global economy and planet.

By helping animals, we can help people rebuild their lives and feed the world's population sustainably. We can clean up the world's oceans and reduce disease. By helping animals, we can enhance livelihoods. Our vision is far-reaching, but our mission makes it achievable.

# Our mission

## We move the world to protect animals

Billions of animals are suffering around the world and every one of them needs help. But real change will only occur when people and organisations take action for animals themselves – together or individually. That’s why we move the world.

Move means an active and tangible shift from where are today. It means inspiring, motivating, influencing and driving governments and institutions, potential or existing partner organisations, companies, the media, communities and individuals to create the monumental change needed.

By acting on a global scale we can move the world to make animal protection a global priority.

# Our principles

## Our approach is informed by four fundamental principles

- ❖ **We work to give animals a good life.** This means making sure that animals enjoy good health, that the balance of their experiences are positive and that they are able to express their natural behaviours.
- ❖ **We put animal sentience at the heart of our work** because we recognise that animals have the ability to feel and we won't accept the suffering of any sentient animal.
- ❖ **We base our work on robust evidence.** Our credibility comes from our unique combination of hands-on veterinary experience, scientific research, as well as specialist investigation expertise. We build and use this evidence to assess our impact so that we deliver meaningful, sustainable change for animals.
- ❖ **We help people help animals.** Animal protection is not a luxury. It is an essential part of the solution to the world's biggest issues. That's why we will partner thousands of organisations, educate and mobilise millions of individuals, work with governments and within communities and campaign wherever necessary to move people to protect animals.

# Our theory of change



Our theory of change describes how we move the world to protect animals. To realise our mission we must focus on how we can achieve impact for animals on a global scale, through each and every one of our campaigns. This requires a varied approach.

We have identified three interconnected activity streams to help us to create the necessary sustainable change. They are: **educating and mobilising, catalysing sustainable solutions** and **lobbying and advocating** to protect animals.

These three fundamental activity streams support and enhance each other. They provide us with a powerful foundation for campaigning so that we deliver tangible, lasting impact for animals.

## We educate and mobilise

We educate to build awareness and understanding, improve skills and change attitudes. We change behaviour, galvanising people worldwide to take actions in their own lives. We mobilise them to join us as campaigners, donors and advocates for animals, to demonstrate the scale of support for our cause.

## We catalyse solutions

We cannot do everything ourselves, so we influence business, law, policy, investment and practice. We identify what works around the world by working directly with individuals, communities and animals to develop practical models, or to promote effective local solutions. Projects helping thousands of animals today can help billions tomorrow when adopted by those people who have the influence and resources to implement solutions on a global scale.

## We lobby and advocate

We work to influence change at the highest level. This means we must build and sustain relationships at the highest levels of global debate for animals. We do this by showing our understanding of the problems and demonstrating sustainable solutions. By working collaboratively with those in a position to implement change, we will have a greater and longer-term effect. Any government, business or institution serious about improving the lives of animals is a potential partner.

## Achieving impact for animals on a global scale

To achieve maximum impact, we will focus on working with those governments, organisations and people who can provide the most significant change for animals in every region where we work.

We will work with significant global bodies. These include the World Organisation for Animal Health (OIE), the World Health Organisation (WHO) and key United Nations (UN) agencies such as the United Nations Development Programme (UNDP) and the Food and Agriculture Organisation (FAO). We will also work with regional inter-governmental organisations.

These include Association of Southeast Asian Nations (ASEAN), the African Union, European Union and multi / bi-lateral funders such as the World Bank and international development and aid agencies.

Our combined regional successes build up and showcase our effectiveness. They help us develop channels of influence, credibility and authority with the global stakeholders that have the collective power to achieve the highest impact for animals around the world.

# Our priority programmes

We want to help every single animal whenever and wherever abuse happens. But, we can't do everything. We have to make choices. We focus on those issues and activities where we can have the biggest impact on reducing the scale, duration and intensity of animal suffering. That's why we have four clearly defined programmes. Their specific objectives demonstrate how we will achieve the greatest possible global impact for animals – animals in farming; animals in the wild; animals in communities and animals in disasters.



# Protecting animals in farming

## The global context for farm animals

More than 70 billion animals, including broiler chickens, laying hens, pigs and cattle are farmed every year. They provide the world's population with food and livelihoods. Feeding the world is constant challenge – the global population is expected to grow by a further 2 billion people by 2040.

Around two thirds of farm animals live out their short lives in indoor industrial farming systems. They are often deprived of natural light, the space to move freely or the ability to express many of their natural behaviours. Not all animals are farmed intensively – small scale production is still widespread, especially in many poorer communities around the globe. But this can also lead to animal suffering due to lack of decent feed, poor animal handling or veterinary care.

People's concerns about the sourcing, safety and quality of their food are on the rise. Consequently there have been increased calls for: greater transparency in supply chains; reductions in food waste; clearer food labelling; reduced antibiotic use; and improved farm animal welfare standards.

The relationship between industrial farm animal production methods and their environmental impact is also causing mounting concern. This is because of problems with pollution and the high levels of greenhouse gases produced by animal agriculture.

An industry-wide response is needed to drive improvements to the conditions in which farm animals are reared. Such commitment is vital to allowing them the space to move freely, have natural light and to express their natural behaviours. Ensuring animals are reared, handled, transported and slaughtered in ways that protect their welfare should be a universal imperative. This has to be combined with farming systems that protect the environment, peoples' livelihoods.

## Spotlight on the suffering: pigs

Keeping one pregnant pig in a sow stall is the equivalent of forcing a human to live in a space the size of a car seat.

Pigs in farming are identified by their ear tag number. For months on end, Sow 78114 is trapped in a metal cage only slightly larger than her body. She suffers both physically and psychologically from this treatment. She barely has space to sit, lie down and eat.

She is not able to walk or even turn around, let alone forage, exercise or interact with other pigs. She is denied the basic ability to be a pig. For this highly intelligent animal, the barren surroundings and extreme confinement are severely stressful. Driven by her strong need to explore and forage, she repeatedly bites on the metal bars of her cage in frustration.

We are working with producers across the globe to change farming practices. We want every sow to be protected – to live in higher welfare conditions where they can exercise, forage, comfortably rest, interact with other pigs and live a good life.

## Our strategy for protecting farm animals

We will transform the lives of at least

# 1 billion animals

on the farm by 2020. We will work with major, influential food businesses, securing their commitment and action to phase out the worst methods of production and replace them with more humane alternatives.

We will focus on protecting those species most commonly reared in farming systems – poultry, pigs and cattle. We will build on the success of our existing regional campaigns to develop a global response to a global industry.

We will campaign to protect pigs, focussing our efforts on those key markets, such as China and Latin America, where we can catalyse industry change on a global scale.

We will campaign to protect cattle bred for dairy and beef. To do this we will continue and build on our current work in India, in the EU and internationally.

We will campaign to protect laying hens and broiler chickens. This will involve working on regional solutions in North America, Latin America, the Middle East, Africa, Asia and Europe and co-ordinating a global response to poultry welfare problems.

These are ambitious goals. Over the next five years we will aim high and work together dramatically changing current practice in intensive farming systems where most farm animals are reared. We will catalyse solutions by promoting existing and innovative high welfare sustainable farming models that are efficient in productivity and in the use of natural resources.

To ensure widespread change, we will lobby the food industry. We will identify key companies –based on their size and capacity to influence others – and move them towards higher welfare policies and practices in their supply chains.

Our campaigns will educate consumers and mobilise them to exert pressure on the companies that have the power to make the biggest change. We will reinforce this by lobbying governments, organisations and policy makers. They can help us advocate the viability and benefits of good welfare practices at the highest global level.



# Protecting animals in the wild

We focus on two of the biggest threats to wild animals globally. These are the exploitation of wildlife through trade and the suffering of marine animals entangled in discarded fishing gear – also known as ghost gear.

## The global context for wild animals in trade

The illegal trade in wild animals is a global criminal industry on a scale with crimes in illicit drugs, arms and people trafficking.

Tens of thousands of elephants, more than a thousand rhinos, countless birds, reptiles and other animals were killed, poached and trafficked in 2014 alone.

Quantifying the global wildlife trade is challenging. It ranges in scale from local barter to major international trade routes; much is conducted illegally or through informal networks. Precise data is not available. However, conservative estimates indicate that approximately 40,000 live primates, 4 million live birds, 640,000 live reptiles, and 350 million live tropical fish are traded globally each year.

Concerns about wildlife trade and conservation issues often focus on iconic and much-loved species such as tigers and elephants. But many more diverse

## Spotlight on the suffering: elephant riding

Riding an elephant takes a lot more than balance. Elephants are wild animals that cannot be tamed. Elephant ‘training’ involves taking calves from their mothers when they are around two years old.

Their spirit is completely broken by subjecting them to severe physical and psychological pain for their entire lives. They are isolated, restrained, starved, beaten and kept in small and barren enclosures – a far cry from the natural, lush environments they are used to.

Bull hooks (pointy and sharp metal hooks on long sticks) are used to control elephants during tourist rides, which can result in serious injuries such as

species are caught up in the trade, and whether illegal or legal, it has a serious impact on the welfare of wild animals.

Trade is driven by growing consumer demand for wildlife entertainment experiences, exotic pets, trophy or luxury products made from wild animals, and the demand for traditional medicines.

infected sores and cuts. These wounds receive little or no care, meaning that even minor illnesses and ailments can become life-threatening.

We know that tourists are unaware of this suffering and often take part in such activities because they love animals. Our campaign will change the practices of the tourist industry by making the use of wild animals for entertainment totally unacceptable. It will educate the public and influence tour operators and companies. We will encourage them to develop and become part of creative and world-changing solutions that will keep wild animals in the wild where they belong.

This consumer demand is often motivated by a love for animals. But when people know about the cruelty involved they change their behaviours. Knowledge and understanding can mean someone choosing not to ride an elephant or take a tiger selfie. Increased awareness can also convince them not to buy a status exotic pet or wild animal product.

World Animal Protection has an important role in educating and mobilising the public to reduce this consumer demand. Our role is also to catalyse solutions for local people so they can co-exist with wild animals and make a more sustainable living that doesn’t harm them.

## Our strategy for protecting wild animals

By 2020 we will directly save at least

# 100,000 wild animals

from being traded and used for entertainment, as luxury pets or products, and as traditional medicines.

Our wildlife trade campaign for Wildlife to be Wild will tackle a global problem. We will draw on our extensive experience of campaigning for wildlife protection and compassionate travel in Europe and Asia. We will build on our legacies of ending bear dancing in Europe and India, the virtual eradication of bear baiting in Pakistan and protecting bears from South East Asia’s bile industry.

Together we will co-ordinate our regional resources and expertise in Africa, Asia Pacific, the Americas and Europe, ensuring that people worldwide are moved to support us.

We will educate the public on the plight of the elephants, tigers, bears and other wild animals so that they no longer tolerate abuses inflicted by these cruel trades. We will inspire people to change their behaviour towards these animals, harness their support for our campaigns, and ultimately make a lasting impact for wild animals.

We will engage the travel industry, encouraging tour operators and other key stakeholders to partner with us. We want them to join us in identifying and catalysing the sustainable solutions for captive elephants, tigers, bears and other wild animals.

We will make sure our global campaign has maximum impact by addressing two further causes of the wildlife trade. These are the trade in luxury products and exotic pets and the use of wild animals to produce traditional medicine.

Throughout every step of our global wildlife campaign we will engage and mobilise our supporters. We want them to ensure corporations and governments are moved to protect and keep wild animals wild through changes in policy and practice. This will ultimately benefit **the lives of millions more wild animals.**

## The global context for marine animal suffering

World-wide, hundreds of marine animals, including whales, seals, turtles and birds, routinely become entangled in abandoned fishing gear – ‘ghost gear’ – each year. Entangled animals can experience terrible long or short-term suffering. Some may drown in minutes. Others may endure debilitating wounds for months or even years before finally dying from infection, starvation or exhaustion. Ghost gear is one of the most severe problems facing marine animals today.

The FAO and UNEP estimate that around 640,000 tonnes of fishing gear are abandoned, lost or discarded annually. This means it makes up one tenth of all marine litter. Much of this fishing gear is plastic and will stay in the environment for up to 600 years.

Quantifying the extent of the problem is a complex and global issue. But there is strong evidence showing that the scale and severity of the suffering caused by entanglement is ever increasing. If unaddressed it will only continue to grow.

## Our strategy for protecting marine animals

By 2020 we will save

# 1 million marine animals

including tens of thousands of whales, seals, dolphins, turtles and birds, from being accidentally killed by ghost fishing gear.

We will campaign in the countries and regions where we have the best access to those who have the power to address the ghost gear issue. This will involve working in target countries in Europe, Asia Pacific and in North America.

We will educate and mobilise the public through our Sea Change campaign, targeting marine users such as divers, surfers and sailors, and those who live and holiday by the sea. We will persuade them to become strong supporters of marine animals and to help remove ghost gear from our oceans and beaches.

We will lead the creation of the Global Ghost Gear Initiative (GGGI), an alliance of the fishing industry, governments, non-government and intergovernmental organisations. Together, we are committed to evidencing the problem of ghost gear worldwide.

We will identify and drive the solutions that will reduce and remove ghost gear from our oceans and rescue millions of marine animals.





# Protecting animals in communities

Although many animals in communities endure cruelty and poor treatment, dogs face the highest levels of needless culling<sup>1</sup> and cruelty worldwide. Consequently, we will spend the next five years campaigning for better dog population management to protect dogs globally.

## The global context for dogs in communities

There are around 700 million dogs worldwide, but it's hard to be sure of exact numbers. This is because so many are either stray or free-roaming – community dogs allowed to roam free.

The welfare of these dogs varies dramatically. It depends on geographic location, and local practices as well as the attitude of people. Wherever dogs live however, poor management can create problems. These can include: overpopulation; negative perceptions of dogs; aggressive dog behaviour; wildlife predation; livestock predation and even human death or injury from dog bites.

Poorly-managed dog populations also bring veterinary and public health challenges including diseases such as rabies, parasites and leishmaniasis<sup>2</sup>.

Where a country experiences one or more of these concerns, they often resort to the use of drastic and inhumane measures to kill dogs as perceived quick-fix solutions. The reality is that such measures inevitably fail to deal with the root causes of the problem; dog populations will simply reappear over a relatively short period of time.

Far too often, countries address their dog population problems only when there is a crisis. This could be fear of a disease outbreak or when political or public pressure rises following a spate of dog bite incidents. They may also decide to clear a local environment of dogs before a major event – as evidenced by culling at the winter Olympic venue in Sochi, Russia.

There is a far more holistic approach that must be taken to improve the welfare of dogs. Animal protection can be the solution to some of the most challenging issues affecting dogs and people in homes, communities and cities around the world.

## Spotlight on the suffering: dogs in communities

In many countries where rabies is a serious issue, any dog on the streets is at risk of being killed by the local community or authority. Beloved family pets and working dogs as well as strays are in equal danger.

During a rabies scare, dog catchers will be commissioned to immediately kill all the dogs; owners are often given no warning or option. During such culls, dogs may be injected with lethal poisons, gassed, shot or beaten. These methods cause them slow, lingering and painful deaths.

Such extreme suffering is unnecessary and we can prevent this needless loss of life. By working with local governments and partners we are educating communities on the benefits of rabies vaccinations. We are proving how they stem the spread of the disease and can protect communities and their dogs from suffering and pain.

## Our strategy for protecting dogs in communities

We will benefit the lives of at least 50 million dogs by 2020. We will do this by persuading the governments of the 25 strategically important countries to adopt humane and ethical dog population management policies and practices. These practices are designed to end inhumane culling.

We will target countries within our core regions who experience dog population management problems. These regions include: Europe, Africa, Middle East and North Africa, Asia Pacific and Latin America.

We will lobby and advocate governments, global opinion leaders and corporate industries and work as a catalyst for change. We will ensure policies that promote culling practices are stopped and that fundamental humane and sustainable dog population management strategies are developed and implemented. They will be endorsed and promoted as the only effective solution to protect dogs and people in communities.

We will educate people and authorities. We want them to understand the reasons that cause dog population problems in their communities. This will empower them to work out their own sustainable, evidence-led, welfare based solutions. Such locally-tailored solutions not only address the immediate problem, but also ensure that they prevent the problem from reoccurring in the future.

We will mobilise individuals to take action. We want them to demand change and hold authorities to account in every local, national, regional or global context where dogs' lives are threatened or where their welfare is compromised.

Through these actions, we aim to achieve better lives for dogs in every context. We want to build a world where people respect and value animals in communities, act compassionately towards them and live harmoniously side by side.



# Protecting animals in disasters

## The global context for animals in disasters

When natural disasters such as floods, droughts, cyclones or earthquakes strike, animals as well as people suffer devastating effects. Between 2000 and 2012 natural disasters worldwide caused \$1.7 trillion in damage and affected 2.9 billion people.

Less noticed during the aftermath are the hundreds of millions of other victims of such disasters. These are the animals that plough the fields, carry goods and provide food and livelihoods. They are part of the family unit providing companionship and emotional support. Many will die. Many more may starve, suffering from injury or disease.

Animals have the same needs as people in disasters. Just like their owners they may require medical care, shelter, food, water and evacuation. Protecting them provides a lifeline to them and the people they support.

## Spotlight on the suffering: animals in disasters

When hurricanes, floods, volcanoes and earthquakes strike, people and animals in vulnerable communities around the globe suffer. During these disasters, animals often have to be left behind, without shelter from the devastation. Many will be killed and thousands of them will be left hungry, injured and alone, despite their owners putting themselves at risk to save them.

During the Nepal earthquakes in April 2015, we spoke to an elderly man, Krishna Bahadur Lyoti in Sindupalchowk. He sat amongst the rubble and remains of his home, pulling plastic sheets over the temporary shelter for his livestock.

His voice cracked with tears as he said, "My grandson and his family have gone downhill to bring anything they can get as aid. I am too old to walk up and down the hill so I stay at home. My only friend is Kale." And he pointed to the dog beside their temporary shelter. Although Kale survived, many other animals were left trapped under the rubble for days on end, injured, starving and dying of thirst.

During the Nepal earthquake our disaster response team worked round the clock to provide vital aid and shelter to animals during disasters. This meant that communities could focus on rebuilding their homes and their lives.

## Our strategy for protecting animals in disasters

By 2020 we will directly benefit the lives of at least

# 5 million animals

through our disaster response work. We will indirectly benefit a further

# 270 million animals

by changing policy and practice and redirecting resources at local, national and non-governmental/intergovernmental level.

We will lobby governments of priority countries in Asia Pacific, Latin America and Africa and advocate for policy and practice change that will protect animals caught up in disasters. We will press for the inclusion of animal welfare and protection as a core part of their emergency planning and response to disasters. We will continue to educate communities building their resilience so that people are always ready to protect, rescue and care for their animals if disaster strikes.

We will use our expertise of protecting animals in disaster situations to develop sustainable model solutions for farming systems. We will use these case studies to influence multilateral stakeholders and non-governmental/intergovernmental organisations who have the power to deliver solutions on a mass scale.

# Building a global movement to protect animals

Our mission objectives are highly ambitious. We cannot achieve them alone. We must aim high, work creatively and involve the world in helping us to deliver our mission and achieve large scale and widespread impact for animals.

We believe everyone can help improve animals' lives, individually or collectively. This could be through their influence over global agendas or through their everyday experience and action. Together we can transform the world for animals. We will mobilise people to do everything and anything they can, moving them in their millions to show their support for animals through advocacy and donation.





## Our strategy for building a global movement

We have identified two clear priorities to help us build a global community for animal protection, and deliver our mission:

- **To rally a movement – committed, engaged and ready to end animal suffering on a global scale.**
- **To generate the vital resources we need to deliver our mission.**

## We will rally a movement – committed, engaged and ready to end animal suffering on a global scale.

To truly achieve change, we must motivate those who can and will make an impact on the lives of animals. This is critical to show the strength of public feeling and the weight of evidence supporting change for animals. It is also vital in changing attitudes and behaviour to benefit animals in the long term.

## The global context

Most people around the world care about animals. They may be inspired by the plight of individual animals or driven by a desire to create a better and fairer world for animals generally. Others may be committed to animal protection because there is so much evidence showing its huge impact on people's lives and livelihoods.

We have a real opportunity to unify and bring people who care for animals together within a global movement. Animal suffering cannot be tackled within national boundaries, cultural divides or by one sector of society alone.

Today, people want to be involved with both charities and commercial organisations in meaningful ways. They want to be understood, engaged in dialogue and know clearly what their involvement will achieve. We now have incredible access to information about people's habits, lifestyle and location and of course about their likes and dislikes. Gathering and using this data responsibly and effectively is crucial to recruit our global movement. It will help us ensure that our audiences understand how they can move the world for animals and what definite impact their actions achieve.

Finally, public dissatisfaction and distrust of governments and corporations is increasing. Although people trust NGOs significantly more than governments, national and global corporations and the media<sup>3</sup>, we cannot take this for granted. We must earn and sustain trust by consistently and openly showing how our movement is ending animal suffering around the world.

**By 2020, we will have recruited a movement of 15 million digital subscribers – people who sign up to our work and activities online. At least 10% will be active as both donors and advocates. This means they will take at least one action for World Animal Protection each year.**

### We will do this by:

- empowering our audiences to help animals by providing them with relevant, accessible and inspiring ways to take action on our priority programmes of work
- ensuring that we earn their loyalty, increasing the frequency, breadth and depth of their actions over time
- growing our active network and database of highly committed activists
- building public understanding and recognition of animal protection as a global priority
- increasing awareness of and trust towards our organisation.

3. Source: Globescan Radar, 2012

## We will generate the vital resources we need to deliver our mission.

Generous funding from our donors makes our mission possible. Without the necessary resources, we cannot move the world to protect animals. Investment and funding is not only the fuel for our mission, it's a way of increasing our influence on a global scale. This means we must innovatively and creatively continue to develop our current sources of income and to identify opportunities for sustainable growth.

It's essential that our donors and funders understand how their support makes real, measurable and lasting change for animals. As part of this, we will demonstrate how animal protection can make a positive difference to people's lives by addressing global challenges to health, livelihoods and to climate issues.

## The global context

Millions of individuals and funders across the world are highly involved in and care about issues concerning the welfare of the world's animals. The world is slowly emerging from the economic crisis which has engulfed the global financial system over recent years. In the next two decades, millions of people are forecasted to shift from a subsistence lifestyle to one with a disposable income. Most growth will occur in the world's emerging economies.

There is also an explosion in the numbers of the global super-rich, fuelled by the rapid growth of developing economies.

This means that there is a great opportunity to engage more people than ever before in our mission. We can help them fulfil their philanthropic ambitions and clearly show they are transforming the lives of billions of animals across the globe.

However as the influence and size of the charity/ NGO sector has grown in the last several decades, public scrutiny of international NGOs has intensified. This has resulted in greater demand from governments, regulators and the general public for greater accountability and transparency.

Building trust continues to be key to building income and so we must be completely transparent about what we do, the impact we achieve, and how we use our resources.

Our challenge and opportunity is to inspire current and future donors and funders to support our work. By demonstrating our clear, life-saving and urgent solutions we will ensure that our approach to income generation and our mission are aligned and support each other.

## By 2020 we will grow our global income, by broadening and increasing our sources of funding to make sure we fulfil our ambitious mission.

### We will do this by:

- motivating new funders who share our global vision to give to our cause. We will focus on partnership giving, growing funding from corporates, trusts, major donors or institutions, so that this makes up 8-10% of our global income
- investing in legacy marketing so we can sustain our global income from this vital source
- maintaining the proportion of our funds from individual giving at 70%. We'll do this by:
  - deepening our relationship with existing supporters so that our animal protection work is meaningful to them and they understand how their support helps animals
  - building donors' loyalty towards our organisation so that they support us in multiple ways
  - understanding as much as we can about new and potential donors and their motivations so that we can deliver innovative fundraising activities.
- making timely and sustainable investments so that we have the resources necessary and available to protect as many animals as possible through our work



# Transforming the way we work to protect animals

We want to be a world-class organisation by 2020; one with the authority, credibility and reach to place animal protection alongside global priorities such as climate change, poverty and conservation.

We have already made significant strategic changes over the past five years. Our work is streamlined into four priority areas enabling us to focus our global campaigning. We have rebuilt our brand to provide a stronger representation of what World Animal Protection stands for and our structure is set to deliver global impact.

These changes have been necessary and wide reaching. But our work is not complete. Now it's time to transform to become a world-class organisation that will move the world to protect animals.

## Our strategy for transforming the way we work

We have identified the following immediate priorities which will launch our organisational transformation programme:

- **to transform our culture to become a world-class organisation**
- **to drive performance and organisational learning so that we have the insight to achieve impact for animals on a global scale**

## We will transform our culture to become a world-class organisation

We cannot deliver our mission without our staff around the world. They lead our cause with their expertise, enterprise and influence. Being a world class organisation means making sure that our staff feel inspired, motivated and empowered every day, ready to move the world to protect animals.

To shape our culture and how we work together consistently as a global organisation, **we have defined world-class behaviours, the Four Moves.**

- **We look around** - We work with a global mind-set to make a real impact now and far into the future
- **We aim high** - We stretch ourselves and our ideas of what we can achieve for animals
- **We get creative** - We generate and promote new ideas that can make a real difference
- **We act now** - We focus on the positive things we can do today to drive sustainable change

## By 2020 we will build a transparent and accountable community. We will have a workforce empowered, equipped and capable of delivering the greatest impact for animals.

### We will do this by:

- becoming truly global by building a diverse and agile workforce with shared resources and frameworks to maximise our effectiveness
- developing our global staff so that together we all have the capability needed to achieve change for animals at the highest level.
- investing in strong leaders - our managers - who will work together to direct the organisation through the change needed to deliver our ambitions

- engaging and inspiring our workforce to become advocates, able to champion our mission and make a real difference to the lives of animals
- building a transparent and accountable global structure so that all of our staff are clear about their roles and responsibilities in delivering the greatest impact for animals
- using our 4 Moves to embed world-class behaviour into everything we do.

**We will drive performance and organisational learning so that we have the insight to achieve impact for animals on a global scale**

We cannot deliver our mission without being able to understand and continuously improve our performance. This means planning, managing, reporting, monitoring and evaluating consistently across our global operations.

Data and information will be central to our daily operations. This will include proving that our solutions work; monitoring our progress and showing our impact to our supporters.

We must become an organisation that translates the information we gain from our work into insight that we can use to achieve our global goals.

As an insight-led organisation, we can achieve more impact for less cost. By being insight-led we can analyse and use data to focus our work across the entire organisation objectively. This means we will be able to build a performance-based culture with easily accessible information. This will then help us assess our progress effectively, learn and grow.

**By 2020 we will have unified systems and processes that will give us universal access to timely and accurate performance data and information. We will have the breadth and depth of insight to drive decision making and use our resources to have the most impact.**

**We will do this by:**

- ▣ establishing the universal systems, processes and ways of working that will give us robust performance information and the ability to use it to our advantage
- ▣ evolving the way we capture and manage information. We'll use technology to give us the evidence to plan, manage, monitor and report effectively
- ▣ sharing our learning and experiences across our offices around the world so that we maximise our global expertise
- ▣ measuring and monitoring every facet of our performance against strategic objectives so that we can continuously increase the impact we're able to have for animals.



We move  
the world  
to protect  
animals