

FIAPO's 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.

Program 1

Program name: Farmed Animals

Date commenced: November 2010

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.

Farmed animals, including bovine animals, birds and fish, are a major focus of our campaigns, legal action and policy work. This is because of the rise in consumption of meat, poultry and dairy in recent years, intensification of farming systems, as well as government incentives to grow these sectors. While our long-term goal is to end the use of animals in farming, our immediate objectives are to introduce rules against industrialization of India's dairy sector, starting with two states; make the use of sexed semen mandatory in commercial dairies in four states; get four states to provide infrastructure, funds and rehabilitation to bovines in distress; strengthen gaushalas; build a volunteer force in 10 cities to implement regulations for meat shops operating under illegal conditions; enforce regulations on the slaughter of large animals; build a framework for a campaign to ban live export of animals; encourage youth (18-35) to reduce consumption of animal products, and adopt a vegan or plant-based diet. We also collaborate with companies to reduce their consumption of animal products. We have published investigative reports on the dairy and aquaculture sectors, which is being followed by legal action and policy advocacy.

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

Yes. As a federation, we actively build the capacity of our members, and where relevant, collaborate with them. For example, our investigation into aquaculture was in partnership with All Creatures Great and Small.

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 FIAPO's Program Outputs document.](#)

Expenses (in INR):

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)
4386840	4623976	29177200	32094920	35304412

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

We plan to dramatically scale up our public campaigns to increase awareness on the rights of farmed animals. We will do this by increasing digital outreach, working with influencers, bringing in paid experts for knowledge dissemination, developing high quality knowledge resources that are made available on the FIAPO website, and building leadership skills and capacity in activists and volunteers. In the past 18 months, our campaigns had to move to the digital domain because of the prolonged Covid-19 pandemic. When conditions allow, we want to resume on-ground awareness building through volunteers and activists on the reality of diets that include animal products and the advantages of moving to a vegan diet. On legal and policy work, we have planned a range of proactive litigation and to respond to emergency requests on a larger scale, for which we need to engage a lawyer on a monthly retainer. At the national level, we are advocating with the Central government for the amendment and implementation of the Registration of Cattle Premises Rules in all states.

Program 2

Program name: Companion Animals

Date commenced: [Blank]

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.

FIAPO also works to reduce conflict between dogs and humans, through a first-aid programme rolled out by volunteers, improving shelters, promoting responsible pet ownership, and investigations on wild animals in pet trade. India leads the world in annual rabies deaths at 20,000. FIAPO seeks to foster peaceful coexistence between dogs and animals, educating those at risk of being bitten, counselling on the best course of action, and first aid and treatment. Our objectives are to ensure a systematic first aid program by building a volunteer network in 12 cities, provide grants to improve the quality of shelters, stop two cases of dog fighting for sport, pilot a campaign for responsible pet ownership, and conduct a national level investigation into the trafficking of wild animals as pets.

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

Yes. As a federation, we collaborate with members working on the ground with companion animals.

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 FIAPO's Program Outputs document.](#)

Expenses (in INR):

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)
3499972	131219	3994100	4393510	4832861

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

Our work on the ground had to switch gears because of Covid-19, and we plan to - when conditions allow - get back on track with our rabies free India campaigns on the ground. We did not let any of our staff go during the pandemic, and so our person working on rabies was redeployed; we will assess the staffing situation when work on the ground again becomes possible.

Program 3

Program name: Animals In Captivity

Date commenced: [Blank]

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.

FIAPO supports members in reducing human wildlife conflict, and to reduce the impact of people on wildlife. One of our objectives is to build public opinion and achieve legislative recognition for the personhood of animals, with an immediate focus on elephants. Another priority is to promote humane, legal, and efficient rescue and rehabilitation of urban wildlife, by training volunteer rescue workers who will work with the forest departments to ensure skills transfer.

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

Yes. As a federation, we support our member NGOs with training and advocacy and capacity building to reduce human wildlife conflict

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 FIAPO's Program Outputs document.](#)

Expenses (in INR):

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)
94500	-	1049400	1154340	1269774

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

We plan to pursue the litigation to ban Jallikattu, by engaging with various supportive groups, ensuring media coverage and building public opinion, as well as other cases involving animals in captivity such as circuses, the use of battery cages. We plan to increase our capacity for litigation, both in hiring lawyers to fight cases, file RTIs and to provide legal support to members.

Program 4

Program name: Plant-Based Work

Date commenced: [Blank]

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.

In addition to our public campaigns to encourage people to adopt a cruelty-free and plant-based (vegan) diet, which comes under the purview of our work with farmed animals, FIAPO focuses on providing alternatives to meat and animal-based products to make the transition to a cruelty-free lifestyle accessible and affordable.

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

Yes. The vegan businesses to whom we offer mentorship, training and handholding

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 FIAPO's Program Outputs document.](#)

Expenses (in INR):

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)
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174053	3472716	[Blank]	[Blank]	[Blank]
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How, if at all, do you plan to expand/shrink this program between now and the end of 2023, including new hires?

FIAPO's strategy envisages extending our outreach by collaborating with knowledge partners, mentors and experts for technology, marketing and branding, as well as players in the supply chain and front-end deliverers. One of our concrete objectives is to get strategic stakeholders to be part of the jury panels, such as with the FSSAI. We plan to publish a whitepaper on the landscape of the Indian plant-based businesses, industry insight reports, create strategic alliances to roll out research advisory services, start The Plant Factor chapters in other cities.

Program 5

Program name: Movement Building

Date commenced: [Blank]

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.

FIAPO is a movement across India of people and organisations working for the rights of all animals. While growing our base of member organisations and activists, we build their capacity and leadership skills to support the work they do with animals. One of our objectives is to strengthen our processes for membership recruitment, strengthen and expand the services we offer members, strengthen the orientation and schemes offered to activists, and empowering members to share their knowledge, raise awareness and strengthen the network.

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

Yes. Member organisations - we build their capacity, make knowledge resources available, and support them in their campaigns

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 FIAPO's Program Outputs document.](#)

Expenses (in INR):

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)
24388	488167	5079800	5587780	6146558

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

We plan to increase the services we provide members, ranging from end-to-end legal services to digital services, a magazine, and engaging members in our campaigns, especially for farmed animals.

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

[Blank]

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

[Blank]

Subsidiaries

Where are your headquarters located?

New Delhi, India

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.

[Blank]

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. We have established new in-house communications/ marketing and fundraising teams, which add to our administrative expenses and are not covered under any program. This will help us streamline internal and external communication, focus on systems and processes for donor relationship management, and recharge fundraising to enable us to get back on the growth path that was affected by the Covid-19 pandemic. In addition, we are undergoing an organization-wide transformation that will revitalize leadership, processes and structures, and manage change. “ziel gerecht”, an organizational transformation firm specializing in animal rights, has been working with FIAPO over six months to develop a plan for change management, aimed at creating a foundation for our strategy and growth.

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?

Due to the Covid-19 pandemic, we lost our CSR funds worth USD 159,000 to the Prime Minister's Relief Fund to help underprivileged people during the pandemic. The donations from high net worth individuals has also reduced because of the financial troubles they face in their own businesses as a result of the pandemic. Donations to campaigns have significantly reduced. We have established an inhouse communications and fundraising team to set and implement a clear strategy through this period of change. We are current evaluating the gaps in funding for current programmes as well as the gaps in funding for future work in our strategic plan.

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: INR

	2019	2020	mid-2021	2021 (projection)	2022 (projection)	2023 (projection)
Total revenue	52019095	14622259	17087625			
-thereof from donations (contributions)						
-thereof from own work (earned income)						
-thereof from capital investments (investment income)						
Total expenditures	30418794	11334990	12668538			
Financial assets (i.e., cash, savings, investments, etc.)	45907178	49167947	50225451			
Non-financial assets > 10,000 USD	1369310	1217095	147837			
Liabilities (if any)						
Total share of funding sources from large donations, i.e., all donations at least 20% of budget (specify source below, if possible)						
Share of restricted donations (specify below, if possible)						

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

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.

- Bharati Ramachandran, CEO Beenish Khan, Director - HR and Operations
- Sirjana Nijjar, Director - Programmes
- Shweta Kavishwar, Head - Campaigns
- Shiv Kumar Sharma, Director - Finance
- Sonal Saigal - Head - Marketing

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.

Yes. The previous executive director, Varda Mehrotra, left FIAPO in June 2021, owing to personal reasons and after a complete handover. The Board appointed Vasanthi Vadi, a long-term Board member with FIAPO, as interim Executive Director. The Board formed sub-committees for programme, fundraising, and other areas, and worked to support FIAPO's leadership team until a permanent ED was recruited. On 1 September, 2021, Bharati Ramachandran was appointed CEO of FIAPO.

Please provide a list of board members, including (1) their names, (2) their roles on the board, and (3) the number of years they've been with your organization. If this information is available online, feel free to simply provide a link.

- <https://www.fiapo.org/fiaporg/our-board-and-advisors-2/>

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.

FIAPO currently has 40 full-time staff.

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

Yes. We initiated a journey of discovery in December 2020 with ziel gerecht, a consulting firm, and on the basis of the study, have initiated a process of organisational transformation.

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.)

<input checked="" type="checkbox"/>	A workplace code of ethics or similar document that clearly outlines expectations for employee behavior
<input checked="" type="checkbox"/>	A healthcare plan or healthcare reimbursement account
<input checked="" type="checkbox"/>	Paid time off, sick days, and personal leave
<input checked="" type="checkbox"/>	Paid family and medical leave
<input checked="" type="checkbox"/>	Annual or more frequent performance evaluations
<input checked="" type="checkbox"/>	Clearly defined essential functions, including written job descriptions, for all positions
<input checked="" type="checkbox"/>	A formal compensation plan that is used to determine staff salaries
<input checked="" type="checkbox"/>	A written statement that the organization does not discriminate on the basis of race, gender, sexual orientation, disability status, or other characteristics
<input checked="" type="checkbox"/>	A simple and transparent written procedure for filing complaints
<input checked="" type="checkbox"/>	Mandatory reporting of harassment or discrimination through all levels of the managerial chain, up to and including the board of directors
<input checked="" type="checkbox"/>	Explicit protocols for addressing concerns or allegations of harassment or discrimination
<input checked="" type="checkbox"/>	A practice documenting all reported instances of harassment or discrimination, along with the outcomes of each case
<input type="checkbox"/>	Regular training on topics such as harassment and discrimination in the workplace
<input checked="" type="checkbox"/>	An anti-retaliation policy protecting whistleblowers and those who report grievances <i>We are working on this policy right now.</i>
<input checked="" type="checkbox"/>	Flexible work hours
<input checked="" type="checkbox"/>	Paid internships (if the organization has interns; leave blank if it does not)
<input checked="" type="checkbox"/>	A simple and transparent written procedure for submitting reasonable accommodation requests
<input checked="" type="checkbox"/>	Remote work option

<input checked="" type="checkbox"/>	Audited financial documents (e.g., for U.S. organizations, the most recently filed IRS form 990) available on the charity's website or GuideStar
<input checked="" type="checkbox"/>	Formal onboarding or orientation provided to all new team members
<input checked="" type="checkbox"/>	Funding for training and development consistently available to each employee
<input type="checkbox"/>	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?

[Blank]