

Follow-Up Questions for Animals Now (2019)

If you raised 1.5x your fundraising goal next year, what would you spend the additional funding on?

If we were to increase our budget by 50% next year, we would invest mainly in the following three areas: capacity building, our cage-free campaign and Challenge 22.

Under capacity building, we would invest 220K USD. This would be split between:

- Hiring personnel for operations, and a resource development coordinator that could make the organization management work more efficiently.
- Increasing the staff's salaries: While the salaries have been steadily increasing in recent years, the current salaries are still lower than the average wage in Israel. This is also true for the more professional and senior staff members, who have been part of Animals Now for over 10 years. Increasing wages will grant employees financial security, and long-term stability in the organization, which in turn will affect the organization's stability.
- Renting extra office space, in order to make sure that our staff are given a proper working environment to work more efficiently.

290K USD will go towards Challenge 22 in order to:

- Develop local programs for different countries, while providing guidance and collaboration with other organizations. We would like to focus on Asia and South America, primarily.
- Develop tools to increase the effectiveness of the project among frequent meat eaters. We have recently researched this, and found out that frequent meat eaters who sign up for the Challenge have special needs, and require more personal support. Since they can potentially spare a high number of animals, we think it's important to develop special tools for them, including specific content, and phone conversations, in addition to online mentoring (phone calls we conducted in Israel have proven to be very successful).
- Improve the efficiency by implementing an automated process in the Challenge with services dedicated for this type of work.
- Systematically work with influencers outside of Israel (as we effectively do in Israel already), with the aim that they recommend the Challenge to their fans and followers, encourage them to reduce their meat consumption, etc.

90K USD will go towards a cage-free egg campaign. Our work on this issue includes promoting legislation, lobbying and providing outreach to farmers (the Israeli egg industry is heavily regulated by the government). With extra funding, we could hire two positions to work solely on this campaign, with the aim of banning battery cages.

Could you please specify the year in which each of your top programs started?

Challenge 22

2014

Undercover Investigation

2004. We started documenting in farms and facilities a few years before, but in 2004 the team was officially established and started to operate systematically.

Humane Education

2004

Legislation

2001

How many new staff members would you like to hire within the next year if you had sufficient funds? Please specify for what roles or campaigns.

We would like to hire people for the following positions:

Capacity building

1. Director of Operations
2. Resource Development Coordinator

Challenge 22

1. Content Development Manager
2. Marketing Coordinator (this person would, for instance, approach influencers outside of Israel, manage the online advertising, etc.)
3. Automatization and Programming position
4. Frequent Meat-Eaters Program Coordinator

Campaigns and legislation

1. Campaign Manager for battery cage campaign
2. Battery Cage Campaign Staff Member
3. Lawyer

Regarding the top 3–5 programs you provided, give a description of the expenses that are NOT related to staff. Expenses related to staff include salaries, insurance, travel costs, and similar expenses.

For all projects, a certain percentage of the total budget is derived from the following operational expenses (such as office, bills, CRM and data expenses):

Challenge 22

Merchandise, exhibitions production (i.e. outreach stands), printed leaflets, translations, online advertisements.

Policy Change

Advertising, campaign materials (video productions, merchandise etc), legal and legislation services.

Investigations

Equipment, transportation and others (classified).

Humane Education

Travel expenses for volunteers, seminar production, event production, printed materials.

Regarding the top 3–5 top programs you provided, estimate how much of the expenses are NOT related to staff. Provide either an amount in USD or a percentage.

Challenge 22	NIS	USD	% of total budget
	Operational Expenses	₪100,251	\$28,643
Print and Translations	₪6,000	\$1,714	0.14%
Online Advertisements	₪9,600	\$2,743	0.23%
Others	₪9,000	\$2,571	0.22%
Total	₪124,851	\$35,672	3.01%
Policy Change	NIS	USD	% of total budget
	Operational expenses	₪71,737	\$20,496

Video productions	₪10,000	\$2,857	0.24%
Lobbying firm	₪106,470	\$30,420	2.56%
Print	₪25,000	\$7,143	0.60%
Events and activities	₪26,000	\$7,429	0.63%
Others	₪40,000	\$11,429	0.96%
Total	₪279,207.00	\$79,774.00	6.72%
Investigations	NIS	USD	% of total budget
Operational expenses	₪54,520	\$15,577	1.31%
Equipment	₪37,000	\$10,571	0.89%
Other (classified)	₪3,000	\$857	0.07%
Online advertising	₪45,000	\$12,857	1.08%
Total	139,520.00	39,862.00	3.35%
Humane Education	NIS	USD	% of total budget
Operational expenses	₪39,999	\$11,428	0.96%
Travel expenses for volunteers	₪10,000	\$2,857	0.24%
Events and conferences	₪10,500	\$3,000	0.25%
Print	₪4,000	\$1,143	0.10%
Total	64,499.00	18,428.00	1.55%

Has Animals Now engaged in any formal self-assessments? If so, how, when, and how regularly?

We conduct 3 types of assessments:

1. Monthly - We check whether we met the objectives set for last month and define the objectives for next month for each department.
2. Quarterly - We conduct quarterly evaluations of each department, check the outcomes of the last quarter (according to the pre-declared quantitative outcomes) and set the measurements for the next. The heads of the departments also have the responsibility to submit their conclusions for the future. A final quarterly report is sent to the board of directors as well.

3. Annually - An annual assessment of each department.

Additionally, we revisit the strategic plan at least twice a year.

Another aspect of inside feedback is annual feedback from our staff on the organization in general, and other separate feedback on the Executive Director's work and enactment. All feedback is anonymous.

We also hire an external effectiveness assessment held by an Israeli organization that experts in the evaluation of NGOs ([Midot](#)). Here is the [result](#) summary of the last assessment (under our old organization name "Anonymous for Animal Rights"). These days we are being assessed once again by Midot.

Does the charity have retrospective or "postmortem" meetings following major projects?

Yes, we conduct retrospective meetings following major projects where we overview the outcomes and try to learn from our mistakes. We induce a "summarized conclusions" document that is sent to all the people that were involved in the project, with a copy to me (the Executive Director). These feedback documents help us improve our work and every team that is in charge of an upcoming activity is obligated to discuss previous similar cases.