

Additional information
-
for Animal Charity Evaluators
-
Assessment of Animal Equality
2015

Due date: October 7th 2015

1. What are your goals? Your vision? Your mission? **(Update after strategic lines 2015)**

Vision

Animal Equality works to create a world without animal suffering.

Mission

Animal Equality is a voice for farmed animals all over the world inspiring society and companies to adopt compassionate choices.

2. What are our objectives of the year? Goals in 3 or 5 years?

Strategy Plan 2016 - 2020:

Animal Equality has just finished its strategic plan for 2016-2020 and is working with an external company to have it summarized and transformed into a more visual document.

As part of the strategic plan the organization has done a thorough internal and external analysis. Internal analysis: compilation of the financial, relations, material goods, management, function, procedures, dynamics of the organization in 8 countries. It has given insight to some of the internal problems that must be addressed as part of the strategy plan.

As part of the external analysis we have analysed the education, legislation and companies in the 8 countries we are working in. This adds on to our STEP and SWOT analysis carried out sometime ago, as well as to the meat study being carried out in Germany to give AE an idea of what will be the areas of focus of the organization in the next years taking into account the organization's reality and resources.

The organization's country and international directors then had a 3 day meeting to discuss the organization's reality, identity and focus in the upcoming years.

Here are some of the most important conclusions:

1. Vision: World without animals suffering

2. Animal Equality is a voice for farmed animals all over the world inspiring society and companies to adopt compassionate changes/choices.
3. Values: Solidarity. Compassion. Commitment.

3. If you had had more resources last year, what would you have done with them? Is there more projects you could have done?

Regarding 2014: Animal Equality has hired a graphic designer and a video editor. They are both working in Spain where AE can pay them a good wage for their country as well as keeping the expenses for these departments low.

We have also hired our directors in Mexico and Venezuela as has as a fundraiser a trainee in Germany.

We are working with companies to help us develop our fundraising goals in Italy and Spain.

Additional funding in 2015 would have been directed to:

- **Expanding outreach programs in England, India, Mexico, Venezuela, Germany, US, Spain and Italy.** Buying extra materials (screens for views on the street, banners for booths), printing new leaflets in all countries, hiring education outreach coordinators in Spain, England and Italy.
- **Hiring a fundraiser in the US** - US is probably the country in the world where it's easiest to fundraise. Fundraising carried out thanks to the organization being registered and actively fundraising in the US has resulted in AE being able to hire 6 additional people for the organization for Mexico and India (Director in Mexico, Educational Outreach Coordinator in Mexico, Investigator in Mexico. Educational Outreach Coordinator and 2 investigators in India). We consider that hiring a fundraiser in the US would have a massive impact on the financials of the organization and on the reach and impact of the organization internationally.
- **Hiring a fundraiser in Spain:** Spain is growing considerably and is a well-known and considered organization with an excellent reputation among the media, public and some key spanish personalities. Hiring a fundraiser here would help develop an already strong organization and would impact the organization globally. Spain is currently in charge of the wage of people in England and India.

- **Hiring a new designer to work internationally:** As an international organization that wants to have a professional and modern image AE requires so much design work that one designer in house is currently not enough. The new designer would be hired in Spain to work hand-in-hand with the existing designer.
- **Starting our investigation department in the US** - Animal Equality has an international approach to investigations and it's director of Investigations; Jose Valle has gotten great experience on how to run investigations in the US from a) from constant contact with key leaders, investigation directors and investigators in the AR movement in the US. b) Being part of the US Investigative Reporters and Editors Association and c) Attending an Animal Cruelty Investigations intensive course as well as having done a 2 month course in UCLA into investigative journalism.

Animal Equality considers that starting its investigation department in the US is important because

1. In the US - Having more organizations doing investigations into farmed animals creates more/new media opportunities in the US and consequently debates about animal cruelty in the public and the media. This puts more pressure on companies and policy makers to switch to policies that benefit animals.
 2. Internationally - Animal Equality has the capacity to present most of its investigations in other 7 countries. Eight out of the 10 largest food companies in the world are US companies. Taking into account also that the US is considered internationally as the leading country in the world and that policy or company changes in the country set an example and would get international coverage we consider that having our investigation department running and doing farmed animal investigations would impact animals greatly increasing the reach and credibility of AE internationally.
- **Carrying out studies in Germany in other countries:** Further funding would also have been used to carry out a study into the handing out of vegan guides in Germany and perhaps carrying out studies about the impact of our campaigns in other countries.

4. How do you learn from successes or from failures

1. From this we have learnt that the process of hiring should be more thorough (always including tests during interviews and having a 6 month trial period) and

that discussion about people's performance should include letting people go earlier on in the conversation. Our director in Spain has also decided to start a leadership and management course in 2015 - 2016 and the people we have hired there after this incident are on 6 month trial periods.

2. Even though Animal Equality had set its goal to do approximately 70 to 80% of its resources to farmed animals this was not reflecting on the social media pages of some countries. We consider that this is due to the fact that a clear goal of how many social media posts should be on farmed animals was not set. Javier Moreno, in charge of social media had a meeting with all people in charge of social media, set a goal with them and most importantly it has been included in the social media protocol. Javier also revises all social media pages regularly to make sure most of the publications are about farmed animals. During our September strategic meeting we decided to include farmed animals in our vision.
3. Animal Equality has created its own time tracking performance tool to make it easier to manage for its directors.
4. Animal Equality has detected that though defined its structure needs even further development to further define everyone in the organization's roles, responsibilities as well as having a comprehensive international organigram. The International Directors are working alongside with Thomas (Co-Director in Germany) and a professional to further develop and professionalize the structure of the organization.

Animal Equality is also working with lawyers in the US to make sure that the international structure is appropriately legally defined and reflects our vision. The process should conclude before the end of 2015.

5. Hiring professionals: Through some failed hirings in the past Animal Equality wants to mainly hire professionals for key positions. Though, hiring someone, where several variables come into account in general the organization has decided to seek professionals (some of the best in their field) when possible.

6 . To our learning goal of 2014 (3 courses a year) Animal Equality has added that each director should have 10 hours a month of reading and learning. Everyone's goals can be seen in our internal project manager 7geese.

7. Process optimization: With the size of the organization we feel that many key processes need to be created and optimized.

8. Studies: Animal Equality has carried out 3 studies (vegan guides in England and Spain and facebook messages in Spanish) in 2014-2015 and hired a person in Germany to assist with surveys and future studies.

9) Lack of sufficient implication in processes of key directors. The directors of Animal Equality Venezuela, Mexico and India have successfully been included in all international meetings and conversations in 2015. Even though the international directors had initial fears that this may create longer and more complicated meetings the truth is that their incorporation has only benefited the organization with them feeling more motivated and part of a team. This can be clearly seen by their increase in responsiveness to organizational issues, enthusiasm and participation in the organization.

10. 3 month assessment meetings. The directors of each country have a 3 month assessment meeting with one of the international directors to oversee specifically country by country the performance of each country. This has helped keep some countries more focused on what needs to be achieved by their country in 2015.

5. Who are the key persons of the organisation, the decision makers?

2015:

The organization structure is being more adequately defined in 2015, after a meeting with a process expert we have decided to include structural processes as part of the structure document.

There has also been changes in some of the positions of the Directors in England and Germany. (The name has been changed from coordinators to Executive Directors to reflect the needs of the organization).

In the case of England Animal Equality is actively working to find a Director for this country, as commented above we have funds to hire a professional Executive Director that will take over the direction of the organization in this country.

In the case of Germany the organization has two people in the key leadership instead of three as this is better in terms of management for the organization.

List of positions and names of position names of all Animal Equality country Directors).

Spain:

Amanda Romero: Executive Director - Spain

Germany:

Thomas Hecquet: Co- Executive Director - Germany

Ria Rehberg: Co-Executive Director - Germany

Italy:

Matteo Cupi: Executive Director - Italy

India:

Amruta Ubale: Executive Director - India

Venezuela:

Carolina Gil: Executive Director - Venezuela

Mexico:

Dulce Ramirez: Executive Director - Mexico

6. What are the most successful actions of Animal Equality?

2015:

- Innovation:

1. 360 project:

In 2014 and 2015 Animal Equality has developed an immersive 360 project that shows footage inside several farms and slaughterhouses.

Even though the project is still in an early development stage it has been shown to hundreds of people in different key animal rights / animal protection conferences in Europe and the US.

The response has been overwhelming with several activists and major organizations (FARM, Vegan Outreach, etc.) looking to collaborate with Animal Equality to be able to bring the technology to politicians, influencers, university students and other target areas of population.

Several journalists and filmmakers have also contacted AE about the project looking to bring it to important film festivals.

- Impact:

In 2015 Animal Equality has set the goal to present most of the old footage of investigations carried out in previous years that had not already been presented.

Animal Equality has an extensive amount of footage that shares and is currently been used by other organizations (such as MFA) and still has a great amount of footage that hasn't been made public.

That means that some of the investigations below were presented with practically no cost for the organization (indicated if so). Some of the investigations mentioned below are new investigations with a very small cost.

- **Duck investigation Germany (new investigation):** Animal Equality presented an investigation into one of the biggest duck fattening farms in Germany. The investigation reached 72.300.000 people in the media, several million more people on social media. Several thousand people signed our pledge to drop meat or try vegan options for a month. Cost: 1,000 euros
- **Organic Hen investigation Germany (new investigation):** In May 2015 Animal Equality presented a new investigation into two organic egg farms revealing shocking scenes of extreme animal suffering. The investigation reached about 14 million people in the media, several million more people on social media. About 2500 people signed our pledge to ditch eggs. Cost: 1,000 euros.
- **Lamb investigation Italy:** In March 2015 Animal Equality revealed once again the cruelty inherent to the lamb industry in Italy. Animal Equality launched video showing the life of the lamb in 60 seconds. The video was launched internationally in four countries and has received a total of 920,582 views.
- **TV Programm Italy:** For several months, Animal Equality Italy worked closely and intensively with the Italian program 'AnnoUno' to launch a never-seen-before investigation into the Italian pig industry. The program broadcasted on Thursday, May 21 on channel 'La7' and was watched live by 1.020.936 people. After its launch the footage was seen on other media. The investigation reached a total of 7 million people.
- **Vivisection investigation Spain:** Animal Equality presented a vivisection into laboratories in Spain. The goal of the investigation was to a) Help create discussion about animals in the media creating a context in Spain where discussion about animal topics is normal b) Help the organization develop c) Gather contacts and b) Position itself as a leading organization in the media. The investigation was seen by 12.500.000 people, reached international coverage appearing in 113 online news (estimated media value: 125.000 euros) . As a result the investigation has been selected by LUSH as one of the finalists to receive the "LUSH PRIZE" Award in the category of "Public Awareness".

- **Bullfighting investigation Spain:** Animal Equality successfully launched a bullfighting investigation in Spain in May 2015 with footage it had gathered over the years (see comment above). The investigations' goal was to: a) Help create discussion about animals in the media creating a context in Spain where discussion about animal topics is normal (it is easier to get media coverage with bullfighting in Spain), b) Help the organization develop c) Gather contacts and b) Position itself as a leading organization in the media. The investigation was seen by more than 16 million people, reached international coverage appearing in 196 online news (estimated media value: 160.253 Euros) gathered **120.000 contacts** and 160 new members (a growth of 1800 euros more per month in membership fees)
- **Paid Per View Germany and Mexico:** Animal Equality has successfully launched a Paid Per View program in Germany. The program started in August 2015 and there have been 6 full days of video showings so far. In these a number of about 500 people watched the video. Similar programs will be launched in Mexico and other countries before the end of the year.
- **Landing page + video project for Mexico:** Animal Equality has managed to get \$4000 monthly funding to do facebook ads in Spanish. The video that will be shown can be watched here:

<https://www.youtube.com/watch?v=zzct9wpG5mM&feature=youtu.be>

Animal Equality aims to reach 100,000 people a month through this project.

- **Influence:**

A. Book translations:

1. **Nick Cooney:** Animal Equality translated Nick Cooney's book 'Change of Heart' to Spanish and presented it in June 2015. The book is being sold in Spain and will be sold in Mexico before the end of the year.

The goal of this publication was to influence key activists and the animal rights movement to adopt more impact oriented strategies. The presentation of the book got media coverage reaching 2 million people in Spain and currently 144 books have been sold in less than 3 months -solely sales in the Animal Equality shop considered- .

2. In 2015 a total of 802 books of Melanie Joy's "Why We Love Dogs, Eat Pigs, and Wear Cows." have been sold in Spanish -solely sales in the Animal Equality shop considered- (the book is about to present its third edition).

3. As explained by Faunalytics: “exposure to documentaries and books are two of the biggest catalysts inspiring people to reduce or eliminate animal product consumption.” taking this into account Animal Equality is working to translate Jo-Anne McArthur’s “We Animals” to Spanish in 2015 and expand the reach of these books by trying to work with editors in Argentina and other countries to get the books accessible there. Animal Equality also aims at translating and publishing 2 books a year in Spanish.

B. Participation in the Effective Altruism movement; Animal Equality considers that communication between the Effective altruism movement and the Animal Rights movement is hugely important because: 1) It will help expand the strategies of the animal rights movement to make them more effective 2) It will help the Effective Altruism movement take animals more into consideration. That is why Animal Equality has attended the Effective Altruism Global Conferences in Oxford and Basel and many of the members of the organization now have open communication with many people in the EA movement. Animal Equality aims at participating in almost all EA Conferences in 2016.

C. Influencing the movement.

In 2015 Animal Equality has participated giving talks in the National AR Conferences in DC and the International Animal Rights Conferences in Luxembourg. In both occasions the speakers have taken advantage of the situation to talk about effectiveness and impact reaching approximately 200 people in the AR movement. In Germany AE’s Director has given two talks on efficiency at the Vegan Street Day in Stuttgart and at the Vegan Summer Festival in Berlin reaching 200 people.

In October 2015 Nick Cooney will travel to Spain to give a talk and AE has translated several study conclusions to Spanish.

- Measurement:

As commented above Animal Equality has carried out 3 studies in 2014-2015. The complexities of carrying out the studies can be found above. Animal Equality is also working with a trainee in Germany that assists with studies and surveys.

7. Do you have protocols for new workers?

Animal Equality has several protocols it shares internally that show how specific departments in the organization work..

Protocols:

Video protocol. Which shows how the video department works and how each country should communicate with the department.

(confidential)

Investigation protocol. The protocol aims to establish a methodology of the investigative work carried out by Animal Equality to achieve professional and reliable results.

(confidential)

Social media protocol. How to use social media and communicate in social media.

Graphic design protocol: Since Animal Equality is present in various countries and our activities almost always require the design of materials, collaterals, websites, etc. this protocol aims to establish clear guidelines about the graphic design and corporate image.

Support members

As the importing of the members in our database, communication with them is a quite repetitive process. We edited a guideline on how to.

Animal Equality also has specific protocols and plans for most of its campaigns and projects. (communication protocols, newsletter plans, social media plans).

Measurement plan

To be as effective and efficient as possible in our struggle for long-term social change we see the necessity of measuring the impact of our actions to be able to compare, improve and change our tactics according to the efficiency and effectiveness of each action.

The measurement should always strive to be impact-oriented, and if this is not measurable it should be outcome-oriented.

All of our actions should be measured with the exception of:

- impossibility of measurement due to lacking data and
- if the cost and effort of the measurement surpasses 20% of the cost and effort for the actual action.

Animal Equality has been tracking the measurement in the following areas in 2015: KPIs, Impact through vegan outreach, reach in general, efficiency and fundraising.

Newsletter plan

Animal Equality is working with an international newsletter plan, which aims to help us plan our newsletters in an organized manner. The newsletter plan is merely a draft / international guideline that needs to be constantly adapted and changed by the responsible of each country. It is revised and changed on a monthly basis, in some occasions even weekly to put it up to date in each country.

Compassionate Outreach campaign:

Our compassionate outreach program in the UK and Spain consists of giving out guides to university students in key universities in Spain and England in order to encourage behavioural changes. For the program we had specific protocols of all the volunteers (see info communicated last year).

The program continues and currently over 75,000 guides have been handed out.

Protocols that we are working on:

Unified graphics template for social media.

General communication protocol:

General communication protocol (though the social media protocol is done). What messages does Animal Equality give when communicating with the general public, target audience etc.

How to write news for AE's site protocol

Guidelines for News Articles and Funny Posts (Waiting for revision)

Video protocol:

Protocol for hired people who leave the organization (Spanish)

Under construction:

General media:

Appendices

Meat study

For more details, see the appendix of the information sent last year. Since last year 3 interns (total of 6 man months) worked on the study, whose content is growing. The meat economy of key countries as has been described, as well as value chains of a series of animal products.

All the results become a part of an internal website, which will be launched (only internally) in November.

The meat study is about creating a database for Animal Equality employees and activists, which could then be opened to other organisations. It should gather figures, reports, studies, links to investigations on the meat industry, worldwide.

The mission statement of the website summarizing the output of the meat is as follows:

The aim of this site is to gather as much information as possible on the animal industry. It will help you to get a general idea of the most important stakeholders, ordered by production sector (e.g. bovine meat, poultry meat, ...) and by country (e.g. United Kingdom, France, China, ...).

Additionally, this site is designated to collect a variety of studies and investigations conducted by different animal organizations and other institutions that you may find useful for your own work. With this, we try to support research on a progressive reduction of the demand of animal products and a gradual dismantling of the animal industry.

Key Performance Indicators

List of the Key Performance Indicators

motivations and explanation of the KPIs

[Models illustrating the location of KPIs in our activity: Organisation, Campaign](#)

Time tracker

Reporting

Start: 2015-09-01
End: 2015-09-30
Projects: Choose projects + Add ...
Refresh

59.02 days 4 projects 3 activity types 4 users 3 departments



Motivation and explanation of the time tracker

Objectives and Key Results (“OKRs”)

Motivations and main objectives

Sharing materials with other groups

1. We have comprehensive photo galleries with in particular pictures from our investigations, which are used to be downloaded by diverse animal advocacy groups internationally.

Example of the Spanish flickr profile of [Igualdad Animal](#), and the [english one](#)

People AE would employ if we had more resources

Review of last year’s objectives

[salary information omitted for confidentiality]

total: Approx. 250 000EUR/year

2015 in USD- Employment

[salary information omitted for confidentiality]

2015 in USD: - Material and programs

Leafleting program + study Germany: 45,000 a year

Facebook ad campaign (Spain, Germany, Italy, England, US): 200,000 a year

Pair Per View Spain and Italy (buying equipment etc): 5,000 dollars

Office Guadalajara - Mexico: 6,000 dollars a year

Leafleting Venezuela: 10,000 dollars a year

office milan: 6,000 dollars