VII. Is it Working Internationally?

Animal protection has become an international issue. Over the last 30 + years it has evolved from a marginal local or, at best, national issue into one that is on the international political agenda. At the same time, the industry has become international – both in terms of its business activities and its political pressure. There is also increasing 'internationalisation' of culture, which presents the movement with both an opportunity and a threat. The world is facing a relentless increase in consumerism and 'Americanisation', and with this the massive expansion of animal use industries (including producers, fast food giants and supermarkets). The onus is now on the animal protection movement to ensure that the animal protection culture is spread internationally to counter these threats. This Chapter seeks to examine international approaches, key issues in international work and the work of international organisations.

Globalisation Affecting the Movement

The main factors arising from globalisation that impact upon the animal protection movement are: -
  - The rise of powerful transnational corporations (TNCs) in animal-use industries.
  - The emergence of powerful trading blocs, regional legislation/standards and international legislation/standards (either promoting or restraining/hampering action on animal protection issues).
  - The rapid spread of information and communication technologies.
  - Increased travel opportunities and personal contacts amongst animal protection groups internationally.
  - The trend towards deregulation and 'consumer choice'.

As markets globalise, the power of those who market (e.g. producers, supermarkets and – especially - fast-food outlets) increases in both strength and outreach. The animal use (and abuse) industries that are the opponents of the movement are becoming increasingly wealthy and political powerful. As leading Japanese management guru Kenichi Ohmae argues, capital, corporations, customers, communications, and currencies have replaced nation states as determinants in the global economy and have created regional economic zones that constitute growing markets for global corporations.

The movement has to harness all its resources to counter this growing threat and to meet the challenges that the new international political scene is throwing forward (see chapter on 'The International Animal Protection Lobby'). It needs to become a powerful international movement for social change: strategic, focussed and professional – adept at leveraging its skills and capabilities internationally and supporting and assisting nascent and developing organisations across the world.

International Motivations

Animal protection societies seek to become international partly in response to the challenges of the external environment and partly because they feel their organisation has (unique) strategic capabilities that could be leveraged internationally to achieve animal protection objectives. Some may be deluded by their belief in their organisation and the extent to which its capabilities are *unique*, *needed* internationally and/or *transferable*. Others will have valuable strategic capabilities (or access to these e.g. through associated organisations), but not the knowledge and experience to leverage these in the most effective manner. If mission accomplishment is the aim, then maximising the extent to which these strategic capabilities are spread and utilised should be the aspiration? To achieve this requires a real understanding of the international environment and careful research/analysis and strategic planning.

International Approaches

The main ways that animal protection societies attempt to spread internationally are: -

Foreign Direct Investment (FDI) Model
Starting up organisational activities directly in the country or region concerned, including: -
 ➢ Branches
 ➢ Regional offices
 ➢ Representatives

Export Model
Disseminating information, resources, expertise and campaigns (through existing animal protection societies or directly).

Federations and Coalitions
See chapter on 'Forging a Movement – Collaboration or Competition' for information on competitive strategies and alliances. This is another popular method of developing international and regional animal protection networks.

There are, of course, many different approaches to the international challenge. Different strategies suit different organisations at different times. International organisations need to be dynamic if they are to adapt and survive in changing times, and most pass through many stages in international development. However, if not well planned, internationalisation can load the organisation with high fixed costs, unnecessary duplication and bureaucracy, inconsistent quality, lack of suitability to national conditions and lack of coherent organisational ethics, 'ways of working', and brand image. Also, organisations often unwittingly try to fulfil too many roles. It is, therefore important that organisations examine their international objectives and understand the model(s) they aspire to: Clarity about type and nature of approaches can assist focus and direction.

In broad terms, the four main approaches to being international are: -

Multinational	*Global*	*International*	*Transnational*
Decentralised and nationally self-sufficient	Centralised and scaled globally (Implementing parent company strategies)	Source of core abilities centralised, others decentralised (Adapting and exploiting parent company strategies)	Units contributing specialist services to worldwide operations

Multinational Organisations

Multinational organisations work as a number of almost separate individual organisations – national or local offices that develop their own projects, educational materials and/or and campaigns to satisfy national markets.

Global Organisations

Global organisations are more common than transnational organisations. They operate on global scale operations and seek efficiency and cost savings. They lose out in responsiveness to local markets. In animal protection terms this would involve the production and dissemination of generic global campaigns, educational materials and projects.

International Organisations

International organisations seek to transfer the knowledge, experience and resources of headquarters internationally. The aim is the worldwide diffusion of knowledge. In animal protection terms, an international organisation would have centralised expert departments at headquarters and disseminate knowledge (and training etc.) internationally.

Transnational Organisations

Transnational organisations build the ability to exploit resources and capabilities on a worldwide basis. In particular, they seek: -
➢ Global scale efficiency and coordination
➢ National sensitivity and responsiveness
➢ Worldwide innovation and learning

In animal protection terms, campaign, educational or project policy would be decided centrally, but adaptation and dissemination carried out locally (and sometimes production also). This organisation also uses the skills, experience and learning of individual offices and leverages these internationally (for example, a zoo specialist in one national office may produce draft zoo educational materials or a model zoo campaign for the group).

Considerations

There are various considerations that will affect an organisation's decision concerning the most appropriate approach towards its international work including: -
➢ Geographical outreach desired.

> *Whether geographical coverage aspired to be: broad, regional or selected countries only.*
> ➢ Cost (including fixed costs and structures/systems – as opposed to animal protection expenditure).
> *Whether to spend on offices and overheads or directly on animal protection work or training/education (through existing organisations).*
> ➢ Control and ownership issues.
> *Whether an organisation is content to spend on animal protection objectives, if these are not directly owned by the organisation (and/or under its name). Also, the degree of management control desired: Central control or decentralised – extent and methods.*
> ➢ Media and PR motivations.
> *As above – media and PR motivations may favour own brand projects.*
> ➢ Resources: human, physical, knowledge, capital infrastructure.
> *The amount of investment capital and size and capacity of the organisation.*
> ➢ Demand factors.
> *The need for animal protection activity, existence and effectiveness of other organisations, consumer susceptibility, strength of industry, government accessibility/influence, likelihood of success generally.*
> ➢ Flexibility and creativity.
> *The need to allow for local autonomy to provide flexibility and for creativity to flourish.*
> ➢ Legality issues.
> *For example, charity law, ownership laws (and whether foreign ownership and staff permitted etc.).*
> ➢ Location.
> *Where for what?*
> ➢ Fundraising and/or operational objectives.
> *E.g. office for fundraising or projects/campaigning or both.*
> ➢ Communications and relations.
> *Meetings, communication channels etc.*

Cost Considerations

In terms of cost, global and international organisations are able to leverage resources, knowledge and skills internationally and thereby gain maximum animal protection outreach for their spending. If their 'products' and outreach are strategically and operationally adept, they can achieve excellent efficiency in terms of mission fulfilment for money.

Transnational organisations can also be cost effective – again with the proviso that they are managed with strategic and operational skill. For example, resources (and research) can be produced at less costly centres, and offices can be used strategically to contribute to the organisations as a whole, according to factors such as skill sets, costs etc.

Multinational organisations can be costly and cause unnecessary duplication. There are also quality control considerations with this approach, which can in turn affect brand and reputation and thereby funding and donations.

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A common problem with international offices is that they have a tendency towards unplanned growth e.g. an individual working at home finds space and/or home relationships a problem and moves into an office, this generates administrative work and a second is employed, success and headquarters expectations generate an increase in work and more staff are required. There is also the question or role and ego expectations e.g. a Manager or Director becomes more important when more staff are employed, a larger office adds to prestige, in some countries a driver and/or office 'runner' are normal requisites of business. In no time at all, a single representative can build a large fixed cost and administrative burden. This can only be avoided with a clear and planned growth structure, so as not to raise unrealistic expectations.

In order to stay on top of costs and value for money, animal protection societies need to monitor and re-evaluate their international activities in terms of value for money (cost towards mission accomplishment). The periodic use of management consultancy help to provide an independent overview (by individuals who will not be influenced by personality and other institutional issues) can be invaluable in this regard.

Status of Animal Protection Research

Before any decision to move into a certain country or region, a report on the 'status of animal protection' is recommended. Both WSPA and CIWF have used this analytical tool. Such a report includes information on factors influencing animal protection work in the country or region, including: -
  ➢ Analysis of the animal industry (including statistics)
  ➢ Main animal welfare problems
  ➢ Existing animal protection societies/activity
  ➢ Main stakeholders and their views
  ➢ Legislation and enforcement
  ➢ Political situation – including democracy and consultation
  ➢ Social and cultural restraints and opportunities
  ➢ Education and training situation
  ➢ Fundraising opportunities (if appropriate)
  ➢ Assessment of priority areas/areas where changes could be won

This is needed not only for the basis of any decision on whether to move into a new country or region, but also to help determine the appropriate strategy if the decision is positive.

Internationalisation of Animal Protection

In the past, the animal protection movement has often spread internationally in an organic manner, rather than a structured and strategic way. For example, representatives are appointed or offices opened because society leaders have met individuals who they liked and/or respected, regardless of whether the country they were entering was strategically important to the organisation. Conversely, a certain country could be favoured for a new venture because it was known to, and/or liked by, the organisation's leader(s) (or they may, for example, speak the language and/or have lived their previously). This is not the most effective way to approach internationalisation, and can hamper or delay progress towards mission.

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This is not denigrating the importance of loyal, dedicated and skilled staff – which is all the more important when they are located in another country, far away from routine scrutiny. It is simply that, with limited resources, organisations need to plan to direct these for maximum effect. In simple military terms, you need to situate your garrison in the place where your future battles are likely to lie. In order to maximise the impact of internationalisation, a through understanding of the international external environment is necessary (political, social, cultural, infrastructure, animal protection and animal industry) – overlaid upon an analysis of the organisation's mission needs and core capabilities. Then, an appropriate internationalisation model needs to be developed.

As can be seen in the chapter 'Overview of Issues, Ethics and Approaches', there are three major categories of approach to animal protection work. The same categories apply to the approaches used in international work: -

> *Campaigning*
  To forge an international movement for social change, international campaigns are necessary. This is also necessary to enable the movement to deal with the new global political agenda.

> *Service Delivery*
  Successful experiences can be replicated and/or adapted

> *Education*
  Educational approaches and initiatives can be internationalised/adapted.

Determining the appropriate approach will depend upon the organisation's capabilities and resources, but a major factor is which approach would achieve most in terms of mission fulfilment.

Also important in international work is the sharing of information and resources (e.g. research and reports, funding opportunities, animal protection threats and major progress). However, the distribution of resources is only effective if the receiving organisations are capable of using these to best effect.

International Development for Social Change

Whichever approach is selected, its successful delivery will depend upon international development activity – that is, capacity building and liaison with representatives, offices and partner organisations internationally. Sadly, the present reality is that the major strength of the animal protection movement currently lies in organisations in a small number of developed countries, whilst organisations in developing countries and throughout most of Asia struggle to establish themselves and to survive in a hostile environment. If this situation is not countered, there will never be a credible international animal protection movement that is a force for political change.

International development activity includes training and development, strategic and operational capacity development, project funding and development, and moral

support. However, international development activity is not one-sided. It is vital for international organisations to understand the situation of their partner organisations, and to learn from these. Many of these organisations consist of talented and dedicated individuals with amazing knowledge and skill-sets. They also have direct knowledge of the position of the animal use industries in their region and the perspectives of their governments (who will play a vital role in international decision-making in this area).

Development and Sustainability

There is often an unfortunate resistance from international animal protection organisations to spending resources on capacity building independent societies. They would sometimes prefer to spend money on establishing their own (sometimes duplicating) structures and organisations, which bear their own name and brand. This may be an indication of an organisation whose ethos is that the organisation is more important than the mission or movement? However, supporters tend to favour and appreciate the capacity building of genuine national organisations, rather than the empire building of brand. The same can be true of establishing projects within a country: whereby some international organisations swoop in and carry out a project themselves, without consulting and involving local and national groups who know the situation at first hand and will be provide the movement's continuity. Thankfully, this situation is beginning to change for the better. WSPA, for example, now favours carrying out projects with its member societies, rather than in isolation.

Capacity building of national organisations is the key to the movement's sustainability; there is no substitute for a strong national NGO movement in terms of achieving social change (understanding and influencing political decision-making). An international alliance can further strengthen this, giving the national group the added force of an international movement (particularly important in countries where animal protection remains a marginal issue).

A key problem with some training and development programmes provided by international societies is that training packages are 'off the peg' models, based on national headquarters experience. This can sometimes be inappropriate for local conditions (both culture and practical conditions), and the value of training lost due to this failing. Key examples of this are:

> *Fundraising Training*
The use and application of fundraising techniques varies greatly from country-to-country. Some approaches that work well in Western Europe and/or the USA, for example, would be frowned upon in some societies less used to aggressive (and intrusive) fundraising methods. Many countries have no tradition of charitable giving, so the search for funding needs more creative and acceptable methods.

> *Lobbying*
The same applies to lobbying training. What works and is acceptable in Western Europe (or other countries/regions with a developed democracy and civil society), will probably not work in new democracies, totalitarian or communist countries and/or quasi-democratic countries. In some countries patronage and personal contacts are key. Parliamentary models and procedures differ greatly from country-to-country).

These are just two examples, but give a clear indication of the need to research and understand the local situation when offering training and development support. This must be targeted to be effective.

International funding for national organisations can be a double-edged sword. Firstly, dependency can result, causing loss of sustainability. The national group can neglect its own fundraising development (ensuring a reliable mix of funding sources) and rely on the donor organisation(s). However, most funding arrangements prove to be temporary in practice, and sudden withdrawal of funding can cause an organisation to fold if no contingency plans are available.

Also, funding from a single international organisation can result in the national organisation losing its ability to determine its own strategies and priorities according to its national situation (as the national society feels that it has to meet the requests and demands of the donor, even if not entirely appropriate for its own purposes). This is further exacerbated when the donor international organisation attempts to prevent a society from forging relationships with other international organisations. It is a fact of life that international organisations have different strengths and weaknesses, different areas of expertise and available resources. Thus, it is in a national society's interest to be able to work with international organisations on a portfolio basis, depending on their current needs and priorities. The added advantage to this approach is that it helps to spread risk and reliance. Furthermore, the capacity building that is fundamental to the movement's international success depends on national groups having the 'organisational maturity' and free will to chose their partners appropriately.

Another restraining factor for the development of national societies is the propensity for Trust and Grants (charitable grant-giving bodies) to provide funds towards 'practical projects' (usually service delivery), rather than campaigning or educational activities. In terms of value for money, this approach is often questionable. In many cases it is akin to applying sticking plaster to a wound, rather than dealing with the problem at source. Indeed, for lasting change, there has to be both education and campaigning for social change. If funding is not provided for these purposes, then expenditure on service delivery approaches to deal with animal victims will continue unabated… This preference for service delivery support appears to be a knee-jerk reaction to animal suffering, whereas deeper analysis and understanding would favour higher-impact (but possible less direct) interventions.

It is suggested that more effective and sustainable support would include: -
  ➢ Targeted organisational training
  ➢ Provision of management consultancy services
  ➢ Targeted service provision, educational and campaigns training
  ➢ Fundraising training and advice (international)
  ➢ Campaigns, education or service delivery/project support (limited duration, linked to good practice).
This would assist organisational development, without building reliance and obligation.

Culture

National culture has an enormous impact upon management and organisational relationships across cultures. Culture forms an important aspect of psychological make-up (personality and character), as well as national norms and expectations i.e. the way 'things are done around here'. If international management does not take account of cultural difference, it can make disastrous mistakes and arouse some impenetrable barriers. Yet, attempts to define or describe national cultures often slip into simplistic generalities and stereotyping. Some of the best management work on cultures was undertaken by Geert Hofstede, a Dutch psychologist, who carried out research across 50 countries from 1967 and 1978 and subsequently continued his work at an international business school. Hofstede's analysis identified four major dimensions of national culture: -

➢ Individualism versus Collectivism
➢ Large or Small Power Distance
➢ Strong or Weak Uncertainty Avoidance
➢ Masculinity versus Femininity

These are explained briefly below.

Individualism versus Collectivism

This scale varies from a very individually-orientated society – where the individual looks after his/her own interests and that of his/her immediate family – to a collective society – where people identify with a collective unit, such as their nation, tribe, religious cult, village, extended family etc. and work to protect its collective interests. This often correlates with national wealth e.g. wealthy countries such as the USA, UK, Australia, Canada and the Netherlands are very individualist, whilst poorer countries are more collective such as Colombia, Ecuador, Guatemala, Pakistan, Indonesia, Taiwan and Korea.

High or Low Power Distance

This scale relates to the extent to which inequalities in power and wealth persist in societies. In organisational terms, it relates to the degree of autocratic leadership commonly exercised. Studies indicate a correlation between collectivism and a high power distance (although the converse does not apply). High power distance countries include France, Belgium, Italy and Spain, Malaysia, the Philippines, Venezuela, Ecuador and Panama. Low power distance countries include wealthy western countries (apart from Latin European countries).

Strong or Weak Uncertainty Avoidance

This dimension deals with the ease in which people deal with the uncertainty of the future. Societies with high uncertainty avoidance tend to try to control uncertainty through excessive laws and rules, strong reliance on 'experts', dogmatic beliefs, and lack of tolerance. Individual in such societies tend to be nervous, anxious, emotional and aggressive. Societies with low avoidance uncertainty accept uncertainty and tolerate differences and unpredictability. Individuals in such societies tend to be relaxed, less hard working and less time-bound. Many countries with high power distances also have strong uncertainty avoidance, particularly Latin and

Mediterranean countries and Japan and Korea. Of the low power distance countries, the UK, Ireland, Denmark and Sweden are low uncertainly avoidance, whereas the USA, Norway and the Netherlands are medium uncertainty avoidance.

Masculinity versus Femininity

This dimension reflects the way in which labour is divided between the sexes. In masculine societies, there is a sharp distinction between male and female tasks, and this changes little over time. Feminine societies make little differentiation between tasks on the bases of gender. The most marked masculine country is Japan. Others include German-speaking countries, some Latin countries including Venezuela, Mexico and Italy, and India and the Philippines. The most marked feminine countries are the Nordic countries and the Netherlands.

Other Cultural Dimensions

The above dimensions have clear implications for management across cultures (leadership, motivation, delegation, structure/division of duties etc.). There are also accepted practices and customs associated with different cultures that have to be learned and used in cross-cultural dealings, so as not to cause offence and/or barriers to effective work. These include aspects such as: -
  ➢ Degree of nationalism and jingoism
  ➢ Degree of sexual prejudice
  ➢ Degree of racial prejudice
  ➢ Respect given to age (gerontocracy)
  ➢ Organisational loyalty and goal alignment
  ➢ Egalitarian work practices
  ➢ Degree of social/work link
  ➢ Time management - urgency or timelessness
  ➢ Level of consultation
  ➢ Nepotism tolerance
  ➢ Conflict avoidance/seeming agreement tendency
  ➢ Attitude to humour in work
  ➢ Level of political correctness
  ➢ Brief or circuitous speech patterns
  ➢ Level of touch
  ➢ Types of greeting
  ➢ Use of presents and/or business cards

Religion and Ethics

Religious and ethical aspects are also important. Any approaches need to be appropriate for, and take into account, religious and ethical standards. These can be constraints to action, but they can also provide opportunities for mission advancement.

Cultural Analysis

An analysis of cultural, religious and ethical aspects is recommended, together with local societies and contacts. This can ensure that appropriate approaches and programmes are designed.

Managing Across Boundaries

There are other considerations in addition to culture involved in managing across boundaries. These include: -
  ➢ Brand loyalty and organisational coherence
  ➢ Harmonisation of ethics
  ➢ Centralisation/decentralisation
  ➢ Control v motivation
  ➢ Quality control
  ➢ 'Ways of working'
  ➢ Recruitment and performance/appraisal

With regard to the latter point, the degree by which human resource policies and practices are harmonised needs to be considered carefully. National human resource policies may differ greatly from those of the international organisation's headquarters, so blanket adoption may not be acceptable locally. For example, individual performance appraisal may not be acceptable or appropriate in some group/collective countries (e.g. Japan) and 360° appraisal feedback unacceptable in high power distance cultures.

As regards pay, international organisations that send workers out from their headquarters may tend towards payment at international pay scales, whereas organisations recruiting locally may offer local wage rates. Where there is a mixture of the two, resentment may be harboured. Also, there are likely to be international comparisons (not only actual wage rates, but also relative purchasing power).

A key consideration is the degree of central control that will be exercised over international offices and contacts, and the level to which international programmes will be implemented, and how these will be adapted to local conditions. A useful precept may be: "Think global, Act local" – but putting this into practice can be less slick and easy than this ubiquitous phrase indicates!

Regardless of decisions about the level of decentralisation, there is a clear need for a set of common policies, criteria and standards for an organisations international offices and representatives to protect the organisation's brand and reputation – as well as its finances. An annual audit (preferable independent and specialist) of performance and value for money is also recommended. As with headquarters programmes, an annual evaluation ensures 'continual improvement' and/or facilitates restructuring.

Another choice facing the organisation is whether to carry out international training and development, or to make this a national or regional responsibility. A certain level of international training may be necessary to safeguard standards and ensure a minimum level of common knowledge and understanding. The following could usefully be considered: -

> ➢ International assignments for organisational development
> ➢ Pilot projects – training/development and organisational use
> ➢ Intercultural training (include team understanding/psychology etc.)
> ➢ Using mix of nationalities as both trainers and participants.
> ➢ International career development

Technology

Technology is both a driver and an enabler of international change. The rise of information and communication technologies has led to the rapid dissemination of news and information. This is true for animal industries and governments, as well as animal protection organisations. Animal protection organisations are also harnessing the Internet to spread information. There are some effective and widely used information networks, some national and others transnational.

Transnational initiatives include: -

Asian Animal Protection Network (AAPN)
http://www.aapn.org/
aapn@yahoogroups.com

Animalia (Humane Society of the United States)
http://www.hsus.org/ace/19883
hsi@hsihsus.org

Animal protection organisations in countries lagging behind in Internet access are unable to gain the full benefit of international momentum. Their position needs to be recognised by international animal protection organisations, and considered in their communications. For example, in many 'developing' countries, organisations will not have their own Internet access but will have to travel to town centres to use Internet/cyber centres. To them, speed of download and format of information is of paramount importance.

There is also danger of an overload in animal protection information passed over the Internet. Many individual activists see this as a channel for their activism and spread message around the globe in a random scattergun manner, taking valuable animal protection time. Whilst their intentions are genuine, the results can be counter-productive. If the animal protection movement is to survive the Internet revolution, there will have to be a concerted effort to channel information in the most discriminatory and time-effective manner (for example, using highly segmented databases, brief edited messages and cross referral of interested parties to permanent bulletin boards/Web Sites etc.

The communication mix used in important. There is no substitute for personal relationships, so some personal visits/meetings and telephone calls are vital. E-mail is quick and efficient, but lacks the personal touch and can lead to misunderstandings. Video conferencing and web chatting are also useful communication methods for the future.

The animal protection movement has been slower than some other NGO sectors in harnessing the Internet for 'cyber activism'. A good example of what can be achieved through good use of Internet activism is Greenpeace's 'Cyberactivist Community' – see: http://act.greenpeace.org/ . Here you can receive regular e-mail updates, participate in on-line discussions, and help out with Greenpeace campaigns. In addition to activating campaigners, the Internet can also be used to automate lobbying activities and to spread information and resources.

The International Animal Protection Movement

The World Society for the Protection of Animals (WSPA)
http://www.wspa-international.org/

WSPA's was created in 1981 through the merger of the World Federation for the Protection of Animals (WFPA), founded in 1953, and the International Society for the Protection of Animals (ISPA), founded in 1959. This merged a membership organisation (WFPA) with a practical project-based organisation (ISPA). In the years since the merger, WSPA has combined these two roles (with relative priorities changing over the years). WSPA now has over 460 member organisations worldwide, and a recent policy shift favours work through and with member societies, rather than direct projects.

WSPA's headquarters is in the UK. It has 13 offices worldwide and over 400,000 individual supporters. WSPA's office network appears to have grown organically, rather than strategically planned – although it does now have offices on all continents. The society is represented on numerous international bodies and has consultative status at the United Nations and the Council of Europe.

WSPA's vision is: - "To ensure that the principles of animal welfare are universally understood and respected and protected by enforced legislation."
Its mission is: - "To raise the standards of animal welfare throughout the world."

Most of WSPA's work internationally has traditionally been service delivery (including disaster relief) or capacity building for service delivery. Its companion animal work has contributed much to understanding and capacity building internationally. Capacity building work has generally been more thorough in Central and Eastern Europe and Asia in the past – led from headquarters. Educational work has not been extensive until recently, when the introduction of WSPA's excellent educational resource for veterinary institutes – 'Concepts of Animal Welfare' – was launched with considerable acclaim and interest.

As regards campaigning, WSPA ran the first international animal protection campaign – No Fur – its global anti-fur campaign. It has also carried out smaller campaigns against bullfighting and cruel fiestas, a successful bear campaign - 'Libearty' and, more recently, a global anti-whaling campaign. For more information, see chapter on 'Campaigning for Social Change'.

The Humane Society International (HSI)
http://www.hsihsus.org/

The international arm of The Humane Society of the United States (HSUS), HSI addresses issues such as inhumane practices and conditions affecting companion and farm animals, illegal trade in wildlife, threats to endangered species, slaughter of marine mammals, and the use of animals in research and testing. HSI works with national and jurisdictional governments, humane organisations, and individual animal protectionists to find practical, long-term solutions to common animal problems.

Founded in 1991, HSI has expanded the HSUS's animal-protection activities into Central and South America, Africa and Asia. HSI's Asian, Australian, and European offices and the Center for Earth Concerns de Costa Rica (an HSI program) help carry out field activities and programs. The approach is mainly service delivery and capacity building for this, together with lobbying and educational work.

The educational component of HSI's work includes an electronic library and e-mail list service that network animal activists worldwide and a scholarship program that assists overseas guests with attendance at the HSUS Animal Care Expo. The HSI Assist program enables and empowers the work of individuals and animal protection groups around the globe. Lobbying activity includes work with the United Nations, various treaty and international agreements affecting animals and their habitats and EU lobbying on issues of interest to HSUS. Through a close relationship with the UN Food and Agriculture Organisation, they promote humane handling of animals destined for slaughter.

The International Fund for Animal Welfare (IFAW)
http://www.ifaw.org/

The International Fund for Animal Welfare (IFAW) was founded to coordinate worldwide condemnation to the Canadian seal hunt. Over the years, the small team of committed campaigners fighting for seals has grown to become one of the largest international animal welfare organisations.

IFAW works to improve the welfare of wild and domestic animals throughout the world by reducing commercial exploitation of animals, protecting wildlife habitats, and assisting animals in distress. IFAW seeks to motivate the public to prevent cruelty to animals and to promote animal welfare and conservation policies that advance the well being of both animals and people.

IFAW begins its fourth decade of operation with more than 200 experienced campaigners, legal and political experts, and internationally acclaimed scientists working from offices in 13 countries around the world. IFAW now has some two million contributors worldwide. This broad base of support makes it possible for IFAW to engage communities, government leaders, and like-minded organisations around the world and achieve lasting solutions to pressing animal welfare and conservation challenges. Various approaches are used and IFAW's programmes include: -
  ➢ Emergency Relief
  ➢ Pets
  ➢ Whales
  ➢ Elephants and habitats

➢ Illegal wildlife trade
Plus national and regional projects.

IFAW's approach includes campaigning, service provision (disaster relief) and support for service provision initiatives (more financial project support than training and expertise).

People for the Ethical Treatment of Animals (PETA)
http://www.peta.org/

People for the Ethical Treatment of Animals (PETA), has more than 800,000 members, and is the largest animal rights organisation in the world. Founded in 1980, PETA is dedicated to establishing and protecting the rights of all animals. PETA operates under the simple principle that 'animals are not ours to eat, wear, experiment on, or use for entertainment'.

PETA focuses its attention on the four areas in which the largest numbers of animals suffer the most intensely for the longest periods of time: on factory farms, in laboratories, in the fur trade, and in the entertainment industry. They also work on a variety of other issues, including the cruel killing of beavers, birds and other 'pests', and the abuse of backyard dogs.

PETA is predominantly a campaigning organisation, and works through public education, cruelty investigations, research, animal rescue, legislation, special events, celebrity involvement, and direct action.

PETA's headquarters is in the USA and it has offices in: -
➢ UK – Europe
➢ India
➢ Germany

Eurogroup for Animal Welfare
http://www.eurogroupanimalwelfare.org/

Eurogroup was set up in 1980 with the aim of influencing and promoting the introduction of European Union (EU) animal protection legislation. It has member organisations across the EU Member States.

As a European Federation of Animal Protection Organisations, Eurogroup works towards the introduction, implementation and enforcement of legislation on the protection of animals in the European Union. Its main activity is lobbying and the coordination of lobbying activity.

Eurogroup acts as a two-way channel of communication between its network of member and observer organisations and the EU legislative bodies. It offers advice and information on European and national animal welfare issues.

A vital part of Eurogroup's work is the co-ordination of campaigns into a consolidated approach in all Member States of the EU.

Compassion in World Farming (CIWF)/The European Coalition for Farm Animals (ECFA)
http://www.ciwf.org/

Compassion in World Farming (CIWF) coordinate the European Coalition for Farm Animals (ECFA), which is an alliance of animal advocacy groups including 31 organisations in 25 European countries and Israel. It is an informal, activity-based Coalition with the objective of achieving an end to Europe-wide factory farming and the long distance transport of live animals. ECFA is a campaigning body, but CIWF also carries out educational work and capacity-building activities (e.g. training) through ECFA.

CIWF is now working to 'internationalise' and its own organisation includes a headquarters office in the UK, three offices (Ireland, the Netherlands and France) and 7 international representatives. It also has a network of international animal protection societies interested in working on farm animal issues.

CIWF's international approach includes campaigning (key campaign live transport), education and capacity building (international development).

CIWF's v**ision statement is:** 'CIWF seeks to achieve the global abolition of factory farming and the adoption of agricultural systems which meet the welfare needs of farm animals in the belief that this will also benefit humanity and the environment.'
CIWF's mission statement is: 'CIWF's aim is to achieve the ending of factory farming systems and all other practices, technologies and trades which impose suffering on farmed animals. CIWF works to achieve this aim by hard-hitting campaigning, public education and vigorous political lobbying'.

The British Union for the Abolition of Vivisection (BUAV)/The Coalition to End Animal Experiments in Europe (CEAEE)
http://www.buav.org/
http://www.tierrechte.de/european-coalition/

The Coalition to End Animal Experiments in Europe was formed in 1990 by animal protection groups throughout the European Union. The BUAV was its founding member and coordinates its secretariat. Its members share a common interest in working towards eliminating animal experiments in many areas, including genetic engineering and the use of primates for research. The original aim of the Coalition was to end the use of animals to test cosmetics within Europe.

Within an international coalition of animal protection groups from across the European Union and North America, the CEAEE established a new and internationally accepted standard for what constitutes a product that is "Not Tested on Animals". The standard provides a commercial opportunity for cosmetic and toiletry companies to illustrate their commitment to ending animal testing.

RSPCA International
http://www.rspca.org.uk/

RSPCA International is the international wing of the UK's RSPCA. It is one of the main organisations assisting in the humane treatment of animals overseas. Its work includes: -
  ➢ Advising governments and organisations on animal welfare legislation based on UK and European precedents.
  ➢ Responding to appeals for help with crises caused by natural disasters such as oil spills by sending trained people, veterinary equipment and drugs.
  ➢ Offering help through training and aid, improving animal welfare standards in communities and countries where funds and resources are minimal.

The Society's has an international training programme that ranges from a single consultation for a developing animal welfare group, to residential courses for foreign government officials, welfare groups and teachers. It also has a grant system for associated societies and awarded over £400,000 in grants in 2002 to develop practical welfare work overseas. It is currently linked with over 160 organisations in 65 countries.

The RSPCA supports international campaigns, such as phasing out inhumane methods of farming, improving conditions for laboratory animals and wild animals. It also carries out educational work internationally, working in partnership with governments and teachers to enforce legislation and educate children and the public on the welfare needs of animals.

World Animal Net (WAN)
http://worldanimal.net

World Animal Net (WAN) is a global information network for animal protection societies. Its resources are mainly Internet based. It also produces the WAN Directory of animal protection groups – available online or in hard copy. This is the most extensive listing of animal protection groups worldwide.

WAN's policy is: 'To improve the status and welfare of animals'.

The International League for the Protection of Horses (ILPH)
http://www.ilph.org/

The International League for the Protection of Horses (ILPH)'s mission is: to protect horses from abuse and alleviate their suffering by rehabilitating, campaigning and educating worldwide.

The ILPH's headquarters is based in the UK. It works in the developing world, running educational and training courses in saddlery, farriery, veterinary care and nutrition to combat the major causes of equine suffering and help the owners to help themselves.

International Primate Protection League (IPPL)
http://www.ippl.org/

In countries where primates live, IPPL's Field Representatives work to create and preserve national parks and sanctuaries, and campaign for bans on primate hunting, trapping, and local and international trade.

IPPL's educational efforts have contributed to decisions by many countries to ban or restrict primate trade and to establish programs to protect primate habitat.

IPPL has raised funds to help other sanctuaries working to provide a safe and enriching environment for primate victims of deforestation and poaching.

The International Donkey Protection Trust (IDPT)
http://www.thedonkeysanctuary.org.uk/

The Donkey Sanctuary also works throughout the world helping to improve conditions for working donkeys and mules.

The Donkey Sanctuary is based in the UK, but currently has projects in Ethiopia, India, Kenya, Mexico, Spain and other European countries. The projects vary from research into tropical diseases of both national and international importance, to mobile clinics and sanctuaries providing free clinical treatment and advice on management, husbandry and nutrition in donkeys and mules. The Donkey Sanctuary is also engaged in investigations of transportation methods of donkeys and mules throughout Europe.

Brooke Hospital for Animals
http://www.brooke-hospital.org.uk/
The Brooke relieves the suffering of horses, donkeys, and mules working for poor people in the developing world. Its headquarters are in the UK and it has fundraising offices in the UK and the Netherlands. It has more than 500 staff working in the field.

Operating in Egypt, India, Jordan and Pakistan, the Brooke delivers mixture of direct and very practical veterinary and welfare services through a network of mobile teams and field clinics.

The Brooke also actively seeks to prevent health and welfare problems from arising in the first place, by educating and training the people who rely on their animals for survival. In addition to the veterinary work, Brooke teams undertake practical research to ensure the Brooke solutions remain effective, appropriate and sustainable.

The Society for the Protection of Animals Abroad (SPANA)
http://www.spana.org/

SPANA, the **S**ociety for the **P**rotection of **AN**imals **A**broad, was founded 80 years ago to help prevent suffering to working animals. Its mission is 'to improve standards of animal care wherever the need arises': this is amongst some of the poorest people of North and West Africa and the Middle East where people depend on their animals for transport and survival

SPANA takes mobile clinics on the road using the latest veterinary techniques to treat injured and maltreated working animals through a network of 19 veterinary centres

and 21 mobile clinics designed to reach far flung and remote desert villages in Algeria, Morocco, Tunisia, Jordan, Syria, Mali, Mauritania and Ethiopia. In total, they treat over 300,000 animals a year – including horses, donkeys, camels, farm animals such as cattle, and domestic or feral dogs and cats.

SPANA also carries out broad educational work, in addition to its vocational training.

Care for the Wild International
http://www.careforthewild.com/

Care for the Wild International is an animal welfare and conservation charity. It funds practical wildlife projects for example, to make areas safe for wildlife, rehabilitate sick or injured animals and provide sanctuary for those who cannot be returned to the wild.

Animal Defenders International
http://www.ad-international.org/about/about/

Founded in 1990 as the animal welfare, conservation, and youth wing of the NAVS, the Animal Defenders has now grown into a major international campaigning group in its own right, lobbying on issues such as animals in circuses; worldwide traffic in endangered species; vegetarian/vegan diet; factory farming; and pollution. Animal Defenders International (ADI) is now an adult as well as youth group, and involves itself in international animal rescues as well as educational work on animals, conservation and environment. The International Coalition for the Protection of Performing Animals was initiated in 2001 by the Animal Defenders. The focus of the alliance will be the use of animals in all forms of entertainment - films, television, advertising, theatre, and of course in circus.

Is Animal Protection Working Internationally?

The movement is clearly becoming more international in focus. There are international contacts between animal protection societies and international organisations seek to establish networks and collaborate. However, as can be seen this international growth has been largely organic, and approaches to international work are mixed and varied – often with accent on service delivery. If a real movement for social change is to be forged, then targeted capacity building is necessary, together with strong, sustained and hard-hitting international campaigns.

"Tell people - and they may forget...
show them - they may remember...
but involve them and they will understand."
Confucius, Chinese philosopher (Circa 551-479 BC)