

Anima International's Reporting of Programs (2020)

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: Obtaining corporate commitments to higher welfare

Date commenced: Denmark: 10.2001; Poland: 04.2014; Lithuania: 06.2017; Belarus: 06.2017; Ukraine: 06.2017; Estonia: 08.2017; Finland: 11.2017;* Norway: 11.2017; UK: 10.2018; Russia: 01.2018

- In Finland (2017-2019), we helped implement a cage-free campaign with the Finnish organisation Oikeutta eläimille (OE). Our role changed over time, from being closely involved in the process (securing funding, developing the campaign, training staff) up till today where we collaborate on joint campaigns.

Description:

In Anima International we consider corporate outreach campaigns one of the most effective ways to help the largest number of animals.

Because of the scale of the suffering and numbers of animals involved we are today primarily focused on our cage-free campaign and our broiler campaign, but also smaller campaigns with a high probability of achieving quick results and media coverage about farmed animals (e.g. foie-gras, live fish and fur).

Our aim is to end factory farming by raising the base level of animal welfare in the production systems. Specifically we want to engage retailers, food manufacturers, the food service sector and wholesalers to move away from the worst parts of the egg and broiler industry by introducing meaningful animal welfare policies.

To put it shortly our general strategy for achieving results would include:

1. Raising awareness with media stories
2. Securing strategic wins
3. Building momentum

4. Major sector commitments
5. Securing implementation

See more in depth explanation in “AI Programs and accomplishments 2018-mid 2019, page 10

How do you measure the outcomes of this program?

The aim of corporate campaigns is to introduce significant and permanent changes for the improvement of farm animals' welfare through changes in the production system. Given the specificity of this program's desired outcome there are several ways in which progress can be measured including:

- Keeping files on companies' commitments and their implementation statuses
- Obtaining official annual data of the number of animals/farms in various production systems
- Obtaining data of product volumes from companies that commit to higher welfare policies when possible
- Estimating policy coverage in various sectors, e.g. which supermarket chains have cage-free policies/have implemented cage-free policies

Do you collaborate with other organizations in this program?

We want to collaborate with organizations both on a national, regional and international level. On an international level the most relevant coalitions are the Open Wing Alliance and Fur Free Alliance. Here information sharing and coordinating campaigns are the most important aspects. Likewise on a national level we mostly coordinate around campaigning and in some aspects sharing relevant information with each other.

What are your top 5 biggest outcomes for this program prior to 2019?

Outcome 1: Building the capabilities for corporate outreach (our first wins) Corporate outreach was one of the first interventions in our organization's history, starting as early as 2001 by working to remove fur from the fashion industry by working with clothing companies. Our Fur Free Retailer work was a high priority when starting out both in Denmark and Poland. Later on we took the same tactics and strategies and applied it to the work of foie gras, cage-eggs, fast growing broilers and live fish. Learning to engage with corporations through dialogue and campaigns has built the foundation of our ability to do corporate outreach work in multiple issues. Over the years we have obtained 250+ fur-free commitments from fashion companies including many market leaders such as Bestseller and LPP. Also we have obtained 100+ foie gras free commitments including all retailers in Denmark.

Outcome 2: Cage-free work in Central and Eastern Europe Anima International was the first organization to actively and consistently run corporate campaigns in Eastern and Central Europe,

starting as far back as 2014. This was new territory for the animal protection movement that also saw challenges in the form of companies wanting to find and exploit loopholes in the law and threatening campaigners with lawsuits. A big part of our focus for cage-free work was the retail sector as this is where the big volumes are, and where we can also educate the public about the issues. Also we have covered a big part of the food service sector in Poland including the second biggest restaurant chain.

Among the biggest results prior to 2019 were:

- 150+ cage-free commitments (mainly Poland and Lithuania)
- 8 of the 10 biggest retailers in Poland have cage-free commitments, including a policy from the biggest retailer Jeronimo-Martins which also covered their stores in Portugal and Colombia
- Major retailer Rimi in the Baltics went cage-free after a strong collaborative campaign in several countries

Outcome 3: Starting broiler work When we first learned about the broiler campaign and the corporate ask in 2017 our belief was that it would be very similar to the cage-free campaign, so we thought progress would be relatively fast. However during the first year of working with this topic we learned many important things about the campaign. This meant that specific, measurable results in 2017 and 2018 were limited. Most notable were big awareness pushes in Denmark, Poland and the UK focusing on informing consumers and companies about the problems in the current conventional broiler production, leading to big news stories that created momentum for further work ahead.

Outcome 4: Introducing corporate campaigns in post-Soviet countries outside of the EU As we learned to obtain great commitments in central and eastern Europe we wanted to expand to post-Soviet countries outside of the EU. We knew that working in these countries would be a bigger challenge. An unstable political and economical environment coupled with a largely unaware public regarding animal welfare issues would naturally set the progress in these countries at a slower pace compared to Western Europe and North America.

In June 2017 we started introducing the cage-free campaign to Ukraine. The following year we decided to launch a pressure campaign targeting international retailer Auchan. The cage-free campaign was the first ever of its kind in Ukraine and it gained massive support, both at the demonstrations we arranged and online, involving thousands of people. The campaign also brought us important media attention to build awareness among consumers.

Also, in 2018 we obtained our first translated cage-free policy in Ukrainian from a global company, on which we could further build our campaign.

Outcome 5: Winning the cage-free campaign in Denmark and Norway Anima Denmark started to work with companies to obtain cage-free commitments in 2014. By the end of 2018 close to 100%

of the retail market as well as 90% of the food manufacturing sector was covered by cage-free commitments which we could see had a positive impact on changes in domestic egg production. Also one of the top wholesalers Euro Cater committed to going cage-free in collaboration with Anima, which will also affect public institutions like schools, hospitals and nursing homes. This is otherwise a difficult sector to change in Denmark because it's public and dominated by a few big actors who make the purchasing decisions for a wide range of institutions. The total production of cage eggs in Denmark fell by 69% from 2015 to 2020.

When Anima arrived in Norway in 2017, cage-free commitments were rare and no organizations were running active cage-free campaigns. During 2018, the majority of large companies, including retailers had introduced cage-free policies as a result of our work. Also Norway's largest producer, Nortura, began a full transition to cage-free eggs, working gradually on the transition every year, they expect to be 90% cage-free by 2021 and 100% cage-free by 2025.

The progress we have achieved in Scandinavia gave us the opportunity to switch the main focus to the broiler campaign.

Program 2

Program name: Media campaigns

Date commenced: Poland: 11.2012; Lithuania: 10.2014; Ukraine: 03.2017; Estonia: 06.2017; Belarus: 11.2017; Norway: 01.2018; France: 05.2018; UK: 02.2018; Russia: 05.2018

Description:

Working with the media is one of the main focuses for Anima International campaigns. Our approach is inspired by research on changing social norms. Media coverage has the potential to influence both attitudes and behaviour because it works as social proof. Furthermore, media work plays an important role in both legislative and corporate change. In our strategy, the media is a tool to influence voters, consumers, politicians, companies and other stakeholders. Popular media outlets have much broader reach than political ones and therefore have a much bigger impact on voters. For changes in the corporate sector we found that there is high dependence on what the media portrays and how easy it is for us to run pressure campaigns and talk with the private sector. Slight delays in media work in a specific country on some problems (like cage-free) had a significant impact on the effectiveness of our corporate outreach. Because of this, working in this area is the backbone of most projects and campaigns.

Outcomes we want to achieve are focused around influencing public opinion and making headway for one of our most important programs - influencing industry. We think media work is fundamental for our work and it's easy to underestimate how vital it is for the movement, especially in countries where English is not the dominant language.

Our main interventions were historically based on investigation media work. The two founders of Anima International, Otwarke Klatki and Anima, started by focusing on investigations. Since then we learned more and thus developed a robust understanding of the media industry and heavily increased the portfolio of our interventions. Among others the main interventions for our media work are 1) investigations, 2) interventions (open rescues), 3) big national media campaigns, like outdoor campaigns or work with celebrities, 4) seizing national opportunities to launch time-relevant press releases, 5) prosecutions of farm animal cruelty, 6) working with big media houses, 7) working with influences in their sectors (rural communities, sportspeople, chefs, writers, celebrities), 8) using opinion polls to generate news, 9) grassroots approach to the media work (we train our volunteers so they secure a lot of smaller outlets) 10) networking with key stakeholders in the media sector, 11) learning from professionals and from other groups, 12) creating short videos and documentaries, 13) demonstrations and protests.

How do you measure the outcomes of this program?

We measure the outcomes of our media campaigns in various ways, loosely grouped into two methods. The first is by measuring the number of articles and potential media reach, the second is by measuring what these articles actually help us achieve within the outcomes. The first is a more exact method of measurement but slightly abstract when it comes to thinking about actual change for animals. The second is harder to measure exactly but gives us a much better idea of what our media campaigns have actually achieved in real world terms, for example, if getting an article in an industry publication helps us reopen dialogue with a company, this would be considered successful. In countries where we operate we try to use the services of professional firms that monitor relevant metrics, like reach, overall sentiment and advertising value equivalency of our media work. We also try to follow reports and regularly conduct public opinion polls to see if there is any real change in the society. Of course some of the metrics we use cannot be attributed solely to our work, but to the whole movement, especially in the countries in which there are more animal advocacy groups.

Do you collaborate with other organizations in this program?

Note: This response was redacted for confidentiality.

What are your top 5 biggest outcomes for this program prior to 2019?

Outcome 1: Conducting and publishing investigations Investigations are one of the foundations of

media work in Anima International. They are a good way to secure media attention, because they provide journalists with material that is reliable, shocking and current. In most of the countries we were working in we were the first groups to release investigations from farms or specific types of animal products production. Through the years since we started, thanks to our successful work with media partners our investigations were featured on the front page of newspapers, on the most popular breakfast shows, prime time news reports and were discussed by the most respected journalists. We have been invited onto TV shows, talk shows and often debated our views with representatives of the industry. Because some of the types of factory farming were not known to the society, some TV channels followed the stories we offered and created dedicated episodes in their news shows. This happened with cage egg farming and fur farming.

A list of investigations that we published before 2019:

- 2009 - **Denmark:** fur farming
- 2010 - **Denmark:** fur farming
- 2011 - **Denmark:** pig farming. **Ireland:** fur farming
- 2012 - **Poland:** fur farming. **Czechia:** fur farming
- 2013 - **Poland:** fur farming (farms of industry representatives).
- 2014 - **Poland:** cage egg farming, live horse export to Italy. **Lithuania:** fur farming.
- 2014 - **Poland:** cage egg farming, live horse export to Italy. **Lithuania:** fur farming.
- 2015 - **Poland:** fox farming, international investigation of Dutch fur industry, **Lithuania:** fur farming, cage egg farming.
- 2016 - **Denmark:** cage egg farming, barn egg farming. **Poland:** Virtual Reality cage egg farming, mink farming, fox killing and skinning on farms. **Lithuania:** fur farming.
- 2017 - **Poland:** Virtual Reality fox farming investigation, ritual slaughter, pig castration. Working with Polish journalist to be hired in a broiler farm and a broiler slaughterhouse. **Lithuania:** cage egg farming.
- 2018 - **Denmark:** broiler farming investigation. **Lithuania:** mink farms, fish investigations (live sale). **Poland:** undercover investigation in broiler farm, broiler farms (including stock, hatchery, stocking, each week of the production cycle, catching, loading, transport to the slaughterhouse), fish (carps) farming, mink farming, pig farming (pens, sows and piglets - fattening, castration, teeth removal and tail cutting), laying hen farms (hatchery, weaning, cage egg production), goose, turkey, duck farms, rabbit farms, fox and mink farms. **Ukraine:** cage egg farming, foie gras farming. **United Kingdom:** broiler farming.

Outcome 2: Introduction of factory farming related problems to society and increasing awareness of it In recent years, we maintained a strong presence of animal welfare and factory farming issues in national discourse. In many countries we operate we were the first organizations to release investigations and talk about practices of factory farming, like cage egg farming or broiler farming. When we introduce a problem we make sure to build and maintain public interest. We use various tools to generate media reach and make sure that outlets present the issue in alignment with our goals.

Examples of our work in this outcome would be an awareness campaign in Denmark with a focus on the separation of cow and calf in the dairy industry. The "12 hours with mom" campaign resulted in the largest animal welfare discussion in Denmark in 2018 and scrutinized the Danish dairy industry. The campaign became one of the biggest animal welfare stories of 2018. In Poland, when pushing for a fur ban in 2015, we openly rescued two foxes with chewed off paws. This story was the biggest media story about fur farming, making the most prominent journalists and public personas vocally condemn the industry in Poland. We regularly ran stories like these to gain public support, which proved sometimes very cost-effective.

We did numerous demonstrations, protests and national marches for animals on many topics, from fur farming to broiler welfare.

Finally, we were trying to find ways to assess our work and the impact we have, even though we are aware we cannot be sure of the direct effects. For example in Poland, in an independent report prepared by Press Service (media monitoring), between October 2017 and October 2018 there were 4,277 media articles about fur farming, 2,639 about the fur ban, 2,127 about caged eggs and 1,230 about dogs or other animals kept in chains. The most prominent-animal related topics were "Animal Rights", "Cruelty toward animals", "Fur farming". We screened media when possible to check how much they report on our stories regarding topics we introduce. As an example, here is our summary of 2018 chicken welfare media interest just in Poland with advertising value equivalent to at least \$900,000. We also try to assess public opinion on factory farming issues, like egg and fish farming. We published these findings in our reports and try to make use of them in our media strategy (see below).

Outcome 3: Building momentum to influence the industry Working with the media is a very effective tool to push for industry change, both in terms of securing animal welfare commitments and in changing the narrative around plant-based food. We make use of strategies like opinion polling, ad placements, outdoor marketing, grassroots protests and investigations to influence companies on either securing commitments, or in the case of plant-based products promotion campaigns, to introduce new products.

Opinion polling is a good and cost-effective way of getting media attention and then providing the audience with information about how society is changing. This information proved highly useful in our negotiations with the corporate sector. We used public opinion polling against the most prominent targets, especially in countries with shorter history of animal advocacy movement, like in our campaign for cage-free egg commitments from retailer Auchan in Ukraine.

We often organize protests and demonstrations focusing mostly on getting media coverage on the issue or a brand we are campaigning against. We have a rich history of such demonstrations and in Poland, we launched the broiler campaign with demonstrations and media work back in 2015 and cage hen welfare in 2014.

We have also used media work as a tactic to help us achieve major cage-free corporate wins. Ensuring that our campaigns make it into the media is one of the most effective ways to pressure companies first into dialogue and then to make meaningful commitments. Releasing undercover investigations (which we have talked about in more detail as outcome 1) as well as large-scale public outreach campaigns (which fits into outcome 2 regarding raising awareness) are both also connected with actually influencing the industry. Our big public outreach campaign against the use of cage eggs in Poland effectively helped us to lay the groundwork for corporate campaigns in the region. What is crucial is that our media team worked to protect the organization when sued by corporations or the industry. When threatened with court cases we managed to make them very public, making companies drop their cases and usually commit to better welfare.

We also make use of other media-friendly tactics to influence key players, such as recruiting celebrity chefs to publicly speak out against cage eggs. We have also published several in depth reports on hen welfare which have been picked up by industry media.

In the long-term we consider making sure companies keep their deadlines as one of the most important parts of the final stages of the cage-free campaign. Whenever we secure a new pledge, we communicate it to the journalists and create other opportunities to get the media interested in the topic. Getting such press allows us to create pressure both among farmers, making them feel they might need to switch to alternative, cage-free production models soon, as well as their customers.

We cover our work in shifting the market in another program description, but it's worth underlining that good media work was a big part of our success in getting the attention of companies and their willingness to work with us in launching new plant-based options. We believe that the more discussions in the media about subjects such as sustainability, plant-based protein and clean meat, the more we can influence the rise of new plant-based companies, increase the interest of researchers who could work in this area or industry giants starting product lines catering to vegans, vegetarians and reducetarians. In our communications about plant-based products we are focusing on the fact that it's not about vegans vs. non-vegans, but plant-based foods can be enjoyed by anyone.

Outcome 4: Building momentum for legislative change While we are well aware that there is no direct link between public awareness of an issue and voting behaviour based on such awareness, we also believe that without raising the general knowledge about factory farming and its consequences, we won't be able to make farm animal welfare an important political subject. Therefore we build public awareness by creating and inspiring broad and different media stories. To make legislators interested enough in changing the law we also try to identify windows of opportunity (like new bill propositions or elections) and support our legislative programs with media pressure. We make sure to use our media contact to highlight positive examples and political figures who take the stance on animal ethics. Therefore we shape incentives for them

and for their parties to raise these issues even more.

When we started investigations into fur farming in our countries, very few people were aware of the size of the industry. After years of campaigning, hosting conferences in Parliament, meeting with politicians, sending letters, asking questions at any possible public meetings we see how the situation changed: there was a bill proposal to ban fur farming and dozens of MPs now stand against fur farming and the bans are being debated in parliaments in Estonia and Lithuania. In elections politicians are questioned by journalists and democracy NGOs on their stance on the issue, making it a mainstream topic.

Our media networks and knowledge proved to be instrumental in elevating rural communities in their fight against the expansion of factory farming in Poland, especially with regards to export. This media outreach allowed politicians to notice the issue and strengthen the position of local authorities in influencing national party lines. In the media, communities who are not activists are more relatable messengers to oppose factory farms, therefore we make sure they are invited onto various media programs and their voice is heard.

Throughout the years before 2019 we saw a steady increase in the prominence of animal welfare topics in our political sphere. Some of the parties managed to include animal welfare as dedicated sections in their party programs, which just a few years ago was unheard of in Central and Eastern Europe.

Outcome 5: Digital media presence In most of the countries we operate in, especially Eastern European, we are the leading animal NGO on digital media platforms. Throughout the years we managed to build extensive reach and diverse audiences on various social media channels. Through learning we heavily increased the number of people reached with our petitions, blog posts and newsletters. We segmented our audiences and organized our digital media platforms based on messaging, as an example - we established separate brands for plant-based products communications. We also started gradually building our audience in Russian-speaking regions. Since most of these countries do not use social media platforms used in the West, we set up our presence on vKontakte, which is the most popular social media website in Russian-speaking regions. For comparison roughly by the end of 2018 we were the 2nd most followed animal related NGO profile on Facebook in Poland, 2nd in Ukraine, 1st in Denmark and 7th in Norway. We believe digital marketing and presence are essential to support and boost our other activities and programs, like pressure outreach, investigation releases, outdoor campaigns and to influence public opinion. Additionally we used testing and targeting to significantly increase the effects of our work, in the case of national news, like investigations, even a small percentage increase may have a significant effect.

Program 3

Program name: Plant-based product promotion

Date commenced: Poland: 12.2015; Lithuania: 02.2016; Estonia: 06.2017; Denmark: 06.2017; Ukraine: 11.2017; France: 05.2018; Norway: 01.2019; Russia: 07.2019; Belarus: 07.2019; Iran: exploratory work

Description:

The goal of the program is to influence the market and push it to introduce more plant-based or, in the future, cultivated meat options. We only use positive messaging and focus on business reasons to start offering plant-based products. When communicating with companies and the media, we focus on the growing popularity of plant-based diets among younger consumers, sustainability, health and massive business opportunities in the emerging market. Through positive corporate outreach we are able to introduce major changes in the top-level food industry businesses that not only result in the increased availability of affordable, tasty plant-based options but also contribute to the reduced suffering of farmed animals.

Though not entirely linear, the strategy of our plant-based outreach programmes could be described in the following steps:

1. Creating a foundation and a narrative for plant-based products at both industry and consumer levels:
 - Creating demand and building up excitement for plant-based products with consumers
 - Offering research-based data and insights supporting our approach for the food industry
 - Intensive industry media outreach
2. Anima International's plant-based team serving as experts and opinion-forming advisors
3. Building a strong industry network, sharing know-how and supporting new businesses in their growth through:
 - Business conferences
 - Mentoring new businesses
 - Building capacity for high-tech food innovations (cell-based meat)

4. Establishing partnerships with major food industry operators in order to support systemic meat consumption reduction. Plant-based programmes at Anima International are adapted to local specifics, as our countries vary in terms of living standards, culture, markets and general familiarity with plant-based eating.

How do you measure the outcomes of this program?

- Monitoring media reach and social media reach
- The number and size of the companies we work with
- The number and size of industry events we take part in
- The number of attendees at our industry conferences and post-conference cooperation
- The number of plant-based products introduced to the market by the companies we cooperated with within one year

Do you collaborate with other organizations in this program?

Sinergia Animal (Int) - We are cooperating in rolling out the Chefs for Change International project by getting ambassadors from countries such as Brazil, Argentina, Chile, Thailand and Peru as our ambassadors and planning joint activities plant-based cuisine in the catering industry

OBRAZ (CZ) - Polish plant-based team have helped to launch Rostlinne, the plant-based outreach campaign in Czech Republic. Currently, the Polish plant-based team cooperates with OBRAZ on the Plant-Powered Perspectives conference in Czech Republic

Jem pre Zem (SK) - Similarly, as in Czech Republic, Polish plant-based team cooperates with Humanny Pokrok's plant-based outreach campaign, Jem Pre Zem, on the Slovakian edition of the Plant-Powered Perspectives conference

Polish Society of Lifestyle Medicine (PL) - the Polish plant-based outreach campaign is a partner of the conference organized annually by the society, and seeks nutrition advice from their experts

Narodowe Centrum Edukacji Żywieniowej (PL) - The Polish plant-based team collaborated with NCEZ during the health-related webinar series hosted during COVID-19 outbreak in Poland

Danish Vegetarian Society (DK) - Anima Denmark cooperates with the Vegetarian Society of Denmark using exploiting the synergy between the two organizations to promote plant based eating

Dyrenes Alliance (DK) - Anima Denmark cooperates with Animals Alliance in campaign coordination and joint projects around plant-based work

National Institute of Health Development (EE) - The Estonian plant-based team have had several meetings with the institute during which they discussed Estonians' eating habits, dietary recommendations and ways of reducing meat consumption in the country.

MTÜ Eesti Roheline Liikumine (EE) - They have shared their expertise and infographics on the connection between animal product consumption and climate change with our Estonian team

The Food Fight Community (Int) - A Slack workspace created by Anima International for people working with plant-based campaigns. It counts 250 people from 48 different organisations from all around the world

The Tallinn University of Technology Natural Sciences Student Association (EE) - Our Estonian team invited the students to Food Innovation Summit 2019 free of charge to encourage them to choose a plant-based research field as their future career.

Molodiya Festival (UA) - ZdorovoJimo cooperated with Molodiya Festival

Alianca Animal (PT) - We are helping them develop the Chefs for Change International project and build their first ever restaurant outreach campaign website based on our templates.

What are your top 5 biggest outcomes for this program prior to 2019?

Outcome 1: Organizing major food industry events We are organizing conferences in an attempt to network with the major players in the food industry, create B2B opportunities for companies and give media opportunities to cover the rising trend of plant-based and clean-meat innovation.

The Food Innovation Summit organized by us in Tallinn, Estonia in 2018 brought together industry experts and companies to discuss the development of plant-based foods, clean meat and meat alternatives. After meeting at FIS and learning about a grant opportunity, The Center of Food and Fermentation Technologies in Estonia was awarded a grant from The Good Food Institute to start developing a meat alternative made from oats. We invited representatives of the food industry to share their success with increasing plant-based options both in the retail and restaurant sectors and to create the social conditions in which plant-based options can stir positive competition among companies. One of the biggest retail chain marketing directors claimed to have increased their plant-based options drastically and aims to continue doing so since the demand is growing. Similar ideas were stated by restaurant owners, etc. The summit got a lot of media attention and we were invited to serve plant-based meat alternatives during a live TV programme where the hosts tried them for the first time.

We organized the Plant-Powered Perspectives conference in October 2018 in Warsaw, Poland, which gathered nearly 200 representatives of the food industry who are interested in the growing popularity of plant products. We carefully selected the speakers so that they would cover a wide range of issues related to the food industry and give the audience pragmatic,

data-based perspectives on what they can gain by extending their offers of plant-based products. Along with the plant-based products industry leaders, we hosted presentations by speakers affiliated with renowned national and global research agencies (Mintel, Hatalaska Foresight Institute, The Good Food Institute) who shared their insights into the latest food trends and the future of food being rooted in cell and plant-based production.

During the conference, we conducted Plant-Powered Pitching for plant-based start-ups. The idea behind the pitching was to endorse innovation. The winner, a company offering cashew-based ice-cream (Lody Syrenka) has now their products available in the biggest supermarkets in the country (e.g. Carrefour, Auchan). We also introduced Lody Syrenka to Prof. Artur Świergiel from the Warsaw Institute of Agricultural and Food Biotechnology which resulted in their cooperation related to research and improvement of new vegan products.

FoodTech.ac - an accelerator combining new technologies with the food industry was launched shortly after the Plant-Powered Perspectives. Michał Piosik, its founder, claims that Plant-Powered Perspectives played a key role in the launch. Our team is now engaging in supporting plant-based start-ups within the project.

Outcome 2: Restaurants introducing plant-based options in cooperation with Anima International's plant-based outreach campaigns

We reach out to restaurants and retailers to add vegan options and to publically join plant-based campaigns — from fancy chains to hipster boutiques. This work increases the general public's awareness of the variety and availability of plant-based eating. In our restaurant outreach, we encourage restaurants to expand their offerings and include plant-based dishes in them. We do it by providing recipes, tips and tricks, marketing advice but also by connecting restaurant owners with distributors and retailers and recommending ready-made, plant-based products that can easily be used as a replacement of popular and seemingly irreplaceable animal ingredients.

Lithuania: The Lithuanian restaurant outreach campaign whose goal is to make plant-based eating easily available in restaurants started in 2016. To join the campaign, a restaurant has to include at least three plant-based dishes in its menu (if a menu is very small, it can also be 30% of it). When they join, the Lithuanian plant-based campaign advertises them and tries to get them good publicity. The campaign also tries to maintain long-lasting relationships with those restaurants so that in the future it is possible to ask them for more plant-based options. The list of the restaurants can be seen here: www.augalybe.lt. The campaign has been very successful in achieving its goal, and within two and a half years since it had started reaching out to restaurants, it was able to get 100 restaurants on board, which gives a total of approx. 300 new, plant-based options available for exploration across the country.

Poland: The largest self-service restaurant in Poland, Olimp, joined our campaign and extended their plant-based offer in 86 restaurant facilities across the country. We helped them develop a well-balanced plant-based menu and organized cooking workshops for 70 of their chefs. As the

project was Olimp's key marketing campaign for three months from July to September 2018, each branch was branded with our marketing, and pushed out on their online communication platforms. The pilot project was so successful that the company decided to introduce plant-based meals on a regular basis, and continues to focus their marketing efforts on plant-based and plant-forward products.

Outcome 3: Using PB-Mondays campaigns to introduce plant-based products in the food service sector For our strategy in approaching restaurants - whether it's a permanent offer or a special deal as a part of Plant-Based/Meatless Mondays project - please see the explanation in part. 2 above.

Poland: In 2018, the Polish Plant-Based Mondays campaign was joined by its first professional ambassadors representing the catering industry - Marcin Popielarz, winner of S.Pellegrino Young Chef 2018 for the best young chef in Eastern Europe, Maria Przybyszewska, a former intern in the renowned Danish Noma, and Grzegorz Łapanowski, chef, author and owner of the Food Lab culinary studio and the School on the Fork Foundation. Maria Przybyszewska appeared on the cover of the September issue of the newspaper for chefs as part of our cooperation with Makro Cash & Carry, the largest food and product distributor for the catering industry in Poland. The issue featuring plant-based recipes prepared by Maria was published with 40,000 copies.

Lithuania: The team established regular cooperation between their Meatless Mondays campaign and two of the biggest news outlets in Lithuania - delfi.lt and 15min.lt. The outlets posted a total of 40 plant-based recipes on Mondays and also mentioned Meatless Mondays in other articles appearing on their websites.

Estonia: By joining the Taimne Teisipäev campaign, restaurants guarantee that they offer at least one vegan dish on Tuesdays and agree to advertise their plant-based offers on that day. After joining the campaign, restaurants get Taimne Teisipäev stickers and table signs explaining why it is good to cut down on meat consumption. Before 2019, 52 new restaurants in 6 Estonian cities joined the campaign and were added on its website.

Outcome 4: Gradually strengthening our position as plant-based product experts within the food industry We are building the required authority to be recognized as experts in plant-based and clean-meat sectors so that we have better opportunities for cooperation with companies and appearances at industry events and in media coverage. According to various studies on social norms, publishing reliable data can be an effective means to coordinate actions and expectations of people, including the ones that are decision-makers in the food industry. This is why we focus a considerable part of our efforts on preparing and issuing data-filled publications aimed to help the food industry to realize and often catch up with the latest plant-based trends.

Market consumer research: In April 2018 we published research on the attitudes of Poles towards meat. Its results - 57,8% of Poles are willing to reduce meat consumption in favour of plant-based products - which turned out to be a terrific media content, sparking a shift towards plant-based

products on the industry level. To name a few examples, Dobra Kaloria and Foods Brothers use the data generated by our public opinion survey to pitch their products to retail chains. During the first Demo Day (an event where start-ups are invited to the acceleration programme to present their projects) held by Foodtech.ac, the number of Poles willing to cut down on their meat consumption was presented as one of the core reasons to launch that food tech accelerator.

Guidebooks for the catering industry: In Poland, we published a guidebook for restaurants with expert tips from our chef-ambassadors, recipes, recommended wholesalers of ready-made, plant-based alternatives and overall introduction to plant-based diets for restaurants and hotels which was distributed during cooking workshops and business meetings we held (the e-book version can be downloaded for free from our website). The guidebook has been then translated and published in Ukraine. Recently the Polish version has been replaced with an updated, much longer and professional one available here. One of the highlights of the Polish publication was establishing a partnership with HoReCa Business Club, thanks to which our guidebook was distributed in the gift bags during the Gastro Meeting conference in Warsaw. In Ukraine, the guidebook was launched at the Ukrainian Food Expo in Autumn of 2018, we attended this event also to create connections with the Ukrainian food industry representatives.

Rankings: Rankings are one of our key tools to strengthen competition, showcase the best examples of responding to the plant trend and motivate more companies to introduce plant-based alternatives to local food markets. In 2018 in Poland, we published a ranking evaluating the availability of plant-based options in coffee chains. The ranking was released in partnership with the Horeca Business Club portal, which enabled us to reach our target audience directly. The rankings caught a lot of media attention and were also shared by the winners of the rankings who took pride in being appreciated by our campaign and decided to implement some actual changes in their offer. Three chain cafes (Green Caffè Nero, Costa Coffee and Lajkonik) introduced (or expanded) their plant-based offerings: sandwiches, cakes and plant-based milks. Green Caffè Nero, a chain that operates in 65 locations nationwide, launched a campaign to celebrate its win - their interiors were decorated with posters and banners about their 1st place in the ranking.

Plant-based products consulting: As we invested plenty of time into building our position as experts and offer reliable know-how on plant-based food and trends to food producers, companies have started to invite us to support them in their efforts to launch the top quality and widely available plant-based offerings.

- Frosta
- Advisorship on B2B promotion of plant-based products
- Viando
- Advisorship on developing the plant-based product line strategy
- a meat producer that supplies Sodexo.
- Virtu
- Advisorship on market trends.

- WSP Społem
- Building test groups for plant-based product testing and developing market strategy.

Presenting at industry events: We took part in several major industry events where we promoted plant-based diets as a trend that cannot be ignored. We presented lots of data and case studies to support our stance and partnered with plant-based companies to create “plant-based zones”, where other manufacturers could get a taste of some of the most popular vegan products in Poland (e.g. meatless butcher - Bezmięśny Mięśny, vegan cashew cheeses from Wege Siostry and mayonnaise from Starck’s Food Polska). As well as networking and getting advice from companies who are already in the business and succeeding. Our zones were extremely popular among the attendees who didn’t expect vegan products to taste so well - the one at Food Expo was even visited by the former Minister of Economics. Our team talked about the growing consumer interest in plant-based products, international investments in cell- and plant-based production and corporate social responsibility.

Outcome 5: Launching the Plant-Based Product of the Year awards The plant-based trend is on the rise and we are investing heavily in creating hype and prestige around the companies following this trend. This is why we decided to start organizing the Plant-Based Product of the Year awards. The idea is to demonstrate the popularity of vegan products, provoke competition between the producers and highlight the opportunities for companies who currently do not offer vegan products. Moreover, handling such competitions builds up our position as food industry experts and trend-makers.

In December 2018, we listed 12 of the most game-changing, plant-based products launched that year in Poland. Our followers were invited to vote, while food producers included in the listing were encouraged to promote their products and our competition to receive more votes. It did not only enable us to get in touch with the companies introducing changes in the food market, but also provided a strong tool to present ourselves to retail chains and got us insights into customers’ needs. The ranking was used by companies taking part in it. For example, representatives of Jogurty Magda, a former dairy (now 100% plant-based) producer who won the award in 2018 added an infographic about their success to their email footers. We continue the annual competition and have introduced it in other countries such as Ukraine and Denmark.

Program 4

Program name: Movement building

Date commenced: Poland: 11.2012; Lithuania: 10.2014; Estonia: 06.2017; Denmark: 07.2017;

Description:

As a group which started in countries with very little resources, we know the value of helping each other. This experience shaped Anima and our mission. When the movement in Eastern Europe and Baltic countries was emerging we made it our mission to help it grow. With the help of groups like Oikeutta Eläimille we invested heavily into the movement. When Otwarte Klatki was starting, Anima gave them investigative equipment that they couldn't afford and this small investment enabled them to do investigations that ignited debate in the biggest media platforms. We met at numerous gatherings, learned and received crucial help from more experienced organizations. Anima International is simply the result of movement building, so we are confident that movement building is one of the most important areas to develop in animal advocacy. While at the beginning we were mostly oriented towards Eastern Europe, Scandinavia and the Baltics, we are slowly expanding the scope of the program to cover most of the globe, especially in Asia, post-Soviet regions and investigating if we can help in Africa and Latin America.

Desired outcomes of our programs include improving the allocation of resources, facilitating knowledge exchange, increasing the number of activists and overall capacity of groups, as well as meaningful relationships and trust in the movement, especially in the less privileged regions with limited access to resources. We aim to create a healthy culture that enables people to improve as activists, respond to identified skills and needs gaps and increase the talent pool of the movement. Finally, we want to strengthen the grassroots foundation for animal advocacy.

We use a broad range of interventions. 1) We build and maintain a network of volunteers who are trained in effective animal advocacy, leadership and skills like media, fundraising and campaigning 2) We host conferences, ranging from big, movement-oriented gatherings like the Conference on Animal Rights in Europe to smaller events for specific audiences (communities in rural areas uniting against factory farms, law scholars, conferences for advocates in their native language where English is not widely spoken, etc) 3) We require our staff and encourage our volunteers to spend time helping other groups 4) We run a dedicated program called the Movement Building Project working with activists and groups in countries with a shorter track record in animal advocacy. 5) We provide training, workshops, and specialized mentoring programs 6) We help groups with less knowledge and assets at their disposal, an example would be conducting investigations in Thailand after requests by local groups 7) We build free-to-use platforms to share resources with other groups 8) We have paid self-developmental programs to improve as activists 9) We collaborate with partners like the Open Wing Alliance and try to share our knowledge and experience 10) We try to connect and recommend activists to funders and help them obtain resources.

How do you measure the outcomes of this program?

While we find measuring outcomes challenging for this program, we do try to measure indirect outcomes like the number of events and conferences we organise. We monitor the number of grassroots activists and the diversity of our groups. We track the number and location of activists and organizations we help, both through our mentoring programs as well as supporting them in the countries they operate in, with investigations for example. We rely on self-reporting, by sending out surveys after the programs have finished to find out what impact they have had. Finally, we are implementing a system for tracking the number of materials downloaded from our resource library and where they have been used. Our Movement Building Project is so ingrained in our culture that we didn't think of it as something we should be measuring rigorously. We see a lot of potential to improve in this regard, which we are now exploring.

Do you collaborate with other organizations in this program?

Our aim for the Conference on Animal Rights in Europe (CARE) is to share the platform and collaborate with other groups, so we change the location every year. After the first edition in 2016 which took place in Poland, we invited VGT (AT), Obraz (CZ) and Humanny Pokrok (SK) to host it. Organizations that were invited to speak or present at CARE include: Animal Charity Evaluators (US), The Humane League (US), Animal Equality (US), ProVeg (INT), Oikeutta Eläimille (FI), Djurens Rätt (SE), Albert Schweitzer Foundation (Int), Humanny Pokrok (SK), CAAI (BG), Viva (PL), Obraz (CZ), VGT (AT), Freedom for Animals (UK), Animal Friends Croatia (HR), Voices for Animals (RU), EcoEtika (UA) and many more. We have also shared our investigations and footage with organizations around the world. As an example, our materials have been widely used in cage-free and broiler campaigns, like in the campaign against McDonald's initiated by The Humane League.

We co-founded NEAR - Network for Eastern European Animal Rights, an alliance focused on capacity building in the Baltic and Eastern regions. In these activities we helped organize the Baltic Animal Rights Gatherings and tightened the relationships between activists. Lastly, we are part of various coalitions that have the goal to strengthen the movement and secure better relationships between groups such as the Open Wing Alliance, Fur Free Alliance, Eurogroup for Animals, Coalition for plant-based campaigns, Fur Free Britain, Eco Agenda, Round Table Alliance, DOSO, Niech Żyją, Asia for Animals Coalition (supporting member).

What are your top 5 biggest outcomes for this program prior to 2019?

Outcome 1: Starting the CARE conference and other coordination events In 2016 we organized the first Conference on Animal Rights in Europe with the primary goal of strengthening the movement in Central and Eastern Europe. We put a lot of emphasis on the event's culture, allowing a healthy and respectful space to debate and share strategies and ideas. We focused on building trust and relationships as well as making it accessible to everyone (obtaining grants and paying for activists that cannot afford travel). Our conference is shared with other groups and

they take the role of organizers. The conference was visited by hundreds of activists from over 30 countries from South and North America, Asia and Europe. Thanks to this event we have increased coordination within the movement, identified talents, shared the best tools for our campaigns and inspired activists to start their own organizations. Additionally, we organize more targeted events aimed at specialized groups that want to help animals, as well as broadening the movement itself to bring in new allies. In September 2018, we organized the very first animal rights conference in Ukraine.

Outcome 2: Grassroots work - increasing volunteer capacity and talent pool For our social change model we aim to create an organization that is as inclusive as possible and deeply rooted in the local communities of countries we operate in. We base our model of management on the Swarmwise approach. This means that our grassroots groups are centered around volunteers who are a fundamental part of our operations. Volunteers share responsibilities and decision making with leadership, they are in charge and responsible for tasks, like media work, fundraising, campaigns and movement building. We increase our volunteer capacity each year, by the end of 2018 we had 550-600 volunteers and 18 local groups in strategic cities. We provide training and self-development opportunities for our activists. Because we treat people like partners and give them ownership, we significantly increase the available talent pool. In many of our member organizations over 90% of the employees have been recruited from our volunteer base.

Outcome 3: Increasing investigation capacity in the movement The two founders of Anima International - Otwarte Klatki (Poland) and Anima (Denmark) are the groups which started out by conducting investigations. We started investigative work in 2009 and thanks to this, we often used our expertise and experience to help and collaborate with other groups in the movement. We have worked with ARAN, Respect for Animals (IE, 2010-2011), Svoboda Zvířat (CZ, 2012), Soko Tierschutz (DE, 2013) where the investigation was published and discussed in German national media, Essere Animali (IT, 2014), Obraz (CZ, 2013-2017), Tušti Narvai (LT, 2014, before Anima International existed), PETA UK (UK, 2014), ONGEHOORD (NL, 2015), Sloboda Za Zivotinje (RS, 2018), Animals International (2018), Djurens Rätt (SE, 2018) and we helped to coordinate the investigation into the Swedish broiler industry that was later used for a media campaign by the movement there. We have also collaborated with Eurogroup for Animals, which helped to lobby European Union politicians as well as secure legal bans on fur farming in Ireland, Norway, Serbia, Czechia and other groups within the Fur Free Alliance.

Outcome 4: Collaboration with organizations and building meaningful relationships We share our materials with other groups, such as Ava's Story (15 languages) and Promises (17 languages). We offer our materials to all other organisations and take on the production in their language for free and also offer to cover studio costs. We advise numerous organizations, especially in the areas of volunteer management, leadership, corporate campaigns, institutional meat reduction and fundraising. All of our employees and volunteers are encouraged to allocate their time in the “movement building” slot, focusing on work to help build the movement rather than just our organization.

We take an active role in coalitions. In DOSO (Denmark), we obtained stronger support for farmed animals from the other members. We helped to form Round Table Alliance (Denmark) with regular meetings of all grassroots groups and initiatives in Denmark. Since 2003 Anima has been chair of Fur Free Alliance (International), focused on helping to stop factory farming of fur animals. We contribute to the coalition Open Wing Alliance by coordinating international campaigns, giving talks and webinars, providing investigation footage, videos and ads, helping expand to new countries, and providing training to new organizations.

Amongst other coalitions, we participated in an International Seminar In Sarajevo On The Impact Of Fur Farming, where we shared our resources with other groups, which was an important event for the movement in Bosnia and Herzegovina. In Poland we started a coalition Stop the Farms comprising 34 local organizations working together to stop the creation of factory farms.

Outcome 5: Contributing to local movements in regions with less resources Even before Anima International was created as a coalition of groups, we were dedicating a lot of time and effort to build the movement. We tried our best to transfer our limited resources and knowledge to the regions that had even less than we did. We spend a lot of time helping others to build their groups. This is our greatest success and in fact, because of such strong focus on helping each other out we decided to work even closer and create Anima International. Anima Denmark gave substantial financial support to Otwarte Klatki in 2012, 2013, 2014 and so on. This support was crucial for the Polish movement to buy its first cameras and cover campaign costs. In 2013 Otwarte Klatki co-founded Network for Eastern European Animal Rights (NEAR) helping and coordinating activists from Estonia, Lithuania, Poland, Latvia, Belarus, Ukraine, Czechia and Russia. Activists from Poland trained and helped Lithuanian group Tušti Narvai emerge. While it may seem like it was just building Anima International, we never thought of working as one international group when we started. Anima International was built as a coalition of groups just because of our track record in movement building. As we grew we made sure that we never forgot where we came from. Finally, we also look for funding opportunities for others, recommending groups to our partners and helping them obtain grants. We believe we played an important role in strengthening the movement in the regions in our vicinity.

Program 5

Program name: Legislative advocacy

Date commenced: Denmark: 2002; Poland: 11.2012; Lithuania: 2014; Ukraine: 03.2017; Norway: 2018; UK: 02.2018; Estonia: 11.2018

Description:

Legislation can be considered the highest reflection of society's, or at least the political class's norms and values. The law reflects what society places great value on by protecting it and increasing its esteem in the eyes of citizens. The law and enforcement of the law both reproduce and create social norms shaping how animals are viewed and treated. As such, working to change the laws that protect animals has a great potential to effect positive change.

Legislative advocacy is a combination of several tactics that all aim to empower animal advocates to exert influence over the political process. For this our main strategies are mobilization of voters and fighting political alienation. We achieve this by engaging with politicians and creating a platform for them to speak up for animals. This brings them closer to public demands to help animals and further helps the public in knowing which MPs serve their interest. In practice this happens through:

- Increasing government expertise and using political voices to influence public opinion.
- Achieve ongoing animal welfare regulations.
- Achieve strategic law changes and strengthen the influence of animal welfare organizations.

Legislative advocacy is an ongoing commitment that takes place during and in between campaigns. The insight we get from political systems inform campaigns and our campaigns inform political systems. Strategic political work, besides the initiatives described above, includes writing policy input for MPs, consulting MPs and government officials on strategies during meetings, engaging MPs in participating in campaigns, drafting and commenting on bills, mobilizing political parties to vote for and against bills, organizing events with MPs and government officials, inviting MPs to take part in media work e.g. in handing over signatures, making MPs targets of campaigns e.g. by mobilizing supporters. Furthermore, we engage in cross-sector collaborations in order to be able to activate authorities such as scientists and vets in speaking for our cause and help achieve outcomes.

How do you measure the outcomes of this program?

Policy change is complex and affects/informs campaigning and corporate strategies. Despite its complexity, it's possible to track both our own interventions and changes in decisions made by policy-makers. It's more difficult to track exactly how our own interventions have shaped policy-outcomes. Thus, we monitor measurable short-term and long-term outcomes such as access, number of collaborations and political engagements, media hits and increase in visibility, the extent of confidential information received from government officials and MPs/MEPs, changes in policy makers' public rhetoric, supporter satisfaction and confidence in change-making, the number of requests from policy makers, our influence on the organizational community, changes in legislation and policy.

Do you collaborate with other organizations in this program?

We work with and through other organizations both like-minded and those which operate in different yet related fields. We generally seek partnerships to exchange information and sometimes strategies.

What are your top 5 biggest outcomes for this program prior to 2019?

Note: A portion of this response was redacted for confidentiality.

Outcome 2: Establishing a strong social movement aimed at enforcing ban of factory farms and industrial breeding We believe that the work with local communities is essential to create a momentum for legislation limiting the development of factory farming. This happens in the coalition STOP THE FARMS - Community Alliance Against Factory Farming. The Alliance supports local communities in blocking unwanted investments into factory farming, provides a platform for networking and building a stronger movement, and shares the knowledge and resources. In addition to that, we constantly cooperate with local associations and community leaders so that they can continue to work with new residents fighting against industrial farms, and we cooperate with scientists and research centres.

Main outcomes of this project are:

- Poland 2018: Blocking the investments for farms that were planning to raise more than 4,000,000 chicken (per year) and almost 30,000 pigs (one cycle):
 - Strzała – construction of a farm for 579,600 chickens per year
 - Pieczarki – construction of a farm for 1,350,000 chickens per year
 - Prokowo – construction of a farm for 262,500 chickens per year
 - Maciejowice and Zwierzyniec – two piggeries closed down – over 3,143 animals in one cycle.
 - Przelewice – 26,000 swine in one cycle
 - Sobibor – over 2,000,000 chickens per year
- Participating in three administrative proceedings where the farms have not been established yet (Buczek - 27,154 pigs, Wartkowice – 1,500 pigs, Korsze – 10,660 pigs).
- Collecting media coverage about new protests and updating a map of protests. - Producing short films showing the effects of expansion of industrial farms.
- Organizing the conference “Polish society in the face of the expansion of industrial farms” in the Polish Parliament.
- Organizing the seminar “The future of the Polish countryside. The attitude of local communities towards fur farms”
- Co-organizing a seminar for MEPs at the Ministry of Agriculture and visited an area with one of the highest density of industrial farms
- Co-organizing consultation at the Ministry for the Environment on the project of the bill

about the distance between the farms and houses.

Outcome 3: Enforcing animal welfare laws Un-enforced animal welfare laws perpetuate the idea that violence against animals is less serious than other types of crime and doesn't merit spending public resources. When laws are un-enforced it's likely to have a negative effect on social norms and the deterring effect of legislation. Therefore we work to make sure that enforcement and implementation are effective. Many of the below initiatives have gained significant media attention thus furthering the animal welfare debate in society.

1. Prosecuting animal cruelty

The Polish Animal Protection Act allows NGOs in the field of animal protection to initiate and participate in court cases against parties accused of animal abuse. Otwarte Klatki uses this right both to prosecute animal abusers and to gain public attention to the treatment of animals kept in factory farms by for example conducting rescues.

Between 2016 and 2018 Otwarte klatki successfully participated in two such cases:

- Against a fur farmer from Kościan who was found guilty of animal abuse.
- Against workers employed at a fur farm in Masanów who were all found guilty of animal abuse

After fur farm investigations published in 2009 and 2011 in Denmark, several farmers were prosecuted by police. This caused the Government inspections of mink farms to be increased dramatically, which in turn uncovered that as many as 50% of farmers were in breach of legislation, including industry leaders.

2. Dedicated animal crime units

Following years of lobbying we were able to secure funding for national animal crime units in Denmark in 2018. These focus on investigating and prosecuting complex cases which the police until this time had been unable to give adequate resources and attention to.

3. Working with government agencies in Estonia

Just as politicians need us to inform them about animal welfare the same is true for civil servants and those that implement legislation in practice. This is an important aspect of enforcement.

- Collaboration with Veterinary Board to stop pigs' tail docking
- Cooperation with Health Development Board to reduce meat consumption
- Training government officials about good cooperation with the third sector and NGOs

4. Engagement with the academic legal community

We organize academic conferences on the legal protection of animals, we cooperate with law professors on animal rights at universities, and we involve practicing lawyers in our work as volunteers.

Ukraine

- Co-organized the seminar “Sustainable and Humane Animal Husbandry” including attendees from government officials, industry representatives, and animal husbandry Scientists
- Sent official information requests to the Agriculture Ministry and to the egg producers about methods of egg production in Ukraine

Poland

- Together with the Polish Academy of Sciences’ Institute of Law Studies co-published a scholarly volume “Sprawiedliwość dla Zwierząt” (“Justice For The Animals”)
- Served as a guest thematic editor for a special issue of a Polish peer-reviewed law journal *Przegląd Prawa Administracyjnego* (Administrative Law Review), the issue is devoted entirely to subjects related to animal law
- Gave a presentation about animal cruelty at factory farms at the Seminar organized by Police Academy in Szczytno
- Organized the sending a letter of support for fur farming ban to Polish PM signed by 135 Polish scientists

UK

- Published the article *Fur Farming: How the UK Important Cruelty in Animal Justice*, a magazine aimed at animal law.
- Gave a lecture on banning fur imports at The Fourth Annual Oxford Summer School on Animal Ethics 2017, run by the Oxford Centre for Animal Ethics.

How does your organization’s work fit into the overall animal advocacy movement?

We know that we can’t win this fight alone, so one of our main aims is to help the movement grow as a whole. We believe we have many strengths and qualities that can help the movement become more robust such as providing necessary geographic diversity to the movement by having a unique position in regions like Eastern Europe, the post-Soviet area, the Baltics and Scandinavia. By understanding the political, economical and cultural context in these countries,

we can provide necessary input on how the movement should tailor its approach to secure impactful change for animals.

We make use of a diverse range of interventions and try to have a broad approach to animal advocacy, constantly testing, learning and adjusting our work for cultural differences we encounter in the 10 countries we operate in. We focus on institutional change (both through fostering innovation of plant-based products and by securing corporate commitments for better animal welfare); capacity building (both an internal, grassroots approach to advocacy, and an external, by investing in other groups/movement building); and investigations and media work. We also work on other, less tractable interventions like legislative change, helping neglected communities (rural areas), and working with influencers (examples include martial artists, high achieving sportspeople or famous chefs). One of our fundamental aims is to map and understand social change as best as possible and be better at advising newer groups based on their cultural context.

We also support the movement by facilitating relationships, providing resources and knowledge exchange. We started and helped to organize animal advocacy conferences in Central Europe and the Eastern Bloc, like the Conference on Animal Rights in Europe (CARE), which has taken place in Poland, Austria, Czechia and this year (remotely due to pandemics) in Slovakia. The conference changes location every year, because we want to make it more accessible to activists from different countries. We organized the first animal rights conference in Ukraine, one of our activists co-organized the very first Russian Animal Rights Conference, and we are currently planning another with a focus on Russian-speaking regions, because a lot of the movement currently excludes non-English speakers. Last year we started a conference in Norway which was the first of its kind for 10 years. We visit a lot of conferences to maintain relationships, provide knowledge and learn. We have been participants or speakers in conferences in countries like the United Kingdom, China, including Taiwan, Germany, Poland, Czechia, Ukraine, Russia, Austria and Norway.

We have dedicated various resources to help groups like Obraz (Czechia), CAAI (Bulgaria), Animals Romania, F.R.E.E. Romania, and Humanny Pokrok (Slovakia), by conducting training on interventions like cage-free work, working with the media and investigations. Anima International groups have for the past 10 years played a key role in building capacity for strategic international investigative journalism. Our activists worked with many investigative agencies to conduct investigations for the biggest groups in animal advocacy. Our materials have been used in the biggest corporate campaigns in the world. We helped groups like Singieria Animal.

In 2019 we launched a movement building project with the goal of strengthening the AR movement with emphasis on historically more neglected regions and areas. We have contacted activists and groups in Eastern Europe, Asia, Africa and Latin America. We support them by providing necessary skills, resources and materials. As an example, after conducting surveys where we identified the needs of each organisation, we built and delivered two separate mentorship programs which covered introductory levels of fundraising and development, and

team building. Both programs are covered with webinars and follow up workshops where all participants are able to deliver tasks as well as learn from group feedback. We have also carried out follow up surveys during and at the end of each program, in order to improve the materials and resources delivered. Currently, we are running an improved second round with a new group of activists from Asia and Latin America. The program is led by activists with over a decade of work experience in some of the biggest global groups.

We are part of many coalitions and groups that seek mutual support in achieving victories for animals. To name some of them: Open Wing Alliance, Fur Free Alliance, Eurogroup for Animals, Coalition for plant-based campaigns, Fur Free Britain, Chicken Champions, Eco Agenda, Round Table Alliance, DOSO, Food Fight, Asia for Animals Coalition (supporting member).

Our investigations and various other materials are widely shared and available for other organizations, not only for free, but we also put a lot of effort into making them accessible in the easiest way possible for people without proper contacts or for groups that are just starting, especially in more neglected regions. This year we are planning to release a special tool to make it easier to provide Anima International's work to the movement (investigations and other helpful materials) and knowledge in the form of a Resource Library (work in progress preview can be seen here - <https://animainternational.org/resources>). Our staff and volunteers are encouraged and paid to spend their Anima International time to help other groups in the movement, build meaningful relationships and share expertise in their fields.

Finally, we benefited a lot from the work of other groups. In the past we received a lot of information, materials and helpful training from the biggest and the best groups in the movement, like The Humane League, Mercy for Animals, Animal Equality and Obraz. Thanks to their input we became better activists and were able to learn from the mistakes and successes of others. This support was crucial for growth and development of Anima International.

How has the COVID-19 pandemic affected your organization's ability to carry out your programs?

Anima International works across ten different countries, all of which have been affected by the pandemic in different ways. Many of our campaigns have been only minimally affected, but the biggest strategy change was necessary within our corporate campaigns.

So to sum up, we were affected by the pandemic but we have been able to successfully tweak our campaigns and strategy to continue our work for animals at full force.

Have you taken any steps to improve programs that you deemed less successful (due to COVID-19 or otherwise)?

We are always looking for ways to improve our programs and we don't shy away from making changes where we think it could improve the effectiveness of our work. In fact, we highly

encourage our staff and volunteers to not be scared of admitting when something could be done better and even have a dedicated Slack channel in which we share and learn from our failures. As mentioned in our previous answer, Covid-19 has had only a minimal effect on our programs, but below are some examples of our constant reassessing to ensure we are as effective as possible.

Have you cut off any unsuccessful programs to make room for other ones (due to COVID-19 or otherwise)?

We have made adjustments to some of our programs, such as our corporate campaigns, as a result of the pandemic. However, this was a switching of focus and occasionally strategy in order to continue the work as best as possible, rather than cutting off the program.

Are there any other outcomes for past/discontinued programs, not mentioned in the Program Tables, that you would like to mention?

A few years ago, we ran humane education programs in schools which were directed toward children. We decided to discontinue this campaign as we don't believe it was effective.

Is there anything else you'd like us to know about your charity's programs, not mentioned in the Program Tables?

We didn't mention some of our actions and skipped documentation due to the time limit and to not make the Program Tables too big. After the 2019 review by Animal Charity Evaluators it was mentioned to us to try to cut down reporting on our work significantly. If needed we can provide more information on every reported outcome and necessary documentation. We hope that works for you.

One important note and a factor underlying all of our programs is that we are a heavily grassroots-based organization. Most of the outcomes achieved, even just a few years ago, were achieved without hired staff or with minimum staff. We encourage evaluators to keep this in mind when assessing most of our outcomes. While we grew significantly since then, we continue with this model and heavily invest into our grassroots volunteer approach. We do it to strengthen sustainability of the movement in the countries we operate in and to actively increase the talent pool by investing into the people within it. We recognize this approach to social change may be confusing, so we will gladly explain this in more detail if needed.