



Strategic Planning 2017-2027



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EXECUTIVE SUMMARY

What is the most effective way to can help farm animals on a global level?

This question drives the vision and mission of Sinergia Animal and is the foundation of our strategic plan.

Sinergia Animal is a new organization founded in October 2017. We currently operate in four different Latin American countries, but plan to expand to other Global South countries, especially those neglected by major international organizations running market campaigns to reduce animal suffering and promote more compassionate food choices. In essence, we are looking to create change for animal in areas where no other similar organizations do.

The plan serves as a guide for our work in the next three years, as well as a long-term vision for 2027.

Pragmatism: How We Established Our Strategic Priorities

Sinergia Animal's vision is to help build a world where no animals have to be exploited for food. We know that this will take a major shift in societal values, habits and economic models. For this reason, we believe strategies and actions to reduce animal suffering and decrease consumption (by promoting change of habits that include reductionism, flexitarianism, vegetarianism and veganism) are needed in the short run. While we want to see a complete paradigm shift for the global consumption patterns, we need to alleviate as much suffering as possible before our vision becomes a reality.

We will constantly investigate, research and identify new ways to be pragmatic and help farmed animals in every possible way. We therefore work with animal welfare and animal rights groups alike to maximize our influence and ultimately impact.

Impact Objectives: Focusing on Neglected Countries in the Global South

Sinergia Animal will be focused on working and expanding to countries where no other major NGOs conduct similar activities to ours. We will welcome any group when they are ready to come and join our work and help maximize impact. But our objective remains to serve as pioneers who test the waters and pave the way allowing for major changes for animals in neglected countries.

Objective 1: Reducing suffering of farmed animals

Sinergia Animal will initially launch market campaigns, asking major food companies to adopt policies to phase out two of the most intensive and cruelest forms of animal confinement: the use of battery cages and gestation crates. Once victories in the



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corporate sector are won and the market is favorable to these reforms, we will start working with the government and consumer campaigns to approve legislation.

Once established in the location in question, we will also expand our work to animal welfare reforms needed in the dairy, beef and poultry sectors.

Objective 2: Promoting plant-based diets

Sinergia Animal will fundraise to carry out consumer, media, market and institutional campaigns to reduce consumption of animal products and promote 100% plant-based diets in the countries where we operate.

We are currently sending grant proposals to carry out a 21-day vegan challenge in Spanish (that would be adaptable to reach out to consumers in Chile, Argentina and Colombia) and start an institutional program with public institutions in Colombia for them to implement plant-based days in their restaurants (similar to Meatless Mondays in Brazil).

We will also be researching ways and fundraising opportunities to work with companies for them to have vegan options in their menus and/or product portfolios.

We realize that each country and regions have their social and cultural specificities and that different constraints apply depending on the location. We will therefore be diligent about tailoring each campaign and activity to the market in question.

Objective 3: Helping build a confident and pragmatic movement

Sinergia Animal will help build a healthy, pragmatic and confident animal protection movement in the countries where we operate. We will train other groups and other activists and animal advocates in creative and effective ways of campaigning, peaceful direct actions, effective altruism and nonviolent communication.

The movement building will include cross-collaboration with other movements when relevant and applicable. These could be, but are not limited to, movements addressing social justice, environment, gender and faith.

Partner Objectives: Deepening Collaboration to Make a Difference

Over the next 10 years, Sinergia Animal will focus on strengthening its working relationship with several individuals and institutions as a path to achieving our goals.

We will strive to work closely with partners to maximize the impact and reach of our work, while also illustrating the numerous co-benefits of farmed animal campaigning, such as social and environmental.

Objective 4:



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Donors: Increase donors of all categories who give more strategically to their own objectives and to Sinergia Animal's objectives. This will include having numerous donors funding the same projects, based on having a difference of approach but unity of purpose.

Objective 5:

Nonprofit Organizations: Build effective and healthy relationships and help train and support other animal protection organizations working in countries where we operate. This will include a "positive cartel" approach, where different groups - ie. animal rights and animal welfare, 'good cops and bad cops' - are aided in pushing very different aspects of animal protection, while all aligning in the same strategic framework.

Objective 6:

Community Leaders/Activism: Increase the ability of animal activists and advocates in all countries where we operate to work professionally, effectively and pragmatically to reduce consumption of animal products and carry out major animal welfare reforms.

Objective 7:

Government: Increase awareness and help governments build policies and action plans to implement animal welfare reforms and more compassionate, sustainable and healthier dietary guidelines. Build strategic relationships and partnerships with lawyers, judges, prosecutors and other individuals working in legislative issues to start building a possible path for legislative campaigns and a secure environment for exposés and investigations.

Objective 8:

Media, digital media and digital influencers: Increase presence and recognition in mainstream and alternative media about animal protection issues. Grow presence and outreach in social media channels. Build strategic partnerships with digital influencers. Debunk myths and stigmas of animal campaigners and demonstrate the societal value and positive impact.

Objective 9:

Academic: Network with academic institutions and individuals to help organize events and boost local knowledge about best practices in animal welfare and the need to reduce consumption of animal products. Work on having more students doing academic projects and write dissertations on animal protection. This can be within a veterinary, philosophical, economic or political context.



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STRATEGIC CONTEXT

The strategic context for this plan was derived from examining both the internal and external landscape in which Sinergia Animal operates. In order to better understand the strategic landscape, we will be conducting research among our supporters and social media followers, such as aspirations and emerging trends - and constantly evaluating the responses from our stakeholders and our organizational strengths and vulnerabilities. So far, the results of our analysis are presented here and currently shape the strategy behind our organization structure, the nature of our work and our plans for the future.

According to input from our community (volunteer activists, followers and supporters) what are the factors that contribute to helping farmed animals the most?

- **Supporters**

Consumption campaigns: We have identified that our community predominantly believes our work to reduce animal suffering and promote the most urgent animal welfare reforms (such as abolishing cages and crates) are highly needed in a society where consuming animals is mainstream. However, most of them are also in favor of us promoting plant-based diets to compliment this work. For that reason, and according to our mission and values, we see an urgent need to secure funds to launch consumption campaigns targeting consumers. We also believe there is good potential for such campaigns to be partially funded by our supporters, which would be an important addition to our international grants.

Direct actions: Our community reacts very positively to our campaigning materials and praise our peaceful direct actions directed at some of the largest food companies in their countries. This suggests that having direct actions as a core pillar of our work will be embraced by our supporters and thus be instrumental in approaching smaller donors in the foreseeable future.

- **Donors**

We communicate regularly with our donors who are pleased with our strategy and results related to corporate commitments. Some of their positive evaluations can be found via [this link](#). So far, our donors have not pointed to any needed improvements.



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EXTERNAL TRENDS

What issues and trends, external to Sinergia Animal, shaped our thinking about the future?

- **Peer groups:**

We are part of the Open Wing Alliance and closely work with and follow the work of our peer groups in Latin America such as Mercy for Animals, Animal Equality and The Humane League. Large funding is key to these groups being capable of carrying out more impactful campaigns, as there are more resources to gather petition signatures, carry out investigations, ask supporters to write and call companies, more structured teams with full time positions and a much larger number of social media followers that shows power of action to companies. For these reasons, and as this will bring more victories to the animals, one of our priorities for the future is to increase funding and improve and enlarge the professional structures and resources for our work.

Similarly, we would like to be able to have a team with proper funding and resources dedicated to vegan outreach on social media like these organizations do.

- **Abolitionists:**

Our social media pages are often attacked and criticized by ‘abolitionists’: animal rights advocates who believe it is wrong to carry out campaigns to reduce animal suffering, as people would feel comfortable about eating animals if raising and slaughter conditions are improved. We have found that although they are very active in trolling, they represent a very limited share of following. We have worked hard to best address their comments in an effort to establish that their criticism won’t change our plans and that their trolling will be futile. Based on experiences from peer vegan groups in Brazil, we believe that when we secure funds and start working more effectively with campaigns inviting people to stop eating animal products, trolling and criticism will decrease.

- **Companies**

We consider food companies we engage with as part of our community, although they clearly do not proactively support our work and would prefer us to work with legislative reforms, instead of market campaigns.

The responses we are getting from food companies vary, according to countries. The way we interact with companies are:

- We send them several emails, make phone calls and ask for in-person meetings to talk about cage-free or gestation-crate free policies.
- When they are not responsive and we consider them a priority, we send emails and letters telling them one to two months in advance that we will launch public campaigns composed of online petitions, direct actions, social media actions



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and media outreach. We explain the campaigns will engage their customers and publicly ask them to implement an animal welfare policy.

- Compared to our peer groups who also do this type of work, we found out that we give a longer notice than they do. However, we believe that this strategy has proven to be effective for the outcome and impact, as companies need more time to analyze our request, as we are working with new and previously neglected markets. Also, in ten months of work, we have been able to secure 12 commitments from major players using this strategy.

In Brazil, where there are several other major NGOs working to implement animal welfare reforms in private supply chains, companies are often responsive and implement the reforms without the need of a campaign. Most of them acknowledge the fact that pressure campaigns are common and legitimate activities for NGOs.

In Colombia, some companies threatened to sue us if we carried out campaigns involving their name and brand. The threats didn't stop or alter our plans and we were never actually sued. Our lawyers believe that according to the constitution in Colombia (as well as Brazil, Argentina and Chile), what we do is 100% legal as freedom of speech and protest are secured, and we would win if we were sued. Also, this represents a minority of the companies we have interacted with. Most of our commitments are from Colombia and Colombian companies respond well when we mention campaigns. They are often willing to work with us to make a commitment. They also acknowledge pressure is needed and respect our strategy to inform them and give them time to respond, before any campaign is launched.

In Chile and Argentina, companies seem to think the better strategy is to ignore us and they seem less sensitive and concerned about brand exposure. For these reasons, we are allocating more resources for this kind of campaigning in these countries. We believe that raising additional funds and establishing more structured teams will dramatically effectuate our campaigns in Chile and Argentina.

Corporate commitments are a very important part of our work and a very effective and measurable way to create change. While we are pleased with our current strategy, we will further this approach even more and keep monitoring companies' responses and behavior very closely. To this end, we will constantly reevaluate our strategies and adapt them to local scenarios in the different countries.



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ORGANIZATIONAL STRENGTHS AND VULNERABILITIES

What are the key strengths and vulnerabilities within Sinergia Animal that influence our ability to achieve our strategic mission and vision?

Among the organization's greatest strengths are:

- Its experienced, talented and committed staff;
- Leadership is highly experienced in sensitive campaigning issues such as investigative work and legal risks;
- Leadership fully understands the reality and has worked extensively in Global South countries;
- A global-minded leadership capable of understanding local issues and needs and adapting accordingly;
- The ability to develop and implement strategies that address all aspects of advocacy, including lobbying, market campaigning and movement building;
- Experience and expertise in effective communications in both traditional and social media;
- The capacity to fundraise with international donors;
- Very measurable outcomes in corporate outreach for animal welfare reforms;
- An outstanding public reputation;
- Strong executive leadership and a committed corps of volunteers and trustees;
- A commitment to see campaigns through to the end and understanding the difference between output, outcome and impact;
- And its most notable among its many strengths is its capacity to generate results in a very cost-effective way.

Like any organization, we also have our vulnerabilities – issues that could become barriers to achieving our strategic objectives. Staff and trustees believe that the primary vulnerabilities are:

- Insufficient staff capacity relative to the workload;
- Lacking funds for full time campaigners;
- Unknown brand in most markets;
- Combating the stigma of animal campaigns and campaigners;
- Potential competition for funding and media space from other movements, particularly environment;
- Not enough funds for a full time regional campaign coordinator/director;
- Not enough funds to have more paid staff in the leadership;
- Need of more funds to build a strong social media presence and launch very impactful campaigns in a short period of time;
- Having funds that can only secure our work for one year;
- And difficulties to fundraise on a national level due to cultural issues and the fact that the NGO is only formerly registered in Brazil.



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CORE IDEOLOGY: MISSION, VISION, AND VALUES

Our Mission (Why do we exist?)

We inspire people and challenge institutions in the Global South to change habits, practice and procurement policies to help reduce the suffering of farmed animals.

Our Vision (What is the future we seek to bring about?)

A sustainable future in the Global South where less animals are exploited for food production and cruelest methods of animal farming are abolished.

Our Values (What core ideals guide our decisions and actions?)

Leadership: We listen and learn from our community and all stakeholders. We address the root causes of animal cruelty problems in the livestock sector in the Global South and mobilize resources for this goal.

Working culture: We value open dialogue, friendliness, exchange of ideas, freedom of expression, equity, inclusiveness, a healthy, compassionate and mindful working culture respecting fairness and hours of work. We celebrate victories and value all efforts to create change.

Accountability: We work to honor the trust of our donors by being as cost-efficient as possible. We have a rigid and transparent grant reporting mechanism and diligent oversight from the trustees.



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OBJECTIVES, KEY STRATEGIES AND GOALS

Objective 1: Reduce animal suffering in neglected countries in the Global South

Rationale

Consumption of animal products is increasing in the Global South and intensive farming practices already are, or are becoming, the predominant model of farming in Latin America, Asia and Africa. While there are a lot of efficient NGOs with proper funding working to end these practices in Europe, the US and Brazil, numerous countries in the Global South remain neglected despite the large and growing number of animals being raised there.

We want to be able to work in these countries with very cost-effective activities and strategic base to start or boost the animal movement and also create an easier environment for other local and international NGOs to start working on corporate campaigns to push for major animal welfare reforms.

Also, animal welfare reforms usually increase prices of animal products. Higher prices of animal products can also contribute to the promotion of more plant-based diets and reduce the number of animals raised for food.

Key Strategies

- Strengthen the work in Latin America and expand the learnings to other Global South countries
- Establish Sinergia Animal as an international, trustable and highly effective organization, with the aim of having a very positive impact in our ability to negotiate and campaign for regional and global corporate agreements.
- Secure a large number of corporate agreements and have market forces on our side to conquer legislative wins

2017-18 goals:

- **Secure at least 10-15 major cage-free egg commitments from major food companies in Argentina, Chile and Colombia.**
 - Status: Achieved. So far, we have secured 12 commitments from key players and we expect to have 2 to 5 more until the end of October.
- **Start negotiating with donors about possible expansion to other countries.**
 - Status: Achieved. We are currently signing contracts to receive funds to start working in South East Asia. Our current strategy points to working in Indonesia and Thailand, where it is safe to carry out market campaigns and where the largest number of hens are.



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- **Secure funding for one more year of work in Colombia, Argentina and Chile.**
 - Status: According to current talks with donors, very likely to be achieved. Our current funds are enough to keep working until May 2019 and we hope to be able to secure more to be able to go on until May 2020 soon.
- **Increase social media presence to 50k followers.**
 - Status: Currently evaluating how we can achieve this goal. At the moment, we spend our social media funds to promote specifically campaign adds, to generate petition signatures or ask people to participate in online protests or direct actions on the streets. We will try to re-manage our plan to also direct funds at increasing the number of followers.

2019-2020 goals:

- **Latin America:**
 - Double funding to ensure we have better resources for campaigning, at least one full time campaigner in each country and one regional Latin American campaign coordinator.
 - Secure at least 70 cage-free egg commitments from major food companies in Argentina, Chile and Colombia. Start lobbying efforts for legislation.
 - Conduct at least 5 investigations exposing the egg industry.
 - Secure at least 20 gestation-crate free commitments from major food companies and producers in Argentina, Chile and Colombia.
 - Conduct at least 3 investigations exposing the pork industry.
 - Increase social media presence to 500k followers.
 - Grow the board to include more individuals valuable for strategic development
- **Brazil:**
 - Secure funds to have a one full time campaigner solely working on pig welfare campaigns and corporate outreach
 - Secure at least 20 more gestation crate-free commitments from major producers and food companies in Brazil, combined with policies to stop mutilations without anesthesia, foster the use of enrichment and less intensive fattening practices. Start lobbying and campaigning efforts for legislation.
 - Conduct a nation-wide investigation showing conditions of raising and slaughter of pigs.
 - Increase social media presence to 200k followers.



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- **South East Asia**

- Secure funds to have one full time campaigner working in Indonesia, Thailand and Malaysia (where the largest numbers of animals are being raised) on cage-free egg campaigns, and a one full time regional campaign coordinator.
- Secure at least 70 cage-free egg commitments from major food companies in Indonesia, Malaysia and Thailand. If the scenario is favorable, start lobbying and campaigning for legislation.
- Conduct at least 3 investigations exposing the egg industry.

- **Africa**

- If major African countries in terms of number of animals being raised are still being neglected by other major organizations working with corporate campaigns, secure funds to expand to one or two African countries, with the highest number of animals in extreme confinement.



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2027 goals

- A very favorable market scenario is obtained for campaigns to push for legislation to ban battery cages and gestation crates in Latin American, Asian and possibly African countries.
- According to international trends and funding opportunities, corporate outreach starts to promote animal welfare reforms in the beef, dairy and/or poultry sectors.
- A social media presence of 3 million followers is obtained globally.
- Funding becomes more stable and from varied sources to carry out campaigns to reduce suffering. Reliance on international grants is reduced.

Objective 2: Reduce the number of animals being raised for food, promote more compassionate food choices

Rationale

Consumption of animal products is growing in the Global South and intensive farming practices already are, or are becoming, the predominant model of farming in Latin America, Asia and Africa. Besides immense animal suffering, this also represents an unsustainable pattern for the environment and human health as well as being one of the leading causes of climate change. Sinergia Animal wants to be a leading organization in researching and implementing very efficient strategies and campaigns to reduce consumption of animal products in the countries where we operate. We will keep working with ProVeg International to help them meet their [global goal of reducing consumption 50% by the year of 2040.](#)

Key Strategies

- Fundraise to have teams and proper resources to carry out institutional reduction programs with public institutions in all countries where we operate
- Fundraise to have teams and proper resources to carry out very impactful consumer campaigns promoting reductionism, vegetarianism and veganism in all countries where we operate

2017-18 goals:

- **Secure funds for first Institutional Reduction Program in Colombia**
 - Status: Currently negotiating funds with international donors to implement a Meat-Free Day program with public schools and other major public institutions in Colombia.
- **Start funds for 21-day vegan challenge in Latin America**
 - Status: Currently writing grant proposals to international donors.

2019-2020 goals:



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- Meat Reduction Program is successfully implemented in Colombia and 15+ Colombian public institutions implement it.
- Our success in Colombia helps us secure funds to implement similar institutional programs in Argentina and Chile. Brazil will not be considered a priority, because there are already 3 other major NGOs doing this work in the country: The Brazilian Vegetarian Society, Humane Society International and Mercy for Animals.
- Over 150.000 people participate in our 21 Day Vegan Challenge in Latin America. Funds are secured and innovative and creative ways are developed to keep promoting this campaign.
- Hundred thousands of people are daily impacted with our messaging encouraging them to leave animals out of their plates within all countries/regions where we operate.
- Success with our vegan and reduction campaigns with consumers in Latin America allows us to secure funds to carry our similar initiatives in neglected Asian countries.
- According to international trends and new ideas, new ways to engage consumers and institutions in reducing consumption of animal products are found in Latin America and possibly Asia.

2027 goals

- Strong cases of success with institutional meat reduction programs in Latin America allow us to implement similar programs in neglected Asian and (possibly) African countries.
- Strong cases of success with consumer campaigns to decrease consumption in Latin America (ie. 21 Day Vegan Challenge) allow us to implement similar programs in neglected Asian and (possibly) African countries.
- A social media presence of 3 million followers is obtained globally. Millions are daily impacted with our messaging encouraging them to leave animals out of their plates with all countries/regions where we operate.
- At least one major public health authority in each country is condoning Sinergia Animal's work, pointing to the health benefits of a more plant-based diet.
- At least one major public institution or NGO condoning the work of Sinergia Animal, pointing to the climate change mitigation benefits of a more plant based diet.
- Funding becomes more stable and from varied sources to carry out campaigns to promote more compassionate food habits. Reliance on international grants is reduced.



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INTERNAL BUILDING BLOCKS

What are the organizational capabilities we must build in order to achieve our mission, goals and objectives? What financial outcomes must we achieve in order to ensure that our strategic objectives are accomplished?

Leadership

Increase the leadership roles that staff, trustees, volunteers, and donors play on key issues in Sinergia Animal, especially in new countries where we are and will be expanding to. Important to include leadership that can develop strong cross-NGO collaboration and expand synergies.

Structure, Process, and Resource Alignment

Align and integrate staff and committee structures, resources, and administrative processes in order to achieve our objectives and be a sustainable organization with a healthy working culture. Financial accountability and general healthy governance will be key elements.

Learning Community

Foster a learning community in which staff, trustees, volunteers, and partners share learning across disciplines and sectors, and use that learning to assess impact and develop future strategies. Sinergia Animal will aim to be a trendsetter in the area of building collaboration with usual and unusual partners.

Range of Funding Streams

Increase and diversify the range of revenue streams to maximize our effectiveness in connection with our objectives. This will include targeting funders that are focusing on co-benefits of animal agriculture campaigning as opposed to animal protection exclusively.

Sustainable Operating Model

Ensure that Sinergia Animal's operating model is sustainable as circumstances change. This will include developing a healthy financial forecast with the trustees, having volatility preparedness and building a sound reserve.



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OUR WAY FORWARD

This strategic plan embodies our commitment to help build a better future for farmed animals in neglected countries in the Global South. As we look to the future, accelerating political change, increased complexity, market volatility and continued uncertainty define the strategic landscape.

In the midst of these challenges, our intent is clear: Sinergia Animal will continue to learn and adapt in order to improve the life of farmed animals, while decreasing the overall production. This plan sets us on a trajectory for deepening our impact and improving every aspect of our operation.

As we carry out this plan, we anticipate several important benefits.

Impact: We expect to promote great market and legislative change to reduce the suffering of farmed animals in countries that are not being considered a priority by other international organizations. Additionally we will engage in countries where the animal protection movement still does not have capacity to work on farmed animal issues effectively.

Respecting Local Culture and Knowledge: We want to be seen as an international organization, but with a local voice and perspective. For this reason, we will work to have Board Trustees in all countries where we operate. Staff will also be formed of national citizens. If funds allow, we will also be formally registered in all countries where we operate, with national citizens in all leadership roles. Additionally, all campaigns will be contextualized and adapted to the locations in which they are launched.

Maximum Integration of Effort and Resources: Increasingly, Sinergia Animal's work will maximize our diverse resources and strategies in an integrated and collective way. We want our national, regional and global teams to be more and more integrated and connected and maximize cost-effectiveness by engaging staff and board members in a global perspective with the capability of adapting previous successes in different and new countries. We will benefit from creating a more global team with a wide variety of perspectives, disciplines, and skills of our staff, board, and other volunteers in service of helping animals in the Global South.

Financially Sustainable Operating Model: Sinergia Animal will become more agile and able to respond quickly and effectively to changes that might affect the growth of donor- advised funds and philanthropy. Our funding streams will become more diversified as will our network of donors. We see this plan as a dynamic road map – one that describes where we want to be in ten years, but also will continue to evolve as the landscape changes. As we develop the specific tactics and actions in the coming months to implement this strategic plan, we will invite input from our grantees, staff, donors, and other key partners in ways that significantly shape what implementation looks like. Additionally, as we encounter the challenges and



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paradoxes inherent in philanthropy, animal agriculture and eating habits, we are committed to remaining connected to our mission and core values – those enduring ideals that serve as a compass for our staff and trustees as we navigate our way into the future.