

# Follow-Up Questions for Mercy for Animals (2019)

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

Our 2019 fundraising goal was 12.1m. If we raised 1.5x our goal, that would bring us to around \$18 million, or around \$6m more. We'd phase this in over 2 years to ensure sustainable growth. These would be the areas we would use the funding on, in order of priority:

## Expansion in Asia - \$ 3,000,000

Over the next two years: We point out two years rather than one, because we feel it is essential to only embark on this expansion if we have multi-year funding secured. In 2019 we conducted 6-month scoping studies in India and China/HongKong, which helped us identify how we could be effective in these regions. Based on the results and findings of the scoping studies, and we have created strategic plans for Hong Kong, China and India. We also plan to begin a scoping study exercise for Southeast Asia in 2020, followed by a strategic plan, just like we have done for China, HK and India. We cannot expand in these regions until we secure the funding. The multi-year funding we have proposed to get us started in each region is as follows:

- India 2020-2021: 8 staff
- Hong Kong 2020-2021: 8 staff
- China 2020-2021: 5 staff
- Southeast Asia Region (Thailand, Singapore, Philippines, Myanmar, Vietnam, Bangladesh, and Indonesia) 2020-2021: 5 staff

## Building out our Capacity Building team and operations - \$580,000

We've created a robust strategy for growing our movement-building efforts. This plan takes community organizing best-practice to create a scalable way to build movement to support our campaigns, develop leaders and create change in local communities. While starting small, we hope to expand as we gain success and traction. The strategy and proposal are complete and we are now in the phase of securing funding to help us expand this work.

## Building out our legislative team and operations - \$350,000

We have created a robust international strategy for the legislative team, with focus in the USA, Mexico and Brazil. We require further funding to be able to build this team and its success, however. Very few groups in the US, focused on farmed animals, are equipped to work on legislation and policy, yet the need is dire and the time is ripe for engagement on this issue, especially in the USA. We'd look to become a strong voice for farmed animals in the legislative space.

## Matching 401k plan - \$10,000

Following a review of recent exit interviews, one reason people noted leaving not just MFA but the sector altogether is not having a matching 401k for staff. We'd like to match our staff's 401k with a %, likely 3%, to help set up staff for retirement savings success.

## Reaching a broader audience: \$2,060,000

- Online Acquisition Program: We want to further invest in developing and optimizing our digital strategy to increase our capacity to generate and retain new leads online, and to personalize and deepen their engagement with MFA. This program would focus on turning leads into donors, volunteers and activists, to support our teams to achieve our change goals. We will prioritize organic lead generation through petitions, campaign actions and other online engagement and supplement with some digital ads to grow and diversify our audience. This budget would cover one manager for the program and operational costs.
- Offline Educational and Acquisition Campaign  
(This is a campaign that doesn't necessarily require an increase of the capacity of our teams): We would like to run a major flagship public awareness campaign to shift attitudes about factory farming AND grow our monthly donor base. This would include a multi-media advertising campaign (for example through TV, radio and outdoor ads), with an inspiring, educational focus and a strong fundraising goal (to secure monthly donors). Donors want to give to something concrete, so a visionary ad campaign will help get them in the door, whilst also serving as a strong initiative to shift the debate on this important issue. The public discourse this would create would help support Corporate/Legislative campaigns.

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 propose no more than around 25% growth of staff in one year for sustainable growth. For sustainable growth, it is critical that we not only invest in programmatic staff, but also in operational and support staff to ensure the organization is set up for success in the long run.

- Asia over two years:
  - India
    - Managing Director (2020)
    - Government and Public Policy Director (2020)
    - Communications Manager (2020)
    - Operations Manager (2020)
    - Volunteer Manager (2021)

- Hong Kong
  - Managing Director (2020)
  - Movement Building Manager (2020)
  - Operations Manager (2020)
  - Communications Manager (2021)
- China
  - Executive Director
  - Corporate Engagement Director
  - Finance Manager
- Southeast Asia Regional Office (1 office in Thailand or Singapore covering the region)
  - Managing Director (2020)
  - Corporate Engagement Director (2020)
  - Volunteer Manager (2021)
- Tech
  - USA
    - Director of Web Development Operations
  - Brazil
    - Front-end Developer
- Public Engagement
  - USA
    - Global sub-department: Digital Strategist (Growth Hacker) to increase our mailing lists and engage supporters
- Movement Building:
  - USA
    - Community Organizer
- Legislative Teams
  - USA
    - Policy Advisor
- Operational roles (Global Positions)
  - Tech support and innovation: 2
  - Legal support: 1
  - HR: 1

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.

- Corporate Engagement Animal Welfare
  - Campaign creative tactics
  - Online ads
  - Offline ads

- Conferences
- Investigations
  - Confidential
- Public Engagement
  - Video production
  - Events
  - Celebrity and influencers actions
  - PR lists or contractors
  - PR Actions
  - Press conferences
- Institutional Food Policy (Meat Reduction)
  - Chef training
  - Nutritionist training
  - Education printed materials
  - “Sales” materials
  - Recipe Guides (including video recipes)
  - Conferences
- Government Affairs and Public Policy
  - Lobbyists

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.

30%