

Models of impact and thoughts on Otwarte Klatki

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Models of impact

You can see some models of **direct impact** [here](#). The results are as follows, with cost-effectiveness in chicken-equivalent years of suffering averted per FTE.

Program	Cost effectiveness
Cage free hens campaigns (future)	3.0M
Cage free hens campaigns (past)	561K
Stop the farms	273K
ECC Broilers (future)	114K
ECC Broilers (past)	110K
Mink fur campaigns	182K
Capacity building (CARE conference)	78K
Plant based foods (optimistic)	2K
Plant based foods	0.3K

The story behind these estimates is as follows:

- For cage free hens: The high level story is that this is an effective and well-proven campaign, and that stopping implementation would sacrifice past attained impact.

- Stop the farms: The high level story is that direct or first order impact is uncertain but probably very high, and definitely very high expected value.
- ECC broilers: It looks pretty good as well, but the estimate crucially depends on the chance of future ECC commitments being implemented
- Mink campaigns: The crucial factor is the chance of legislative change, and I'm lower than Ilona based on past lack of legislative success
- Capacity building (CARE conference). This estimate is pretty shitty. There are many factors to consider, and my estimate only considers some of them—though a few more than in a previous version. Estimating the amount by which different organizations are improved, and their relative value vs Anima is also pretty hard.
- Plant based foods: Even in the fairly optimistic scenario, if you convince 3 companies to switch 20% of their meat to plant based with 4 FTEs/year over the next 3 years (so 12 FTEs total), and this shifts meat consumption, then plant based averts a very small amount

You can inspect these estimates more thoroughly [here](#). In each tab, I've highlighted key factors in red and results in blue. I've also left a comment about how good I think these estimates are.

Model with second-order effects for *Stop the Farms*

Origin of the term *second-order effects* The origin of the term “second order effects” might be instructive. When approximating a function, you can have a

Approximation	Form	Meaning
“zeroth order approximation”	$f(x) \sim k$	Just approximate a function by a constant
first order approximation	$f(x) \sim a \cdot x + k$	Approximate a function with a line
second order approximation	$f(x) \sim a \cdot x + b \cdot x^2 + k$	Approximate a function with a polynomial of degree 2
third order approximation	$f(x) \sim a \cdot b + b \cdot x^3 + k$	Approximate a function with a polynomial of degree 3
etc.		

Normally, the b and c terms are small. However, as time goes on, the fear is that these “second order”, “third order”, or “higher order” effects might become much larger than the original.

For instance, if $f(x) = 10 + 5 \cdot x + 0.1 \cdot x^2$, you could have:

Point	Approximation	Which factor is most important
x = 0	$f(0) \sim 10$	The constant term is the most important factor
x = 1	$f(1) \sim 10 + 5 + 0.1 = 15.1$	The constant term is still the most important factor
x = 10	$f(10) \sim 10 + 50 + 10 = 70$	The first term is the most important factor
x = 50	$f(50) \sim 10 + 250 + 250 = 510$	The first and second term are equally large
x = 200	$f(200) \sim 10 + 1000 + 4000 = 5010$	The second order term is more important

You can see some more details [here](#) or [here](#)

Relevance to the *Stop the Farms* campaign For Stop the Farms, some factors which could be like that—small to start but eventually dominant—could be:

- Impact on legislation
- Impact on ECC chickens
- Runaway movement building
- Reputational harm to Otwarte Klatki
- etc.

A problem here is that if you are in a bad mood you can kind of arbitrarily make impact look pretty bad by playing with these numbers. For example, you could model reputational impact as having a 1% of destroying Otwarte Klatki, and this is hard to falsify, since it happens infrequently. Some of the factors, for instance Paweł finding Stop the Farms distracting, also have a psychological bent for which the answer might be emotional processing rather than numeric quantification.

In any case, you can see a model which accounts for some of these factors [here](#).

Fuzzier comments

Something something fuzzier thoughts. Lacking context &c. To aid in your own reflection.

Bending the Curve vs Pathways to Victory

The [Pathways to Victory](#) article by Animal Ask which we dissed presents various ways in which animal agriculture could end.

The pathways they consider more likely are:

- Reformed into adequacy or out of existence

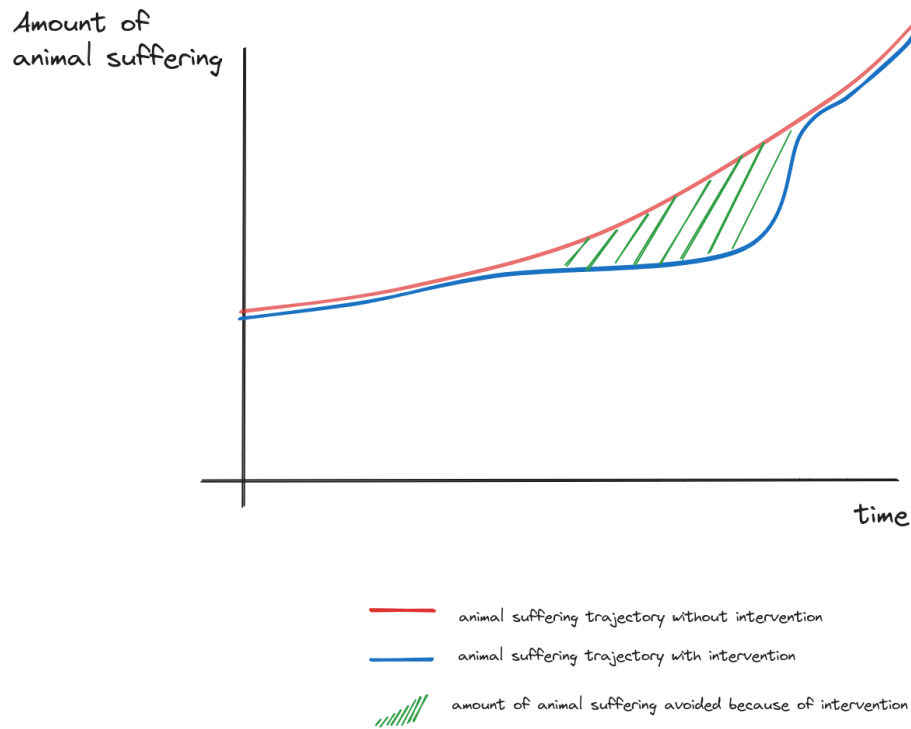
- Cultured meat
- Plant-based meat

They also mention some pathways which they consider less likely:

- Fundamental rights
- Consumer choice
- Ballot initiatives
- Knockout animals
- Other alternative protein technologies

However, none of these pathways strike me as particularly likely. The agricultural lobby seems much more politically powerful, and there doesn't seem to be a general political will for banning factory farming. For some specific probabilities, consider [Metaculus questions](#) on this topic.

The alternative is to reduce the amount of years of animal suffering before a final victory that may never come:



This strikes me as the better alternative. Heuristically, between:

1. Increasing a low probability of totally ending factory farming
2. Reducing animal suffering soon

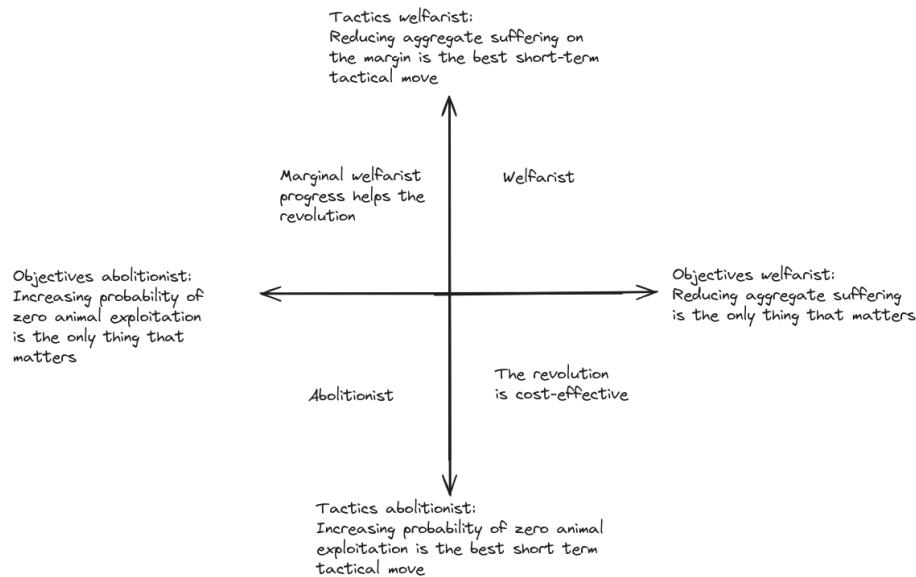
My sense is that it makes sense to choose the second, because the first is so

unlikely.

Some considerations:

- The likelihood of success seems higher for fur campaigns than for factory farming in general
- Stacking different welfare improvements on top of each other does have the potential to bring the curve to zero suffering—if a chicken life starts having positive total welfare. This still seems unlikely.
- These considerations surfaced as a recurring argument in talks with Ot-warte Klatki, so it seems good to attain clarity
- There is a difference between the probability of success (which can be low), and the emotional stance (optimistic, not depressed), which affects morale. These two are related, but separate.

This image could be of use:



How is value distributed inside Anima

tl;dr: Value is not distributed according to size

Throughout the engagement, it bothered me that **expenses** for capacity building and IT were so high. My (uninformed) guess is that campaigns are more valuable than marketing, IT, movement building, or the resource library—so it was kind of weird that I was evaluating campaigns relative to each other, rather than to other parts of Anima which might be less valuable.

Eventually I realized that there is a difference between:

- The parts in which you can quickly expand and deploy capital. Marketing and IT could be here.
- The parts which produce the most value. These might be the campaign teams.

And so the relative sizes of different teams in terms of headcount don't have to correspond to their relative values. That is, it can be that a team is five times as big but has only a third as much impact.

This doesn't suggest any immediate actions, but it might be worth keeping in mind when making trade-offs between different teams. For instance, the *Stop the Farms* work might make the marketing team's work more difficult, but this might not matter much.

Ways to obtain more campaigners

Pawel mentioned that he was having difficulties finding campaigners, but also that he had recently fired someone. At some point I briefly brainstormed with him how to get more campaigners. Results are probably things that Pawel has thought about already, but in case they are helpful:

- Divide the job into two. For instance, someone with better models of the world and someone more charismatic.
- Invest more into mentoring.
- Increase salaries to attract more people.
- Offer a signing up bonus plus incentives for remaining at the organization for each additional \$x years. This is similar to increasing salaries, but you don't have to give it to already existing people.
- Reduce standards. Double check that the reasoning for keeping standards high to maintain culture is correct.
- Create a position of "junior campaigner".
- Hire more than the people you are initially planning to keep, and then keep the best.
- Take more risks.
- Promote people internally, e.g., from marketing.
- Offer headhunting bonuses.
- Follow up on people fired by or left because of the previous CEO
- Somehow use the extended network more.
- Make it easier to fire new people, and communicate this beforehand

Relatedly, someone mentioned that you were hiring more people for marketing positions, but that you had trouble hiring people for campaigners. If you can transform marketing people into campaigners, this could potentially be a good bet.

Miscellaneous points

- There is a conversation to be had between Ilona, Paweł and Bartek about how much transparency to have around Stop the farms
 - You are not communicating to industry that you would stop campaigning if they switched to ECC breeds
 - You are not communicating to protest participants that you are doing this mostly because of animals
 - Paweł felt this was important.
- It might be good for Ilona to get a new phone *before* her old one dies
- The resources library or the training data-center might be something to evaluate
- Another thread was Jakub and Saulius talking with Open Philanthropy about them using a lower multiplier for getting commitments, vs implementing them
- From a conversation with Jakub about using bets to incentivize having accurate beliefs
 - Betting against other animal organizations seems too complicated and not incentive compatible—it might disincentivize cooperation
 - Betting against Open Philanthropy fractions of their future commitments to you seems fine
 - * for instance basis points (1% of 1%, or 0.01%) to start with
 - * or 0.1% at a time once you've gotten more used to it
- Overall, if you want a specific recommendation for *Stop the Farms*, my guess would be to keep it or slightly expand it
- Are politicians playing you? That is, when you talk with them, you get the impression that they will support you in various ways, that they will introduce legislation, etc., but this ultimately never happens? One way to find out is to *explicitly* keep track of what expectations you've formed after each meeting, and then check whether these happened. This could be as simple as a google docs file. Adding *probabilities* and *dates* would be a good idea, not because you expect them to be calibrated, but because they can be explicitly checked later and used to adjust your expectations
- One downside of using FTEs as a unit of cost is that the time of more senior people is substantially more valuable.

Next steps

Here are some steps:

- Get comments from Saulius
- on first order models
- on second order models
- on this draft
- Send draft to Jakub before the 15th
- Round of feedback from Anima

- From Jakub
- From other interested people
- Choose what aspects to improve
- Rethink and revise
- Provide final models and recommendations

Right now, I want to get some thoughts from people at Anima about what might be more valuable to next model, based on this document, on [these first-order models](#) and on [this model with second order effects](#) for Stop the Farm. Some suggestions:

- Refine these models to add uncertainty. Factors would become distributions, probably specified as 90% confidence intervals fit to a specific shape.
 - Although I'm normally a fan of having uncertainty, I don't think we are at the stage where this is that meaningful
- Refine existing models to better capture their impacts. Have more models with second-order effects.
 - Contact an economist to review the stops the farm model
- Leave it here, focus on other aspects and practical recommendations
- Model something else entirely:
 - Value of supporting different countries
 - Value of different directions in which to grow, or teams to grow.