



ANIMAL CHARITY
EVALUATORSSM

ALBERT SCHWEITZER FOUNDATION QUESTIONNAIRE, 2019

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BUDGET AND RESOURCE ALLOCATION

Budget information

1.1 | What were your charity's total expenditures in 2018?

€1,800,720 (preliminary results)

1.2 | What were your charity's total expenditures in the first six months of 2019?

€1,145,492

1.3 | What was your charity's total revenue in 2018?

€2,002,128 (preliminary results)

1.4 | What was your charity's total revenue in the first six months of 2019?

€1,237,157

1.5 | What were your charity's other assets in 2018?

Total assets: €1,480,000 (of which €1,393,000 cash & equivalents and €87,000 other assets)

1.6 | What were your charity's other assets in the first six months of 2019?

Total assets: €1,325,000 (of which 1,242,000 cash & equivalents and €83,000 other assets)

1.7 | Did your charity receive any large (>20% of its budget) grants in the past two years?

The largest grants—by far—came from Open Philanthropy (each grant made for two years):
<https://www.openphilanthropy.org/giving/grants>

1.8 | If your charity receives any restricted donations, approximately how much did it receive in the past year, and what programs did that support?

No relevant amounts. Individual donors rarely restricted their donations to programs we let them chose from. The largest program was corporate work (€87 k from many individual donors).

1.9 | If your charity has any revenue-generating programs, how much revenue did they generate in 2018 and the first six months of 2019?

2018: €6,999

1st half of 2019: €3,439

We don't pursue any commercial activities. However, German tax law requires us to classify the above figures (shop for T-Shirts and outreach materials for activists etc.) as commercial revenue.

1.10 | Did you set a fundraising goal for last year? If so, did you meet it?

Goals:

- Reach €100k recurring donations per month. We reached €97.6k.
- Reach €250k donations from large donors. We reached €256k.
- Reach €2.28m income in total. We reached €2.0m.

1.11 | Do you expect your funding situation in the coming year to differ significantly from the situation in the past few years? If so, how?

Fundraising was slow in the first half of 2019 because our fundraiser switched roles internally to become our Head of HR. We hired a new Head of Fundraising in July 2019 who (obviously) needs a while to get up to speed. We do, however, have a strong base of regular donors which makes it relatively easy to handle such transitions as our revenue numbers show.

1.12 | (Optional): Is there anything else you'd like us to know about your charity's funding situation?

We only have preliminary results for 2018 as of yet because our tax advisor lost the person who did our bookkeeping (this person was "head-hunted"). This has led to a delay in producing (and later auditing) our final numbers for 2018.

Staff resources

1.13 | How many full-time staff are currently employed by your organization?

30

1.14 | How many part-time staff are currently employed by your organization?

4

1.15 | How many paid interns are currently working with your organization? (Please provide estimates for average number of working hours per week, if possible.)

9 interns through a government-support program; 35 hours per week

1.16 | How many unpaid interns or other volunteers are currently working with your organization? (Please provide estimates for average number of working hours per week, if possible.)

0

1.17 | (Optional): Is there anything else you'd like us to know about your charity's staff and volunteers?

Breakdown of full-time staff:

- 25 in Germany
- 5 in Poland

In addition to the 4 part-time staff (all Germany), we have a couple of people working only a few hours per week less than full-time (3-5 hours less). We included them in the full-time number.

Paid interns:

We use a governmental program for this and the interns stay with us for 6 to 18 months. We have hired quite a few staff after their internships.

Programs and activities

1.18 | Which programs/interventions does your charity employ, *investing at least 10% of its annual budget and/or staff time*?¹

- Legal work for animals
- Obtaining corporate commitments to higher welfare
- Protests

1.19 | (Optional): Is there anything else you'd like us to know about your charity's programs?

Most of our protests are around corporate campaigns.

We do work that—we think—qualifies as “capacity building,” but couldn’t find the right options in the survey. This work includes: coordinating corporate broiler campaigns across Europe, working with other groups to improve quality management in the movement (currently Germany only), giving workshops on burnout prevention (currently Germany only), doing intersectional work in Poland, evaluating our work and sharing results with other groups where it makes sense, doing animal welfare research (less than 10% of budget) and sharing research results with other groups where it makes sense. Combined, these activities amount to more than 10% of our budget.

¹ This question was initially presented with multiple choice options. Charities were able to select as many options as they wanted and write in additional responses. Here, we only present the responses they selected and/or added; this is not a complete list of the options that charities were given.

LEADERSHIP AND STRATEGY

Staff leadership

2.1 | Please identify 1–5 key members of your organization’s leadership team. You may wish to include only the President/Executive Director, or you may wish to include department directors and/or country directors. Below, for each leader, please list: (1) their name, (2) their role, (3) the number of years they've been with your organization, and OPTIONALLY (4) a brief description of their leadership style.

1. Mahi Klosterhalfen, CEO & President, 11 years
2. Silja Kallsen-MacKenzie, International Director of Corporate Outreach, 9 years
3. Carsten Halmanseder, Campaigns Director, 8 years
4. Konstantinos Tsilimekis, COO, 8 years
5. Karolina Skowron, Country Director Poland, 2 years (ever since we launched the Polish foundation)

Board

2.2 | Please provide a list of board members and brief descriptions of their occupations or backgrounds (job titles/industries or links to LinkedIn are sufficient). If this information is available online, feel free to simply provide a link.

<https://albertschweitzerfoundation.org/about-us/team/board>

Strategic planning

2.3 | Does your organization have a strategic plan?

Yes

2.4 | If your organization has a strategic plan, please provide a link here or email it to us.

The strategic plan was provided to ACE via email.

2.5 | As an organization, what are your most important goals for the coming year? If we've previously evaluated your organization, have your goals changed since then?

The nature of the goals hasn't changed.

Important goals for 2019 are:

- Secure 20 broiler commitments worth 100 "priority points" (internal company ranking from 0 to 10). We're well on track and might raise this.
 - 10 commitments to come through corporate outreach (the number is probably going to be higher as our campaigns impress a lot of companies)
 - 10 commitments to come through corporate campaigns²
- Secure 3 cage-free (mostly international) commitments from German companies - this is to (more or less) finish up the cage-free work in Germany.
- Secure 15 cage-free commitments in Poland
- Finalize the victory of improved rearing (!) standards for 81 million hens through the KAT system. (Many improvements to be immediate, stocking density to be gradually reduced to 18 young hens per m² until 2024).
- Agree on the goal to introduce stunning for two fish species within our Aquaculture Welfare Initiative (all German retailers, some international ones)

Important goals for 2020 are:

- Secure 30 broiler commitments worth 150 "priority points"
- Improve the welfare standards for 81 million adult (!) laying hens through the KAT system.
- Secure 20 cage-free commitments in Poland or 3 broiler commitments, if we decide to move on to broilers (the broiler launch might be slow as it was slow in almost every European country)
- Implement stunning for two fish species within the policies of our Aquaculture Welfare Initiative retail members
- Agree on the goal to introduce stunning for at least two additional fish species within our Aquaculture Welfare Initiative
- Agree on at least one additional welfare goal such as water quality or oxygen levels within our Aquaculture Welfare Initiative (all German retailers, some international ones)

Note that we haven't finalized all of our 2020 goals yet, so there are more to come.

² Since the time of completing this questionnaire, ASF has added the following information: "The fact that we're running campaigns leads to more companies committing without us launching campaigns (as companies like to avoid campaigns). [...] We might change the goals to 15 through outreach and 5 through campaigns or something like that."

Collaborations

2.6 | Is your organization engaged in collaborations with other advocates or advocacy groups? If so, which ones?

Yes.

Internationally mostly through THL and Open Wing Alliance (where we coordinate European broiler campaigns). We also have friendly relationships with many other groups and share experience, knowledge, strategies etc. on a loose basis. Examples are: Animal Equality, CIWF International (Mahi is a member of the board of trustees), Anima/Open Cages, GFI, ProVeg International.

In Germany, we work with almost all relevant groups either on a loose or on a regular basis. The latter includes working with Minding Animals Germany; a roundtable to work on quality management; and a coalition that works on lobbying/lawmaking issues (<https://www.buendnis-fuer-tierschutzpolitik.de/>). One important role of ASF in the German movement is to build bridges between different groups (such as animal rights and animal welfare groups). The German movement has become a lot more cooperative in the last decade and we think (though hard to measure) that ASF has played a role in this.

In Poland, we also work with many relevant groups such as CIWF PL, ProVeg PL, Otwarte Klatki, Viva. We also do intersectional work with groups from the women's empowerment/feminist, the LGBTQIA, and other social justice movements.

2.7 | In the past three years, has your organization worked with any external advisors or consultants? Please provide details.

- Talents4Good (an agency specialized in supporting the HR work of NGOs): help with redesigning our salary structure (to be completed later this year).
- The Culture Institute: help with identifying and improving the culture at ASF.
- Shifting Values: some work on including animal welfare standards into the work of European Finance Institutions
- LARA - a specialist department on sexualized violence: workshop for the entire German team & help with our internal policy

CULTURE AND HUMAN RESOURCES

Culture

3.1 | Do you have a workplace code of ethics or a similar document that clearly outlines expectations for employee behavior?

Yes, we have a code of conduct (let us know if you require a translation) and we have a policy to prevent sexualized violence.

3.2 | Do you regularly interview staff or conduct surveys to learn about staff morale and work climate?

We did interviews and surveys this year (in preparation to our culture and compensation scheme work) and in recent years. Most (or even all) managers also include morale and work climate in feedback meetings (feedback usually goes both ways here). We don't however, have a system yet that makes 100% sure everyone is asked on a regular basis. We took your question as an opportunity to start discussing that.

3.3 | (How) do you integrate and encourage diversity practices within your recruitment and hiring process?

Our statute states: "The foundation [...] aims to reduce the legal inequality and actual harm to which fellow beings are exposed due to their specific identity and/or religion, their race, their gender, their nationality and/or certain physical or psychological peculiarities."

Our job offers now also include a statement on Diversity, Equity and Inclusion (DEI). Let us know if you need a translation.

DEI is also one of the topics our new Head of HR is working on, so there's more to come.

Human resources policies

3.4 | How much time and funding is allocated for the professional development of staff?

Our guidance is 5–15% of the time of each staff member, depending on the need.

We also explicitly tell staff about the German national program of paid time off for professional development (10 days each two years).

Our budget is €500 per year per staff member and the possibility to go beyond that if needed.

3.5 | Do you offer a health care plan or a healthcare reimbursement account?

Yes. Health care is mandatory in Germany and the standards seem to be very high compared to most other countries. German staff get some extras on top - i.e. ASF pays for vitamin D and B12 checkups which are usually not covered by the German healthcare system.

Polish staff receive an upgrade to improve the (not fully satisfactory) level of the national healthcare system and the extras of the German staff.

3.6 | How many days of paid time off, sick days, and personal leave do you offer full-time employees per year?

- 24 days paid time off per year (this probably sounds like a lot to US citizens, but it's more on the low end in Germany where 20 days are mandatory and many companies/organizations give much more).
- Unlimited paid sick days (that's the law in Germany).
- We don't differentiate between paid time off and personal leave (both are paid), so this is included in the 24 days mentioned above.

3.7 | List of HR policies³

- All positions have clearly defined essential functions with written job descriptions
- Staff salaries are determined by a formal compensation plan
- A written statement that your organization does not discriminate on the basis of race, sexual orientation, disability status, or other characteristics
- A written statement supporting gender equity and/or discouraging sexual harassment
- A simple and transparent written procedure for filing complaints
- Explicit protocols for addressing concerns or allegations of harassment or discrimination
- Regular, mandatory trainings on topics such as harassment and discrimination in the workplace
- An anti-retaliation policy protecting whistleblowers and those who report grievances
- Flexible work hours
- Internships are paid (if your organization has interns; leave blank if it does not)
- Paid family and medical leave
- Simple and transparent written procedure for submitting reasonable accommodation requests
- Remote work option is available

³ This question was initially presented with multiple choice options. Charities were able to select as many options as they wanted and write in additional responses. Here, we only present the responses they selected and/or added; this is not a complete list of the options that charities were given.

- Audited financial documents (including the most recently filed IRS form 990) are available on the charity’s website
- Formal orientation is provided to all new employees
- Funding for training and development is consistently available to each employee
- Funding is provided for books or other educational materials related to each employee’s work
- Paid trainings are available on topics such as: diversity, equal employment opportunity, leadership, and conflict resolution
- Paid trainings in intercultural competence (for multinational organizations only)
- Simple and transparent written procedure for employees to request further training or support

Comments on the checklist above:

We do have regularly scheduled performance evaluations, but no written policy about that.

Staff also have the option to report problems etc. anonymously. We didn’t check that box because we don’t have a proper “system” for that.

We currently decided against mandatory reporting of harassment or discrimination through all levels of the managerial chain, up to and including the board of directors. This probably has a cultural and somewhat legal background: German levels of offender protection seem to be much higher than in the US. For example, names and pictures of offenders are often published in the US. This would be illegal in Germany. We currently decide on a case by case basis on who gets informed about what (with the total case number currently being 1).

Our understanding of the German law is that we cannot document all reported instances of harassment or discrimination, along with the outcomes of each case. This depends on the outcome: If a case should ever be reported and later be dismissed, we must not document anything about the alleged offender.

Internships are generally paid. There are rare cases where students do internships as part of their studies. These are not paid and we think that that’s the norm and that it might not even be possible to pay these students. We’ll look into it, though.

We do publish audited financial information. However, form 990 doesn’t seem to apply to us/groups from outside the US.

3.8 | If your organization has an employee handbook or written list of policies, please provide a link here or email it to us.

The employee handbook was provided to ACE via email.

3.9 | Is there anything else you'd like us to know about your organization's human resources policies?

We support staff financially who make use of the governmental retirement saving program: ASF benefits financially from this and we add all benefits to the staff savings.

We have a "€100 rule" where all staff can make purchases within this amount without questions asked. We introduced this rule after hearing that a large environmental organization has extremely old keyboards that nobody likes and that there's no budget to replace the keyboards. We want our staff to be able to solve minor issues like these without any discussions.