

# Faunalytics' Reporting of Programs, Financials, Leadership, and Culture (2021)

*This document contains responses written by the charity. ACE has made no content changes other than the removal of confidential information.*

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## Program 1

**Program name:** Original Research

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**Date commenced:** January 2003

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### **Description:**

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

Faunalytics' original research program supports the animal protection movement by examining effective advocacy strategies and tactics, potential problem areas, how different strategies interact with each other or shift over time, and ways to expand the movement's capacity. We approach the principles of importance, neglectedness, and tractability through the lens of capacity-building by prioritizing projects that have high potential impact for animals and can be used by many advocacy groups. Thus, our original research has focused primarily on farmed animal and capacity-building topics to date, but is responsive to shifts in the advocacy landscape. Similarly, our historical focus on the U.S. has widened recently to include a concentration on China as well as research in Brazil and India. We employ a wide range of rigorous methods, from foundational and qualitative to highly controlled and quantitative. We match each research question to the method that best fits current knowledge and hypotheses.

**Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?**

Yes. Please see the Program Outputs attachment.

**Outputs:**

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See Faunalytics' Program Outputs document.](#)

**Expenses (in USD):**

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	First 6 months of 2021	2021 (projection)	2022 (projection)	2023 (projection)
108,759	77,306	150,000	203,800	252,300

**How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?**

We are currently working at full capacity, so expanding the research program will require new hires. We will continue to hire gradually so that we can ensure we maintain the support and leadership structure that has helped us build a strong team and rigorous approach to research thus far. How we expand our research staff will be determined by the same research prioritization process through which we select studies: we will consult with advocates and funders to determine where research and data are most needed and can be put to best use, and create teams targeting particular lines or types of research. Two ways we are currently considering expanding are: (1) Adding a China-focused mixed methods position to continue and grow that line of research, or (2) Adding a position focused on data analysis and statistics to expand the amount of research we can do using public data.

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Program 2

**Program name:** Research Library

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**Date commenced:** January 2004

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**Description:**

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

The Faunalytics Research Library provides a curated database of summaries of academic research and grey literature relating to effective animal advocacy, as well as original analysis in the form of blog posts. The purpose of the program is to provide advocates with up-to-date, reliable data with an emphasis on how research can be translated into action for animals. Each week, we publish four study summaries and one blog post, or approximately 210 study summaries and 52 blog posts per year. While many summaries feature data from Europe and North America, we are making a concerted effort to include a higher proportion of resources from other continents, with a focus on BRIC nations. The Library focuses primarily on topics of effective advocacy, veg\*nism, and farmed animals (approximately 50% of summaries), wild animals (20%), companion animals (20%), and other topics such as animals used in science, entertainment, and more (10%).

**Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?**

No.

**Outputs:**

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See Faunalytics' Program Outputs document.](#)

**Expenses (in USD):**

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	First 6 months of 2021	2021 (projection)	2022 (projection)	2023 (projection)
73,838	46,518	95,000	109,250	125,600

**How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?**

- **Translations:** Faunalytics' theory of change focuses on empowering animal advocates, so one of the best ways to increase our impact is to expand our reach to the global animal advocacy community. We would therefore like to translate select summaries and resources into additional languages to make them more accessible. Specifically, we'd plan to offer research summaries that focus on a specific region available in the predominant language in that country.
- **Visuals:** Based on the feedback from the advocates we serve, we plan to expand our Faunalytics Explains video series synthesizing research on farmed animal advocacy and other salient topics of relevance to effective animal advocates. We also plan to continue producing our Fundamentals infographic series, which are some of our most popular resources. Hiring a Content Editor to support our Library would allow our Content Director to expand our collection of visual resources for advocates.

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### Program 3

**Program name:** Research Support

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**Date commenced:** January 2001

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**Description:**

Please include the outcomes this program aims to achieve, the interventions employed to achieve these outcomes, the countries where this program is implemented, and (if applicable) the species targeted by this program.

The Research Support program is an evolution of Faunalytics' previous partner/client work, and a strong complement to our original research program. With our original research program, we endeavor to produce data that can be used by as many groups as possible, but we also acknowledge that tailored approaches are often better or easier for groups to use. Our Research Support program means we (1) conduct Partner Project research for groups whose research needs are high-impact and preferably generalizable and publishable; (2) provide (limited) research support to any animal protection group who needs it; and (3) provide lay-friendly resources to support non-researchers wishing to conduct research of their own. Since 2020 this program has supported advocacy work in the U.S., China, India, Indonesia, Africa, the EU, UK, Australia, and other regions. Our pro bono support is available to all, but 70%+ of users have been farmed animal advocates.

**Do you collaborate with other organizations in this program? If yes, which organizations and in which roles?**

Yes. Please see Program Outputs attachment and the Research Support Survey results supplemental upload.

**Outputs:**

Please upload a single document outlining (i) the outputs achieved by this program in the past 18 months (i.e. 2020 and the first 6 months of 2021) and (ii) your top 2-3 outputs of this program prior to 2020.

[See Faunalytics' Program Outputs document.](#)

**Expenses (in USD):**

Please give the total expenses for this program in 2020 and the first 6 months of 2021 and your expected total expenses for 2021, 2022, and 2023. (For these projections, it is okay to give a ranged estimate.)

2020	Jan-Jun 2021	2021 (projection)	2022 (projection)	2023 (projection)
55,461	3,895	62,000	70,000	78,000

**How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?**

In the coming years, we will continue to monitor animal protection organizations' needs in the area of research capacity. Ideally, we would expand our research team with a new hire who specializes in building movement capacity through partner projects, contracted impact evaluations, and development of educational resources like webinars. In addition, by the end of Q3, we will be doubling the number of "Ask A Researcher" office hours and holding them at times that better facilitate access in other time zones -- one in the morning and one in the evening, Eastern time. This is in response to advocate feedback suggesting that additional options would be useful to those in the Eastern hemisphere. Going forward, we will continue to monitor use of and feedback about these office hours, and make changes as needed to support as many advocates as possible.

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**(Optional) Is there anything else you would like us to know about your programs?**

Original Research: In the past 18 months, we have made major updates and improvements to our research prioritization process and impact evaluation. Documentation related to both is attached.

Not all of the changes are finalized for publication (draft versions as marked) but we are in a continual process of improving our transparency in a lay-friendly way so that funders, partners, and advocates are fully apprised of how we ensure our work has the greatest impact possible.

Research Support: The total expenses for the first six months of this year are low due to our major partner projects occurring in the latter half of 2021 instead of evenly throughout the year. Additionally, we're in the process of working with our accountant to improve our Research Support account classifications; therefore, our YTD figures for this program are not final.

**(Optional) Please upload any additional documentation regarding your programs here.**

- [Research Support Survey Results](#)
  - [Research Prioritization](#)
  - [Evaluating Our Effectiveness](#)
  - [Community Survey Results](#)
  - [2020-2022 Strategic Plan](#)
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## Subsidiaries

Where are your headquarters located?

Olympia, Washington, USA

Do you have any subsidiaries (e.g. branches, country offices, chapters, etc.) in other countries?

No.

## Plans for expansions

Do you plan to expand to any new countries? If yes, please elaborate.

No.

Do you plan to launch any new programs? If yes, please elaborate.

No.

Do you plan any expansions to other expenditures not directly related to programs, such as administrative expenses, wages, or training? If yes, please elaborate.

Yes.

See previous "Program Plans" sections and the following section below.

If you received additional, unexpected funding of 1,000,000 USD, how would you allocate it across each of your current programs, any new programs, and/or other plans for expansion?

Faunalytics is extremely conscientious with our expenditures. Numerous external factors (e.g. changing funder priorities, a recession) have the potential to affect our operating budget. An unexpected gift of \$1,000,000 would be incredibly exciting for our small organization, and would

immensely help us increase our outputs for advocates and ultimate impact for animals. However, we would want to analyze the landscape at the time of receipt, consider whether or not this gift would be renewed, and allocate it in a sustainable manner. As such, any program or staff expansions would need to be considered from a long-term perspective. Below we've outlined a collection of plans for our growth and expansion; however, pending our reserves and revenue flow at the time, we would not necessarily execute all of these ideas with this unexpected gift.

**Grow Our Team:** Faunalytics' smaller staff is a strength in many ways. Our team is adaptable and agile, allowing us to respond quickly to movement needs. However, there are key skills that additional team members can bring to our organization, and a larger staff will allow us to increase the services we provide to our community. Our staff is currently composed of five team members: Executive Director, Research Director, Content Director, Research Scientist, Research Scientist. Faunalytics is currently in the process of hiring a full-time Communications Manager and a part-time Philanthropy Officer to replace our outgoing Communications and Development Manager. Additional hiring priorities include:

- **Philanthropy Officer:** (Increase from part-time to full-time). This will allow us to broaden our donor base and increase our overall revenue.
- **Research Scientists:** Expanding our research team will allow Faunalytics to increase our output and help advocates identify the most effective strategies to end animal suffering faster. As we grow our research section, we will create teams dedicated to different programs of work so that we can build expertise in specialized areas.
- **Content Editor (part-time):** We are committed to producing quality work, and with the large volume of resources we produce every year our team would benefit from support with material review and fact-checking.
- **Administrative Assistant (part-time):** Currently, Faunalytics' Executive Director manages all operational aspects of the organization. Additional administrative support would allow our leadership to focus on fundraising and other vital responsibilities.

**Research Internships:** Research internships not only support our work, but help build capacity for the entire movement by training and mentoring new advocates. We have worked with interns periodically in the past, but Faunalytics would like to launch an annual summer internship program in order to foster new talent in the animal advocacy research community. Interns would contribute to important projects such as our original research studies and analyses of public data, gaining valuable research skills and an increased understanding of the animal protection movement while helping Faunalytics' team deliver important new resources to our community.

**Research Translations:** Faunalytics would like to translate our most pertinent research, writing, and visual resources to make them available to a larger range of animal advocates. One of our goals is to make our research — which improves advocates' understanding of how to effectively help animals — more accessible to the global animal advocacy community. Outside of the US, China, India, Mexico, and Brazil have some of the largest numbers of slaughtered farmed animals in the world. According to 2018 U.N. FAO data, China slaughtered over 11 billion land animals, Brazil slaughtered over 6.3 billion, India slaughtered over 2.5 billion, and Mexico (just one of

many Spanish-speaking countries) slaughtered over 1.8 billion. Collectively, these countries slaughtered over 22.5 million tons of fish. In Faunalytics' 2021 Community Survey, a handful of respondents indicated that advocacy materials in the following languages would be useful to them:

- 25% Spanish
- 7% Portuguese
- 7% French
- 6% Chinese (Simplified; used in mainland China)
- 3% Chinese (Traditional; used in Taiwan, Hong Kong, & Macau)

Given that these numbers come from advocates who speak English, it is likely that the true potential is higher than indicated here. Advocates who are not part of our current audience because they don't speak English would be able to use translated resources as well. Translating applicable research into the predominant languages in LMICs (and into the second-most common language in the U.S.) is a cost-effective way to build the capacity of our movement by greatly expanding the data available to advocates, ultimately making their campaigns more data-driven and as effective as possible.

**Capacity-Building Workshops:** Producing research is only half of our important job — helping advocates apply research to their work is where we gain traction, transforming research findings and takeaways into actual change for animals. In an ongoing effort to cultivate the use of research in advocacy and to create a data-driven mindset within our movement, we're seeking out new and innovative ways to help advocates put our research into action. We'd like to conduct more research-driven, capacity-building workshops for our community, where advocates can learn how to apply our findings and other evidence-based insights to their active campaigns. Multigroup webinars or special presentations to high-impact organizations will enable our team to help advocates weave data into their strategies, ultimately making their work more effective. We currently do this as our capacity allows, but an expanded research team (see above) would allow us to offer this kind of support on a regular basis.

**Visual Resource Library:** We recognize it may be time-consuming for advocates to sort through the plethora of research studies and summaries we offer to synthesize results and findings in meaningful ways. We also know that people have different learning styles! In addition to written reports and resources, we try to engage advocates through interactive visuals, infographics and creative videos. Faunalytics' Community Survey of our audience has repeatedly found that advocates are seeking resources in visual formats. As such, we would like to greatly expand our series of educational videos highlighting research on farmed animal advocacy, as well as our collection of infographics. Ideally, we'd like to create an expansive visual resource hub, organized by various categories within effective animal advocacy featuring easily digestible and shareable takeaways for advocates based on the latest and most reliable research.

**Foster Communication and Collaboration Among Researchers:** Faunalytics would like to host an event that promotes communication and collaboration among researchers in the animal protection community. "BRAVE" (Bi-annual Research for Animals and Veganism Event, working title), would be a virtual event for research advocates and scholars to present their



research-in-progress. Currently, most research presentations and webinars in the movement focus on research that is at the point of publication. With this in mind, the content of BRAVE would instead emphasize research-in-progress, where scholars review the research they are currently working on and what advocates and other researchers should know. The goal is to create more transparency in the research community, to ensure everyone is aware of what's being done so that valuable time and resources in the movement are used as effectively as possible. This event would be a natural extension of RECAP (Research to End the Consumption of Animal Products), the group that Faunalytics' Research Director, Dr. Jo Anderson, co-facilitates. RECAP is a group of over 180 academic and advocate researchers working in the field, which currently has monthly meetings and a Slack workspace.

Scope Potential Impact of More Academic Publication: Currently, Faunalytics publishes our original research on Faunalytics.org, making our key findings and implications for advocates immediately available to the animal protection community. Although we sometimes invite academics to collaborate on studies and publish them in peer-reviewed journals (e.g., [cultivated meat research](#), currently in prep with our longitudinal study of new veg\*ns), we make these invitations ad hoc and somewhat rarely due to our limited time/capacity for navigating the academic publishing process. Our mission is to support animal advocates actively working on campaigns and programs to end animal suffering. At this time, we are not confident that taking staff time (and therefore, funding) away from our mission to focus on the time-consuming process of publishing in academic journals is an appropriate use of our resources. However, we recognize that there are benefits to having more of our research reviewed and published in academic journals, including the increased visibility and validity it gives to animal advocacy research. If we received a large amount of new funding, we would consider—and systematically analyze—how an increased focus on academic journal publication could be incorporated into Faunalytics' theory of change.

## Financial Information

### Which accounting method do you use or did you use in the following years?

	Cash basis accounting	Accrual accounting	Other
2019		X	
2020		X	
2021		X	

**Please complete the following table for your organization's annual financials. If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year 2019 to mid-2021. What do you expect these to be in 2021, 2022, 2023?**

Please indicate the currency you are referring to in your estimates: USD

	2019	2020	mid-2021	2021 (projection)	2022 (projection)	2023 (projection)
Total revenue	393,350	542,201	213,318	425,000	500,000	585,000
-thereof from donations (contributions)	374,826	529,975	194,727	402,000	477,000	562,000
-thereof from own work (earned income)	16,749	9,400	17,475	20,000	20,000	20,000
-thereof from capital investments (investment income)	1,775	2,826	1,116	3,000	3,000	3,000
Total expenditures	255,856	297,312	180,332	437,000	523,800	608,000
Financial assets (i.e., cash, savings, investments, etc.)	444,355	685,300	718,286	673,300	649,500	626,500
Non-financial assets > 10,000 USD	0	0	0	0	0	0
Liabilities (if any)	245	0	0	0	0	0
Total share of funding sources from large donations, i.e., all donations at least 20% of budget (specify source below, if possible)	27.9%	28.5%	27.5%	0%	0%	0%
Share of restricted donations (specify below, if possible)	41%	41.3%	5.8%	22.8%	20%	35.7%

**(Optional) Is there anything else you would like us to know about your financial situation?**

Faunalytics received a \$100,000 gift in fiscal year 2020 that is restricted to 2021 and 2022, hence the sharp increase in our 2020 total revenue from previous year, and the slight decrease from 2020 to 2021 in our projected revenue. We are currently in the process of hiring, and over the next two years we plan to hire additional research scientists. We are intentionally spending to a point where our reserves are approximately one year of operating expenses. At that time, we will reevaluate our assets and expenditures. In general, we maintain high reserves intentionally in order to cover year-to-year volatility and potential declines in revenue.

## Leadership Information

Please list the key members of your organization's leadership team, including (1) their name, (2) their role, and (3) the number of years they've been with your organization.

<b>Name</b>	<b>Role</b>	<b>Number of years with organization</b>
Caryn Ginsberg, MBA	Board President	7.5
Brooke Haggerty, MA	Executive Director	2.5
Jo Anderson, PhD	Research Director	4
Karol Orzechowski, MA	Content Director	6.5

Have you had a leadership transition in your Executive Director role (or equivalent) since the beginning of 2020? If yes, please describe the transition process.

No.

Please list the key members of your organization's leadership team, including (1) their name, (2) their role, and (3) the number of years they've been with your organization.

<b>Name</b>	<b>Role</b>	<b>Number of years with organization</b>
Caryn Ginsberg, MBA	Board President	7.5
Che Green	Founder and Board Treasurer	21
Sharie Lesniak	Board Secretary	16.5
Sarah Hanneken	Board Member	.5
Steve Schuster	Board Member	1
Mandy Weeks-Green	Board Member	7.5

Biographies available at <https://faanalytics.org/team/>.

## Human Resources

How many full-time staff, how many part-time staff, and how many contractors are currently employed/hired by your organization? Please specify by subsidiary, if applicable.

Full-time: 5 (in process of hiring one new full-time position)

Part-time: 0 (in process of hiring one new part-time position)

Contractors: 2

Biographies available at <https://faunalytics.org/team/>.

**Do you conduct surveys to learn about staff morale and work climate? If yes, please specify how often you conduct these surveys.**

Yes. Annually.

**Which of the following policies is your organization committed to in writing? Please select the policies that apply to your organization.**

***(You can optionally provide additional context or explanation in the text box below each policy.)***

- ✓ A workplace code of ethics or similar document that clearly outlines expectations for employee behavior
- ✓ A healthcare plan or healthcare reimbursement account
  - Faunalytics is in the process of establishing an HRA.
- ✓ Paid time off, sick days, and personal leave
- Paid family and medical leave
- ✓ Annual or more frequent performance evaluations
- ✓ Clearly defined essential functions, including written job descriptions, for all positions
- ✓ A formal compensation plan that is used to determine staff salaries
- ✓ A written statement that the organization does not discriminate on the basis of race, gender, sexual orientation, disability status, or other characteristics
- ✓ A simple and transparent written procedure for filing complaints
- ✓ Mandatory reporting of harassment or discrimination through all levels of the managerial chain, up to and including the board of directors
- ✓ Explicit protocols for addressing concerns or allegations of harassment or discrimination

- ✓ A practice documenting all reported instances of harassment or discrimination, along with the outcomes of each case
- ✓ Regular training on topics such as harassment and discrimination in the workplace
- ✓ An anti-retaliation policy protecting whistleblowers and those who report grievances
- ✓ Flexible work hours
- Paid internships (if the organization has interns; leave blank if it does not)
- ✓ A simple and transparent written procedure for submitting reasonable accommodation requests
- ✓ Remote work option
- ✓ Audited financial documents (e.g., for U.S. organizations, the most recently filed IRS form 990) available on the charity's website or GuideStar
  - Faunalytics' 990s are available on our website and on GuideStar, but Faunalytics' income threshold does not require an audit by the state of Washington.
- ✓ Formal onboarding or orientation provided to all new team members
- ✓ Funding for training and development consistently available to each employee
- ✓ A simple and transparent written procedure for employees to request further training or support

**(Optional) Is there anything else you'd like us to know about your organization's human resources policies?**

Faunalytics' Non-Discrimination & Anti-Harassment Policy and Research Ethics & Data Handling Policy can be found at <https://faunalytics.org/policies/>. Additional human resource policies are available to all employees, and publicly upon request.