



ANIMAL CHARITY
EVALUATORSSM

FEDERATION OF INDIAN ANIMAL PROTECTION ORGANISATIONS QUESTIONNAIRE, 2019

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BUDGET AND RESOURCE ALLOCATION

Budget information

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

INR 3,52,14,811; USD 509,474

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

INR 84,78,557; USD 122,664

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

INR 4,29,61,367 ; USD 621,548

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

INR 2,90,16,267; USD 419,795

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

RINR 2,34,279; USD 3,389

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

INR 5,38,355; USD 7,788

There is no such provision in India accounting to create a reserve as such, however I understand the principle and to achieve that cushion, we do maintain such funds. Our cash reserves are 185,200 USD.

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

Yes, from private foundations and institutional organizations.¹

¹ FIAPO confidentially provided ACE with more detailed information regarding the large grants they've received in the past two years.

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?

We received restricted income for farmed animals and companion animals.²

Farmed animal work included legislative work, policy advocacy for dairy and slaughter reform, movement building for farmed animals, grassroots outreach, mass media advocacy for veganism, research, and corporate outreach.

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?

Not Applicable

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

Yes.

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?

We aren't expecting a change this year, but we are expanding our fundraising strategy so we expect in the next few years to have multiple channels/reduced risk.

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

Staff resources

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

We currently have 30 employees.

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

We have 2 part-time employees.

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.)

An average of 1 for each month

² FIAPO confidentially provided ACE with more detailed information regarding the restricted donations they've received in the past two years.

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.)

Yes. Over 1,000 volunteers and activists campaign with us.

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

We have a good network of professionals who are willing to help with pro-bono work, advise, and also a lot of volunteers in each city across the country who assist whenever needed.

Programs and activities

1.18 | Which programs/interventions does your charity employ, *investing at least 10% of its annual budget and/or staff time*?³

- Advocacy trainings
- Campus outreach/trainings
- Conference or event organizing
- Documentaries
- Effective advocacy research
- Grassroots political campaigning
- Humane education
- Investigations
- Leafleting/bookletting/canvassing
- Legal work for animals
- Legislative advocacy
- Lobbying
- Mass advertising
- Media campaigns
- Obtaining institutional commitments to meat reduction
- Online ads
- Plant-based product legal advocacy
- Plant-based product promotion
- Pledge programs
- Protests
- Veg cooking workshops
- Veg fests
- Veg starter guides

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.

- Virtual reality

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

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.

Executive Director: Varda Mehrotra. Been with the organization for the last 7 years

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

Strategic planning

2.3 | Does your organization have a strategic plan?

Yes, we create 3 year strategic plans. 2016–19 and 2019–22.

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

Attached⁴

⁴ FIAPO provided ACE with a pdf of their strategic plan 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?

Farmed animals continues to be our major area of work—within this, we are expanding to include work for fish, and also to promote plant-based foods. We have also started working on wild animals because of increased habitat destruction resulting in greater conflict.

Collaborations

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

- Within the animal advocacy movement in India we work with nearly 200 grassroots NGOs (130 are our members).
- With Indian National NGPOs, we have closely collaborated on campaigns with PETA, HSI (Humane Society International) and WAP (World Animal Protection).
- We helped Vegan Outreach conduct their first tour in India to set up.
- We have stayed in touch/open to collaboration with GFI (Good Food Institute), AE (Animal Equality), SAVE, and MFA (Mercy for Animals).
- PETA India is a member of FIAPO.
- We have also worked with several international organisations – CIWF (Compassion in World Farming), CEVA (Center for Effective Vegan Advocacy), FARM (Farm Animal Rights Movement), Dogs Trust – in running joint campaigns/projects.
- We are also supported by many other international funders – Open Philanthropy Project, Vegfund, ProVeg, Lush, Born Free Foundation, Four Paws, Brigitte Bardot Foundation, Jeanne Marchig Trust.
- We are members of Asia for Animals Coalition, Humane Education Coalition, International Policy Forum to encourage and invite collaboration across borders.

With others sectors, within India, we have also developed connections with the environmental, conservation, education, health, waste management, human rights sectors and continue to focus on building alliances with other movements—to find ways to connect, synergise, and collaborate. We regularly run programmes in partnership with others and also host events and provide a platform for leadership of different movements to build connections with each other.

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

Yes, for each of our departments we engage with advisors to ensure we have access to expertise, and we identify these from leadership from within and outside the movement . While there are several people we seek advice from, included below are the key points of contact for each area.

- **Fundraising** – heads of fundraising of 2 large NGOs in India advise us on this. One has been pro bono, the other on our board of trustees (and thus also pro bono).
- **Campaigns** – campaign head of foundation of a nobel prize winner (humanitarian), was engaged by us to help improve our campaign frameworks. He continues to closely advise us pro bono. We also reach out to senior campaigners across the globe for advice on strategy on various issues. Additionally, before starting any new campaign, we typically invite key leadership on that issue to meet/discuss before going ahead.
- **Communications** – communications strategist for greenpeace, and another significant NGO in India is supporting us in the development of our communication strategy. The ex-editor of one of India’s top newspapers is also a close advisor.
- **Governance** – We are members of Centre for Advanced Philanthropy which is a paid membership to get mentorship/advice/guidance on good governance and compliance. The head of CAP is India’s foremost expert in NGO governance.
- **Organisational Development/HR** – We have an OD consultant with 34 years of experience who we have retained for a year to do extensive work with us to ensure our OD/HR practices support our growth and HR. Prior to this, 2 years ago, we had also hired another OD consultant who guided us through a growth phase then.
- **Research and Evaluation** – We have reached out to animal advocates internationally who have expertise in this area to advise us on this, including Jessika Ava (Proveg), Jo Anderson (Faunalytics).
- **Networking** – We have strong links with British experts who have set up collaborative movements, networks, including social capital in practice.

<https://www.fiapo.org/fiaporg/certifications/>

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 service manual which is reviewed every year.

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

Yes, it’s a regular practice to take feedback from employees and also to conduct surveys.

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

We encourage diversity through below actions:

- Healthy male to female gender ratio
- Hiring employees from various creeds, cultures, and races.

Human resources policies

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

On the basis of need, we conduct trainings for staff. We have also invested heavily in sending staff to expensive residential training programmes.

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

We are in the process of getting medical insurance coverage for all employees.

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

All employees are allotted 33 days leave in one calendar year. We also offer 6 month paid maternity leave.

3.7 | List of HR policies⁵

- Regularly scheduled performance evaluations
- 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
- 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
- All reported instances of harassment or discrimination are documented, along with the outcomes of each case
- Regular, mandatory trainings on topics such as harassment and discrimination in the workplace

⁵ 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.

- Flexible work hours
- Internships are paid
- Paid family and medical leave
- Simple and transparent written procedure for submitting reasonable accommodation requests
- Remote work option is available
- 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
- Simple and transparent written procedure for employees to request further training or support

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

Attached⁶

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

⁶ FIAPO provided ACE with this information via email.