

Animal Welfare.
Worldwide.



Partnerships Policy

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1 TARGET GROUP

This FOUR PAWS Partnerships Policy applies to all FOUR PAWS employees, interns and volunteers working with partnerships of any of FOUR PAWS' entities, hereafter "colleagues", as well as to all Board members, and may be applied to other stakeholders depending on individual circumstances and the nature of their relationship with FOUR PAWS.

2 INTRODUCTION

Partnerships are an important part of FOUR PAWS' strategy to fulfil its mission. They enable the organisation to combine resources, expertise, and networks to achieve on a global level more significant and far-reaching outcomes for animal welfare than it could achieve on its own. They reflect the efforts to realize its vision of a world where humans treat animals with respect, empathy and understanding. The focus of this policy lies on how FOUR PAWS understands partnerships and who the organisation establishes partnerships with. The FOUR PAWS partnership definition, relationships, principles, criteria and types contained in this document serve as the framework to ensure clear and transparent working relationships with others, based on mutual trust, openness, respect, and accountability – enabling all involved parties to work in the most effective way possible for animal welfare.

3 PARTNERSHIP DEFINITION

FOUR PAWS understands partnerships to mean formal collaborative and voluntary relationships established with external entities, expanded on in the section „Partnership Types“, that share aligned values, goals, and resources to collectively advance the cause of animal welfare on a global scale. Partnerships within FOUR PAWS primarily fulfil a common animal welfare purpose and are based on mutual trust, shared responsibilities, and a commitment to achieving meaningful and sustainable impact in the field of animal welfare. Their aim is to collaborate on specific objectives, projects, challenges, or opportunities to achieve a greater impact than they could achieve alone.

A partnership shall be based on a partnership contract defining the rights, responsibilities, and obligations of the parties. As an exception, an agreement in the form of a memorandum of understanding is sufficient for a partnership with governmental organisations.

If a partnership provides financial resources from the partner to FOUR PAWS or vice versa to a project, program or other activity with mutually agreed aims and objectives, it is mandatory to include an activity and financial reporting in the agreement. If a partnership does not provide financial resources, then activity reporting is mandatory. Governmental organisations are exempt from the reporting obligation, though receiving updates and continuous exchange during and after the project is highly encouraged.

4 FOUR PAWS RELATIONSHIPS

Relationships between FOUR PAWS and external entities can be formal and informal. Formal and informal relationships are equally important for FOUR PAWS. Any relationship is unique, it can be fluid, it can change, it can grow, and it helps FOUR PAWS to reach an animal welfare goal. Formal relationships are defined by a contract, where roles, resources, operational engagement, and contributions from FOUR PAWS and partners are described, together with a clear definition of the common goal of the partnership that they primarily pursue a shared animal welfare purpose. A contract can be accepted and signed only once the possible partner meets all the criteria set by FOUR PAWS. Only formal relationships are defined as partnerships by FOUR PAWS. Informal relationships would be those relationships, where collaboration does not establish a contract, and the roles, resources, operational engagement, and contributions from FOUR PAWS and the other party (parties) are dynamic and evolve in time. The difference between the formal and informal relationship is the framework model, established based on the nature of any external entity FOUR PAWS has any kind of relationship with. In some informal relationships there is no mutual benefit, neither need to develop the informal relationship into the formal one, but in case there is a reason or need for any transformation, FOUR PAWS is glad to consider a potential partner for possible future cooperation if it fulfils all the partnership criteria defined by FOUR PAWS.

5 PARTNERSHIP PRINCIPLES

FOUR PAWS recognizes the importance of collaborating with external entities to maximize its impact and reach. The organisation values partnerships as a means to advance its mission and drive positive change for animals worldwide. We are dedicated to fostering meaningful collaborations that contributes to the wellbeing of animals and the achievement of our goals. While recognizing the value of cooperation between FOUR PAWS and relevant partners, it is important to ensure that partnerships are undertaken in a manner that maintains the organisation's independence as well as its character as an animal welfare organisation and ensure that mutual benefits are conferred to all parties involved.

5.1 Trust and Transparency

FOUR PAWS believes that honesty and trust are absolute prerequisites for working in partnerships. All parties undertake to promote and consolidate their relationship and their cooperation by ensuring that each one knows and respects the statutes of the other and by recognizing the specificity of each other's contribution to animal welfare. Partners shall share and make information available between them.

5.2 Communication

Frequent communication between partners is essential to reinforce partner commitment to and progress towards the shared vision. Ongoing communication of partnership achievements tends to invigorate partner participation and commitment.

5.3 Capacity Strengthening

Partners should strengthen their capacities, learn from their relationship, and value each other's ideas. Partnership revolves around the aspiration to build capacities, promotes cross-sector collaboration and supports the growth of a strong and independent civil society that promotes animal welfare. FOUR PAWS has a long-term perspective in mind when engaging in a new partnership.

6 PARTNERSHIP CRITERIA

FOUR PAWS uses the following criteria to ensure that its partners share the same fundamental values and goals in animal welfare. They help to allocate resources effectively and aim to ensure that partners have the capacity, competence and will to achieve the goals of the collaboration.

- **Purpose:** The partnership fulfils a common animal welfare purpose.
- **Shared values:** Both partners must have similar values related to animal welfare.
- **Clear objectives and goals:** Both partners must establish clear, measurable objectives and goals.
- **Contract and evaluation:** A written partnership agreement must be in place, and a system for monitoring and evaluating must be established.
- **Ethical and legal compliance:** The partner must adhere to all relevant ethical and legal standards.
- **Complementary capabilities:** Each partner must bring unique strengths, resources, or expertise to the collaboration.
- **Resource sharing:** Partners must share resources to support the partnership's goals.
- **Mutual benefit:** The partnership must offer advantages and benefits to both parties.
- **Active participation:** Each partner must play an active role in the collaboration.
- **Defined roles and responsibilities:** Both partners must have well-defined roles and responsibilities.

7 PARTNERSHIP TYPES

FOUR PAWS works with a broad diversity of external entities. The following partnership types represent the different groups of external entities FOUR PAWS may partner with, if they fulfil the partnership criteria.

7.1 Non-Governmental Organisations

Non-governmental organisations (NGOs) are groups that function independently of any government and are typically founded by individuals or groups with common interests or goals. NGOs, sometimes called civil society organisations to serve a goal such as a humanitarian, animal welfare cause or the protection of the environment.
Examples: foundations, associations

7.2 Institutions

Organisations founded for an educational, professional, scientific purpose.

Examples: universities, schools, academies of sciences

7.3 Media & Publishing Houses

Entities responsible for the creation, production, distribution, and dissemination of content across various platforms to inform, entertain, and engage audiences. They encompass a wide range of formats, including print, digital, broadcast, and online media. Examples: newspaper, magazine, other publication, radio, television, cable television, movie and film producers

7.4 Private Sector

Part of an economy which is owned, managed, and operated by private individuals or non-governmental organisations for the purpose of generating profit, providing goods and services, and contributing to economic growth and development.

Example: small, medium size, large companies

7.5 Governmental Organisations

Government agencies or public sector entities established and operated by government authorities at various levels (local, regional, national, or international) to fulfil specific functions, deliver public services, regulate activities, and administer government programs and policies.

Governmental organisations are exempt from the FOUR PAWS Partnership criteria due to their nature.

Example: municipalities, ministries, authorities

8 CONSEQUENCES OF BREACHING THE PARTNERSHIPS POLICY

Breach of this Partnerships Policy may constitute an infringement of applicable laws resulting in civil or criminal liability and may have an adverse effect on FOUR PAWS and our colleagues.

In case of non-compliance with the provisions of this Policy, FOUR PAWS will take necessary response measures and might need to take disciplinary actions, up to and including termination of contractual relationship with FOUR PAWS or, if necessary, report the incident to the relevant authorities.

Any colleague found to be involved in fraudulent and/or corrupt activities, or who has been negligent in the exercise of their supervisory duties will be subject to disciplinary action, including potential dismissal (termination of their employment). If warranted, FOUR PAWS will also initiate civil and/or criminal proceedings against those individuals involved.

9 REPORTING OF MISCONDUCT

Colleagues must immediately report any suspected breach of this Partnerships Policy, whether deliberate or accidental, to their line manager or other relevant person in charge within the organisation appointed to receive and handle such reports. The Compliance and Integrity line is always an option to report potential misconduct or legal breach. Should a line manager be involved in the suspected breach of this Policy, incidents must be reported to their superior or through the Compliance and Integrity line. Should other relevant persons in charge within the organisation appointed to receive and handle such reports be involved in the suspected breach of this Policy, incidents must be reported to their superior. Colleagues at FOUR PAWS must not prevent any other colleague or any other affected individual from reporting a suspected breach of this Policy.

FOUR PAWS will not retaliate against colleagues who report a presumed breach of this Partnerships Policy in good faith no matter the outcome. Should colleagues choose to knowingly make false allegations, FOUR PAWS may take disciplinary action. FOUR PAWS provides colleagues with instructions on how to confidentially report a suspected breach of this Policy.



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