

# 2020-2030 STRATEGIC PLAN



# **EXECUTIVE SUMMARY**

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

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

Sinergia Animal is a new organization founded in October 2017. We currently operate in four Latin American countries (Argentina, Brazil, Chile, and Colombia) and in two Southeast Asian countries (Indonesia and Thailand). Our goal is to expand to other Global South countries, especially “neglected” ones, in which no or few other major international organizations are running similar programs to reduce animal suffering and promote more compassionate food choices. This plan serves as a guide for our work in the next three years, and as our long-term vision for 2030.

## Pragmatism: How We Established Our Strategic Priorities

Sinergia Animal’s vision is to help build a world in which no animals are exploited for food.

We know that this will take a major shift in societal values, habits, politics, and economic models. For this reason, we believe that strategies and actions to reduce animal suffering and decrease consumption (by promoting a change of habits that includes reductionism, flexitarianism, vegetarianism, and veganism) are needed in the short run. While we want to see a complete paradigm shift for global consumption patterns, we need to alleviate as much suffering as possible before our vision becomes a reality.

We will 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.

Our preference is to implement interventions and programs that have already been tested by other organizations and have been proven to be effective and measurable. Slowly and carefully, we will also start to implement innovative tools as well as programs, measure their impact, and decide

whether we should keep investing in them.

Since our creation, our mission has been related to our name: Synergy (Sinergia). This means that Sinergia Animal is focused on developing synergies with other animal rights organizations, as well as other social movements.

We are also guided by the values of effective altruism and are committed to working with cost-effective budgets, focusing on territories with large numbers of farmed animals, and advocating through evidence-based mechanisms that benefit the maximum number of individuals.

## Impact Objectives: Focusing on Neglected Countries in the Global South

Sinergia Animal will be focused on working in and expanding to countries where no other, or only a few other, major NGOs conduct similar activities to ours. We will welcome, share our knowledge with, and help any group seeking to join our work and help maximize impact. However, our objective remains to serve as pioneers who test the waters and pave the way allowing for major changes for animals in neglected countries.

It is also part of our values, objectives, and mission to foment the creation of a more diverse farmed animal protection movement, where leaders of the South are respected and considered major players and opinion makers internationally. We want to train, empower, and help provide resources to the global majority.

# STRATEGIC CONTEXT

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

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 consulting, asking for feedback from, and conducting research among journalists, academics, funders, peer groups, and our supporters and social media followers. This work will now be possible with the hiring of a Research Director.

We will constantly evaluate the responses from our stakeholders, as well as our organizational strengths and vulnerabilities. The results from our initial evaluations are presented throughout this document and shape the strategy behind our organizational structure, the nature of our work, and our plans for the future.

## SUPPORTERS

- Corporate campaigns: We have identified that our community predominantly believes our work to reduce animal suffering and promote the most urgent reforms to reduce suffering are needed in a society where consuming animals is mainstream.
- However, most of them are also in favor of us promoting plant-based diets to complement this work. For this reason, and according to our mission and values, we secured funds to launch consumption related campaigns (e.g., vegan challenges) targeting consumers. Volunteers are increasingly engaging with these campaigns. 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. We already include fundraising tools in vegan challenges.
- In early 2021, we will conduct more in-depth research with our supporters and followers to see how they view Sinergia Animal and what would make them consider becoming regular donors.
- Investigations: We also see strong support and appreciation for our undercover investigations among supporters. We plan to undertake additional undercover work, and aim to explore new avenues for fundraising.
- Direct actions: Our community reacts positively to our campaigning materials and praises our peaceful direct actions targeting 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 for the foreseeable future.

## DONORS

- We communicate regularly and share updates and progress reports with our donors. So far, they are pleased with our programs, overall strategy, and results.
- We worked diligently to expand the number of donors to the organization between late 2018 and 2020, and have been very successful in those efforts. We now have a much more diverse base of large donors who are interested in different programs of the organization.
- There is growing interest in our work in Asia, and we will endeavor to expand responsibly and effectively in the region.

# **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](#), [50by40](#), and [Food Fight](#), three alliances of NGOs working together towards common goals. We highly admire organizations in these networks, which help us shape our current and future visions, as well as our programs. We also model our visions and strategies on [Effective Altruism](#) principles.
- The union, cooperation, and sharing of resources and knowledge is something we believe in and admire. We want to be seen as a highly collaborative, helpful, and interactive organization. So far, the feedback we have received is that we have been able to fulfill this role very well. Now, we are venturing into the co-creation of a new alliance that will build synergies with other causes of social justice, and we hope to create even more unity and strength within the movement with this initiative.
- Although our fundraising has grown significantly in the past two years, we still have a rather small budget compared to many of our peer organizations. We want to remain a highly cost-effective organization, but we have plans to increase the budget to continue building the organization's backbone, invest more in development and have larger national teams. Investment in development, and growth in social networks and supporters' mailings is essential, as this will give us the capacity to increasingly finance our activities through funds from the nations in which we operate and depend less on large donors.

## ABOLITIONISTS AND INDUSTRY VOICES:

- 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. Abolitionists believe people will feel comfortable about eating animals if raising and slaughter conditions become less cruel. We have found that although they are very active in trolling, they represent a very limited share of our following and their attacks decrease with time. We have worked hard to best address their comments in an effort to ensure that their

criticism won't change our plans and that their trolling will be futile.

- We do not plan to reshape our plans and hide our missions and programs because of ideological criticisms and viewpoints that are not pragmatic, fail to engage with the general public, and do not offer strategic thinking to overcome major obstacles. We believe we can respond to criticism in a mature and constructive manner.
- We are often criticized by animal scientists and veterinarians who work in the livestock industry. We now have an animal scientist and a veterinarian on our own team to help debunk their claims that we are not science-based. We are also careful to avoid relying on arguments that are based purely on emotion to counter and preempt this type of criticism.
- We consider industry voices a valuable resource, and to some extent, they do contribute to shaping our visions and strategies, as we don't want to be seen and act in ways that will be considered non-scientific and evidence-based.

## MEDIA OUTLETS:

- We consider the media, especially mainstream outlets, to be critical to our work in swaying public opinion in favor of animal rights, particularly in countries where this concept is relatively new. We work strategically to send high quality press releases that are culturally appropriate and can be published without having their content criticized by the mainstream media. We have done this with great success and have secured hits in a good number of publications, both in Asia and Latin America.
- Our investigations and news on direct actions, vegan challenges, and more general topics, such as the environmental impacts of livestock, have been well received. Our strategy is to use a more descriptive rather than appealing tone, making use of official statistics, reliable sources, and scientific and logical arguments. We also prioritize hiring good journalists who know what kind of content will ensure that we are viewed as a trustworthy and reliable source by industry professionals.

## 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 on legislative reforms instead of market campaigns.
- The responses we receive from food companies vary according to country. The way we interact with companies is:
- We send them several emails, make phone calls, and ask for in-person meetings to talk about reforms needed in their supply chains to reduce animal suffering.
- When they are not responsive, and we consider them a priority, we send emails telling them one to two months in advance that we will launch public campaigns composed of online petitions, peaceful direct action, social media action, and media outreach. We explain the campaigns will engage their customers and publicly ask the company to implement an animal protection policy.
- We have found that we give longer notice than do our peer groups who also do this type of work. However, we believe that our strategy has proven to be effective in outcome and impact, as companies need more time to analyze our request since we are working with new and previously neglected markets.

We have been able to secure a good number of commitments from major players using this strategy.

- We believe that growing pressure and campaign notices are highly necessary to deliver results in the corporate sector when it comes to reducing suffering. We don't plan to abandon or change this strategy unless conditions change dramatically.
- In Latin America, some national 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 these countries' Constitutions (Argentina, Brazil, Chile, and Colombia), what we do is 100% legal, as freedom of speech and protest are secured, and we would win if we were sued. Also, this threat represents a minority of the companies with which we have interacted.



# **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 issues such as lobbying, campaigns directed at big companies, investigative work, and legal risks.
- It doesn't rely solely on consumer behavior to create meaningful change.
- Its theory of change uses a wide selection of stakeholders and decision-makers who can create faster change for animals than only consumer campaigns and behavioral changes would.
- Leadership fully understands the practical, on-the-ground realities of the regions involved, having worked extensively in Global South countries.
- A globally-minded leadership capable of understanding local issues and needs and adapting accordingly.
- A strong focus on the well-being and fair treatment of team members.
- Plans to develop, implement and excel in Diversity, Equity, and Inclusion (DEI) policies and initiatives.
- Leadership is trained to be attentive, kind, and supportive of individual needs and personalities.
- Initiatives to prevent harassment, such as training and the use of nonviolent communications.
- Remuneration is higher than the sector's average.
- Satisfaction level of team members is assessed and has proven to be high.
- The ability to develop and implement strategies that address all aspects of advocacy, including professional communications, lobbying, market campaigning, investigations, effective media outreach, and movement building.
- Experience and expertise in effective communications in both traditional and social media.
- Increasing capacity to fundraise with large international donors.
- Programs chosen have already been tested by other organizations and delivered measurable outcomes.
- A very positive public reputation among donors and peer organizations.
- A strong commitment to seeing campaigns and programs succeed and a clear understanding of the differences between output, outcome, and impact.
- Capacity to generate results in a very cost-effective way.
- Carrying our projects and campaigns in neglected areas in the Global South, which has the distinct potential to create meaningful impacts that would not occur otherwise.

**Like any organization, we also have our vulnerabilities – issues that could become barriers to achieving our strategic objectives. Staff and members of the Advisory and Executive Board believe that the primary vulnerabilities are:**

- Combating the stigma of animal rights campaigns and campaigners in challenging countries.
- Being seen as a young organization without many years of experience.
- The stigma of being led and represented by non-native English speakers, who can face challenges in fully expressing themselves.
- Finding talented individuals quickly, while also implementing DEI policies, can be especially challenging in countries where the animal rights movement is still very young and small.
- Although the organization has succeeded in this matter, rapid growth can sometimes be challenging to manage.
- It may be difficult to raise funds with small donors, because we work in low- and middle-income countries where a donating culture is not well established and currencies are relatively weak.
- Funding is still too strongly dependent on

large donors and foundations and relatively limited. Therefore, funding doesn't necessarily facilitate:

- The development of long-term and novel innovations that might become the most effective strategies in the future;
- The development of a large base of online supporters that could generate steady income for many years.

# **CORE IDEOLOGY: MISSION, VISION, AND VALUES**

## **OUR MISSION (WHY DO WE EXIST?)**

We encourage people and challenge institutions in the Global South to change habits, practices, regulations, and procurement policies to help reduce the suffering of farmed animals and reduce the consumption of animal products.

## **OUR VISION (WHAT IS THE FUTURE WE SEEK TO BRING ABOUT?)**

We seek a sustainable future for the Global South, a future in which fewer animals are exploited for food and the cruelest methods of animal farming are abolished. We help build societies that are less dependent on animal products, and we pave the way for the end of animal exploitation in the food and agricultural sectors.

## **OUR VALUES (WHAT CORE IDEALS GUIDE OUR DECISIONS AND ACTIONS?)**

Leadership: We listen and learn from our community and all stakeholders. We use cost-effective interventions with measurable outcomes. 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, and a healthy, compassionate, and mindful working culture respecting fairness and hours of work. We treat team members with respect and empower them and other voices from the Global South. We encourage team members to cultivate self care, provide them with tools to manage stress levels, and avoid excessive hierarchy. We celebrate victories and value the diversity of strategies and all positive efforts to create change. We are committed to strongly investing in DEI policies, actions, and strategies.

## **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 auditors and advice from the Advisory Board. We produce transparent reports to donors regularly, which can be seen at [www.sinergiaanimalinternational.org/reports](http://www.sinergiaanimalinternational.org/reports).

# **OBJECTIVES, KEY STRATEGIES, AND GOALS**

## OBJECTIVE 1:

### Eliminate practices that inflict most harm on animals in the egg, dairy, pork, beef, poultry, and fishery sectors in the Global South

#### KEY STRATEGIES:

Corporate Reform: Sinergia Animal will initially launch market campaigns asking major food companies to adopt policies to phase out the non-therapeutic use of antibiotics, fast-growth genetic strains, mutilations without pain alleviation, high densities, and intensive confinement systems in cages and crates.

Legislative Reform: Once victories in the corporate sector are won, and the market is favorable to these reforms, we will start working on government and consumer campaigns to approve legislation.

#### RATIONALE:

Our campaigns to reduce suffering are a great way to “meet society where it is at”. By engaging hundreds of thousands of consumers with our online petitions, we are also helping to build the movement and raise awareness among animal lovers who were previously not well informed about cruelty in the food sector.

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

Getting the corporate sector to commit to reforms also paves the way for us and other organizations to work towards legislation in the future.

#### ADDITIONAL BENEFITS OF THIS OBJECTIVE:

- Strengthen the work in Latin America and Southeast Asia and expand knowledge and expertise gained to other Global South countries.
- Establish Sinergia Animal as an international,

reputable, and highly effective organization, with the aim of having a very positive impact on our ability to negotiate and campaign for regional and global corporate agreements.

### Cage-free egg campaigns in Latin America

#### RATIONALE:

Laying hens represent one of the largest affected groups of livestock by sheer quantity of animals. Sinergia Animal and other organizations have produced positive outcomes in this area, and therefore there is a high level of confidence that building upon previous successes can continue to lead to more positive outcomes.

#### 2020–2021 GOALS:

- Secure at least 15–20 cage-free egg commitments from major food companies.
- We are currently working in Argentina, Chile, and Colombia.
- Due to difficulties in securing new commitments in Chile and the relatively small number of laying hens in the country, our Chilean team will start engaging with Peruvian and Ecuadorian companies as well. We are also prepared to carry out investigations, launch online campaigns, conduct media outreach in these two countries, and help local organizations carry out peaceful protests.
- Start securing the first commitments from large supermarket chains in these countries.
- While increasing the number of commitments has been challenging, because we are the only pressure group working in these territories, there is potential to work with supply chains that can help a higher number of animals.
- If the pandemic ends relatively soon, resume peaceful street actions to secure 100–200 media hits about corporate campaigns.
- Publish research collaboration with a PhD academic exploring the links between food-borne human health risks (e.g., Salmonella and antibiotic-resistant bacteria) and eggs

sold in major supermarket chains in Argentina, Chile, and Colombia.

- Keep running, yearly, the tracking program ([www.cagefreetracker.com](http://www.cagefreetracker.com)) with committed companies.

### 2021-2027 GOALS:

- Secure 20 to 30 commitments per year (feasible if Peruvian and Ecuadorian companies respond well to negotiations).
- Establish national teams in Peru and Ecuador if this approach proves to be successful.
- Identify and begin campaigning in at least 2 countries (e.g., Paraguay, Uruguay) in which no other group with a similar strategy is working (Sinergia Animal recognizes that the local political and economic scenario may make progress unfavourable)
- For Peru, Ecuador, Paraguay, and Uruguay, or any other international expansion, we will always seek to build partnerships with local organizations if there is interest.
- Launch enforcement campaigns targeted at companies deemed unresponsive according to the tracking program results.
- Implement legislation pertaining to egg labeling in Latin American countries that lack regulations governing the categorization of rearing systems as cage-free, free-range, and organic.

### 2028-2030 GOALS:

- Implement legislation banning cages in five Latin American countries.

## Cage-free egg campaigns in Southeast Asia

### 2020–2021 GOALS:

- Secure at least two to four cage-free egg commitments from major food companies.
- Produce one to two new investigations.

- Publish research collaboration with a Ph.D. academic exploring the links between food-borne human health risks (e.g., Salmonella and antibiotic-resistant bacteria) and eggs sold in major supermarket chains in Indonesia and Thailand (individually).
- Initiate a tracking program in 2021 in Southeast Asia including at least Thailand and Indonesia
- Produce (in collaboration with other organizations) a methodology for reporting accurate data of policy outcomes.
- Note about the number of laying hens impacted:
- We are aware that donors and other stakeholders would like us to estimate the number of animals impacted by the policies we help secure. We have [produced numbers](#) that seem to be very small compared to the ones produced by other organizations. We spoke to other major organizations, and they also feel unsure about the estimates they are producing. We will join a group that is working on a joint methodology to be able to report numbers more effectively.

### 2022-2027 GOALS:

- Secure at least 15 cage-free egg commitments from major food companies.
- Produce four more investigations.
- Identify and begin cage-free campaigns in one more Southeast Asian country (Malaysia, Vietnam, or the Philippines)
- For any international expansions, we will always seek to build partnerships with local organizations if there is interest.
- Launch enforcement campaigns targeted at companies deemed unresponsive according to the tracking program results.
- Implement legislation on egg labeling in Southeast Asian countries that lack regulations governing the categorization of rearing systems as cage-free, free-range, and organic.



**2028-2030 GOALS:**

- Initiate legislative reform campaigns to ban cages in Southeast Asian countries.

**Pig campaigns in Brazil****RATIONALE:**

In recent years, animal protection organizations have secured commitments from the six largest pig producers to eliminate gestation crates in Brazil. However, other producers insist on using mixed systems that allow the use of gestation crates for up to 42 days. Although Brazil is not a neglected country in our opinion, we see this as a key overlooked area given that organizations quickly shifted to working with laying hens, thus leaving the enforcement of these policies unchecked.

If work shows steady and satisfactory progress in Brazil, we can look for funds to carry out similar work in other Latin American countries.

**2020–2021 GOALS:**

- Secure better commitments (including transparency, a reduction of gestation crate usage from 42+ days to no more than seven, the end of mutilations without pain relief, and the end of antibiotic use for non-therapeutic purposes) from 2 to 3 of the largest producers.
- Secure 3 to 5 additional commitments from food retailers and chains.

**2022–2027 GOALS:**

- Get 80% to 100% of major producers, processors, and retailers to commit to improved standards and adequate transparency/accountability plans.

**2028–2030 GOALS:**

- Launch legislative reform campaigns to ban the use of gestation crates for longer than seven days.

**Dairy cattle campaigns in Brazil****RATIONALE:**

Several studies indicate that there is another neglected area in Brazil that poses a major problem in calf rearing and killing practices. [Academic research data suggests that 35% of male calves](#) are discarded days after birth using cruel methods, such as being hammered on their heads, suffocation, or starvation.

Those that are not discarded, including females, are kept in small spaces very similar to veal crates for up to four months. Often, they are kept tied to short ropes or chains, isolated and without any protection against the cold or heat in open fields.

In 2019, we worked on studies and awareness-raising events with the Brazilian BAR Association. In 2020, we will continue this effort because this work has the potential to reduce the suffering of about seven million animals, or the 50% of the national industrial milk production herd that is controlled by large companies in the country..

We will also launch online consumer awareness campaigns to decrease dairy consumption and promote plant-based alternatives as part of Objective 2: Reducing consumption of animal products.

**2020-2021 GOALS:**

- Secure commitments to phase out brutal killing of male calves and the tethering and confinement in veal crates from 2 to 3 of the largest producers.
- Launch hard-hitting campaigns to raise awareness amongst Brazil's largest dairy companies of the importance of adopting better welfare standards.
- Convince Embrapa, a Brazilian governmental think tank, to stop recommending the killing of male calves.

**2022-2027 GOALS:**

- Secure commitments to phase out brutal killing of male calves, and tethering and confinement in veal crates from the 20 largest producers.

## **2028-2030 GOALS:**

- Launch legislative reform campaigns to band the brutal killing of male calves and tethering and veal crate confinement practices.

## **Fish welfare in Latin America and Asia**

### **2021-2022 GOALS:**

- Contribute to or run 5 events/actions/special campaigns on the [World Day for The End of Fishing](#).
- Produce documentaries illustrating the negative impacts of fish farming, including bycatch related to fishmeal, as well as overfishing, and pollution, targeted towards populations in key producing countries.
- Try to secure funds to have campaigners working in these countries with fish welfare and consumption campaigns.

## OBJECTIVE 2:

### Reduce consumption of animal products

#### KEY STRATEGIES

**Consumer and institutional approach:** We work pragmatically and avoid focusing only on one type of messaging and approach. We will run programs that focus on promoting plant-based diets to consumers (vegan challenges), as well as programs with major institutions to reduce consumption of animal products by 20 to 40%..

**Corporate work:** We will take advantage of our connections with companies and investigate ways to influence them to include more plant-based options on their menus and portfolios, aiming to reduce their consumption and promotion of animal products.

**Reductionism messaging:** We are well aware that advocating for reduction might be more effective than advocating for vegetarian and vegan diets. That is why we budget more for reduction programs than for vegan challenges. Our institutional reduction campaign is combined with social media outreach for consumers focusing on flexitarianism and reductionism messaging. It focuses more on health and environmental issues than on animal ethics.

**Cultural influence:** We debunk myths and stigmas against plant-based diets and maximize impacts by inviting influencers and celebrities to support these campaigns.

**Collaboration:** We joined 50by40 and the ProVeg Accelerators to learn from other organizations and participate in collective efforts in this programmatic area.

#### RATIONALE

The consumption of animal products is steadily increasing in the Global South. This is the region where animal agriculture [has grown the most in the last 30 years](#). Intensive farming practices are

or are becoming the predominant model of farming in Latin America, Asia, and Africa. While there are many efficient NGOs with proper funding working to end these practices in Europe, the US, Australia, Mexico, 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 wisely and strategically in these countries. With very cost-effective activities, we are starting virtually from scratch to boost the animal movement. In these “new” territories, we also want to help create an easier environment for other local and international NGOs to start working on corporate engagement, vegan campaigns, and institutional meat-reduction programs.

Sinergia Animal's strategy is to carry out consumer, media, market, and institutional campaigns and programs to reduce consumption of animal products and promote plant-based diets in the countries where we operate. We realize that each country and region has its own social and cultural specificities and different constraints.. We will, therefore, be diligent about tailoring each campaign and activity to the location in question.

Given that we exclusively have programs in the Global South, we are also very sensitive to the fact that we need to promote affordable plant-based alternatives and avoid portraying plant-based diets as something that only affluent individuals can afford.

We are equally aware of the fact that healthy diets, low in heavily industrialized and processed foods, should lead our advocacy efforts. We do, however, acknowledge that industrialized plant-based meats and dairy and egg products, which might not be as healthy as whole plant-based options in terms of nutritional content, can play a role in the transition to plant-based diets for a significant number of consumers.

We are also in favor of promoting food systems that benefit small producers, female farmers, and other marginalized or less privileged groups.

In-vitro meat is also seen as a promising field in our opinion and we will consider working in this field when it becomes more relevant in Global Southern countries if we can secure funding.

## ADDITIONAL BENEFITS OF THIS OBJECTIVE

- Strengthen the work in Latin America and Southeast Asia and expand the learnings to other Global South countries.

## Institutional Meat Reduction (Feeding Tomorrow Program)

### 2020–2021 GOALS:

#### Colombia:

- Implement the program with the nine institutions that are committed to working with us on this initiative in 2019. Potentially serving 1.1 million plant-based meals per year.
- Get 5 to 10 more institutions to commit and double the number of plant-meals served.
- Grow social media audience to 12,000 followers.
- Record institutional/campaign video with one celebrity.

#### Argentina, Indonesia, and Thailand:

- Hire campaigners by October.
- Prepare all campaign materials and build a contact list by December 2020.
- Launch the program in January 2021.
- Get 5 to 10 institutions in each country to commit to implementing the program by December 2021.
- Record institutional/campaign video with one celebrity in each country.

### 2022-2030 GOALS:

- Encourage these governments to implement new dietary guidelines that favor plant-based diets.
- Secure 8 to 12 commitments with new

institutions and city/state governments per year, per country.

- Produce 4 press releases, per country, per year
- Increase social media audience by 50% every year.
- Collaborate with 60 celebrities and influencers to make reducetarian and flexitarian diets a well-established and followed idea in these societies.
- By 2030, we would like to see overall per capita consumption of animal products dropping by 10 to 15% in these countries.
- Convince two institutions or governments that started with reduction programs to adopt 100% plant-based menus.

## Consumer Campaigns (Vegan Challenges)

### 2020-2021 GOALS:

- Campaigns are already active in Argentina, Chile, Colombia, Indonesia, and Thailand.
- We aim to secure funds and conduct research and outreach to national organizations to expand to one more country in 2021. Options are the Philippines, Vietnam, and Malaysia (preferably via partnerships with national organizations).
- We will raise awareness and increase the number of sign-ups via celebrity engagement, social media ads, and media coverage.
- 12,000 to 24,000 new sign-ups per country per year.
- Four press releases sent per year in each country, resulting in 20 to 60 media hits per country, per year.
- One new celebrity promoting the challenge every year, in each country.
- 5 to 10 new influencers promoting the challenge every year, in each country.

## **2022-2030 GOALS:**

- Same as above.
- Evaluate impact annually and decide if more funding should be secured to increase expenditures with ads and double/triple the number of sign-ups.
- Constantly evaluate whether vegan challenges should be replaced with a more effective campaigning tool for consumers.
- Implement measures to benefit from the large pool of participants to grow the reach of your other projects, for example by creating challenge graduates mailing lists
- Evaluate the effectiveness of having vegan outreach campaigners also working to implement vegan options in restaurants.
- Assess supermarkets on their vegan rankings (i.e., how well they promote access to meat, seafood, and dairy-alternative products).

## OBJECTIVE 3:

### Defund the livestock sector

#### KEY STRATEGIES

We will tailor our tasks strategically, given the nature and role of each financial institution we engage with. In 2020, we started working with private and public banks. We also joined other organizations working with development banks on campaigns and negotiations that ask them to stop investing in any form of industrial livestock. As for new investments, we will ask financial institutions to commit to funding higher-welfare systems or to outright prohibit the funding of factory farming.

#### RATIONALE

Building societies that are less dependent on animal products is a long-term challenge and requires working strategically with various stakeholders. Sinergia Animal sees working with financial institutions as a relatively neglected area by the international animal rights movement. We want to help fill this gap and use our expertise to launch hard-hitting campaigns to get funders to stop investing in the worst forms of factory farming, provide incentives to plant-based alternatives and higher-welfare systems, and/or stop investing in any form of industrial livestock.

As we consider the financial sector to be a relatively neglected area, we expect potential funders to become increasingly interested in fostering such work in the coming years. We plan to become one of the very few animal protection organizations implementing hard-hitting campaigns directed at financial institutions.

### Divestment Program

#### 2020–2021 GOALS:

- Establish dialogue with top banks (national and international) funding animal agriculture in Argentina, Chile, and Colombia.
- Invite national banks to adopt policies to

fund higher-welfare systems or fund the development of plant-based alternatives.

- Invite international banks to adopt standards that do not allow their grants to fund any investment in cages, gestation crates, and other forms of intensive confinement.
- Launch the first campaign directed at international private banks.
- Establish dialogue with all major development banks (such as the World Bank, IFC, and EBRD) providing funds to livestock operations in the Global South.
- In partnership with other organizations, launch a campaign directed at all of the above.
- Conduct investigations about animal, social, and environmental issues relating to their current investments.

#### 2022–2030 GOALS:

- Secure funds for this new program.
- Keep working with pressure (campaigns, investigations, and media exposés) and dialogue to get as many institutions as possible on board.
- Move toward more progressive standards with national banks after the international ones commit.
- Expand the work with national banks to Asia.
- Invite other organizations to be part of this movement to build momentum and maximize impact.
- Conduct research and explore the possibility of asking national governments in the Global South to stop funding or providing subsidies for the livestock sector.

## OBJECTIVE 4:

### Build a confident and pragmatic movement in the Global South

#### RATIONALE:

Sinergia Animal will help build a healthy, pragmatic, and confident animal-protection movement in the countries where we operate. We will prioritize partnerships with local organizations, campaign and run programs together, and train other groups, activists, and animal advocates in creative and effective ways of campaigns, peaceful direct actions, investigations, effective altruism, nonviolent actions, and professional communications.

In 2019-20, we built partnerships and offered training and financial support to organizations in Colombia, Ecuador, and Indonesia. In the coming years, we plan to continue increasing these efforts in Asia and Latin America.

In 2021-22, if funding allows, we plan to offer a training and small grant program for two to three African organizations.

As mentioned previously, we are making an effort to help create a more diverse, equal, and inclusive farmed-animal-protection movement by which leaders of the South are respected and considered major players and opinion makers internationally. We want to train, empower, and help provide sufficient resources for leaders and organizations led by the global majority.

We also aim to foster a “positive cartel” approach by which different groups (i.e., animal rights and animal welfare, good cops and bad cops) are aided in advancing very different aspects of animal protection while aligning within the same strategic framework.

## Partnerships, Training, and Positive Cartel

#### 2020–2021 GOALS:

- Hire a research and investigations director to have more capacity to train and help organizations carry out safe investigations.
- Train two organizations in Asia, Latin America, or Africa in investigative work and publish materials with them. They will also be offered the ability to publish materials independently if they prefer.
- Secure funds to offer a training and a small grant program for two to three African organizations. They will be able to choose which of our programs they want to learn from (cage-free campaigning, meat reduction programs, vegan challenges, social media/media education, or investigations). They will receive small grants to have paid staff and run these programs. Their staff will work closely with our team for two years. After two years, the aim is that these organizations will be equipped to become fully independent and able to secure funds from international philanthropic entities.
- Keep looking for partner organizations to build a “positive cartel” approach in Indonesia, Thailand, and Argentina. Help them secure funds or provide funds directly.
- Ensure all partner organizations join international networks in the animal rights movement, such as the Open Wing Alliance, 50by40, and others to increase participation and visibility of Global South leaders on the international stage.

#### 2022–2030 GOALS:

- To be defined depending on the outcomes of our experience with African organizations and pilot training programs in investigations.

## OBJECTIVE 5:

### Build synergies to fight all forms of oppression

#### RATIONALE:

Since our creation, our mission has been related to our name: Synergy (Sinergia). This means that Sinergia Animal is focused on developing synergies with other animal rights organizations, as well as with other social movements.

In mid 2020, we co-founded with the “Animal Center,” an alliance of animal rights organizations that are willing to end all types of oppression and re-invent social structures while fighting for animals, coordinated by the founders of the alliance. This presents an opportunity to support the cultivation of and/or deepen policies addressing these issues in all animal rights organizations and to encourage other organizations outside the animal rights movement to do the same.

Because animal, environmental, and human rights issues are closely interconnected, our approach is to help dismantle all systems of oppression whose mechanisms are the same, regardless of who is being oppressed. Our vision is a fairer world for all beings. We aim to tackle discrimination and oppression toward all –human and nonhuman– in a systematic and connected way to build respect, synergies, and cooperation between all social justice movements. The draft plan for the alliance can be seen [here](#).

#### 2020-2021 GOALS:

- Officially launch the Alliance, invite other organizations to join.
- Hire a part-time consultant to help manage the work.
- Focus on education and a series of webinars for the first 12 months.
- Start developing policies and standards on DEI policies and prevention of harassment and discrimination for members.
- Define criteria to prevent organizations from

using the alliance as a platform to promote themselves externally while taking no proactive steps internally.

#### 2022-2023 GOALS:

- Secure funds to have a full-time person coordinating these efforts and working on communications materials to be shared among all members.
- Invite other organizations to financially contribute to the initiative.
- Build a calendar of events for special dates where all members can support other causes.
- Help them with guidelines to avoid minimizing or highjacking their causes.
- Produce online content (videos, images, and texts) for these events that can be used (or adapted) by all members.
- Education and brainstorming is now also focused on interventions to feature animal rights in other movements (such as feminist and environmental events serving vegan food).
- Develop and launch joint projects, such as campaigns, communications or investigations, that connect animal rights to other social justice issues.
- Continue the educational work by creating an agenda of webinars about how animal rights organizations can support other causes.

#### 2024-2027 GOALS:

- Increase efforts to develop interventions and campaigns that are effective for the goals of the Alliance.
- Measure progress by monitoring how organizations working with other social justice themes incorporate animal rights into their messaging and advocacy work.
- Encourage many organizations to test these interventions to refine and improve them.
- Responsibilities and decision-making are transparent and democratic and not led by one single organization.



- Secure significant financial participation from at least four other organizations.
- Increase donors' interest in these types of interventions.
- Provide small grants to grassroots organizations that want to do this type of work but do not have the resources.

**2028–2030 GOALS:**

- To be defined after some years of experience and input from other members.

## OBJECTIVE 6:

### Public opinion and investigative work

#### RATIONALE:

We are still at a very early stage in terms of how much our societies, especially in the Global South, care about animals raised for consumption. We believe that it is crucial to work with opinion makers and societies in general to build a future that is less dependent on animal products and less oppressive to animals.

Our objective is to influence public opinion by:

- Increasing presence and recognition among mainstream and alternative media outlets.
- Producing high-quality content, including visual materials, to expose the animal welfare, environmental, and social problems related to industrial livestock and fisheries via undercover investigators especially tailored to gather media attention.
- Sharing these resources widely with other organizations.
- Growing presence and outreach in social media channels.
- Building strategic partnerships with digital influencers.
- Debunking myths and stigmas of animal advocates and demonstrating their societal value and positive impact.

#### 2020–2021 GOALS:

- Increase social media audience by 300,000 followers (every year).
- Divide into international, Latin, Brazilian, Thai, and Indonesian institutional and Feeding Tomorrow pages.

- In all programmatic areas, send at least one press release per month in all countries.
- In all programmatic areas, aim to work with at least three influencers and one celebrity per year in each country.
- Sinergia Animal releases eight new investigations.
- Launch and promote the new media center website (<https://www.media.sinergiaanimal.org/>) under a Creative Commons attribution. We want to make resources freely available to journalists, organizations and activists to use without making credit mandatory.

#### 2022–2030 GOALS:

- Same as 2020-2021, plus the following:
- Start working with TV and celebrity chefs on the promotion of plant-based recipes.
- Release 12 investigations per year (roughly two by country).
- Get campaigners, managers, and directors to become columnists in media outlets.
- Study the possibility of running prizes for journalists covering farmed animal protection issues.
- Try to run investigations in partnerships with TV journalists.

## OBJECTIVE 7:

### Government

Other objectives listed on this document already mention some of our plans to work with governments, such as the following:

- Work on disinvestment campaigns.
- Develop dietary guidelines that favor whole plant-based diets.
- Work with public institutions in meat reduction programs.
- Plan future campaigns (2028–2030) asking for legislation for egg labelling and specific reforms to reduce suffering.

Besides these goals, we plan to build strategic relationships and partnerships with lawyers, judges, prosecutors, and other individuals familiar with legislative issues to start building a possible path for legislative campaigns and a more secure environment for exposés and investigations.

## OBJECTIVE 8:

### Establish science-based emphasis and academic rigor in our publications

#### RATIONALE

In the future, we plan to be recognized as a science-based organization that partners with leading academic institutions. We aim to network and work with academic institutions and individuals to conduct academic research, help organize events, and boost local knowledge about livestock issues.

In 2020, we will hire a research & investigations director and will start having PhD academics conducting research for our campaign needs. Current efforts will be increased, and we will also consider helping academics write dissertations on animal protection. This can be within a veterinary, philosophical, economic, or political context.

### Academic Research and Publications

#### 2020–2021 GOALS:

- In 2020, we already secured funds to hire a Research and Investigations Director and fund studies in Argentina, Chile, Colombia, Thailand, and Indonesia about the use of antibiotics and Salmonella contamination.
- In 2021, we want to secure funds to carry out research about the true production costs of cage-free eggs, as prices are often inflated due to the niche aspect of the market in countries where production is still small.

#### 2022–2030 GOALS:

- Secure funds to produce and publish research with leading academic institutions in all countries where we operate, with an average of one study per country per year. Some of the burning questions that we would potentially address are as follows:
- What would effectively lead consumers to decrease consumption of animal products?
- Test presence of antibiotic-resistant bacteria and other harmful substances in meat and dairy products.
- Level of governmental incentives and subsidies to the livestock sector and its environmental impact.
- Water and soil contamination in hot spots of factory farming.
- Level of mercury and other harmful substances in the most consumed species of fish.
- The true costs of public healthcare with diseases related to excessive consumption of animal products.
- Residues of hormones in meat and dairy production.
- How Sinergia Animal is seen and evaluated by its supporters and major stakeholders.

## OBJECTIVE 9:

### Secure financial near-term future

#### RATIONALE:

Although we have been growing rapidly, Sinergia Animal is still a very vulnerable organization in terms of securing funds in the long run. We also face the challenge of working only in low- and middle-income countries, where the culture of giving is still not developed and currencies are relatively weak. It will be a long way to increase our base of small individual donors not only in these countries but also in high-income countries, with individuals who believe in our mission. Subsequently, we aim to increase the number of major donors of all categories who value our strategy and programs. This will include having numerous donors funding the same projects, based on having a difference of approach but unity of purpose.

### Fundraising

#### 2020-2021 GOALS:

- Hire a digital marketing specialist to guide our growth on social media strategically for fundraising purposes.
- Invest in international social media pages in English to possibly attract donors from high-income countries.
- Start producing monthly newsletters in all countries and gently encourage supporters to become monthly donors.
- Use petitions of internal appeal (such as the ones directed at international banks and institutions) to build a mailing of potential individual donors in high-income countries.
- Try to build a relationship with 10 new large donors, including donors and foundations that focus on environmental issues. We can see the benefits of our meat reduction programs.

#### 2022-2030 GOALS:

- Same as 2020-21 goals, plus:
- Secure funds to hire more fundraising staff (currently, we only have a part-time manager for all countries).
- Test and implement new fundraising tools such as crowdfunding, social events, and the use of gifts.

# **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 and volunteer engagement, especially in new countries where we are and will be expanding to. Recruit and maintain 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. There is a need to acquire more knowledge to adopt best practices on financial accountability and governance.

## **LEARNING COMMUNITY**

Foster a learning community in which staff, board members, 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 the 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 board members, having volatility preparedness, and building a sound reserve.

# **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 lives of farmed animals while decreasing the overall production and consumption of animal products. 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 the 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, in our Advisory Board, we will work to have members from all countries in which we operate. Staff will also be made up of national citizens. If funds allow and legal assessments are in favor of this move, we will be registered formally 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 increasingly more integrated and connected and to maximize cost-effectiveness by engaging staff and Board Members from a global perspective with the capability of adapting previous successes in new and different countries. We will benefit from creating a more global, diverse, and equitable team made up of a staff, a board, and other volunteers with a wide variety of perspectives, disciplines, and skills 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- and advised funds and philanthropic institutions. Our funding streams will become more diversified, as will our network of donors. We see this plan as a dynamic road map – one that not only describes where we want to be in ten years but also will continue to evolve as the landscape changes.

In the coming months, as we develop the specific tactics and actions to implement this strategic plan, we will invite input from our board members, grantees, staff, donors, and other key partners in ways that significantly shape what its implementation will look like.

Additionally, as we encounter the challenges and 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 Board Members as we navigate our way into the future.



## **ABOUT SINERGIA ANIMAL**

Rated as one of the world's most effective animal protection organizations by Animal Charity Evaluators, Sinergia Animal is an international campaigning organization working in countries from the Global South (South America and Southeast Asia) to reduce animal suffering and promote more compassionate food choices.

