

Çiftlik Hayvanlarını Koruma Derneği's Reporting of Programs, Financials, Leadership, and Culture (2022)

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: Kafessiz Türkiye (Turkey without Cages)

Date commenced (approximate month & year): October 2017

Program description:

Turkey without Cages (Kafessiz Türkiye) is the cage-free campaign of Çiftlik Hayvanlarını Koruma Derneği (ÇHKD). Around 80% of 121 million egg-laying hens are kept in battery cages in Turkey. The program has two objectives: First, we aim to improve welfare standards of egg-laying hens by securing cage-free commitments via corporate outreach and targeted pressure campaigns. Second, we aim to build a stronger capacity for the animal advocacy movement. We recruit talented professionals, build alliances, and train volunteers for animal advocacy while ensuring a healthy organizational culture and structure, improving workplace practices, and organizing internships. We also strategically leverage media outreach as well as organizing education series, events and demonstrations for these aims.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We are a member of Open Wing Alliance (OWA) and a beneficiary of OWA Grants. We attend OWA summits, share our knowledge and receive mentorship from OWA members. We also support global campaigns of OWA. We are also a beneficiary of Central for Effective Altruism's Animal Welfare Funds and we attend EA Global Forums. In Turkey, we connect with other NGOs that work on animal rights, protection, or welfare as well as the environment to ask for their support. We periodically give updates to these organizations about our work and contact them when a collaboration is needed or can be useful for the both parties. We sometimes attend field events organized by these organizations. Among them, HAYTAP (Animal Rights Federation) is the largest organization and it is the one we mostly collaborate with.

Program achievements:

See Çiftlik Hayvanlarını Koruma Derneği's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here:

USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	14.098	27.047	78.196	93.344	180.000	220.000

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We will slow down the expansion of this program for the remainder of 2022 in terms of new hires.

In 2023, we plan to add two new staff: One full time corporate outreach specialist to increase our capacity to reach out more companies, one contractor specializing in mobile and web application development. We want to build an app to increase the number of supporters and volunteers who respond to CTAs and their retention rates.

In 2024, we want to hire an additional campaigner. Currently, with only a single campaign manager, we experience a bottleneck during the research phases of campaigns.

Additionally, we plan to increase the expenditures on digital ads to enlarge our supporter base.

Lastly, we want to provide necessary hardware to our employees to maintain the quality of work across the organization since we work primarily digital.

PROGRAM 2

Program name: Fish Welfare Program

Date commenced (approximate month & year): July 2021

Program description: Fish Welfare Program aims to improve welfare of farmed fish and build a stronger animal advocacy movement around fish welfare in Turkey, ranked 12th largest

producer of fish in the World and 2nd compared to EU countries. Yearly, around 441.500 tons of fish (mostly seabass, seabream, and trout) is farmed in Turkey and roughly %80 of it is exported. Since fish welfare is a relatively new cause area and production methods are dispersed when compared to egg production, the early phase of the program has aimed to gather knowledge from fish farms around Turkey via field trips and research, producer outreach and exchanging information with other animal advocates in other countries. We aim to improve seabass, seabream, and trout welfare through corporate and producer outreach. We also publish digital content to increase anti-speciesist values regarding fish, which is so far an underrepresented area in Turkey.

Do you collaborate with other organizations for this program? yes/no [if yes] Which organizations do you collaborate with, and what is the nature of their involvement?

Yes. We are a member of Aquatic Animal Alliance (AAA). We receive mentorship from and collaborate with the Fish Welfare Initiative (FWI) for our Fish Welfare Program. Since fish welfare is a relatively new and expanding area, we share our field research findings with FWI and learn from their experiences.

Program achievements:

See Çiftlik Hayvanlarını Koruma Derneği's Program Outputs document.

Program expenses: Please indicate the currency you are referring to here:

USD

For the projected numbers in this section, please answer under the assumption that your ACE recommendation status (and therefore the amount of ACEinfluenced funding your organization receives) will stay the same. If you have not yet produced detailed plans, simply provide your best estimates.

	First 6 months of 2021	Last 6 months of 2021	First 6 months of 2022	Projection For entirety of 2022	Projection For 2023	Projection For 2024
Expenses	0	0	5.631	6.147	50000	75000

Program plans: Do you plan to maintain, expand, or shrink this program between now and the end of 2024? Please elaborate, and include any plans to bring on new hires.

We want to expand this program in 2023 and 2024. We plan to add one fish welfare specialist and one corporate relations specialist to this program in 2023. In 2024, we consider adding a campaign specialist. We also want to increase our research and field trip costs to cover more farm visits because of two reasons: (1) Unlike the cage-free campaign, corporate outreach in

fish welfare must also target the producers, (2) peculiar conditions of fish production (various fish types, locations/numbers of fish farms, non-existent welfare standards unlike hens). Since the need for raising awareness in terms of fish is greater, we also want to expand our budget for capacity building and educational aspects of this program. There will also be a need for hardware spending for the new staff.

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

When our movement started in 2017-2018 by voluntary efforts, we started working as Kafessiz Türkiye. ÇHKD was established as an association in 2020. Until initiating the Fish Welfare Program, Kafessiz Türkiye was the only program that organization implemented. Therefore, some functions working for Kafessiz Türkiye also work for the Fish Welfare Program: general management, human resources, fundraising, communications, volunteer management. We plan to use these functions across programs without distinguishing their role by the program unless we hire additional staff with the same role for each program, such as corporate outreach and campaigns.

Our plans for expansion are contingent on the possibility of receiving more funding. Due to funding-constraints we would not be able to expand these programs significantly since our current budget and projected grants (OWA and CEA funds) in the future would only allow us to continue these programs in their current size.

Where are your headquarters located?

Do you have any subsidiaries in other countries? yes/no [If yes] Which countries?

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Are your subsidiaries financially independent? yes/no/other (elaborate)

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Do your subsidiaries have independent boards of directors? yes/no/other (elaborate)

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Who are the decision makers for local programs carried out by your organization's subsidiaries?

Which accounting method do you use or did you use in the following years?

2020	Cash-basis accounting
2021	Cash-basis accounting
2022	Cash-basis accounting

[If other] Please elaborate, if possible:

Please indicate the currency you are referring to here:

USD

Please complete the following table about your organization's annual financials. If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year. For all projected numbers, please answer under the assumption that your status with ACE (Top Charity, Standout Charity, or not currently recommended) will stay the same. If you project a sizable increase or decrease in revenue in 2023 and/or 2024 that may appear to diverge from your current trajectory, we ask that you briefly comment with an explanation below. These figures will assist us in understanding the overall health of your charity's financials, such as revenue diversity and sufficiency of reserves, as well as your existing plans for expansion.

	2020	2021	MidYear 2022	Projection For 2022	Projection For 2023	Projection For 2024
Total Revenue (sum of the 4 below)						
- Revenue from donations	█	█	128	1 566	10 000	20 000
- Revenue from own work (earned income)	█	█	0	0	0	0
- Revenue from capital investments (investment income)	█	█	496	505	0	0
- Revenue (other)	█	█	174 931	174 931	230 000	290 000
Total Expenditures	█	█	89 972	183 318	260 000	345 000
- Expenditures specifically for starting new programs				11 778	30 000	0
Financial Assets (i.e., cash, savings, investments, etc.)	█	█	175 551	83 651	63 651	28 651
Nonfinancial assets > \$10,000 USD	█	█	0	0	0	0
Liabilities (if any)	█	█	0	0	0	0

If available, attach the corresponding tax forms (e.g., Form 990 in the U.S.) for each year.

You can upload multiple files through one file upload if the files are compressed into a ZIP file before uploading.

What is the total share of funding sources from large donations (>20% of funding)? Specify the funding source, if possible.

Most of our funding comes from Open Wing Alliance Grants, CEA Animal Welfare Funds, and ACE Movement Building Grant (in 2021). These are reported in the “other” row of the table above. We have started fundraising in the second quarter of 2022, therefore Individual donations make up a small portion of our funding. [REDACTED]

Note to accounting method: We use cash-basis accounting 90% of the time, meaning we try to find funding for our plans and then spend the budget according to plan. However, sometimes contingent costs occur or hiring processes can diverge from the plan due to external factors. In such cases we adapt the situation and inform our grant givers.

Do you have any significant restricted donations? [If yes] Please elaborate.

No.

If you reported expenditures specifically for starting new programs in the table above, please elaborate.

In 2022, Fish Welfare Program started. In 2023, we want to initiate a new program for Movement Building. The new program will specifically focus on capacity building by training and providing fellowship to the new advocates. We also aim to increase prevalence of anti-species values through measurable and tractable interventions.

We plan to produce podcasts, videos, and educational content. We will move our Training Series to this program and make it on a regular basis (at least two times a year, one in Spring as an online event and one in Fall as a face-to-face event). We have already started a new website which includes detailed informative content about the various harms of factory farming: www.milyarlarcahayvan.com . We also plan to create reading groups in various universities which focus on effective animal advocacy. We plan to hire a movement building program director to coordinate these efforts.

If your expenditures reported in the table above include significant costs that are not directly related to programs (e.g., administration expenses, wages, or training), please elaborate.

Wages comprise a significant amount of our expenditures but all salaries are paid to the staff who has a core function for all programs. There is not a separate ÇHKD employee who does not have a role in programs. All expenditures are calculated as total and expenses specific to the Fish Welfare Program (and projected amount for the new program in 2023) are deducted from this total. However, as stated above, HR, communications and fundraising functions of Kafessiz Türkiye also support the Fish Welfare Program and will support the new program.

Do you have a significant percentage of assets that would be difficult to liquidate to meet cash needs within one year? [If yes] Please elaborate.

No.

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

If you received additional, unexpected funding of \$200,000 USD, how would you allocate it across each of your current programs, any new programs, and/or other plans for expansion, on top of the projections submitted in the previous section?

1. We would reserve \$100,000 to use as a buffer and a financial asset. [REDACTED]

[REDACTED] we would also use this reserve to derive regular revenue from financial investments to ensure the sustainability of our movement.

2. We would use 50% of the remaining revenue (\$50,000) for our new Fish Welfare Program. We can hire two more staff (for 2023 and 2024): one fish welfare specialist, one corporate relations specialist. Rest of the funds would be used for travel costs, hardware spending and social media ads.

3. We would use 35% of the remaining revenue (\$35,000) for our new program for our Cage-free program. We can hire two more staff (for 2023 and 2024): one additional corporate outreach specialist, and one web/IT generalist. We would also consider increasing the salaries of our current staff, taking account of performance, competence, economic circumstances and seniority. Remaining funds can be used for hardware spending.

4. We would use 15% of the remaining revenue (\$15,000) for our new program for Movement Building. Most of this budget item can be used to hire a director for this program. Rest of the funds can be used for events and digital ads.

If you received \$1,000,000 USD of additional, unexpected funding, how would you distribute it among i) each of your current programs, ii) any new programs, and/or iii) other plans for expansion, on top of the projected expenditures reported in the previous section?

Currently we do not have a very detailed plan to use such a high amount of funding at the moment.

But if it was the case, we can consider to use this unexpected funding in this way:

1. We would reserve \$200,000 as a buffer for the reasons stated above.

2. We would use \$100,000 for movement building, \$250,000 for our fish welfare program and \$200,000 for our cage-free program.

3. We would spend \$250,000 for the exploratory phase of our international expansion plans. Although we do not include this in our plans for 2023, we consider expanding internationally in the near future if we can find the necessary funding. However, the amount required for such an expansion is relatively high.

Welfare campaigns in Europe are widespread and sometimes there are several animal protection organizations working on welfare reforms in one European country. However, this is not the case for Turkey's neighboring countries or other countries in MENA and some regions in Asia. Given that we have successfully built capacity in Turkey for 2022 and 2023, we would use this

know-how to build similar movements in countries that have cultural and historical ties with Turkey. We foresee that this task would be easier and more efficient if undertaken by a movement from Turkey.

Please list the key members of your organization's leadership team, including i) their name, ii) their role, and iii) the number of years they've worked at your organization.

Leader 1

Emre Kaplan

Secretary of the Association Board, Director of the Programs

4 years

Leader 2

Engin Arıkan

Founder and Academic Advisor of Kafessiz Türkiye

5 years

Have you had a leadership transition in your Executive Director role (or equivalent) since the beginning of 2021? [If yes] Please describe the transition process.

No.

Please provide a complete list of your organization's current board members. If this information is available online, you may simply provide a link to the web page.

Muhammet Altuntaş, President - also legal consultant

Sabiha Didar Tutan, Vice President - also previous corporate outreach coordinator

Emre Kaplan, Secretary - also the director of the programs

Enes Said Okumuş, Treasurer - - also legal consultant

Gözde Berkil, Board Member

What kind of legal entity is your organization?

Our organization is an "association". Association or "dernek" in Turkish as defined by the law no. 5253 is the term used for non-profit civil society organizations in Turkey. We have a board and association employees. We operate under "Dernekler Kanunu" (Association Law, no. 5253) and "Dernekler Yönetmeliği" (Association Regulation).

How would you describe the organizational structure of your organization?

We are a non-profit civil society organization. We have a board of association composed of 5 people, elected by 24 association members. The board is elected every other year. The board secretary assumes the management of the organization and is also the Director of our programs. The team, the employees and the academic advisor of ÇHKD, function in their respective specialization areas, such as Campaign Manager, Volunteer Manager etc. All significant decisions are made through deliberation but each member has the last say in their respective field. For

cross-functional areas, such as communication, decisions are made by the consensus of its members. The Director and Academic Advisor coordinates the team and gives directions for all aspects of strategic decisions, goal setting, financials and development of the organization.

How many full-time staff, part-time staff, and contractors are currently employed/contracted by your organization? Please specify staff numbers by country subsidiary, if applicable.

Currently (August 2022), we have 10 full time staff, 1 part time staff, 1 academic advisor (unpaid/university professor/also founder), 2 summer interns (paid).

<https://kafessizturkiye.com/ekibimiz>

1 member of the board also receives a retainer fee due to legal consultancy work.

In September 2022, 1 part time staff (corporate outreach specialist) will leave and 1 more corporate outreach specialist will be added (full time). Also, one summer intern (paid) will be added in September 2022.

How many volunteers working at least five hours per week are currently affiliated with your organization?

We try to allocate volunteers to department functions according to their interests and skills. Their amount of contribution (by hours) can vary depending on the department's workload at specific times. For example, volunteers who work for campaigns can exceed 5 hours for a week when a protest is organized. Some volunteers have strategic contributions, such as providing contacts with key actors or helping web development or digital content production when a campaign is to be launched. We tried requiring consistent weekly hours from volunteers regardless of the workload but it did not work in our context. Hence, in order to preserve the retention rates of volunteers, we created our framework for evaluating "active" volunteers. We have around 15 active volunteers at the moment and we have 62 members in our Slack group.

What strategies do you use to learn about staff morale and work culture (e.g., staff surveys, in-person check-ins, suggestion boxes, etc.)?

What strategies do you use to learn about staff morale and work culture (e.g., staff surveys, in-person check-ins, suggestion boxes, etc.)? (150 word limit) Monthly, all staff members meet with the HR director to give updates on monthly priorities of their work and their expectations from/feedbacks to the organization. Quarterly, we conduct three processes: (1) performance reviews and feedback via one-to-one meeting with the Director, (2) anonymous staff surveys to measure staff morale/satisfaction and receive feedback on work culture, reviewed by HR director, (3) all staff attend a strategy meeting to be on the same page with strategic direction, goals, and decisions for the next quarter. Every 6 months, we conduct a workshop with all staff members to detect bottlenecks commonly experienced by different departments and increase collaboration between different departments.

Please indicate the following policies for which your organization has a written commitment:

Have partial policy / informal policy	A formal compensation policy to determine staff salaries
Have formal policy	Paid time off
Have formal policy	Sick days and personal leave
Have formal policy	Healthcare coverage
Have formal policy	Paid family and medical leave
Have formal policy	Clearly defined essential functions for all positions, preferably with written job descriptions
Have formal policy	Annual (or more frequent) performance evaluations
Have formal policy	Formal onboarding or orientation process
Have formal policy	Training and development available to each employee
Have formal policy	A simple and transparent written procedure for employees to request additional training or support
Have formal policy	Flexible work hours
Have formal policy	Remote work option
Have formal policy	Paid internships
Have formal policy	A clearly written workplace code of ethics/conduct
Have formal policy	A written statement that the organization does not tolerate discrimination on the basis of race, gender, sexual orientation, disability status, or other irrelevant characteristics
Have formal policy	A simple and transparent written procedure for filing complaints
Have formal policy	Mandatory reporting of harassment and discrimination through all levels, up to and including the board of directors
Have formal policy	Explicit protocols for addressing concerns or allegations of harassment or discrimination
Have formal policy	Documentation of all reported instances of harassment or discrimination, along with the outcomes of each case
Have formal policy	Regular training on topics such as harassment and discrimination in the workplace

Have formal policy	An anti-retaliation policy protecting whistleblowers and those who report grievances
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Is there anything else you'd like us to know about your organization's human resources policies?