

# Wild Animal Initiative'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.*

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## Program 1

**Program name:** Grantmaking

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**Date commenced:** April 2021

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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.

Our grantmaking program funds academic research on high-priority questions in wild animal welfare research. The core goals of this program are to:

- (1) Advance our understanding of the fundamental concepts, methods, and preliminary interventions that will most rapidly accelerate progress in the field.
- (2) Encourage further research on high-priority questions.
- (3) Empower researchers to explore topics neglected by other funders.

To accomplish these goals, we:

- (1) Call for proposals on key topics, then fund the most promising projects.
- (2) Fund PhD and postdoctoral positions for mission-aligned researchers.
- (3) Opportunistically fund exceptionally promising projects on an ad-hoc basis. We fund research worldwide. So far, we have made grants to researchers at institutions in the U.S., the U.K., and France.

**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 Wild Animal Initiative's 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)
\$0	\$3,952	\$72,484	\$1,673,564	\$1,750,000

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

EXPAND (1) Call for proposals. Run quarterly calls for proposals (CFPs) on high-impact research areas (Q3 2021–Q3 2023). We will fund 1–5 projects per CFP, depending on the quality of the proposals and the size of the grants, with disbursements awarded about six months after each CFP announcement.

ADD (1) Early-career researcher fellowships. Fund 6–20 PhD and postdoctoral positions for highly mission-aligned researchers (beginning early 2022). Through our researcher services program, we will identify candidates, help them develop effective research plans, and match them with appropriate mentors.

HIRE (1) Communications Manager. Increase program publicity across a range of platforms. Approximately half their time will be spent on grantmaking-related activities: writing promotional materials, placing paid advertising, designing web pages, planning informational webinars, and attracting earned media. (2) Grants and Fellowships Manager. Manage CFPs and early-career researcher fellowships. (3) Grants Administrator. Administer grantmaking operations.

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## Program 2

**Program name:** Researcher services

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**Date commenced:** June 2019

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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.

Our researcher services program supports the professional needs of researchers focusing on wild animal welfare. The core goals of this program are to:

- 1) Increase the number of researchers pursuing careers in wild animal welfare.
- 2) Leverage the expertise of researchers working in relevant fields.
- 3) Cultivate a funding ecosystem diverse enough to sustain a thriving interdisciplinary field.

To accomplish these goals, we:

- 1) Advise researchers on strategies to pursue a career in wild animal welfare.
- 2) Work with researchers to develop proposals that capitalize on their expertise, address impactful research questions, and meet our rigorous standards for ethical animal research.
- 3) Connect researchers to other sources of funding by introducing them to mission-aligned foundations or assisting them with crowdfunding.
- 4) Help funders evaluate wild animal welfare research proposals. We support researchers worldwide. So far, we have collaborated with researchers at institutions in the U.S., the U.K., Canada, and Poland.

**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 Wild Animal Initiative's 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)
\$73,533	\$33,072	\$72,145	\$156,000 – \$308,000	\$160,000 – \$460,000

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

EXPAND (1) Career advising. Streamline and scale our process for providing career advice.

ADD (1) Open-access resources. Publish resources on our website, including a literature database, curated project ideas, job opportunities, and funding sources. (2) Skills training. Equip researchers with the skills to conduct rigorous and ethical research in new areas. Offer written materials, courses, and lists of external resources. (3) Student programs. Offer educational programs to high school and undergraduate students.

HIRE (1) Career Advisor. Develop and provide career advice. Recruit participants. (2) Director of Researcher Services. Direct our researcher services program. (3) Fellowship Administrator. Administer our fellowship operations. (4) Humane Methods Researcher. Review existing work on humane research methods. Research emerging and novel approaches in neglected areas (e.g. noninvasively tracking free-ranging animals). Write guidelines and instructional materials for researchers. (5) Humane Methods Instructor. Plan, advertise, and administer workshops and courses to train researchers in humane methods.

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**Program 3**

**Program name:** Outreach

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**Date commenced:** January 2020

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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.

Our outreach program provides opportunities for researchers to begin engaging with wild animal welfare. The core goals of this program are to:

- 1) Spread awareness of the concepts, social value, and intellectual merit of wild animal welfare research.
- 2) Identify and connect with researchers with high potential to contribute to research and field-building.
- 3) Build mutually beneficial relationships with researchers by offering them low-cost ways to contribute to the field.

To accomplish these goals, we:

- 1) Give talks, present posters, attend workshops, and network at academic conferences.
- 2) Reach out directly to researchers with relevant expertise.
- 3) Solicit input and manuscript review from researchers.
- 4) Co-author papers with researchers.
- 5) Invite researchers to serve on our Advisory Panel. We engage researchers worldwide. So far, we have met with researchers from institutions in the U.S., the U.K., France, the Netherlands, Canada, Mexico, Germany, Portugal, Sweden, New Zealand, Switzerland, and South Africa.

**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 Wild Animal Initiative's 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)
\$63,905	\$18,155	\$57,539	\$140,000 – \$325,000	\$145,000 – \$495,000

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

EXPAND (1) Contact directory. Expand and publicize our directory of wild animal welfare researchers to facilitate collaboration and networking.

ADD (1) Annual conference. Convene an annual conference to allow wild animal welfare researchers to share updates, exchange ideas, and build relationships. (2) Seminar series. Organize a seminar series featuring lecturers on a range of wild animal welfare topics. (3) Course materials. Write syllabi and other materials for courses or modules on wild animal welfare, identify interested professors, and help them incorporate the materials into their teaching.

HIRE See Part 2 of our Explanatory Notes for future plans to hire for this program (uploaded as additional program documentation).

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## **Program 4**

**Program name:** Internal Research

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**Date commenced:** January 2020

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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.

Our internal research program produces original research in order to guide our work and catalyze academic conversations. The core goals of this program are to:

- 1) Develop ideas for high-impact research projects to fund and services to offer.
- 2) Identify and spotlight subjects, methods, and thought leaders with high potential to advance the field of wild animal welfare research.
- 3) Demonstrate the diversity of possible research directions in wild animal welfare and the connections to better-known research areas.

To accomplish these goals, we:

- 1) Research and write literature reviews, modeling articles, theory articles, and opinion articles.
- 2) Publish our research products in peer-reviewed journals when they fit clearly within existing disciplines or methods.
- 3) Self-publish our research when it is highly interdisciplinary or speculative. Our internal research program is carried out by team members in the U.S., the U.K., and Sweden.

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

Yes.

See our coalition strategy program outcomes for detailed information on who we collaborate with and how.

**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 Wild Animal Initiative's 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)
\$200,379	\$56,326	\$109,095	\$165,000 – \$440,000	\$170,000 – \$720,000

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

EXPAND (1) Priorities research. Scale and focus more of our internal research on prioritizing themes for our CFPs to ensure our grantmaking resolves key bottlenecks across the full breadth of the field.

ADD (1) Field growth monitoring. Produce reports summarizing the state of the field and cataloguing research developments.

HIRE (1) Research Project Manager. Manage our expanded internal research team. Work with the Director of Scientific Affairs to set our research agenda. Coordinate with Research Leads to secure grants and execute the research agenda. (2) Research Leads (5 hires). Manage small

teams of experts to conduct research in their area of expertise: veterinary medicine and physiology, animal welfare science, ecology and evolution, modeling and system dynamics, or neuroscience and cognitive science. (3) Research Specialists (12 hires). Conduct internal research, specializing in one of the five categories above.

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## Program 5

**Program name:** Coalition strategy

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**Date commenced:** January 2020

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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.

Our coalition strategy program coordinates with allies to optimize our collective impact. The core goals of this program are to:

- 1) Build and maintain relationships with organizations and individuals who support our vision for wild animal welfare.
- 2) Coordinate complementary research and advocacy projects, enabling each group to play to their strengths and use resources efficiently.
- 3) Foster a diversity of approaches while avoiding unilateral actions that have major preventable consequences for the rest of the movement.

To accomplish these goals, we:

- 1) Hold monthly calls and co-organize quarterly meetings with leaders of allied organizations to share updates, ideas, and solutions.
- 2) Solicit feedback from allies on manuscript drafts, and give feedback on theirs.
- 3) Present our work and host discussions at conferences and events hosted by allied organizations. We coordinate with allies worldwide. So far, we have met with allies in the U.S., the U.K., Canada, Spain, and Germany.

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



Yes.

The core activities of our coalition strategy program are conducted in collaboration with Rethink Priorities. This includes meeting amongst ourselves and convening discussions with other allies.

**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 Wild Animal Initiative's 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)
\$19,172	\$5,426	\$22,004	\$45,000 – \$111,446	\$48,800 – \$194,000

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

EXPAND (1) Include more conservation organizations in our coalition. (2) When appropriate, expand our coalition meetings into an open conference for those working on wild animal welfare advocacy and movement growth.

ADD (1) In collaboration with allies and funders, we are exploring whether the wild animal welfare movement would benefit from launching one or more new organizations, such as (i) a private company inventing, manufacturing, or marketing humane pest control methods; (ii) an incubator for startups implementing wild animal welfare interventions; or (iii) a political advocacy nonprofit advancing wild animal welfare policy priorities through litigation, grassroots campaigns, or lobbying. As appropriate, we could conduct background research, design strategy, find funding, assemble a founding team, and advise the new organization.

HIRE (1) Advocacy director. Broaden our coalition to include more conservation and environmental organizations. (2) Movement growth researcher. Generate, evaluate, and develop ideas for new projects, programs, or organizations.

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

## THEORY OF CHANGE

Alleviating wild animal suffering is incredibly complicated. But because more than 99.9% of Earth's vertebrates live in the wild, there are tremendous opportunities to do good if we can figure out how. That is why all our programs are aimed at building an academic field dedicated to wild animal welfare. The cycle of academic debate and discovery can continuously drive change on problems that could take years or decades to solve. Therefore, we measure the success of our programs in terms of their contributions to this research community. In contrast, our programs' short-term impact on wild animals is only a secondary consideration. We take this approach because we believe wild animal suffering is an urgent moral issue, and because we believe academic field-building is the fastest way to reduce as much suffering as possible.

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

- [1 - Explanatory Notes](#)
  - [2 - Research Fund: Goals and Proposed Budget](#)
  - [3 - WAI's Process for Calls for Proposal](#)
  - [4 - WAI Public Policy Program: Planning Update](#)
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## 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.

Yes. We believe public policy is a neglected and tractable area for the wild animal welfare movement. We are evaluating whether to launch an additional WAI program to engage more directly with public policy, help another nonprofit launch such programs, or launch a new organization dedicated to such programs. See our Public Policy Program Planning Update uploaded as additional program documentation for details.

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 remain deeply committed to sustainable organizational growth. Without the support of our capacity-building staff, the work of our programmatic staff would be far less impactful, and may not be possible at all. Building capacity across our programs requires investing in:

- 1) Human capital: Staff and systems to support hiring, management, and training.
- 2) Fundraising: Staff and systems to retain our current donors and expand our donor base beyond the EAA community.
- 3) Operations: Staff and systems to retain our nimbleness even as we grow.

- 4) Communications: Staff and systems to bridge the gap between our team and the stakeholders we help.

## 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	\$717,020	\$605,883	\$4,281,300	\$4,327,567	\$850,000	\$900,000
-thereof from donations (contributions)	\$717,018	\$605,880	\$4,281,300	\$4,327,244	\$849,750	\$899,900
-thereof from own work (earned income)	\$0	\$0	\$0	\$0	\$0	\$0
-thereof from capital investments (investment income)	\$2	\$3	\$110	\$323	\$250	\$100
Total expenditures	\$341,809	\$528,945	\$158,268	\$495,006	\$2,360,104	\$2,585,379
Financial assets (i.e., cash, savings, investments, etc.)	\$432,378	\$509,682	\$4,632,698	\$4,342,243	\$2,832,139	\$1,146,760
Non-financial assets > 10,000 USD	\$0	\$0	\$0	\$0	\$0	\$0
Liabilities (if any)	\$12,150	\$12,516	\$32,750	\$13,000	\$13,400	\$13,800
Total share of funding	80.0%	39.0%	81.8%	0.0%	58.8%	66.7%

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)	\$39,200	\$0	\$3,500,000	\$1,750,000	\$0	\$0

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

(1) WAI’s new salary algorithm allows us to precisely predict the costs of salaries:

<https://tinyurl.com/ygqa5ma3>

(2) Room for more funding: As the field and our organization grow, so will our room for more funding. There will be greater demand for our services, research, and new programs — and starting 2022 we will be equipped to respond to this increased growth. But we do not expect the growth of general donor interest to be equal to the initial growth of our field. To prevent having to abort our plans before they are fully executed, we will continue to need support from within EAA while increasing our outreach to outside funders and building our reserves.

(3) Development:

- WAI’s largest funder, Open Philanthropy, restricts their grants for our Grantmaking program.
- Our second-largest funder, Animal Welfare Fund, increased their grant in 2021, but plans to start weaning us off in 2022.
- Our unique number of donors has grown to 653, thanks to ACE, but still come mostly from EAA.

(4) Reserves: As an innovative start-up, we need to be prepared for the unforeseen and be flexible to grab unexpected opportunities. WAI aims to maintain twelve months of runway.

## 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.

Name	Role	Number of years with organization
Michelle Graham	Executive Director	2 years (since March 10, 2019)
Cameron Meyer Shorb	Deputy Director	2 years (since July 22, 2019)

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.

<b>Name</b>	<b>Role</b>	<b>Number of years with organization</b>
Christine Perry	Board President	0.7 years (since November 6, 2020)
Josh You	Board Secretary	1 year (since March 21, 2020)
Stien van der Ploeg	Board Treasurer	0.3 years (since March 10, 2021)
Emily Hatch	Immediate Past Board President	1 year (since March 21, 2020)
Ignacio Moore	Board Member	1 year (since July 8, 2020)
Nikolai Gates Vetr	Board Member	0.7 years (since November 6, 2020)

## **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.**

3 FT staff, 3 PT staff, 1 FT staff member with signed contract (hire pending USCIS authorization). Of these, 2 are employed via a subsidiary (Safeguard Global) that provides international employment. They are classified as contractors on our 990. We also are employing 1 intern this summer (PT).

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

Yes. Annually.