institutional strategic plan
Dear Colleagues,

As we release IFAW’s new 2021-2025 strategic plan, I would like to share a few opening thoughts as we begin the hard work of implementing the plan over the next five years together. The new plan reflects changes already taking place in the organization to address the pace of change in our external environment.

It reflects the Executive Management Team’s sustained efforts and the input of leadership and staff across the organization. We did not begin from scratch but rather built upon the work over the past five years.

Consistent with the previous strategic plan, we remain focused on addressing the core threats to animals we are best positioned to reduce, the critical geographic regions for those threats, and the approaches we believe will achieve results. We will continue to focus on rescuing animals and preserving their habitats, the two pillars of Rescue and Conservation, knowing that our name recognition will grow as this work is recognized.

From a business perspective, IFAW will continue to pursue opportunities to diversify revenue, build a staffing model that supports the strategic plan, and push programmatic and operational management closer to the point of implementation. We will fully leverage our brand for program impact and fundraising effectiveness and align resources geographically for the most significant impact. The new plan focuses on what’s needed to grow the restricted funding portfolio (major donors, foundations, governments). This is a critical shift both for the organization’s financial and programmatic growth and success.

In the next five years, our operational departments are committed to strengthening IFAW by engaging donors in our global programmatic priorities and working to improve brand awareness around animal welfare, conservation, and rescue. With a solid foundation built, we can now focus on growth over the next five years.

I remain committed to ensuring that our plan guides institutional decision making and evolves as we evolve. I continue to rely on you to familiarize yourself with its contents, reflect on what it means for your work, and use it to guide your planning and decision making.

Thank you for all you do in support of our mission. We have made significant progress, and with your support, we will expand our impact and strengthen our organizational effectiveness over the remaining years of this plan. The future of the animals, communities, and the landscapes we serve depend on it.

Sincerely,

Azzedine Downes
President & CEO
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We are at a tipping point and in the midst of a crisis, the greatest humanity has ever faced. Species are on the brink of extinction, habitats are shrinking and disappearing, the lack of appreciation for the value of individual animals and their contributions to conservation goals remains and, climate change is wreaking havoc on people and ecosystems across the globe. All this is happening in a time when our assault on nature has given rise to deadly zoonotic diseases, one of which has become a global pandemic.

In response to this crisis, IFAW is embarking on an audacious five-year strategic plan focused on improving the welfare of individual animals and the conservation status of wildlife populations in priority habitats through on-the-ground efforts and global advocacy. Animal welfare remains core to our mission. Our dual-emphasis on rescue and conservation is a strategy that promotes animal welfare, species population stability and secure habitats. To sustain the welfare of species and the places they call home, our work must be comprehensive.

Consistent with the previous strategic plan, we remain focused on addressing the core threats to animals we are best positioned to reduce, the critical geographic regions for those threats, and the approaches we believe will achieve results. This is aligned to our commitment to deliver programs of impact to save the lives of animals around the world. We are fully committed to sustaining the successes achieved during the last five years, and to growing our impact in the next five.

We will continue to pursue opportunities to diversify revenue, build a staffing model that supports implementation of the strategic plan, push programmatic and operational management closer to the point of implementation, fully leverage our brand for program impact and fundraising effectiveness and align resources geographically for greater impact. The new plan pays attention to the need for us to grow the restricted funding portfolio (major donors, foundations, governments), to support programmatic growth.

The plan reflects a rebuild of our communications and marketing departments to help us connect with, and grow, our network of people who care about animals and their habitats as much as we do. We will continue to focus on rescuing animals and preserving their habitats, knowing that as this work is recognized, our name recognition will grow. These major changes include a revitalized brand with a new vision, mission, logo and new website that positions us for the work ahead. We will use these tools to generate greater awareness, increased revenue and support for on-the-ground programmatic growth in Africa and Asia, and global advocacy.
In order to achieve IFAW’s vision of animals and people thriving together, we uphold key values in our work.

**values**

**compassion**
We care about individual animals and fight to protect them from suffering caused by human actions or natural disasters.

**commitment**
We know meaningful change takes time, and we work for years, sometimes decades, to achieve and sustain lasting victories for animals.

**courage**
We stay true to our positions and are willing to challenge existing norms in order to advance animal welfare and conservation.

**flexibility**
We stay closely attuned to changing environmental, political, cultural and financial conditions and adapt our approaches accordingly.

**integrity**
We uphold the highest standard of ethical behavior, honesty, accuracy and respect for the intrinsic value of all living beings. This includes respect for cultural, religious and political differences.

**pro-activity**
We believe that scientific uncertainty is never an excuse to avoid changes needed to prevent suffering or protect animal populations. This is why we campaign for the precautionary approach to protecting individual animals, wild populations and their habitats.

**pragmatism**
We strive to attain and promote practices supporting lasting results for individual animals as well as species, populations and habitats. Communities play a critical role in protecting animals, and we promote solutions that address their needs. We work with diverse interests to find common ground.

**justice, equity, diversity & inclusion (JEDI)**
We believe each person offers a unique set of ideas, beliefs and skills. Our core values and mission are strengthened when all members have a voice and are encouraged to contribute in a supportive space (full statement in appendix).

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Section 1

how we define impact
vision:
animals and people thriving together.

mission:
fresh thinking and bold action for animals, people and the place we call home.

Positive, transformative impact for animals, people and habitats drives us in all we do. We relentlessly tackle conservation and welfare threats to species and individual animals to achieve long-term outcomes of healthy species populations, functional habitats, and positive animal welfare. To achieve this, it is essential to empower people and those communities co-existing with wildlife and their habitats to develop collaborative, sustainable solutions. Guided by this approach, IFAW works to solve problems and create long-lasting impact for both animals and people.
institutional theory of change

The welfare of individual animals and the conservation status of wildlife populations in IFAW priority habitats will be improved through on-the-ground efforts, engaging communities and global advocacy.

**goals**

- Wild animals rescued by IFAW are successfully released or progressing toward release into secure habitats.
- Community animals rescued in disasters are reunited with owners or rehomed.
- Stakeholders have implemented improved conservation or rescue practices as a result of IFAW interventions.
- Wildlife populations are stable or on a path toward population stability.
- Habits are under improved management.

**strategies**

- Rescuing animals.
- Reducing threats and increasing preparedness.
- Engaging with communities.
- Strengthening national and international policies.
- Combating illegal wildlife trade.
- Protecting critical habitat.

**rescue**

**conservation**

**key assumptions**

- Human and disaster induced animal suffering is globally prevalent. Africa and Asia are hotspots for natural disasters, commercial exploitation, habitat loss and degradation. Teams will identify opportunities to expand our work in countries with urgent needs in order to increase the impact of our programmatic work over the next five years.

- A focus on using flagship species for IFAW programming supports prioritization but allows for far-reaching animal protection, habitat protection and conservation impacts.

- Opportunities exist to achieve impact, build on areas of IFAW expertise, mobilize global support, and secure funding for the work that is most promising for projects on-the-ground in Africa and Asia, as well as the global advocacy efforts.

- Projects in IFAW country/regional offices outside of Africa and Asia may be necessary to support programmatic goals, in-market fundraising and/or compliance goals.

- Africa and Asia remain hotspots for climate change vulnerability, which is an existential threat.
Section 2

how we achieve impact
IFAW has opened offices in 15 countries and maintained projects in over 40. We’ve grown our team to include over 320 people - experts in biology and zoology, political science, law enforcement and emergency response.

<table>
<thead>
<tr>
<th>Country</th>
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<tbody>
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<td>Australia</td>
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<td>Zimbabwe</td>
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With a dual focus on both rescue and conservation, IFAW is well-positioned to lead strategic and effective interventions that reduce or eliminate threats to animals. We believe each individual animal matters, and value the individual animal from an intrinsic and welfare perspective, but also as a contributor to conservation. Through this lens, IFAW approaches species conservation and individual animal welfare threats as one. By addressing problems affecting individual animals, we are strengthening wildlife populations and vice versa. Our greatest strength is in the layering of our expertise from complementary rescue and conservation programs to achieve magnified impact. By understanding the strengths of each program, we can better leverage our efforts to maximize our results. Through strategic partnerships with diverse and multidisciplinary stakeholders, our programs position us as a credible convener and lead agent for integrated impact at scale. Our hands-on, field-based and community-centered work across all our programs, linked to our political advocacy work at the national, regional and international levels, has established IFAW as a leader in animal welfare and wildlife conservation.

**our strategic approach and niche**

IFAW will follow a model of rescue, rehab, and release of individual animals combined with protection and effective management of species’ habitats to deliver holistic solutions that address welfare and conservation threats as one.

**lead on-the-ground implementation**
Continue to lead on-the-ground project implementation.

**intervene holistically**
IFAW will engage and empower communities

**continue to learn and grow**
Embrace a culture of learning from both our successes and failures, and integrate those learnings into our strategies to ensure we remain steadfast in reaching our goals.

**engage and empower communities**
Engage the people living closest to wildlife, community animals and their habitats to tangibly contribute to positive and sustained change for conservation and animal welfare.

**invest in our stakeholders**
Achieve lasting impact by bringing key stakeholders together through multi-lateral environmental agreements, direct program interventions, or on-the-ground program planning and delivery.

**advocate globally**
Position IFAW as an influential voice in key countries and regions and in relevant international policy fora as informed by our values and lessons learned from our on-the-ground programs.

**make science-based and data driven decisions**
Commit to use the best available science to inform our decision making around program prioritization. We will monitor projects consistently to ensure accountability and transparency, to drive adaptive management.

**partner strategically**
Pursue strategic partnerships with governments, foundations, other NGOs, local communities and landowners, and private companies to achieve programmatic goals and provide a competitive edge.

**How We Achieve Impact**

IFAW’s strategic approach is guided by the following:

<table>
<thead>
<tr>
<th>How We Achieve Impact</th>
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<tr>
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Section 3

how we prioritize
Tighter prioritization will be essential if we are to succeed. IFAW will continue to prioritize existing and future programmatic work according to three main criteria: impact, niche, and fundability. This framework is intended to integrate with program planning, monitoring, evaluation and learning systems at IFAW as well as all departmental support functions.

Program prioritization is key to achieving impact as it will directly:

- Save the lives of animals (directly and indirectly) through a variety of IFAW-led interventions.
- Meaningfully integrate the rescue of individual animals and the protection of populations and their habitats for greater impact.
- Build support in the conservation community for the value and role of individual animals in species conservation.
- Bring the strengths of different programs together in a targeted and focused way to achieve greater impact for animals, people and habitats.
- Advocate in support of global program priorities.
- Change the way that people think about animals and their contribution to society.
- Contribute to human health.

**Figure 2. Framework Illustration to prioritize programmatic work by impact, niche and fundability.**

IFAW MMRR responds to mass dolphin stranding, August 2020
By recognizing and embracing our strengths and the niche we have established, IFAW can achieve its key impact goals over the next five years and position itself for future growth and broader reach. These goals are inclusive of all IFAW programs and will guide us in achieving our institutional impact.

We seek to achieve the following goals by 2025:

- **goal 1**
  75% of individual wild animals rescued by IFAW annually are successfully released or progressing toward release into secure habitats.

- **goal 2**
  80% of individual community animals rescued in disasters annually are reunited with owners or rehomed.

- **goal 3**
  80% of targeted stakeholders have implemented improved conservation or rescue practices as a result of IFAW interventions.

- **goal 4**
  75% of targeted and flagship species of wildlife populations are stable or on a path toward stability.

- **goal 5**
  75% of target priority habitats are under improved management.

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**operating principles**

- Program management and decision making authority is close to point of implementation.
- HQ and IOC support departments will focus on operational policy, service delivery to stakeholders across the organization, and accountability.
- Incorporate multi-program, multi-regional collaboration to maximize impact and demonstrate a more holistic approach.
- Prioritize strategic partnerships over transactional grant making.
- Projects/initiatives outside of programmatic priority, but capable of raising funds in key markets, will be considered on a case-by-case basis.
- Country/Regional offices in Europe, US, Canada, and Australia will focus on advocacy, policy and fundraising to support program goals and strategic focus.

- Combine strengths from across all programs and departments in a targeted and focused way - allowing us to take an integrated planning approach - leading to greater impact for animals.
rescue
Within the rescue pillar, Marine Mammal Rescue & Research, Disaster Response & Risk Reduction, and Wildlife Rescue programs are each positioned to grow and accomplish key goals moving forward. Each team has a well-established, globally recognized niche upon which we will build over the next five years.

marine mammal rescue & research
Marine Mammal Rescue & Research is a core focus in the US and is globally recognized for its pioneering expertise in cetacean rescue, mass stranding response, and the scientific and welfare-based approach to strandings.

IFAW rescues marine mammals and advances stranding science by:
- optimizing responses to strandings
- maintaining & improving assessments & care
- sharing knowledge & mutual aid
- conducting and coordinating research

Disaster Response & Risk Reduction focuses on rapid, professional response efforts in major disasters, including a keen focus on sustained impacts by building local communities’ disaster preparedness and risk reduction capacity. This niche focus makes IFAW the partner of choice for many governments and communities.

wildlife rescue
Wildlife Rescue efforts are based on the rescue, rehabilitation and release of wildlife into safe habitats. Due to the emergency nature of the work, it is most often achieved through partners in key locations.

IFAW has two distinct niches in this area of work: 1) the rescue of live animals seized in trade (especially when coordinated with our Wildlife Crime Program efforts) and 2) a scientific approach to rescue, rehabilitation and release standards of care, including an emphasis on post-release monitoring.

IFAW rescues wildlife and supports conservation through:
- rescue, rehabilitation, release & monitoring
- disseminating best practices
- training confiscators and care givers
- developing response networks

How We Prioritize
conservation
Within the conservation pillar, the Landscape Conservation, Marine Conservation, and Wildlife Crime programs are poised to grow during the next five years. They will offer holistic and integrated solutions in carefully selected terrestrial and marine hotspot locations in IFAW prioritized program, advocacy, policy and fundraising countries.

landscape conservation
Landscape Conservation focuses on maintaining viable populations and species persistence across critical conservation landscapes in sub-Saharan Africa and South Asia.
On-the-ground work will focus on flagship species (elephants, and large carnivores where range overlaps), but in the process also address related ecosystem threats that matter for big picture impact. All actions will be premised on rigorous applied science triangulated with best available local knowledge that includes socioeconomic and geopolitical dynamics to inform a contemporary conservation development agenda in the places we work.

IFAW protects wildlife habitats and landscapes by:
- developing resilient ecological networks
- protecting area enforcement capacity building
- engaging communities in natural resource management
- land and resource use planning

marine conservation
Marine Conservation works to strengthen protections for whales, other marine species, and ocean habitats worldwide. The priority focus is saving the critically endangered North Atlantic right whale from extinction, with a particular focus on the threats of entanglement, ship strike and ocean noise. This work is complemented by policy and advocacy efforts across IFAW regional offices, in collaboration with International Policy, to improve marine conservation outcomes, and reduce pressure from commercial exploitation and the shipping industry on marine wildlife.

IFAW combats wildlife trafficking by:
- law enforcement capacity building
- disrupting the online trade in wildlife
- strengthening policies
- reducing consumer demand

wildlife crime
Wildlife Crime brings a strategic niche to combatting the illegal wildlife trade with our ability to address the issue throughout the entire illicit value chain from source to consumer markets with a focus on threatened and endangered species and their derivatives e.g. elephants and ivory. This will be delivered through capacity building for the law enforcement and prosecution agencies of our partner governments, policy/regulatory change that supports our work in Africa and Asia, disrupting wildlife crime online and social and behavior change communication campaigns to reduce demand. Through the Live Animals Seized in Trade agenda, Wildlife Crime integrates with the Wildlife Rescue Program to promote the safe and appropriate handling and disposition of live animals seized by law enforcement agencies.

IFAW protects marine animals and habitats by:
- promoting alternative fishing practices
- engaging industry
- strengthening policies
- establishing protections

poised to grow during the next five years and offer holistic and integrated solutions.

Aerial view of Lugrad Falls in Tsavo East National Park, Kenya.
North Atlantic right whale swims through shipping traffic.
Based under the Olgulului Community Wildlife Rangers (OCWR) on the border of Tanzania and Kenya, Team Lioness protects the traditional Maasai community land that surrounds Amboseli National Park.
cross-programmatic strategies

To achieve the greatest impact for wildlife populations and individual animals, IFAW engages from the grassroots community up to the highest levels of global policymaking to deliver system-level change. Whether engaging communities in disaster preparedness planning, establishing community-driven landscape and marine conservation efforts, or setting global standards for species protection, the role of international stakeholders and local communities is essential to our success and we seek to engage both.

community engagement

- Working with indigenous people and communities living closest to animals and their habitats to co-create solutions to challenges such as unsustainable natural resource use or increased vulnerability to natural disasters. Our collaborative approach focuses on listening and empowering local people to play a leading role in animal welfare and conservation initiatives that affect them, while supporting livelihoods, human wellbeing and the inter-generational values of local communities in priority landscapes and habitats.

- Partnering with communities to find sustainable solutions for mitigating human-wildlife conflict and enhancing coexistence so that humans and animals thrive together.

- Supporting IFAW-wide community engagement teams to document lessons learned from our work for public dissemination through our channels to inform the global discourse of community conservation through platforms such as IUCN.

international policy

- Positioning IFAW as an influential voice in key countries and regions and in relevant international policy fora as informed by our values and lessons learned from our on-the-ground programs.

- Providing direct support and advice to governments on wildlife conservation based on our project experience, and raising our profile with potential strategic partners (funders, governments, other NGOs) for program implementation.

- Increasing our participation and influence at policy platforms like CITES and United Nations (UN) conventions and processes on biodiversity, wildlife trade, climate change, desertification and sustainable development in response to the emerging global policy priority initiatives.

Azzedine Downes, IFAW President & CEO speaking with members of UK government at The Palace of Westminster.

Influential voice and artist, Cleo Wade, meets the Enduata Kitirua women’s group (formed in partnership with IFAW to support education for girls and income-generating activities for women) in Esiteti village, near Amboseli National Park.

How We Prioritize

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how we share and support our work
past and future

IFAW grew over the past 50 years due to the success of its programmatic work and the financial support to carry out that work. The funding was based primarily on revenue from direct marketing and was unrestricted to support the entire organizational operations. That funding model is now 50 years old and we need to position ourselves for the future. Over the last strategic plan cycle, we exceeded revenue goals in all categories: majors and mid-level donors by 79%; restricted funding by 18% and unrestricted net revenue by 21%. This builds a strong foundation for the next five-year cycle. Our ability to execute high-impact projects will depend on following a strong operational foundation and prioritizing alignment between programs, communications, and development to achieve the greatest impact.

In the next five years, our operational departments are committed to strengthening our organization by engaging donors in IFAW’s global programmatic priorities and working to improve brand awareness. This approach will look to leverage strong cross-programmatic and departmental relationships, and work towards securing an optimal pool of restricted and unrestricted revenues to fund IFAW’s full programmatic goals and operational expenses.

communication and brand marketing

IFAW’s communications and marketing department has recently undergone a tremendous evolution. Significant time and investment culminated in the launch of a new brand. More than just a new logo, our brand will generate awareness for our work, set us apart from our peers, and help IFAW reach its full potential. With a solid foundation built, we can now focus on growth over the next five years. The communications team will focus on building our brand around animal welfare, conservation, and rescue. We recognize the importance of investing in IFAW’s brand to achieve our organizational goals. To grow, people need to know about our work. In five years, we seek to make IFAW a household name in target markets, and generate increased revenue and support for programmatic growth.

How We Share And Support Our Work

become a household name in target markets

- goal Increase the overall website traffic from 2 million sessions /1.6 million users in 2019 to 5.1 million sessions/4 million users.
- goal Grow global social media following to 3 million followers and increase social media engagement by 7% annually.
- goal Grow our earned media visibility by 20%.

increase revenue

- goal Raise $5.5 million annually via our digital fundraising efforts.
- goal Grow our revenue from strategic partnerships to $1 million.

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- Figure 3: Gross reported revenue

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- Figure 3: Gross reported revenue
The development department has undergone some evolution within the past five years. This includes an increased investment in growing the major and mid-level giving programs and a shift of digital fundraising to the revitalized communications and marketing department.

Efforts to diversify revenue streams and secure new restricted funding to support IFAW’s global programmatic priorities will continue over the next five years with an added emphasis on growing the restricted funding portfolio (major donors, foundations, governments) to support programmatic growth.

This will be achieved through a global fundraising strategy informed by local markets/country opportunities and developed and executed in consultation with country and regional leadership in these markets. In addition we will engage donors in IFAW’s global programmatic priorities and work with communications and marketing to improve brand awareness and digital fundraising we can ensure growth.

Development will secure an optimal pool of restricted and unrestricted revenues to fund IFAW’s full programmatic goals and operational expenses and grow global gross revenue by 15% by FY2025. Success will depend heavily on close collaboration with programs, operational units like finance, communications and regions to ensure credibility with target audiences, compelling asks and effective stewardship.

**direct response**
- **goal** Maintain gross and net revenue, with increased investment in Australia, France, and the United States; increase sustainer revenue by 10%.

**mid-level giving**
- **goal** 100% growth in unrestricted revenue, with increased investment in Australia, France, the United States and Germany.

**major giving**
- **goal** Increase revenue by 50% from new pledges and gifts from individuals and family foundations capable of making gifts to IFAW over $25,000 for program priorities.

**legacy**
- **goal** Increase legacy revenue by 15%; grow the Legacy Society Membership by 28%.

**institutional giving**
- **goal** Increase restricted funding from foundations by 40% and government income by 50%.

- IFAW responder safely rescues “Star” and walks her to the trailer.

- A North Atlantic right whale rests at the ocean’s surface in the Bay of Fundy, New Brunswick, Canada.
Section 5

how we measure our impact
IFAW is dedicated to delivering long-term positive change for animals, habitats and people and has set strategic goals to direct this impact over the next five years. These goals have been developed with ambitious, yet realistic, targets to push our teams to think creatively, innovate, scale up solutions and define targets that we felt truly met the needs of animals and people. In order to determine if we are on track to meet our goals, we have developed key performance indicators that align to each goal and will be measured on an annual basis against baselines established in the first year. All indicators have been integrated into program, project and regional strategies, thus allowing for complete aggregation of data across portfolios.

As IFAW is dedicated to a culture of learning, we will analyze this data regularly to determine if the institution is on track to achieve its goals. We will also embrace open and honest discussions to identify lessons learned, challenges and opportunities that can be addressed and incorporated directly into our program and departmental strategies to ensure we remain strategic and steadfast on our path toward impact.
communications and brand marketing

See Communications and Brand Marketing Department Strategic Plan for more detailed KPIs

<table>
<thead>
<tr>
<th>communications and brand marketing goals</th>
<th>indicators</th>
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<tbody>
<tr>
<td>goal 1</td>
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<td># of sessions on IFAW website</td>
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<td></td>
<td># of users on IFAW website</td>
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<td>goal 2</td>
<td>Grow global social media following to 3 million followers and increase social media engagement by 7% annually.</td>
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<td># of social media followers across all platforms</td>
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<td># of instances of social media engagement across all platforms</td>
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<td>goal 3</td>
<td>Grow our earned media visibility by 20%.</td>
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<td># of media hits across all channels</td>
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<td>goal 4</td>
<td>Raise $5.5 million annually via our digital fundraising efforts.</td>
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<tr>
<td></td>
<td>Annual digital fundraising revenue</td>
</tr>
<tr>
<td>goal 5</td>
<td>Grow our revenue from strategic partnerships to $1 million.</td>
</tr>
<tr>
<td></td>
<td>Annual revenue from strategic partnerships</td>
</tr>
</tbody>
</table>

development

See Development Department Strategic Plan for more detailed KPIs

<table>
<thead>
<tr>
<th>Impact goals</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>goal 1</td>
<td>Maintain direct response gross and net revenue, with increased investment in Australia, France, and the United States.</td>
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<tr>
<td></td>
<td>Annual gross revenue</td>
</tr>
<tr>
<td></td>
<td>Annual net revenue</td>
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<tr>
<td>goal 2</td>
<td>100% growth in unrestricted mid-level revenue, with increased investment in Australia, France, the United States and Germany.</td>
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<tr>
<td></td>
<td>Annual unrestricted revenue</td>
</tr>
<tr>
<td>goal 3</td>
<td>Increase revenue by 50% from new pledges and gifts from individuals and family foundations capable of making gifts to IFAW over $25,000 for program priorities.</td>
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<tr>
<td></td>
<td>Annual revenue from new pledges and gifts (over 25k)</td>
</tr>
<tr>
<td>goal 4</td>
<td>Increase legacy revenue by 15%; grow the Legacy Society Membership by 28%.</td>
</tr>
<tr>
<td></td>
<td>Annual legacy revenue and Legacy Society members</td>
</tr>
<tr>
<td>goal 5</td>
<td>Increase restricted funding from foundation and government grants by 40% and government income by 50%.</td>
</tr>
<tr>
<td></td>
<td>Annual restricted funding from foundation and government grants</td>
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</tbody>
</table>
justice, equity, diversity, & inclusion policy

At IFAW, we aim to create and foster a workforce that reflects and contributes to the diverse, global community in which we work to improve the lives of both animals and people.

In our global organization, each person offers a unique set of ideas, beliefs, and skills. We value these qualities, experiences and work styles and recognize the diverse cultural, legal, societal, political and religious environments in which we work as we implement projects around the world. We consider this diversity to be our most important resource—helping us connect people and the communities in which we operate.

We believe our core values and mission are strengthened when all members have a voice and are encouraged to contribute in a supportive space. Therefore, we take a collective responsibility to create an environment where everyone feels included, respected and comfortable to bring their whole self to work. It is the collective responsibility of IFAW leadership, management and staff to ensure IFAW operates with good intent and practice.

As the societal definition of diversity is constantly evolving, we are dedicated to fostering justice, equity, diversity, and inclusion (JEDI). At IFAW, justice seeks to dismantle the barriers to opportunities and systemic disadvantages to people’s ability to access resources and opportunities. Equity ensures everyone has access to the same opportunities and resources so that there is an equitable opportunity to thrive. Diversity encompasses the differences among us based on what we experience or encounter in access to opportunities and resources. Inclusion means fostering respect and a team spirit in the workplace, and embracing and amplifying the multicultural perspectives, voices and essence of IFAW.

To further reinforce an inclusive culture and foster JEDI principles, IFAW is committed to:

- Developing plans to promote JEDI principles and cultural competencies among staff across IFAW and advance a vision to target underserved populations in animal welfare and conservation
- Creating and maintaining opportunities for engagement, education and discourse related to issues of justice, equity, diversity and inclusion
- Striving to build and support a community whose members have diverse cultures, backgrounds and life experiences
- Ensuring our leaders are role models and include practical examples of JEDI principles
- Reviewing measurable objectives and actively monitoring progress on an annual basis
- Continually review for bias within policies and practices across the organization
- Ensuring an inclusive working environment free of discrimination at all stages of the employment life cycle

Appendix

glossary

best positioned
IFAW is considered ‘best positioned’ to intervene or contribute when:

- We can uniquely offer technical, financial and partnership capacity relevant to solutions without duplicating, repeating, overlaying or stepping on other existing efforts.
- The collective strength of our cross-programmatic global network comes to bear more than what others in our community can offer.

impact
IFAW defines impact as a reduction of conservation or welfare threats to a species or individual animal that achieves a long-term outcome of persistent species populations, viable habitat protection, or positive animal welfare.

protected area management effectiveness score
The assessment of how well protected areas are being managed – primarily the extent to which management is protecting values and achieving goals and objectives (Hockings et al. 2006).

improved habitat management
The positive change in resource protection (species and habitats) as demonstrated by:

- the stability and increase in wildlife numbers and distribution
- habitat functionality (canopy and browse quality, fire and water management systems; effective wildlife security systems based on systematic deployments such as tech driven rapid response, etc.)
- positive landscape change (canopy and carbon sequestration calculable via various methods)

species’ population stability
Primarily maintained through changes in survival and reproduction rates. These rates can vary in response to changes in population density and are therefore considered density dependent.

critical habitats
These include priority habitats’ characteristics and are additionally uniquely characterized by having highly endangered or threatened species (per IUCN Red List and other legal, societal, political and religious global ranking criteria that IFAW has prioritized such as flagship/target). In addition, they include those considered most vulnerable to extreme weather events (climate related events) – fires, floods, etc., and those which are key for the persistence of our targets species.

flagship species
A species that has been elevated in recognition to help drive conservation efforts that will also benefit other species or habitats.

priority habitats
Defined as an ecological area with the following characteristics:

- Home to IFAW flagship and other target species (e.g. savannah elephants, NARW, key predators, other select marine mammals)
- With growing threats from incompatible uses - anthropogenic or human development pressure – prone to large scale land acquisitions - extraction of natural resources (oil, gas, minerals, etc.)
- Vulnerable to climate change-related impacts; where temperature and rainfall patterns are forecast to change more frequently per The Intergovernmental Panel on Climate Change (IPCC) projections
- Representative or distinct biomes

An intervention that is strategically designed, implemented and managed by IFAW. The intervention may include other partners, funders, or stakeholders but the core of the intervention is implemented and monitored by IFAW staff or consultants.

species’ persistence
The viability and maintenance of a species over time through the continuance of a varied population demography (age structure and make up) and at least a minimal viable population count across generations.
International Fund for Animal Welfare

Institutional Strategic Plan 2020.

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