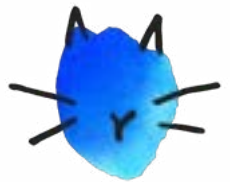


# FUNDING STRATEGY



GLOBAL PROGRAMMES  
2023-2027



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**Right:** We support local leadership to design and deliver sustainable solutions for dogs and cats.

# WELCOME

It gives me great pleasure to introduce Battersea's Global Programmes inaugural Funding Strategy for 2023–2027. The Global Programmes strategy outlines our exciting plans to play a global role in achieving a positive impact on more than 470,000 dogs and cats over the next five years.



**Above:** Paul Marvell, Director of Global Programmes at Battersea.

The funding strategy is an outcome of Global Programmes Directorate's recent strategy development process, which included consulting experts from across Battersea and externally, to ensure our contribution remains relevant and impactful. This strategy enables us to expand on our experience of grant making since 2018 to hundreds of rescues and positions us to be there for even more dogs and cats around the world.

We are excited to share this new funding strategy with you, which supports the overall Global Programmes' vision to secure a professional, ethical, sustainable, and interconnected approach to rescue, rehoming and management of dog and cat populations, underpinned by appropriate legislation and responsible pet ownership. Battersea's Global Programmes Directorate intends to lead and support transformational projects in the UK and overseas, that have sustainable impact on the lives of dogs and cats, following the evidence-based approach of the International Companion Animal Management Coalition (ICAM) to population management. We seek to professionalise the rescue sector, and, in order to do so, a large area of focus will be placed upon resolving the root cause of the constant stream of animals entering (and often overwhelming) rescue centres. Understanding the wider context of the dynamics of dog and cat populations, the roles of rescue centres in each context, and the attitudes and behaviours of owners and the public, is fundamental to our success.

Our experience to date has taught us that our grant making to other organisations in the animal welfare sector needs to go beyond project support, as we know the success of projects is intrinsically linked to the strength of the organisation. We have also learnt the need to support our grantee partners with ongoing advice and guidance, to help strengthen their fundraising, governance, welfare standards and other areas of development. Supporting the development of local animal welfare leadership and innovative solutions in our focus countries is also key to sustainable impact. We recognise the privilege of being part of an organisation



**Above:** Dogs and cats are the heart of our mission.

with over 160 years of experience delivering for dogs and cats. This strategy enables us to provide funding, tools and technical advice on organisational development which will contribute to the further professionalisation, sustainability and impact of the sector.

Our Grants and Programmes Team who delivers this work, collaborates closely with our Battersea Academy, a world leading centre for professional development that trains animal welfare practitioners from across the UK and around the world and offers a space for rescues to learn from one another and share best practice. Enabling and encouraging collaboration is a core aspect of our strategy, as this is key for the sector to achieve more impact through sharing knowledge, pooling resources and speaking with one powerful and collective voice for dogs and cats.

We hope that this strategy resonates with you, and that you are excited to explore how together, we can have a greater impact for more dogs and cats. We invite you to give us your open and honest feedback and to support us to deliver this strategy successfully.

**Paul Marvell**  
Director of Global Programmes



# INTRODUCTION

Initially established in 2018, the Grants and Programmes team is now housed within the Global Programmes Directorate, as a separate and complementary function to the Academy. Since this time, we have made over 200 grants to rescue and rehoming organisations in the UK and abroad.



**Above:** Roxanne Nazir, Head of Grants and Programmes at Battersea.

This funding has provided organisations with vital support to improve their welfare standards, make improvements at their sites, conduct neutering and vaccination drives, and provide vet care, food, equipment, and other essential items, reaching thousands of dogs and cats around the world. We are now positioned to expand the scope of our support in exciting new ways. Our experience to date and our strategy process, have enabled us to identify the most pressing issues within the companion animal welfare sector that as Battersea, we seek to contribute towards through our Grants and Programmes work.

To achieve this, we aspire to be a progressive funder in the companion animal welfare sector. This means we seek to be good stewards of Battersea's resources, remain accountable to our donors and supporters, grantee partners, and wider sector, ensuring we spend every penny wisely. This also means, we are impact focused, promoting and applying evidence based and adaptive programming and we support our grantee partners to do the same. We are a learning organisation, we share what we learn with others, and help elevate the learning from others within the wider sector. We seek to bring organisations together to break down siloed working for the benefit of animals.

We recognise that many of the issues we seek to change in the sector are deeply embedded, complex and systemic, and they cannot be understood and achieved by Battersea alone. Collaboration and inclusion of multiple stakeholders is necessary for success. We seek to advance change, taking a systemic approach, following the ICAM guidance to population management, and have designed our Grants Programmes to encourage others to do the same. We aim to support diverse organisations and individuals that can advance this strategy, in a locally led and sustainable way.

We are an organisation centred funder; this means we don't just provide a grant. Part of our process involves assessing the potential grantee organisation, to help

**Below:** We will work to secure a professional, ethical, sustainable, and interconnected approach to rescue, rehoming and management of dog and cat populations.

us learn about its strengths and weaknesses, to help us then better shape the grant and support we provide. This also means that we don't just cover the direct project costs, as we know that the strength of an organisation is directly linked to the impact they can have on animals. Our programmes also offer innovative ways in which we can support individuals to build their leadership and exchange best practice with others. We are committed to building the strength of the companion animal welfare sector and seek partnerships with those that share this commitment with us.

Finally, we are committed to good grant making practice and are guided by the Institute for Voluntary Action Research (IVAR) Open and Trusting commitments. Our team are embedded within the grant making sector, continually learning and implementing best practice. The team seeks to listen to feedback from our applicants and grantees and improve the service we provide. This Funding Strategy provides further insight into our grant making practice and we look forward to engaging with other funders interested in the companion animal welfare sector, so collectively, we can accelerate impact for dogs and cats.

*R. Nazir*

**Roxanne Nazir**  
Head of Grants and Programmes



# EXECUTIVE SUMMARY

We seek to work with the sector to impact 470,000 dogs and cats over the next five years through our Academy and Grants Programmes.



## VISION & MISSION

### BATTERSEA'S VISION

Battersea is here for every dog and cat, and we believe they should have the chance to live where they are treated with compassion, care and respect.

### GLOBAL PROGRAMME'S MISSION

We will work to secure a professional, ethical, sustainable, and interconnected approach to rescue, rehoming and management of dog and cat populations, underpinned by appropriate legislation and responsible pet ownership.



## WHAT NEEDS TO CHANGE

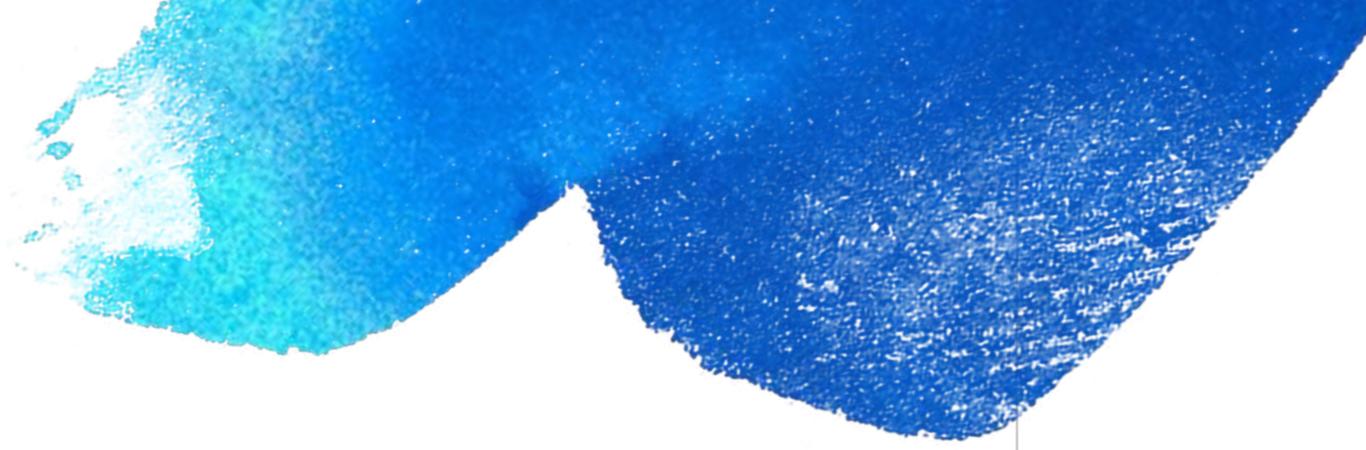
We believe that to achieve our vision and mission, the following needs to change:

- Chronic over-population of stray and roaming dogs and cats around the world.
- Animal welfare and rescue organisations are frequently overwhelmed, unprofessionally run or non-sustainable.
- Cat and dog health and welfare is generally poor and is not supported by accessible and affordable veterinary care.
- A lack of current research on dog and cat welfare.
- A lack of consistent understanding about the meaning of responsible pet ownership.
- Networking and collaboration within the sector are poor.
- Quality of community engagement and education varies from country to country.
- A lack of animal welfare standards, laws and regulations that are enforced worldwide.



## THEORY OF CHANGE

As Global Programmes we will invest in people and organisations at a local level, so that dog and cat welfare organisations operate more professionally, ethically, sustainably, and collaboratively. That will lead to a sustained reduction in abandonment, relinquishment, and stray and roaming populations, which will lead to improvement in dog and cat health overall.



## VALUES & APPROACH

We believe that in order to achieve our mission, we must live our Battersea values within our grant making. These include care, expertise, determination, respect, inclusion and collaboration.

We also believe that we must commit to practicing the following approaches:

- Advancing change
- Putting organisations before projects
- Embracing short- and long-term commitments
- Recognising agency and power
- Supporting different types of organisations and individuals
- Making use of multiple tools and resources
- Learning together
- Empathising local knowledge

When selecting and working with grantee partners, we will explore how they demonstrate our values and approaches in their own day-to-day work.



## GRANTS PROGRAMMES

As a funder, we will support organisations and individuals to do great work that advances our shared vision and mission. We will do this through our Country Grants Programmes and Special Programmes.

### COUNTRY GRANTS PROGRAMMES

- Focus Countries

### SPECIAL PROGRAMMES

- Global Research Programme
- Learning Exchange Programme
- Core Enabler Programme



## FUNDER SUPPORT

We offer support to grantee partners, in addition to funding. Global Programmes consists of two functions — Grants and Programmes and the Academy. We place value on organisations and individuals that are committed to their own learning journey and demonstrate this through engagement in our Academy. Therefore, we offer support in the following ways:

- Attendance at a variety of Academy courses that span animal welfare and organisational development
- Grant funding that integrates costs for specialised consultancy support and organisational development
- Access to Battersea's expertise and networks
- Technical advice from the Global Programmes team
- Useful tools and resources
- Access and support for research
- Support to exchange and learn from others
- Peer support, networking and convening opportunities



## DEFINING SUCCESS

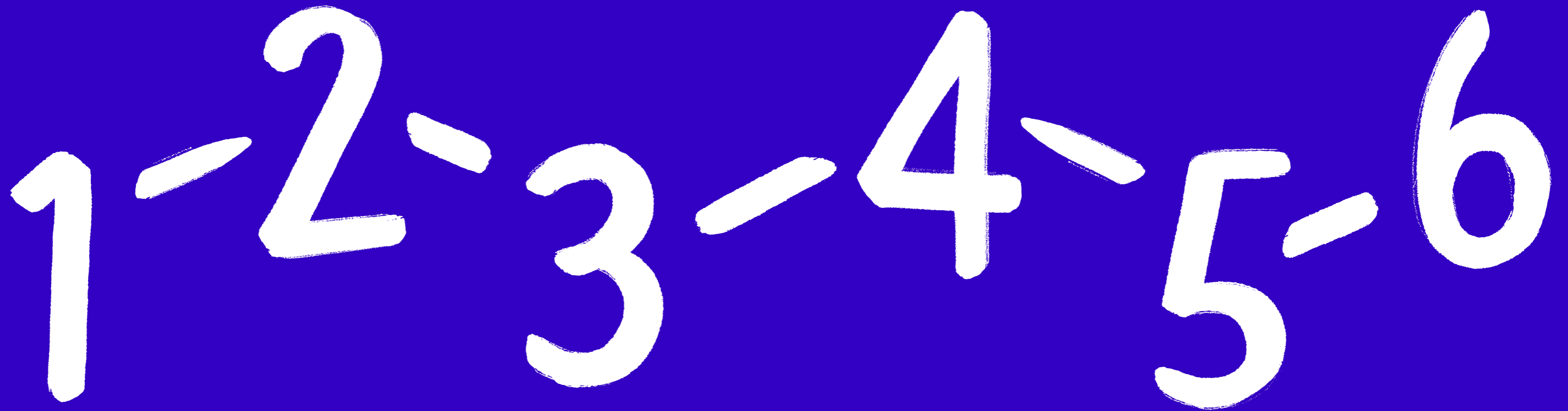
We have a responsibility to be the best funder we can be, in order to have the greatest impact on dogs and cats as possible. In order to be effective, we commit to the following ways of working:

- Maintaining professional and trusting relationships with our grantee partners
- Having a transparent application process
- Remaining accountable to the organisations and individuals we seek to serve
- Supporting organisations to advance diversity and inclusion
- Being fair and exercising our power as decision makers responsibly

We will constantly measure/assess our progress against commitments, including through actively seeking input and feedback from our applicants and grantee partners.

# CONTRIBUTING TO CHANGE

Global Programmes will contribute to change for dogs and cats through the following.



## ACADEMY PROGRAMMES

Through our Academy, delivering world class professional development to improve welfare standards in rescues and professionalise the sector.

## TACKLE SYSTEMIC PROBLEMS

By providing strategic funding to animal welfare organisations to tackle systemic problems, such as holistic dog and cat population management and funding for research into dog and cat health/welfare.

## RESPONSIBLE PET OWNERSHIP

By supporting and funding organisations to include effective community engagement, that encourages responsible pet ownership.

## VETERINARY SERVICES AND TRAINING

By supporting and funding veterinary training and accessibility to vet services, where this is a barrier to responsible pet ownership.

## RESCUE NETWORKS

By convening and supporting networks of rescues to speak as one and effectively lobby, advocate and campaign for effective laws and enforcement.

## SUSTAINABLE SYSTEMS

By creating sustainable collaborative efforts between dog and cat welfare organisations and others that have a stake in managing dog and cat populations.

# COLLABORATION AND INCLUSION

Collaboration and inclusion are at the heart of our strategy for delivering our global programmes.

Collaboration between companion animal welfare organisations is not the norm, and collaboration with other types of stakeholders is rare. In addition, the sector has much progress to make to become more diverse and inclusive of the communities benefiting or that could benefit from the positive contributions companion animals make to our lives.

The lack of collaboration is caused by several factors, including often-perceived conflict and competition for funding between rescues and broad disagreement on standards of animal care and schools of thought on issues such as canine behaviour or euthanasia. There is a lack of shared vision across rescue organisations, and therefore it is hard to define what "good" outcomes look like. Traditionally, those working in population management have sought to solve the symptom (stray and roaming animals) through Catch-Neuter-Vaccinate-Release (CNVR) or Trap-Neuter-Release (TNR) projects, rather than looking at the system as a whole and partnering with broad stakeholders to resolve the issue.

There are instances where individuals who set up organisations are not representative of the communities they seek to serve (e.g., communities that are struggling to meet the needs of a street population), which means they start from the position of 'outsider', which might delay or prevent effective collaboration. In addition, given the messenger is as important as the message, particularly when shifting social norms in a community or advancing legislation change at the national level, a rescue that is not perceived as representative of the community, may slow progress.

Failure to collaborate effectively results in the duplication of effort in some areas and an inefficient use of resources. It also means that the sector can be criticised or easily dismissed because it does not speak as one, or with the power of a constituency of support, which impacts the effectiveness of advocacy activities. Through our strategy we seek to fund local leadership and foster collaborative approaches to achieve greater impact for dogs and cats.

**Right:** We seek to foster collaborative approaches to achieve greater impact for dogs and cats.





# RESPONSIBLE FUNDING

We have a responsibility to be the best funder we can be, to have the greatest impact on dogs and cats as possible. To do this, we seek to model the following.

## TRUST

We cultivate a trusted funder/grantee relationship that enables both parties to share candid feedback and information. We maintain professional relationships with potential and actual grantees, whilst remaining open, honest, and supportive.

## HUMILITY

We recognise grantees and others' expertise, we ascribe equal value to the lived experiences of others, we actively seek their input and seek opportunities to elevate their work.

## ACCOUNTABILITY

We are accountable to our grantees and the animals they aim to serve and allow grantees to hold us to account through grantee feedback. We consider and respond to feedback provided. We also seek feedback from unsuccessful applicants.

## INCLUSION

We believe that understanding and making progress towards diversity and inclusion will be critical for delivering our mission. We support organisations that actively demonstrate interest and make efforts to increase their diversity, reach new communities and meaningfully involve them in their work. We support organisations in identifying how they can do this.

## TRANSPARENCY

We are transparent with our grant making process, including processes related to applying for, receiving, and reporting on a grant. We are transparent with our strategic priorities and decision making. We publish data on successful grant awards. We provide feedback on unsuccessful applications. We respond to potential and current grantees in a timely manner.

## FAIRNESS

We recognise that having impact rests on a strong organisation and that many organisations that are reliant on project/programme funding often face the reality of needing to 'hide' indirect costs in budgets to present themselves more favourably to funders. We commit to contributing a fair share of costs and to encourage a "do no harm" policy and culture within our grant making.



# APPROACH TO GRANT MAKING

We believe that in order to achieve our mission, we must commit to practicing the following approaches.

## ADVANCING CHANGE

We recognise we have finite resources that need to be directed towards root cause, rather than supporting a sticking plaster solution to an often complex, reoccurring problem. We want to change the outcome for dogs and cats suffering today and alleviate the suffering they would otherwise have faced in the future. Taking a systemic approach helps us achieve this.

## PUTTING ORGANISATIONS BEFORE PROJECTS

We recognise that the impact of a project depends on the strength of the organisation. Understanding the health, effectiveness, and resilience of organisations is central to our grant making, and our wider Global Programmes philosophy. The goal is not to sort strong from weak, or compare organisations against an ideal model, but rather to develop a clear perspective on the strengths, weaknesses, and challenges faced by the organisations that we support. What type of structure and functioning is appropriate will, to a large extent, depend on the specific context, culture, and legal requirements in which an organisation operates. Our Organisational Assessment process helps us to better understand how we can best support our partners through our grant making and beyond. We seek to fund the true costs of project activity, as we know that grantees must meet their overheads to deliver impact. We place value on organisations that are committed to their own learning journey and demonstrate this through engagement in our Academy. Our Academy offer, alongside our grant making, provides a unique and robust way to develop organisations and individual leadership over time.

## EMBRACING LONG AND SHORT-TERM COMMITMENTS

We recognise impact is not achieved overnight. Whilst a targeted short-term intervention to seize a moment of opportunity might be the best response on occasions, many of the issues dog and cat populations and the companion animal welfare sector face require longer term solutions. We value investing in partnerships over the long term, building mutual trusting relationships with our partners.

## RECOGNISING AGENCY AND POWER

Battersea is privileged to have built up years of expertise in the companion rescue and rehoming sector. We recognise the power we hold in our role as a funder, making decisions regarding where to place resources. Our history, knowledge, expertise, and resources give us power and access that others may not have. Grant-making staff can influence how power plays out in day-to-day interactions. We recognise that, in our privileged position as funders, we sometimes have power over others, power to contribute to change in ways others may not, and the power to create coalitions with others to seek greater impact. We seek partnerships to advance impact, we use our power responsibly, seek to remain humble and maintain a healthy balance between these different ways of exercising our power.

## SUPPORTING DIFFERENT TYPES OF ACTORS

We recognise that achieving our intended impact may require us to engage with, convene and/or support a range of types of organisations and individuals, including rehoming and rescue centres, researchers, universities, research centres, policy makers, animal welfare organisations, movement builders, campaigners, funders, and others. We actively seek opportunities to share lessons learnt and best practice with and between our grantees and peers.

## MAKING USE OF MULTIPLE TOOLS AND RESOURCES

We recognise the privilege of working at an organisation with more than 160 years of experience in the companion rescue and rehoming sector. We seek to maximize the potential of Battersea's expertise, knowledge, networks, and resources to support our grantees. We connect our grantees with relevant Battersea staff and enable Battersea staff to contribute to the work of grantee partners.

## LEARNING TOGETHER

We act as a sounding board, critical friend, and facilitator for our grantees. We help organisations individually and collectively to learn, reflect, and adapt their work and understand impact. Our grant making programme has ambitious goals, which demands brave and bold ideas. We create a space where our partners can share what works and what doesn't work, and we adjust our understanding and approach. We seek to be effective learning partners.

## EMPHASISING LOCAL KNOWLEDGE

We recognise that by working globally we engage in countries where the context for organisations and animals can differ dramatically. We recognise the centrality of local perspectives, context, history, and experience for good decision-making. We meet organisations where they are, actively listening and supporting them on their development journey. We learn from our grantees and help connect the local to the global.



**Above:** We seek to support effective community engagement to advance responsible pet ownership.

# OUR GRANTS PROGRAMMES

As a funder, we will support organisations and individuals that do great work to advance our shared vision and mission. We do this through our Country Grants Programmes and Special Programmes.



## COUNTRY GRANTS PROGRAMMES



**Above:** We support organisations to deliver change for dogs and cats.

### FOCUS COUNTRIES

Organisations located and delivering work in the following countries are eligible to apply: Cyprus, Greece, South Africa, Sri Lanka, Thailand and United Kingdom. This programme is open to organisations of all sizes, large or small, as well as new or established organisations.

### KEY DETAILS

The aim of this programme is to support organisations in each focus country who collaborate and work strategically together to deliver change for dogs and/or cats. We seek to support partners to design and deliver locally led work on the ground that contributes to shared strategic objectives. This includes supporting dog and/or cat rescue organisations to operate more professionally, ethically, sustainably, and collaboratively, as we know this is key to a sustained reduction in abandonment, relinquishment, and stray and roaming populations. We also recognise the need to support efforts to achieve appropriate legislation and enforcement, alongside accessible vet services, community engagement and education on responsible pet ownership. Overall, we seek to contribute to the improvement of dog and cat health.

Battersea supports organisations that are taking a systemic approach, integrating ICAM good practice and guidance in their work. We understand that this may require support to develop organisations to build capacity or improve operations, to support general operating costs and/or to support project activities, or perhaps a mixture of these elements.

### APPLICATION PROCESS

Applicants are advised to submit an Expression of Interest (stage 1) briefly outlining their proposed work. We are open to receive Expressions of Interest all year round. A Grants Manager will then be in touch to have a conversation to find out more about your organisation and the work you are proposing. Following this, the Grants Manager may invite you to submit a Full Proposal (stage 2). The Grants Manager will review your proposal within 4 weeks and advise you of the initial outcome and if relevant, the timeline to complete the process. Should you not be successful at either stage, you will be provided with feedback.

### GRANT AMOUNT

There is no minimum or maximum grant amount you must target. The grant amount requested will vary based on your country, organisational needs, and activities. You must submit an indicative total budget during stage 1, and your Grants Manager will provide further guidance.

### LENGTH OF GRANT

You can apply for up to 3 years support, with the opportunity to potentially renew. There is no minimum length of grant, but this should be realistic against what you wish to achieve.

### KEY CRITERIA (STAGE 2)

- Applicants need to be registered on the Academy Learning Management System and have engaged with one or more learning activity offered by the Academy or registered to do so at the time of application.
- Applicants should demonstrate how the planned activities advance the Global Programmes strategy outlined above and have incorporated ICAM best practice in their proposal. Applicants are not expected to engage with the full dog and/or cat population management system but should provide a rationale for their focus and how other parts of the system are being covered by others in their country/locality.
- Applicants should demonstrate collaborative activities with other organisations and stakeholders to advance shared objectives.
- Applicants should demonstrate how planned activities, or their organisational strategy will contribute to a more professional and sustainable sector.
- Applicants should produce a clear monitoring, evaluation and learning framework.

### HIGHLY DESIRABLE CRITERIA

- The proposal has been developed by and will be delivered by more than one organisation.
- Co-funding for specified work secured or in progress from another funder.

Please note that we set these criteria to help us advance the strategic approach and professionalisation of organisations. Our team is on-hand to talk you through the process and provide advice on proposal development, and we work with our Academy colleagues to deliver a training course on Writing a Winning Funding Application.

## SPECIAL PROGRAMMES



**Above:** We provide small grants to enable individuals to share knowledge and learning.

### LEARNING EXCHANGE PROGRAMME

The aim of this grants programme is to advance change by encouraging collaboration and learning globally between rescues, government ministries/municipalities and/or other organisations that have a stake in dog and cat welfare. This programme is designed to encourage knowledge sharing and multi-directional learning, as we believe innovative approaches to companion animal welfare can originate from anywhere, including low-resource settings.

This programme aims to support diverse and dispersed people working within companion animal welfare to learn from one another and build connections and collaborations that we hope will continue beyond the exchange itself. We believe this learning opportunity will be effective because those participating will be informed by the lived experiences of the rescue, organisation, or government authority they spend time with.

This programme offers up to £4,000 towards one or two members of an organisation and/or ministry/municipality to spend a week at a host organisation/ministry/municipality anywhere in the world. This can also include spending time with a host in your home country. Grants are awarded based on applications demonstrating specific learning goals and ability to implement learning after the exchange. Applicants are responsible for identifying their host and agreeing their plan and objectives in advance of applying. Applicants can apply at any time of the year and the learning exchange must happen within 6 months from the date of the grant award. Applicants can expect a response within 4 weeks of applying. The grant can cover the costs of accommodation, flight, airport transfers/in-country travel, food, visas and required vaccinations. Battersea is unable to cover the costs related to changes or implementation of learning following the learning exchange.

#### FOCUS AREAS

We invite applications where the learning relates to one or more of the following areas:

- Increasing professionalism and sustainability of companion animal welfare organisations
- Raising companion animal welfare standards in a rescue setting
- Reducing rescue, street or roaming dog and/or cat populations
- Improving community engagement and education on responsible pet ownership
- Advancing companion animal welfare standards, laws, and regulations and/or their enforcement
- Interdepartmental or cross-sectoral efforts to implement successful population management strategies

#### APPLICATION REQUIREMENTS

Applicants must demonstrate the following in their applications:

- Clear plan of what/how they will learn from the host organisation/ministry/municipality, and how the host will benefit and how each organisation will utilise the new connection and learning to benefit dogs and cats.
- A description of the collaborative working to date between host and visitor and/or the extent of the relationship or contact at present.
- An articulation of how the learning gained contributes to the organisation/ministry/municipalities wider strategic objectives to improve the lives of dogs and/or cats.
- An explanation of how the visiting organisation/ministry/municipality will cover the costs related to changes or implementation of learning following the learning exchange.

#### FURTHER INFORMATION

- Unfortunately, we cannot support your application where the FCDO advises against all travel to the country you intend to visit (this includes in-country exchanges).
- Applicants (both host and visitor) are required to be registered on the Academy Learning Management System and at least one representative should have participated in a learning activity at the time of application.
- Successful applicants would also be expected to engage with Battersea on ways to share their learning more widely with the sector.
- We are unable to cover the costs of interpreters during the visit, so applicants applying are required to organise and agree this with the host.
- The receiving organisation/ministry/municipality must have appropriate liability insurance and health and safety policies in place, and we will require evidence of this as part of the application process.
- We believe good practice and impact is taking place all over the world, and not just in countries part of the 'Global North'. We encourage exchanges between those in the 'Global South'. Battersea is unable to host visitors under this programme because we already share our approach through our Academy.



**Above:** We support research which can be practically applied to benefit dogs and cats.

## RESEARCH PROGRAMME

The aim of this programme is to produce, disseminate and enable the practical application of research that supports the strategic objectives of Global Programmes.

### FOCUS AREAS

We invite applications where the learning relates to one or more of the following:

- Dog and/or cat welfare standards in a rescue setting
- Health of dogs and/or cats
- Rescue, street, or roaming dog and/or cat populations
- Community engagement, education and behaviour change related to responsible pet ownership
- Companion animal welfare standards, laws, and regulations and/or their enforcement

### APPLICATION REQUIREMENTS

Applicants must demonstrate the following in their applications:

- The proposed research must clearly articulate how the findings will benefit dogs and/or cats, and how it meets a clear gap and builds on existing research.
- The proposed research must include a dissemination plan for sharing the research findings throughout and potentially beyond the grant period.
- The proposed research must articulate how the findings can be practically applied within a rescue setting and/or in the sector more widely.

### APPLICATION PROCESS

Applicants are advised to submit an Expression of Interest (stage 1) briefly outlining their proposed research. We are open to receive Expressions of Interest all year round. A Grants Manager will then be in touch to have a conversation with you to find out more about your organisation/institution and the research you are proposing. Following this, the Grants Manager may invite you to submit a Full Proposal (stage 2). Once the proposal is received, the application will be assessed by the Grants Manager, and they will inform you if the proposal will go forward to our expert reviewers and a review by our ethical panel. This process can take up to 12 weeks. Your Grants Manager will clearly outline the timeline in advance of submitting your full proposal and share more information regarding our review process. Should applicants not be successful at either stage, feedback will be provided.



**Above:** We support research inside and outside a rescue centre setting.

### FURTHER INFORMATION

There is no minimum or maximum grant amount you must target. The grant amount requested will vary based on your country and activities. We recommend you submit an indicative total budget during stage 1, and your Grants Manager will provide further guidance.

- Applicants can apply for up to 3 years of support, but you should outline how findings would be shared throughout that period. There is no minimum length of grant.
- Applicants (lead researcher/principal investigator) should hold a PhD or equivalent qualification and have a history of producing and publishing research in their chosen topic.
- The applicant should be based at a recognised organisation, think tank or academic institution (including universities).
- Unfortunately, we cannot accommodate research conducted on the Battersea site or with Battersea animals.
- The applicant is expected to engage in wider Battersea activities such as sharing their research, for example, through webinars or blogs.
- We are seeking to support research where there is a clear benefit for the wider sector, not Battersea specifically.
- Battersea does not claim intellectual property rights of the research but would expect recognition of support in research products (such as reports, publications, presentations, etc). This helps others hear about Battersea's Research Programme.



**Above:** Global enablers are key to humane dog and cat population management.

## GLOBAL ENABLER PROGRAMME

The aim of this programme is to support organisations that work globally or regionally in the companion animal welfare sector, that are essential to building shared knowledge, standardised practice, networks, and infrastructure that drives systemic change for dogs and cats. Global enablers are organisations that strengthen the sector, by providing a service, product, or support to help other organisations have a greater impact for dogs and/or cats.

### APPLICATION PROCESS

Applicants are advised to submit an Expression of Interest (stage 1) briefly outlining their proposed work. We are open to receive Expressions of Interest all year round. A Grants Manager will then be in touch to have a conversation with you to find out more about your organisation and the work you are proposing. Following this, the Grants Manager may invite you to submit a Full Proposal (stage 2). The Grants Manager will review your proposal within 4 weeks and advise you of the initial outcome and if relevant, the timeline to complete the process. Should you not be successful at either stage, you will be provided with feedback.

### GRANT AMOUNT

There is no minimum or maximum grant amount you must target. The grant amount requested will vary based on a variety of factors. You must submit an indicative total budget during stage 1, and your Grants Manager will provide further guidance.



**Above:** We support organisations that contribute to creating the right enabling environment for the sector to have greater impact.

### LENGTH OF GRANT

You can apply for up to 3 years of support, with the potential to renew. There is no minimum length of grant, but this should be realistic against what you wish to achieve.

### FOCUS AREAS

Organisations are expected to be focused on one or more of the following topics:

- Population management of stray and roaming dogs and cats.
- Professionalisation and sustainability of animal welfare and rescue organisations.
- Accessibility and affordability of veterinary care.
- Developing a shared understanding about the meaning and application of responsible pet ownership.
- The connection between dog and cat welfare and wider societal issues (e.g. mental health, public health, economic development, etc).
- Animal welfare standards, laws and regulations, and their enforcement.
- Quality community engagement and education.
- Sector collaboration and engaging stakeholders beyond the animal welfare sector.

### KEY CRITERIA (STAGE 2)

- Applicants must demonstrate how the planned activities advance the Global Programmes strategy outlined above and have incorporated ICAM best practice in their proposal if and where relevant.
- Applicants must demonstrate why the organisation is essential for a more sustainable, professional, and ethical companion animal welfare sector.
- Applicants must demonstrate how the organisation contributes towards building a more professional, connected, and collaborative sector, both within animal welfare and with other stakeholders.
- Applicants must demonstrate how the organisation connects animal welfare to wider societal issues (such as public health, mental health, economic development, etc.) and can articulate why that is important.
- Applicants should produce a clear monitoring, evaluation and learning framework.

### FURTHER INFORMATION

- The organisation can be in existence already or be wishing to receive start-up funding having identified a gap/opportunity where an organisation is necessary to solve an issue.
- Please note that we set these criteria to help us advance the strategic approach and professionalisation of organisations. Our team is on-hand to talk you through the process and provide advice on proposal development.

# FURTHER INFORMATION

We seek to be transparent on what we fund and do not fund, and how we make decisions.

## WHAT WE WILL NOT FUND

- Work where there is statutory responsibility to provide funding, although support to government authorities may be necessary where need is demonstrated and funding not available.
- Organisations seeking funding to top up on under-priced contracts or retroactive activity.
- Work where there is significant public funding available or where reserves level has not been justified within the broader context of the organisation and its reserves policy.
- Work where job creation is the primary purpose, rather than the impact on animals.
- Scholarships or tuition assistance for undergraduate or postgraduate studies.
- Religious organisations for religious purposes.
- Party political organisations or election activity, even where animal welfare is a priority of a campaign.

## FUNDING LEVEL

We seek to support organisations to diversify their funding and improve their sustainability overtime. Our aim is to fund no more than 1/3 of an organisation's annual expenditure.



**Above:** Battersea is here for every dog and cat, and we believe they should have the chance to live where they are treated with compassion, care and respect.

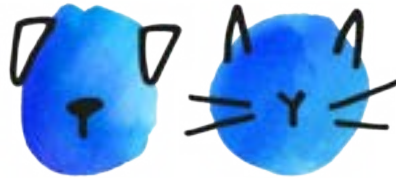
## STAFF SALARIES

Battersea is committed to paying the living wage and we have committed to paying the Living Wage Foundations rate. We advise applicants to consider paying these rates also. For organisations outside the UK, it's advisable to pay at least the national minimum wage outlined in law, all staff should be officially registered as workers and have access to social protection/social security.

## OUR DECISION MAKING

Criteria is provided above related to the specific grant opportunity you apply for. All applications that are progressed will be subject to our due diligence processes. This includes review of your proposal, and the production of grant materials, including an organisational assessment and grant recommendation by our team to present the grant to the relevant approver(s). The level of approval required will depend on the size and risk profile of the grant. Your Grants Manager will inform you of your specific process and timeline, so you can effectively plan. All grants are subject to a compliance review, risk assessment and successful contracting. Battersea reserves the right to refuse a grant based on findings from our due diligence. Battersea also reserves the right to temporarily close programmes once funding for the year has been allocated. Our website will be regularly updated with this essential information.





# BATTERSEA

HERE FOR EVERY DOG AND CAT

**BATTERSEA DOGS & CATS HOME**

4 BATTERSEA PARK ROAD  
LONDON SW8 4AA

Patron The Queen Consort  
President HRH Prince Michael of Kent, GCVO  
Battersea Dogs & Cats Home is a registered charity no. 206394



Registered with  
**FUNDRAISING  
REGULATOR**