

Coalition of African Animal Welfare Organisations' 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: Cage Free & Sow Stall Free Campaign

Date commenced: January 2020

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.

CAAWO seeks to eliminate the use of cages for chickens and the phasing out of sow stalls for pigs in Southern Africa. We advocate for the banning of these cruel systems at the policy level by engaging the governments in our region. Ours is to collaborate and employ a coordinated effort in reaching out to corporates, retailers, farmers and consumers in South Africa, Tanzania, Zimbabwe and recently Rwanda. Working with our partners in those countries in ensuring change for the chickens and pigs.

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

Yes. We are part of the Open Wing Alliance by The Humane League, we also collaborate with Sibanye Animal Welfare Trust (Zimbabwe), Meru Animal Welfare Organisation (Tanzania), Rwanda Animal Welfare Organisation (Rwanda), SAFCEI & HSI (South Africa).

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 Coalition of African Animal Welfare Organisations' 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) |
|--------|------------------------|-------------------|-------------------|-------------------|
| 59,000 | 34,000 | 65,000 | 75,000 | 100,000 |

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

CAAWO will expand its program across an additional three countries by 2023 (those include, but are not limited to Botswana, Namibia and Malawi). We will strengthen our team by having a Policy Director, Strategy Manager and Communications Director. Covid-19 has changed the face of activism and we, therefore, envisage an environment where the use of social media and online media would be expanded and thus we at CAAWO are planning to have an in-house Digital Department.

Program 2

Program name: Cage Free & Sow Stall Free Campaign

Date commenced: January 2020

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.

CAAWO seeks to encourage corporates (including farmers, retailers, producers, distributors, hotels and restaurants) to stop eggs from chickens that are kept in cages and also to not source meat that comes from sows kept in stalls/crates. We engage with the above-mentioned stakeholders including the governments of South Africa, Tanzania and Zimbabwe to highlight the plight of these sentient beings. We also educate the communities about making better choices that favour the animals.

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

Yes. We are part of the Open Wing Alliance by The Humane League, we also collaborate with Sibanye Animal Welfare Trust in Zimbabwe, Meru Animal Welfare Organisation in Tanzania, SAFCEI and HSI in South Africa and recently teamed up with Rwanda Animal Welfare Organisation in Rwanda

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 Coalition of African Animal Welfare Organisations' 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) |
|--------|------------------------|-------------------|-------------------|-------------------|
| 59,000 | 32,000 | 65,000 | 75,000 | 100,000 |

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

We intend to expand our program(s) and hire a Communications Director in order to better our communication with our stakeholders and the general public. Our plans are to expand to three more countries in our region, i.e. Botswana, Namibia and Malawi. We will increase our expertise by employing a Policy Director and a Strategy Manager. Covid-19 has changed the face of work and activism and going forward CAAWO would maximise the use of digital/online platforms to advocate for the better treatment of chickens and pigs in our region and therefore, hire a Digital Manager.

Program 3

Program name: Humane Education

Date commenced: January 2020

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 Humane Education program works towards having humane education incorporated into the curriculum of our schooling system. Ensuring that the learners are aware and trained on how to care for the animals and the environment. The purpose is to raise general awareness on issues that impact negatively on the animals, that is, domestic, farmed and wild animals.

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

Yes. We collaborate with Sibanye Animal Welfare Trust in Zimbabwe, Meru Animal Welfare Organisation in Tanzania

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 Coalition of African Animal Welfare Organisations' 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) |
|--------|------------------------|-------------------|-------------------|-------------------|
| 22,000 | 11,000 | 22,000 | 25,000 | 35,000 |

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

CAAWO is planning to have a Regional Manager coordinating the Humane Education work in such a manner that it is incorporated into all schools in the Southern African region by 2025. This program would be introduced in three countries in 2022, i.e. Botswana, Namibia and Malawi.

Program 4

Program name: Legislation Outreach

Date commenced: January 2020

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.

This program seeks to identify all laws, policies and frameworks that govern the farmed animals' activities in Africa; identify their strengths and opportunities for reform. We want to provide an avenue for which different stakeholders can engage on matters of policy, implementation and enforcement. We have put focus on Kenya, South Africa and Egypt.

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

Yes. Lawyers for Animal Protection in Africa, Kenya

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 Coalition of African Animal Welfare Organisations' 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) |
|-------|------------------------|-------------------|-------------------|-------------------|
| 7,500 | 5,000 | 10,000 | 15,000 | 15,000 |

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

We will expand this program to feature some of the countries in West Africa (Nigeria and Ghana) and also study more countries in Southern Africa (including Botswana, Namibia and Malawi).

Program 5

Program name: Industrial Agriculture Research

Date commenced: January 2021

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.

This program seeks to develop home-grown research on the impact of industrial animal agriculture on the environment, socio-economy and animals in our region.

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 Coalition of African Animal Welfare Organisations' 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 | 7,500 | 15,000 | 15,000 | 25,000 |

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

We will expand on this work in the next three years in generating localised research work on the impact of industrial animal agriculture.

(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?

Cape Town

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.

Yes. We are researching the feasibility of embarking on a 'Ban Live Export' of animals by sea, it is a program that we will soft launch in the first quarter of 2022.

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

No.

If you received additional, unexpected funding of 100,000 USD, how would you allocate it across each of your current programs, any new programs, and/or other plans for expansion?

We will intensify our Cage-Free/Sow Stall Free Campaign, we will hire new staff in the next six months instead of waiting for 2023 and we will have the Digital Manager and Policy Director positions filled in.

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?

We will open up new offices in the countries mentioned above and hire personnel who would manage the branches and staff that would coordinate our efforts, working equipment, embark on a research program with academic institutions in our region to come with scientific solutions for our proposed alternative to animal suffering.

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 | 120,000 | 170,000 | 50,000 | 210,000 | 250,000 | 315,000 |
| -thereof from donations (contributions) | 100% | 100% | 100% | 95% | 95% | 90% |
| -thereof from own work (earned income) | 0% | 0% | 0% | 3% | 3% | 5% |
| -thereof from capital investments (investment income) | 0% | 0% | 0% | 2% | 2% | 5% |
| Total expenditures | 120,000 | 170,000 | 50,000 | 210,000 | | |
| Financial assets (i.e., | | | | | | |

| | | | | | | |
|---|-------|-------------------|-------------|-------------|--|--|
| cash, savings, investments, etc.) | | | | | | |
| Non-financial assets > 10,000 USD | | | | | | |
| 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) | Donor | Donor / TBF / THL | Donor / ACE | Donor / ACE | | |
| Share of restricted donations (specify below, if possible) | | | | | | |

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

[Blank]

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 |
|-----------------|--------------------|-----------------------------------|
| Tozie Zokufa | Executive Director | 3 years |
| Mandla Gqamlana | Programme Director | 2 years |

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 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.

| Name | Role | Number of years with organization |
|-------------------|----------------------------|-----------------------------------|
| Amy Wilson | Board Director, Law | 2 years |
| Law Shephard Huni | Board Director, Accounting | 2 years |

| | | |
|--------------|----------------------------------|---------|
| Tozie Zokufa | Non-Executive Director, Programs | 2 years |
|--------------|----------------------------------|---------|

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.

CAAWO has two independent contractors, one part-time staff and two 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.

No.

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 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 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 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 type="checkbox"/> | A simple and transparent written procedure for filing complaints |
| <input type="checkbox"/> | Mandatory reporting of harassment or discrimination through all levels of the managerial chain, up to and including the board of directors |

| | |
|-------------------------------------|--|
| <input type="checkbox"/> | Explicit protocols for addressing concerns or allegations of harassment or discrimination |
| <input 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 type="checkbox"/> | An anti-retaliation policy protecting whistleblowers and those who report grievances |
| <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 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 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]