



**Africa Network for Animal Welfare**



# **STRATEGIC PLAN**

## **2021-2025**

*Promoting Humane Treatment of All Animals*

Conference: ANAW convenes conferences and workshops to discuss how animal welfare connects with various sectors



Africa Network for Animal Welfare (ANAW) believes that, as sentient beings, animals should not suffer. However, it is becoming apparent that animals are increasingly suffering as people pursue various development goals and progress in Africa. Consequently, the changes happening in the society have created situations whereby animals are unable to cope naturally, hence becoming unhealthy, live in pain, distress and discomfort. Animals are increasingly unable to adapt to the growing human needs in Africa. This has resulted to poor animal welfare throughout the continent.

Since its inception in 2006, ANAW has witnessed exponential growth of animal welfare among communities, governments, and private sectors at local, regional, and continental levels. The just-ended ANAW Strategic Plan (2016 – 2020) effectively imparted animal welfare awareness through education and capacity building, addressing animal health and recovery issues, and supporting human-animal co-existence initiatives for both domestic animals and wildlife. In these pillars, ANAW has partnered and collaborated with local, regional, and international civil society organizations, governments as well as inter-governmental bodies such as the United Nations (UN) and the African Union (AU).

Under the ANAW Strategic Plan (2016 – 2020), ANAW embraced the ‘One Health’ concept approach, whose notion is based on simultaneously integrating the health of people, the environment, and animals for a better, sustainable world. There is growing scientific evidence that poor animal welfare poses serious risks to public health, economic development, and the natural environment. The ANAW Strategic Plan (2021 – 2025) aims to consolidate the gains ANAW has achieved so far and to make it a stronger, adaptive, progressive, and sustainable champion of animal welfare in Africa. This next level focuses on building powerful coalitions and adequate capacities for impactful advocacy for animal welfare in Africa.

ANAW targets to pursue this through increased mobilization of technical and financial resources and organizational development; seeking meaningful engagement with policy makers; increasing public participation at local levels; and embracing knowledge-based approaches and applied research to guide specific, desirable actions towards improving animal welfare standards in Africa. ANAW remains an ambitious hands-on organization that provides a rich perspective and benchmark on animal welfare issues and status in Africa. The new strategy will see the organization strive to expand its various network outreaches to more countries in Africa, and extend to partner and collaborate with like-minded organizations on other continents on its (and others) global animal welfare agenda.

We trust in the Almighty God that ANAW shall successfully implement this strategy and eventually draw useful lessons for continued promotion of animal welfare in Africa.

# Acknowledgement

This strategic plan is the product of the collaborative efforts of ANAW staff, the management, the Board of Directors, and representatives from stakeholder organizations.

The ANAW leadership wishes to thank all stakeholders who made contributions at various stages of development of this plan. The individuals and partners in Kenya and across Africa, and ANAW-USA who gave valuable input through interviews and focus group discussions; the ANAW staff and –board members, government agency representatives, inter-governmental bodies’ representatives and other select stakeholders who participated in the strategic planning workshop. Feedback given in the strategic plan validation meeting was highly valued.

We are grateful to all our stakeholders for the fruitful collaboration.

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## EXECUTIVE SUMMARY

In the sixteen (16) years of its existence, ANAW has made solid contributions in the animal welfare sector, advocating for policy changes, coordinating implementation of projects, organizing campaigns, educating, and creating awareness to alleviate pain and suffering of animals. Amongst these contributions, while working with partners are; the realization of the Animal Welfare Strategy for Africa (AWSA) by the African Union Inter-African Bureau for Animal Resources (AU-IBAR) for implementation by fifty four (54) African member states, the development of the Animal Welfare Action Plans by the Inter-Governmental Authority for Development (IGAD) Regional Economic Community for implementation in the eight (8) member states in its jurisdiction, the formation of the National Judicial Dialogues in Kenya, involving sixteen (16) law enforcement agencies addressing wildlife and environmental crimes and the initiation of the Africa Animal Welfare Conferences, an animal welfare platform for Africa.

An analysis of the organization, animal sector and wider context showed that ANAW needed to expand and deepen its presence across the continent. Although the animal welfare sector has made progress in increasing awareness among policy makers, there continues to be a great need for evidence-based advocacy using Africa-focused research, and for coordination among animal welfare organizations. In order to lead advocacy and coordination efforts, ANAW needs to strengthen its policy research, operations and widen its resource base.

# Mission, Vision and Values

## Mission

ANAW views its purpose and scope through the following statement: The mission of ANAW is to work together with communities, governments, and other stakeholders to promote animal welfare for better environmental and human health.

## Vision

The desired state, the aspiration and what ANAW strives to achieve is embodied in the vision statement: ANAW envisions a world where people show compassion, protection, and care for all animals.

## Values

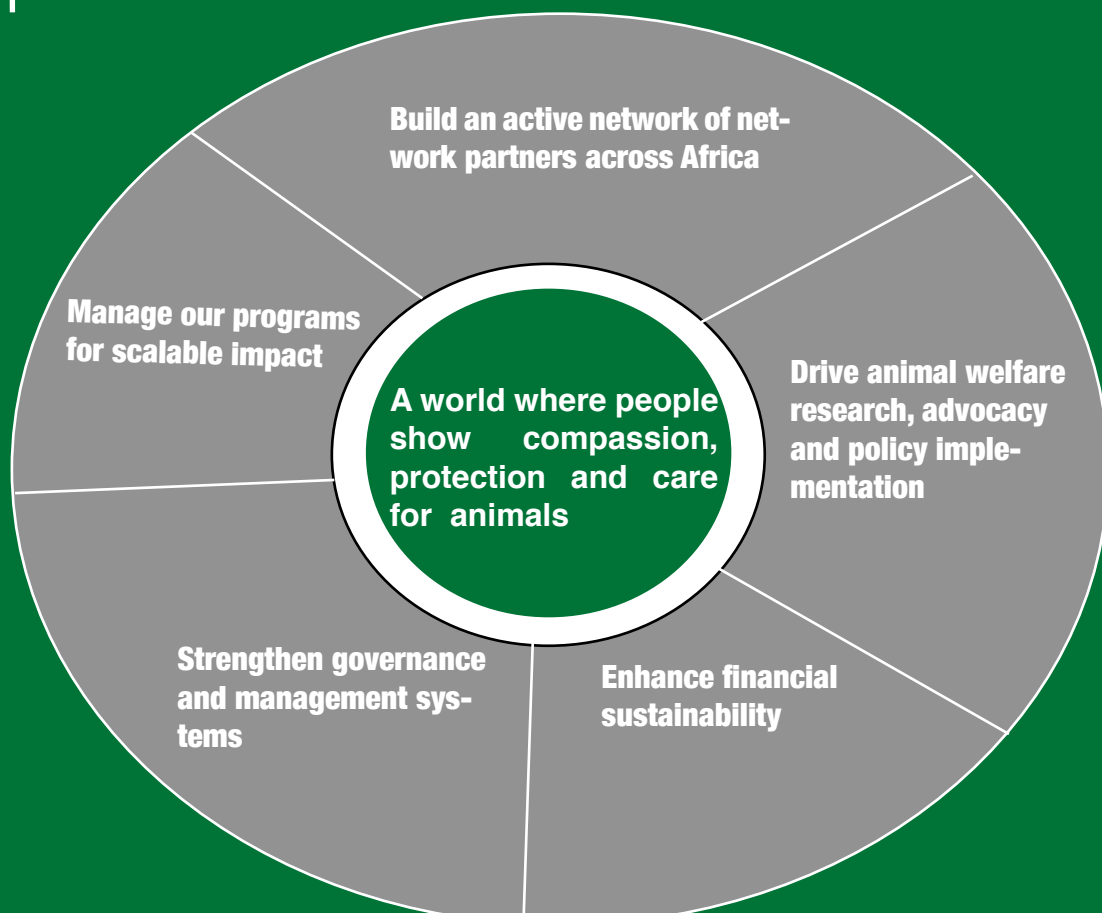
ANAW believes that animals are sentient, and that people should take good care of them. These beliefs and the following core values will guide staff, management and board in their work and dealings with all stakeholders: integrity, partnership and collaboration, stewardship, and courage.

The core belief that guides ANAW's staff, management and board in their work is that animals are sentient beings, and their values are enshrined in the principles of integrity, partnership and collaboration, efficiency and effectiveness, compassion, and courage.

# Strategic Focus and Goals

Through this strategic plan, ANAW will expand and strengthen its network on the continent in order to advance pragmatic animal welfare policy, advocacy and practice across Africa. To achieve this, The ANAW Strategic Plan (2021-2025) focuses on the following strategic goals and outcomes:

- 1** Grow and build the capacity of its network partners. ANAW will effectively coordinate an active network of partners who advance good animal welfare practices across Africa
- 2** Drive animal welfare advocacy, policy implementation, and the research agenda. ANAW will be a thought leader and a coordinator of animal welfare policy and practice in Africa.
- 3** Strengthen program management for greater impact. ANAW will demonstrate the benefits of animal welfare, wildlife, and environmental conservation in Africa.
- 4** Strengthen leadership, governance, and management systems for effective and efficient implementation. ANAW will have credible operations that are responsive and will adequately support its work with stakeholders across the continent.
- 5** Enhance ANAW's organizational sustainability. ANAW will generate sufficient resources to meet its current and future needs.







Animal Welfare Clubs: ANAW Promotes animal welfare in school empowering the next generation with animal welfare knowledge

The Strategy Implementation Matrix (Chapter 4) breaks down each of these goals into the objectives and key activities for their attainment through annual operational plans drawn from this document at the beginning of each year. ANAW's management team will develop a monitoring and evaluation plan and cascade the responsibility for key objectives to departments and to individual team members. These objectives will be the basis of quarterly reporting and individual performance management. In addition, ANAW will reorganize its structure in order to better execute this strategic plan. The management team will report to the board on a semi-annual basis on progress made on the implementation the strategic plan.

**Anti-Rabies clinic:** ANAW provides regular free vaccinations to pets contributing both to their health and the health of the people around them



# CHAPTER 1

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## INTRODUCTION

## **1.1 Introduction to Africa Network for Animal Welfare (ANAW)**

Africa Network for Animal Welfare (ANAW) promotes the humane treatment of all animals by working with stakeholders to inspire all people to show compassion, care, appreciation, and protection to all animals. ANAW achieves this through empowerment, advocacy and informed attitude change at the local communities and society level as well influencing policy and working with governments and international agencies across Africa to adopt animal welfare as part of their development agenda.

ANAW's work focuses on both domestic and wild animals and is anchored on the appreciation that animals have intrinsic value and are sentient beings able to respond to physiological changes in the environment. We see the animal welfare approach as the most effective way of obtaining the greatest value for animals while contributing towards sustainable development and human wellbeing.

ANAW was registered in 2006 as a Non-Governmental Organization. Its headquarter is located in Kenya. It has an affiliate organization in USA, Africa Network for Anima welfare -USA (ANAW-USA) that supports its fundraising efforts.

## **1.2 ANAW History and Background**

Since its establishment, ANAW has demonstrated its commitment to animal welfare by leading several initiatives and building networks with governments, policy leaders, media, communities, international bodies, partners, and other stakeholders; to press for policy changes and care of animals at all levels. In 2008, ANAW, working together with local communities, successfully campaigned against the re-introduction of sport hunting in Kenya. In 2014, the organization sought legal intervention at the East African Court of Justice (EACJ) in Arusha, Tanzania to get an injunction to stop the construction of a highway through the Serengeti National Park.

ANAW participated in a process that led to the drafting of the Wildlife Conservation and Management Act, 2013 and in the ministerial task force that reviewed the Prevention of Cruelty to Animals Act (CAP 360). ANAW was involved in creating awareness among stakeholders that led to the amendment of the Wildlife Act to address animal welfare issues arising from wildlife crime. ANAW has facilitated ten (10) National Judicial Dialogues since 2013, involving sixteen (16) law enforcement agencies concerned with investigation, intelligence, prosecution, and adjudication of justice in wildlife and environmental crime matters. These dialogues have been largely responsible for the major reforms in the legislative framework addressing poaching activities in Kenya in the recent past.

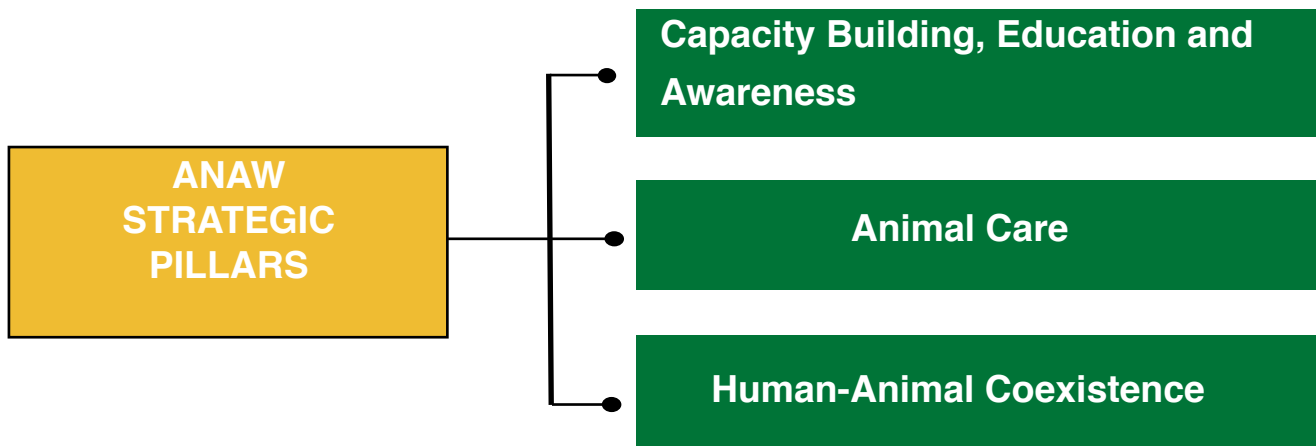
ANAW's efforts in collaboration with partners, saw the integration of animal welfare in Kenya's National Primary School Curriculum. The organization was part of the National Rabies Elimination Coordination Committee and implements the National Rabies Strategy in Machakos county, Kenya.

Since 2009, ANAW has run the Africa Animal Welfare Conferences as a platform for animal welfare where stakeholders share information and lessons arising from various efforts towards key animal welfare outcomes, advocate for animal welfare issues, and develop consensus on priority issues for the African context. ANAW is accredited to United Nations Environment Program (UNEP) as a Major Group and Stakeholder (MGS) and to the United Nations Economic and Social Council (ECOSOC) as an advisor with special consultative status.

### 1.3 ANAW Strategic Model

ANAW works primarily to promote humane treatment of all animals while advocating for the protection of the environment. The organization's programs are designed using a three-pronged approach. Firstly, they aim to build capacity, educate, and create awareness to increase knowledge, provide skills, change attitudes, and develop better behavior towards animals. Secondly, the organization's activities advocate for compassionate animal care in order to eliminate all forms of animal cruelty, persecution and suffering. And thirdly, ANAW programs are set up to promote harmonious human-animal co-existence initiatives that deter human-animal conflicts, improve effective animal law enforcement and share equitably (with local communities) the benefits accrued from wildlife conservation.

The diagram below illustrates this model:



### 1.4 Development of ANAW Strategic Plan (2021-2025)

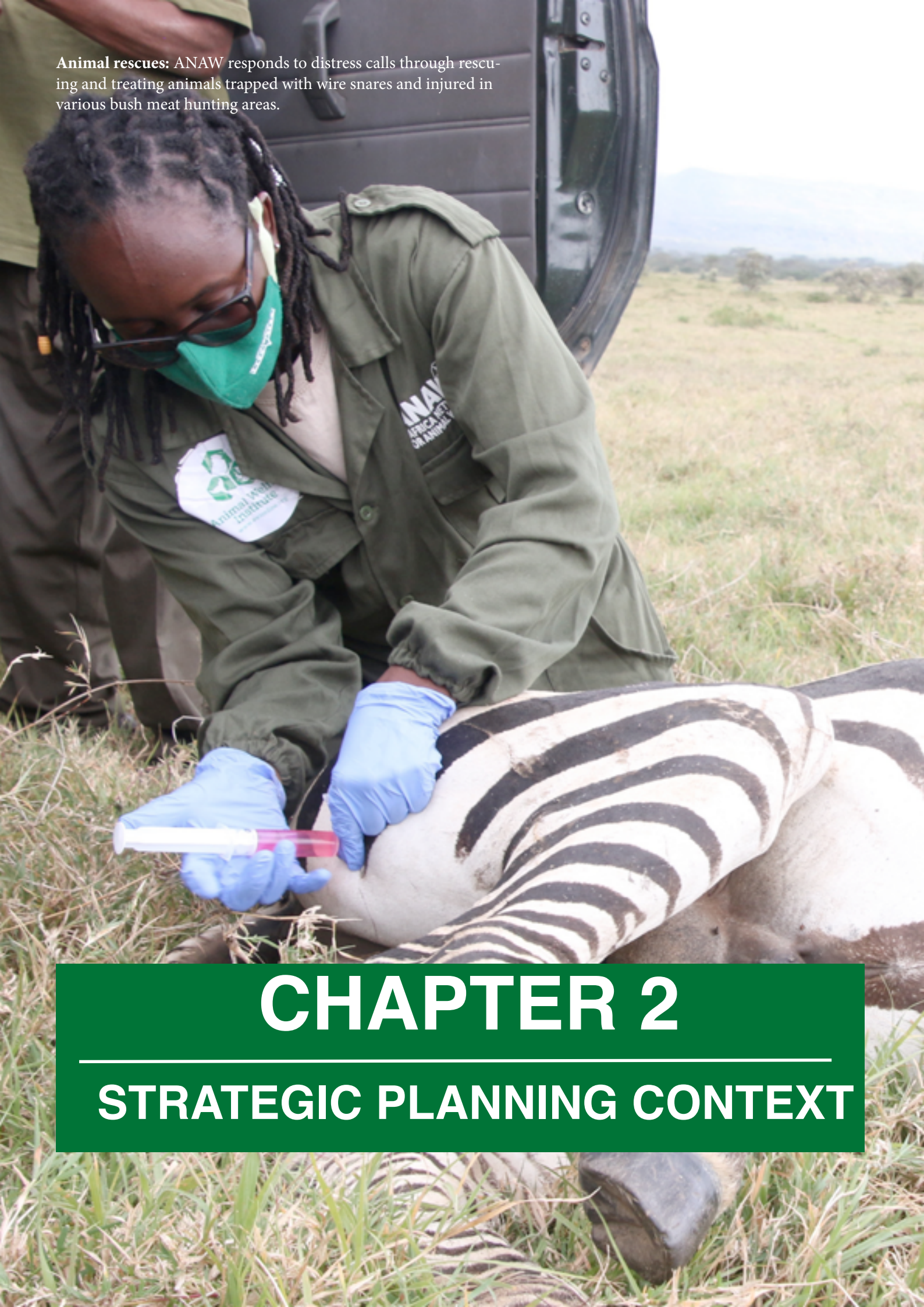
This is the third strategic plan that ANAW has developed. The review of the ANAW 2015 - 2020 strategic plan emphasized the need to integrate every aspect of the organization in the 2021 - 2025 strategy, with more inclusivity and diversity of stakeholders. This 2021-2025 plan was done through a consultative process that involved obtaining the views of management, staff members, the Board of Directors, and selected key stakeholders. The ANAW management steered the process to ensure it was ANAW-owned and driven. The team engaged a consultant and jointly developed an approach that included the following activities:

Initial discussions and a two-day retreat with the Leadership Team

- Desk review of critical documents, the previous strategic plan, and other organizational data
- Interviews with key informants chosen from among the ANAW and ANAW-USA board, management, international representatives, government agencies, local and regional partners
- Focus group discussion with selected staff members
- Strategic planning workshop with the wider staff team to build consensus on issues
- Preparation of draft strategic plan followed by stakeholder validation meetings

ANAW developed this plan over the November 2020 – January 2021 period.

**Animal rescues:** ANAW responds to distress calls through rescuing and treating animals trapped with wire snares and injured in various bush meat hunting areas.



# CHAPTER 2

## STRATEGIC PLANNING CONTEXT

# A: EXTERNAL ANALYSIS

## 2.1.1 Socio-Economic

At the time of writing this strategic plan, governments in the western world were tightening restrictions on movement arising from the fear that a second wave of the Covid-19 pandemic was sweeping through Europe. The pandemic has had disastrous economic effects leading to shut-down of businesses and loss of employment. Tourism and hospitality sectors are some of the worst hit sectors. Many wildlife conservancies and ranches that depend on tourism have been affected and have opted to scale down their operations and workforce. This has weakened the wildlife security patrols in private ranches and conservancies making them more vulnerable to poaching and bush meat exploitation. The safety measures imposed to prevent the spread of the disease have completely changed the living and working environment. Working remotely, virtual gatherings and, restricted international travel have become the new normal and are bound to continue until the pandemic comes to a halt.

Sub-Saharan Africa is the world's fastest growing in terms of population growth. According to World Bank (2019), the continent's population expanded from 227 million in 1960 to more than 1 billion in 2018—a nearly fivefold increase and is further projected to double to 2.2 billion by 2050. This would lead to reduction of land size per capita, demand for more food, and proliferation of industrial animal agriculture in pursuit for feeding the growing population.

Africa is also the world's youngest continent. According to the 2019 Ibrahim Forum Report, it is estimated that close to 60% of Africa's population in 2019 is under the age of 25. While this youth bulge presents some opportunities, it also brings economic and social challenges in areas such as employment, expansion of unplanned settlements, education, and health. Increasing unemployment gives rise to poverty in communities hence escalating vices such as the neglect of animals, illegal bush meat trade and environmental degradation. Given the resource challenges in African countries, governments struggle with other policy and service delivery issues that make animal welfare a lesser priority. Animal welfare organizations must engage the youth with solutions to unemployment while mobilizing them for animal welfare outcomes.

## 2.1.2 Political and Legal

Global bodies such as the United Nations Environmental Program (UNEP), African Union Inter-African Bureau for Animal Resources (AU-IBAR) and Intergovernmental Authority on Development (IGAD) have made efforts to address animal welfare issues. AU-IBAR facilitated the adoption of the Animal Welfare Strategy for Africa (AWSA) for the implementation by African member states. And IGAD, with the support of AU-IBAR, has developed an animal welfare action plan for implementation by eight countries in the IGAD Regional Economic Community namely, Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda. Through a tripartite collaboration with UNEP and AU-IBAR in cohosting the Africa animal welfare conferences, animal welfare has been given prominence at the United Nations Environmental Assembly (UNEA). Even though animal welfare thinking is lacking in any convention, treaties and agreements on marine and terrestrial animal resources affecting Africa, there are now increased opportunities to link animal welfare issues to other agendas such as the SDGs, climate change, biodiversity loss, pollution, food security, and health (zoonotic diseases such as COVID-19).

Recent developments in the African geo-political space could foster greater cooperation among African countries. In 2013, African leaders through the African Union (AU) adopted the Agenda 2063 - a shared framework for inclusive growth and sustainable development for Africa to be realized in fifty (50) years from then. In January 2021, the AU launched the Africa Continental Free Trade Area (AfCFTA), one of the flagship projects of Agenda 2063. In addition to creating the largest free trade area by number of countries in the world, AfCFTA is expected to improve movement of persons

and labour, investment, and intellectual property. The Agenda 2063 provides opportunities for engagement on Africa policy issues including those on animal welfare and conservation.

There is limited awareness, interest, and policies on animal welfare at national levels in Africa. Raising awareness of the importance of animal welfare must target governments, many of whom are responsible for the current weak policies and laws on animal welfare and protection.

Animal welfare legislation and the broader policy framework is usually set at the national level in some jurisdictions and at the local levels in others. This legislation and policy framework need to be covered in the constitution, animal welfare and prevention of cruelty legislation, and wildlife conservation and management legislation, as it is the case in Kenya. Enforcement falls upon either of the governments or left to agencies who are underfunded or without sufficient capacity. Communities and citizens at the local levels are seldom involved in the design of policy framework, legislation, and strategies, and hence the need for wide participation of all stakeholders during the design and implementation. Lack of community participation becomes a major challenge in implementation of the said instruments.

### **2.1.3 Technology**

The information age has brought down geographical boundaries for animal welfare practitioners across the continent. The fast-increasing mobile phone and internet penetration in Africa is providing opportunities for greater access to information for rural communities. There are also increased opportunities to communicate and engage at reduced costs, time, and environmental toll, such as the increasing accessibility to online meetings such as webinars, workshops, and international conferences. Social media platforms enable people and organizations to engage, discuss, share, inform, communicate, create awareness, question, argue, criticize, monitor, and report on animal welfare matters. Projects such as Lion Lights, collaring for tracking and monitoring, drone technology, hidden camera traps, SMS alerts on wildlife farm raids and investigation tools have averted crises, advanced and secured the safety of animals. Animal welfare practitioners need to look at what more can be done to leverage on emerging technologies.

### **2.1.4 Ecological/Environmental**

The world grapples with the adverse consequences of centuries of environmental destruction and exploitation leading to biodiversity loss and pollution. Effects of climate change have led to increased incidences of drought, famine, mudslides, forest fires and floods all over the world resulting to animal suffering.

African economies have increased their infrastructural projects as they have grown. The construction and expansion of residential areas, hotels, railways and superhighways in wildlife habitat and migratory corridors have exacerbated human-wildlife conflict in the continent. The installation of high voltage power lines has a negative effect on wild avian species, especially raptors. Population of wildlife, birds and plants species is on a downward trend as more humans encroach into their natural habitat.

Population growth and higher demand for food has led to a more intensive animal production industry increasing the use of cages and genetically modified products to boost output. This has increased suffering among farmed animals.

The spread of zoonotic diseases such as rabies and anthrax, from animals to humans is on the rise in urban and rural communities in Africa. It is feared that the Covid-19 pandemic was transmitted to humans through animals. Governments and organizations are working overtime to ensure that the crisis of this magnitude does not occur again. This provides an opportunity to highlight the adverse effects of exploiting animals. Science shows that the resilience of human beings is dependent on good animal welfare.

## B: ANIMAL WELFARE CONTEXT

### 2.2.1 Animal Welfare Issues

Issues on animal welfare come up day to day in communities, farms, and wild spaces in Africa. The animal welfare sector has been concerned about several issues:

i. Anti-Bushmeat campaigns to curb snaring and sale of meat from wild animals. According to an assessment by ANAW, this went up by 50% during lockdowns instituted to mitigate the Covid-19 spread. Bush meat hunting has evolved from a low-level subsistence activity to a large-scale commercial trade supplying urban and even international markets. In Central and West Africa, a struggle is faced in replenishing population numbers of targeted animals such as gorillas, chimpanzees, and bonobos. In East Africa, a fast decline in giraffe, antelope, zebra, eland, and buffalo populations among other animals has been observed.

Campaigns have been launched to ban wildlife wet markets across the globe for public health and safety. Wet markets sell wild animal parts leaving remnants of blood, guts, scales, and water on the shop floors raising the potential to breed zoonotic diseases. These markets are commonly seen across the world, including countries such as China, Vietnam, and India.

ii. Consumptive Utilization is the practice that allows the elimination of wildlife to generate revenue. It includes breeding wildlife for their meat, using hides, teeth, hair or capturing different birds for sale. Wildlife is expected to generate income through employment and tourism services. This continues to be a debate among policy makers and animal welfare activists and an area that can benefit from evidence.

iii. Infrastructural Development that encroaches wildlife areas resulting in loss of animal habitat interruption of wildlife migration and opens areas frequented by endangered species to access by humans.

iv. Poaching and Sport Hunting: Poaching in Africa is still high despite the increased levels of security complimented by tougher measures in sentencing for wildlife crime and educating communities. However big hunters visit the continent and pay huge sums of money to hunt wildlife for sport. Lions and other animals are caged for years to meet the demands of this practice, specifically in South Africa. Legislation varies with several countries in Africa banning it but others allowing it.

v. Human - Animal Co-existence: humans living near wildlife areas and animals compete over the same resources causing human-wildlife conflicts. This conflict is one of the major challenges facing conservation in Africa. The major effects of human-wildlife conflict include death and injuries of human beings and animals, crop damage, competition for water and grazing, livestock predation and an increased risk of livestock disease transmission. Such conflicts impact negatively on the humans and wildlife alike leading to retaliation and negative attitudes toward wildlife. Measures to address this conflict have included promotion of sustainable conservation practices, establishing compensation funds, increasing community awareness to stop negative cultural practices, and promoting sustainable land use.

vi. Anti-Rabies Campaign and Dog Population Control: Stray dogs are a challenge to communities in Africa. A common solution has been to round up stray dogs and kill them inhumanely. To curb this, animal welfare organizations conduct activities to spay and neuter dogs as a dog population control measure. Anti-rabies campaigns are established to stop the widespread disease that is found in dogs, cats, and donkeys and can be easily transmitted from animals to humans. People care for and are in close contact with the animals and are, therefore, vulnerable to this disease. Kenya initiated the Strategic Plan for the Elimination of Rabies in Kenya (2014 - 2030) with different zones allocated to organizations to sustain mass dog vaccination. This is expected to progressive-



ly reduce and ultimately eliminate human rabies in Kenya.

vii. **Production Systems:** The animal food supply chain is wrought with animal welfare concerns from farm to the distributing outlets. Poultry and pigs live in overcrowded and poor conditions. In Africa, poultry are transported to the market on top of vehicles and motorcycles. Goats and sheep are crammed on trucks and pick-ups on their way to slaughterhouses. Factory farming is increasing rapidly in the world and is a growing trend in Africa. It is one of the largest causes of animal suffering on the planet causing harm, pain, and discomfort to animals. This can be a key area of focus for ANAW, especially to demonstrate the economic advantages of good animal welfare in farming.

viii. **Donkey Trade and Animal Cruelty:** Donkey cruelty has been one of the biggest concerns in Africa. Slaughterhouses have killed thousands of donkeys to acquire their skin and hooves for export to China for medicinal and beauty purposes, leading to a drastic decline of their populations. Communities have observed increased incidences of donkey theft and high costs of replacement. This has led to a decline in donkey welfare, numbers, and the livelihood of the dependent communities. The Kenya National Population and Housing Census (2009) gave the population of donkeys in Kenya as 1.8 million. From 2016 to date, Kenya has licensed 4 donkey abattoirs, with a combined slaughter capacity of 1000 donkeys per day. This has led to decline in donkey numbers to a low of 600,000 according to recent unpublished reports. In addition, human beings living with animals such as donkeys cause cruelty in an effort to increase labor output.

### 2.2.2 Evidence-Based Approaches

The pressure to bring immediate relief to suffering animals tends to override questions concerning the long-term effectiveness of particular interventions. However, significant and sustained improvements in the treatment of animals will only be reached by employing the kinds of evidence-based approaches that are used in other sectors. There is need for careful assessment of outcomes, to determine which policies and practices are ultimately successful and which are not and hence determine what works for Africa.

### 2.2.3 Animal Welfare Stakeholders

A stakeholder analysis revealed that there are several global, international, and regional animal welfare, wildlife, and environmental protection organizations that ANAW can collaborate with in various aspects of its anticipated work in Africa. Compassion in World Farming (CIWF), Animal Welfare Institute, The Brooke East Africa, Donkey Sanctuary World Animal Protection, World Veterinary Services, Global Environment Fund, International, Fund for Animal Welfare, Humane Society International, Born Free Foundation, Animal People, WTG, Brighter Green, A Well-Fed World, Conservation International, Birdlife International, Center for Animal Law at Lewis and Clerk University, Harvard University, University of Denver among others. ANAW is also the regional network for the World Federation for Animals.

Great potential exists to leverage these linkages in growing the ANAW network.

### 2.2.4 Donor Environment

There are donors, foundations and corporates who support the various issues of animal welfare improvement according to their interest with many increasing their attention to anti-factory farming. Significant funding also comes from individual philanthropists and wealthy people with a commitment to animal welfare. ANAW could pursue grants and support from similar individuals both locally and abroad. The effects of the pandemic, leading to social changes and a potential economic recession, could negatively affect the donor environment but diverse opportunities still exist for ANAW.

## C: ORGANIZATIONAL CONTEXT

ANAW is an Africa-based organization with local, regional, and international connections. The organization pursues its mission through partnerships and collaborations with global organizations such as the United Nations Environment Program (UNEP), African Union-Inter Bureau for Animal Resources (AU-IBAR), Intergovernmental Authority for Development (IGAD) and animal welfare, wildlife, and environmental conservation non-governmental organizations. It has a good reputation among stakeholders and is recognized for its commitment to animal welfare. It has achieved much through its ability to mobilize, convene stakeholders, and lead campaigns. It has a passionate and entrepreneurial staff with a good skill mix in its leadership team. ANAW strives to build good working relations with government agencies within and without the animal welfare, wildlife, and environmental sector.

### Mission, Vision and Values

A review of the statement noted that even though the mission statement captures the essence of what ANAW does, there was need to include current 'One Health, One Welfare' thinking that connects good animal welfare to better human and environmental resilience. ANAW does not exist for animal welfare for its own sake but for the good of all creation.

The aspirations of an organization are captured through the vision statement. ANAW's stakeholders felt the vision was energizing and appropriate to guide this plan.

### Values

The eight (8) stated values: Compassion, Partnership, Accountability, Rationality, Moral Integrity, Courage, Truthfulness, Effectiveness, and Efficiency could be aggregated and reduced. Most of the staff members could not remember them all. Values need to be alive among the staff members in order to guide how they do their work. The thinking was to reduce them to one key belief and five (5) core values that the organization clearly holds.

### The ANAW Network

ANAW operates at the continental level through networking across Africa. The nature of the organization is a network, which builds networks with other organizations in Africa. ANAW will focus on growing and strengthening networks across the continent.

### Leadership and Governance

ANAW has an affiliate organization – ANAW-USA - based in Denver in Colorado and each have Boards of Directors that provide oversight to all functions in the respective continents. While the two (2) boards share three (3) members, the link between the two is unclear. ANAW-USA raises funds for programs in ANAW and expects to take the fiduciary responsibility for them while ANAW sees itself as the overall body. During the period of preparing this strategic plan, ANAW was in the process of developing a Memorandum of Understanding (MoU) between the two entities and a Governance manual for board operations that clarifies on the linkage. The Governance manual establishes board committees for greater efficiency.

## **Programs**

ANAW intervention activities developed organically in response to emerging needs. They covered the areas of advocacy, policy, and legislative reform; animal care covering companion and farm animals; animal welfare education in schools and communities; anti-poaching and wildlife conservation; animal welfare conference and research. Experiential learning programs with foreign students were both income generating as well as avenues for advancing animal care. Most of these were implemented in Kenya with hardly any presence in other African countries. This strategic plan recognizes the need to clarify the conceptual framework and overall approach to transforming the animal welfare sector in Africa.

## **Organizational Policies and Procedures**

ANAW has governing and operational policies, being implemented to improve operational efficiency and programs effectiveness of the organization.

## **Organizational Structure and People**

ANAW has a strong family culture and a commitment to the welfare of its individual members. The staff is highly educated, committed to the cause of animal welfare and passionate about its work. There is need to improve performance management and to realign reporting lines for smoother workflow within the team. An effective structure and culture are critical to the execution of activities and objectives.

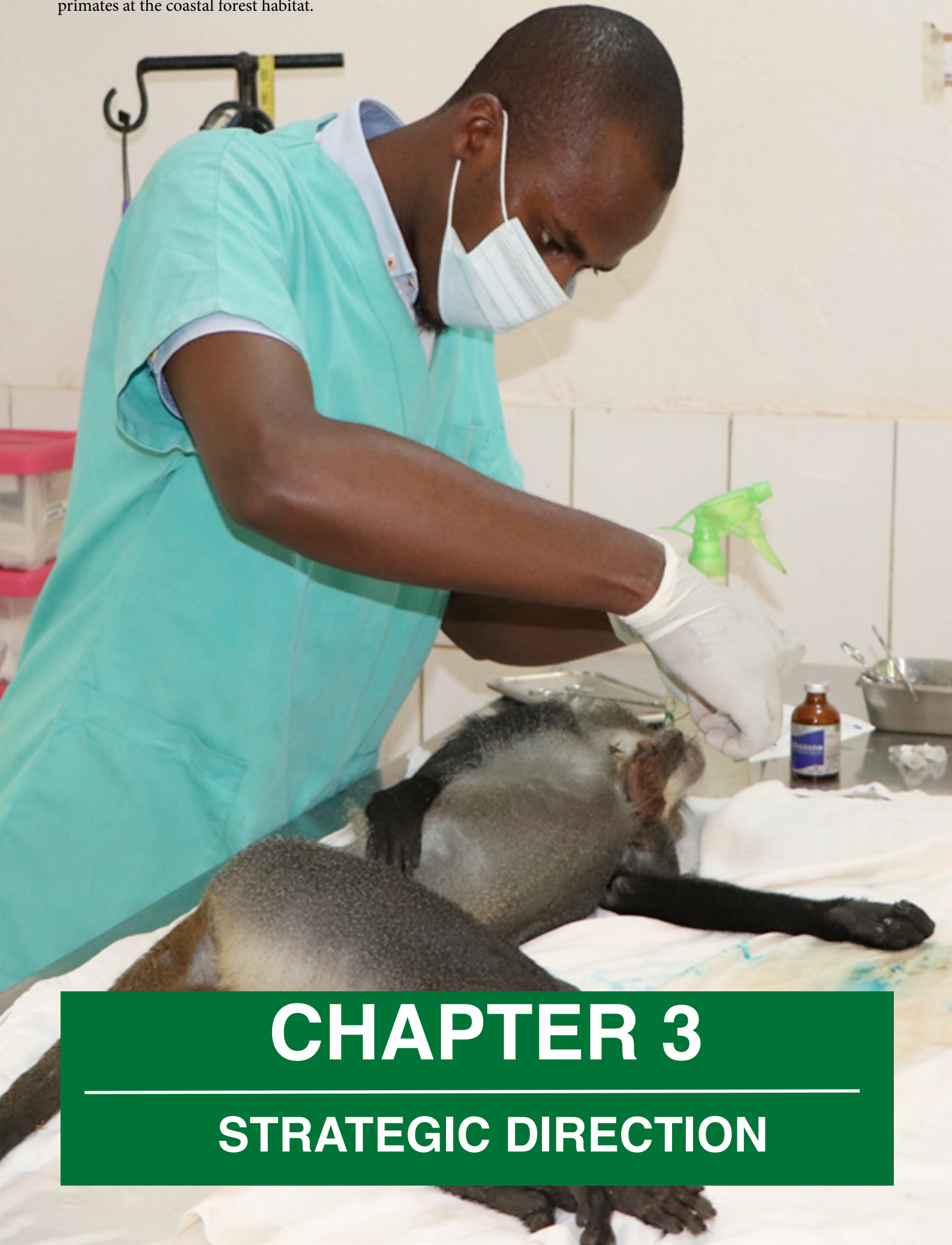
## **Financial Resources**

The organizational budget has increased steadily over the last three years to stand at about one million dollars a year in 2019. ANAW's funding is largely dependent on international sources from US and Europe. The experiential learning trips by foreign students were cut off due to Covid-19 travel restrictions which led to reduced incomes in 2020. This is expected to change with the Covid-19 adjustments and vaccine prospects now being employed globally. This plan recognizes the need to diversify income sources including targeting local funding in order to plug the looming deficits.

## Summary of SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Entrepreneurial and innovative staff team</li> <li>• Good reputation with stakeholders and an ability to convene various stakeholders in Kenya, Africa and beyond</li> <li>• Experience in running animal welfare advocacy campaigns</li> <li>• Associations and accreditations with UN and international bodies</li> <li>• Strong advocacy work and collaboration with government agencies e.g., through the Judicial Dialogues</li> <li>• Presence of representatives in various parts of Africa</li> <li>• Having ANAW-USA as fundraising office</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Inadequate branding and marketing</li> <li>• A simple planning framework that does not adequately address the complex emerging aspirations of the organization.</li> <li>• Narrow funding base</li> <li>• Inadequate monitoring and evaluation systems</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• UNEP's location in Kenya provides access to ambassadors and ministers from other African countries</li> <li>• Pursuing local funding and private individuals for donations</li> <li>• Availability of Kifaru House as an asset for the promotion of animal welfare</li> <li>• Expansion of interventions such as judicial dialogues into Africa</li> <li>• Build networks e.g., through the Africa Animal Welfare Conference (AAWC)</li> <li>• Tapping into the youth networks through clubs, professional groups, associations etc.</li> <li>• Opportunities arising out of information technology advancements to enhance communications and operations</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Negative effects of the Covid-19 pandemic</li> <li>• Increasing sensitivity by the judiciary to cultural rights for communities that could entrench practices adversely affecting animal welfare</li> <li>• Political uncertainties, disasters and potential upheavals in the continent threaten animal welfare and implementation of activities</li> <li>• Some negative cultural perceptions in Africa about animals and animal welfare</li> </ul>

**Primate rescue:** ANAW partners with Colobus Conservation to promote the conservation, preservation and protection of threatened primates at the coastal forest habitat.



# CHAPTER 3

## STRATEGIC DIRECTION

# STRATEGIC DIRECTION

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## 3.1 Mission and Vision

The strategic planning process provided ANAW with the opportunity to review its mission and vision to capture current thinking on impact of good animal welfare and the renewed organizational aspirations.

### Mission

The mission of ANAW is to work together with communities, governments, and other stakeholders to promote animal welfare for environmental and human health.

### Vision

ANAW envisions a world where people show compassion, protection, and care for all animals.

### Beliefs

Animals are sentient beings. ANAW believes that animals should not suffer, and therefore, people should treat them well.

## 3.2 Core Beliefs and Values

ANAW espouses the following core beliefs and values. They will guide the board, management, and staff in execution of the organization's work:

### Core Values

- a. **Integrity:** We are honest and adhere to ethical principles and do the right thing for the interest of animals and the environment in all circumstances
- b. **Partnership and Collaboration:** We achieve more when we work with others
- c. **Efficiency and Effectiveness:** We make optimal use of all resources for results in an accountable manner
- d. **Compassion:** We recognize suffering of animals and take action to help
- e. **Courage:** We always stand up for animal welfare

### 3.3

## Strategic Focus

The ANAW Strategic Plan (2021-25) will focus on:

1. Expanding and leading a network of animal welfare and other organizations across the continent in advocacy that transform the welfare of animals in Africa and beyond
2. Enhance evidence-based programs that demonstrate efficacy and effective outcomes in animal welfare in policy and practice.

### 3.3

## Strategic Goals and Objectives

In order to achieve its bold vision in line with its mission, ANAW identified five (5) strategic goals to focus on in the next five (5) years. The sections that follow outline these goals and the objectives to lead to their achievement.

#### 3.3.1

### Grow and Build the Capacity of its Network Partnership

To be truly pan-African, ANAW will enlist more network partners to grow its network and develop the capacity of the network to transform the animal welfare landscape. The outcome of this goal is that ANAW effectively coordinates an active network of partners who advance good animal welfare practice all over Africa.

To achieve this ANAW will:

1. Develop an ANAW network partnership policy guideline
2. Establish a system for recruiting and engaging animal welfare organizations and network partners across the continent
3. Maintain strong networking and relationship building activities among network partners
4. Mobilize network partners through knowledge-sharing, coordinated policy advocacy and campaigns, conferences
5. Support the capacity building of network partners

#### 3.3.2

### Drive Animal Welfare Advocacy, Policy Implementation and Research Agenda

ANAW will focus on selected advocacy issues, support, and coordinate with its partners and network partners to build and use evidence to influence policy changes. The outcome is that ANAW is seen as a thought leader and a coordinator of animal welfare policy and practice in Africa. This will be achieved through the following objectives:

1. Identify priority areas for policy and advocacy for the continent and African perspectives of international policy
2. Coordinate and facilitate advocacy campaigns at the continental level
3. Catalyze the development of new policies/strategies laws and constitutional provisions on animal welfare in Africa and inspire the implementation and enforcement of existing laws and policies
4. Establish the ANAW resource centre

#### 3.3.3

### Strengthen Program Management for Scalable Impact

The focus of all programs will be to provide proof of concept and demonstrate through various projects that good animal welfare practice leads to improved livelihoods. The outcome of this goal is that ANAW compellingly demonstrates the benefits of animal welfare, wildlife, and environmental conservation in Africa. The objectives are to:

1. Develop overall program scope and approach for Kenya and Africa
2. Work with stakeholders to implement selected demonstration projects in priority areas (link to advocacy efforts)

3. Implement some projects through sub-granting to network partners and affiliate organizations
4. Conduct research and studies to enable evidence-based animal welfare advocacy
5. Integrate project management best practice in their operations

### 3.3.4 Enhance Governance and Management Systems for High Efficiency and Effective Implementation (Institutional Development)

ANAW recognizes that good leadership and management systems are critical facilitators for the achievement of the current strategic plan goals. The systems will be improved to ensure ANAW remains agile and responsive to stakeholder needs. The outcome is that ANAW operations are credible, responsive, and adequately support its work with stakeholders across the continent. ANAW will do the following:

#### Sub-goal 1: Enhance the Governance Structures to Improve Organizational Leadership and Stewardship

1. Operationalize the revised ANAW governance manual
2. Strengthen the ANAW Board through board development activities
3. Streamline the ANAW, ANAW-USA governance structure for more synergy

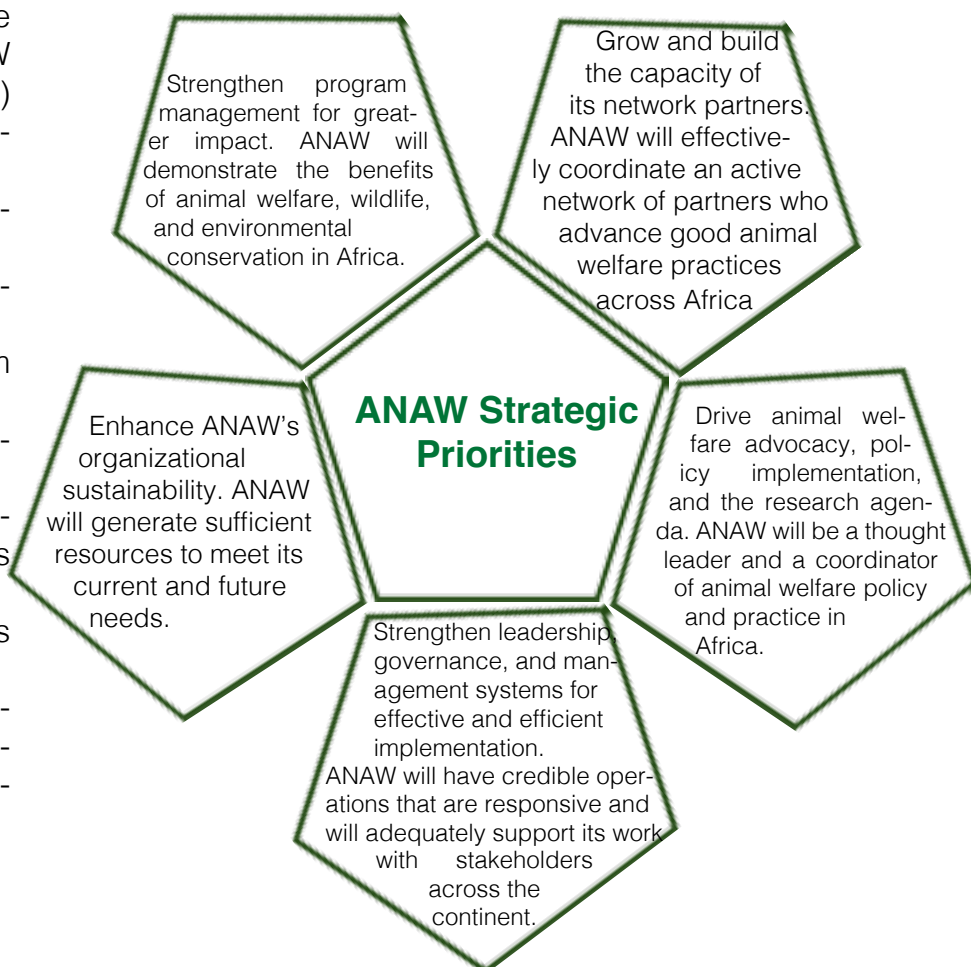
#### Sub goal 2: Strong Functioning Management Systems

1. Redesign the organization and management structure
2. Strengthen human resource systems and create a high-performance culture
3. Implement organizational policies and procedures that promote accountability and transparency
4. Improve communication and social media engagement

### 3.3.5 Enhance ANAW Financial Sustainability (Resource Development)

The implementation of this plan will require resources beyond the current (2020) level. ANAW will deepen existing and develop additional resource streams to increase finances, expertise and other capacities flowing into the organization for its work. The expected result is that ANAW generates sufficient resources to meet its current and future needs. The objectives to achieve this are:

1. Estimate future resource needs based on the ANAW Strategic Plan (2021-2025) and revise the Resource Mobilization Strategy
2. Increase capacity for resource mobilization
3. Secure grants through proposal development
4. Generate more funding from local sources
5. Grow the endowment or investment fund
6. Leverage the in-kind, human, and financial resources among network partners
7. Conduct fundraising activities abroad
8. Form an affiliate ANAW organization in Europe and other continents to support fundraising





**Desnaring:** ANAW addresses the devastating effects of bush meat hunting in critical wildlife areas through regular desnaring patrols



# CHAPTER 4

## IMPLEMENTATION FRAMEWORK

## CHAPTER 4: IMPLEMENTATION FRAMEWORK

### 4.1 Using the Framework

This framework sets out the objectives and activities for achieving each of the strategic goals. The goals are inter-related and the achievement of each will lay a foundation for the achievement of other goals. This implementation framework provides a guide to ensure coherent implementation of the activities by different departments over the time periods. Individual teams will use this framework to develop annual plans of action.

#### Strategic Goal 1: GROW AND BUILD THE CAPACITY OF ANAW NETWORK PARTNERSHIP

ANAW effectively coordinates an active network of partners who advance good animal welfare practice all across Africa

Objectives and Key Activities	2021		2022		2023		2024		2025		Output/Outcomes	Indicators	Responsible
	1	2	1	2	1	2	1	2	1	2			
<b>Objective 1:</b> Expand an ANAW network partnership structure, coordination and networking systems and procedures											ANAW network partnership policy documentation or guidelines		Partnership and Development Director
a. Define the ANAW Network structure	x												
b. Develop policy guidelines defining network partnership to be adopted by the Board	x												
<b>Objective 2:</b> Establish a system for recruiting and network partners across the continent												Number and percentage of African countries represented in ANAW network	
a. Develop and implement strategy for enlisting organizations; youth groups and young professionals; and others across the continent	x		x		x		x		x			-Number of organizations recruited into network partnership - Percentage of youths' network partnership on ANAW network	
b. Promote and market ANAW to potential network partners		x		x		x		x		x	Marketing products and strategies		
c. Set up and maintain a database of network partners		x		x		x		x		x	Database established and routinely updated		
<b>Objective 3:</b> Maintain strong networking and relationship building activities among network partners											ANAW network partnership actively engages on relevant animal welfare issues	% of network partners reporting high levels of satisfaction with the network	

a. Conduct (collaborate to conduct) forums or activities for network partners at regional or continental level		x																	Number of activities Number of network partners participating in activities
b. Consistently engage the network through social media and other communication platforms	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Traffic on ANAW social media platforms
c. Increase ANAW brand identification and ownership among network partners		x																	
d. Conduct a survey to monitor network performance and levels of satisfaction		x																	
<b>Objective 4:</b> Mobilize network partners through knowledge sharing, coordinated policy advocacy and campaigns, conferences																			
a. Organize an Africa Animal Welfare Conference that attracts key animal welfare stakeholders		x																	Percentage of network partners attending conference who are not financially supported by ANAW
b. Lead or support campaigns across the continent on various animal welfare issues	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Number of campaigns organized and successfully conducted Number of countries in which campaigns have been conducted
<b>Objective 5:</b> Support the capacity building of network partners																			
a. Deliver technical assistance to network partners in various animal welfare areas		x																	Number of network partners receiving technical assistance
b. Provide periodic updates and guidance on developments in animal welfare	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Number of updates disseminated
c. Collaborate with other animal welfare organizations in Africa to add value to network partners																			Increased synergy with big animal welfare organizations

## Strategic Goal 2: DRIVE ANIMAL WELFARE ADVOCACY, POLICY IMPLEMENTATION AND RESEARCH AGENDA

ANAW is a thought leader and a coordinator of animal welfare policy and practice in Africa

Objectives and Key Activities	2021		2022		2023		2024		2025		Output/Outcomes	Indicators	Responsible
	1	2	1	2	1	2	1	2	1	2			
<b>Objective 1:</b> Identify priority areas for policy and advocacy for the continent and African perspectives of international policy including: welfare of farm animals, bushmeat trade, companion animals, and rabies management and associated risk	x										ANAW approach to animal welfare policy advocacy		Policy and Public Affairs Director
<b>Objective 2:</b> Coordinate, support and facilitate advocacy campaigns at the national, regional, continental, and global level	x		x	x	x	x	x	x	x	x		Improved animal welfare policies in Africa	
a. Spur the process to get an animal welfare resolution passed at the UNEA	x		x	x	x						Declaration of Animal Welfare as a key agenda for the UN		
b. Form a coalition to support battery cage-free chicken farming	x										Coalition formed	Number of organizations in coalition	
c. Work with the coalition to develop the battery cage free strategy	x		x								Strategy launched		
d. Promote the adoption of animal welfare in UN program of works	x		x	x	x	x					Animal Welfare mainstreamed at UNEA	Documents arising from the process - resolution texts, concepts	
e. Advocate for adoption of animal welfare as one of UNEP's thematic areas						x	x	x	x	x			
<b>Objective 3:</b> Catalyze the development of new laws, policies, strategies, and constitutional provisions on animal welfare in Africa and inspire the implementation and enforcement of existing laws and policies											Improved enforcement of animal welfare laws	Number of convictions as a result of ANAW work	
a. Conduct judicial dialogues in Kenya	x		x		x		x	x	x	x	Improvement in handling of crimes against animals		
b. Initiate judicial dialogues in other African countries	x		x	x	x	x	x	x	x	x		No. of countries conducting judicial dialogues	

c.	Support the development of animal welfare standards and guidelines to govern animal cruelty and other malpractices when handling animals	x	x	x	x	x	x	x	x	x								Number of animal welfare standards developed through ANAW support
d.	Incubate and insemminate pertinent animal welfare concerns in Africa discussed in AAWC (AU-IBAR – AAWC post conference workshops)		x															Number of AAWC resolutions implemented
	<b>Objective 4:</b> Establish the ANAW resource centre																	Number of users and visits on the resource centre

**Strategic Goal 3: STRENGTHEN PROGRAM MANAGEMENT FOR SCALABLE IMPACT**

ANAW compellingly demonstrates the benefits of animal welfare, wildlife, and environmental conservation in Africa

Objectives and Key Activities	2021		2022		2023		2024		2025		Output/Outcomes	Indicators	Responsible
	1	2	1	2	1	2	1	2	1	2			
<b>Objective 1:</b> Develop overall program scope and approach for Kenya and Africa	x										ANAW conceptual framework or technical approach		Programs Director
a. Define scope: thematic, geographical, target groups and species	x												
b. Determine the programs to conduct studies and other research	x										List of priority projects for study		
<b>Objective 2:</b> Work with partners to implement selected thematic projects in priority areas (link to advocacy efforts)	x										ANAW works with partners to validate the benefits of animal welfare	Number of partners implementing projects through ANAW support	
a. Human-animal co-existence	x											Reduced animal suffering	
b. Animal Care	x												
c. Capacity building, Education and awareness	x												



**Strategic Goal 4 - INSTITUTIONAL DEVELOPMENT: ENHANCE GOVERNANCE AND MANAGEMENT SYSTEMS FOR HIGH EFFICIENCY AND EFFECTIVE IMPLEMENTATION**

ANAW remains accountable with credible operations, responsive, and adequately supported work with stakeholders across the continent

Objectives and Key Activities	2021		2022		2023		2024		2025		Output/Outcomes	Indicators	Responsible
	1	2	1	2	1	2	1	2	1	2			
<b>Sub-goal 4.1:</b> Enhanced governance structures to improve organizational leadership and stewardship													
<b>Objective 1:</b> Operationalize the revised ANAW governance manual	x										Improved board operations		A N A W Board
<b>Objective 2:</b> Strengthen the ANAW Board through board development activities	x	x	x	x	x	x	x	x	x	x		Number of board training conducted	A N A W Board
<b>Objective 3:</b> Streamline the ANAW, ANAW-USA governance structure for more synergy											Improved coordination between the two boards		A N A W Board ANAW USA Board
Approve and implement the updated ANAW, ANAW-USA MoU	x										Approved ANAW-ANAW USA MoU		
<b>Sub-goal 4.2:</b> Strong and functioning management systems													
<b>Objective 1:</b> Redesign the organization and management structure	x										Organization structure		A N A W Board Executive Director
<b>Objective 2:</b> Strengthen human resource systems and create a high-performance culture											Improved staff engagement and productivity	Percentage of goals (Key Performance Indicators) achieved	Executive Director
a. Recruit additional staff as per the revised organization structure		x	x	x	x	x	x	x	x				
b. Implement staff capacity development activities	x	x	x	x	x	x	x	x	x	x	Improved staff performance	Percentage of staff meeting or exceeding expectations	





b. Restructure the resource development function and streamline resource mobilization with ANAW USA	X																		Increase in funding generated through ANAW USA	
<b>Objective 3:</b> Secure grants through proposal development																			Increased funding for programs	
a. Write and submit proposals to potential funders	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Number of proposals written and submitted to potential funders		
<b>Objective 4:</b> Generate more funding from local sources	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Percentage of total funds that is generated locally		
a. Grow a private sector portfolio of donors	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Number of private sector organizations supporting ANAW		
b. Organize fundraising events and initiatives																				
<b>Objective 5:</b> Grow the endowment fund or investment fund	X																		Annual percentage growth in the investment fund	
<b>Objective 6:</b> Leverage the in-kind, human and financial resources from partners, network partners and others	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
<b>Objective 7:</b> Conduct fund raising activities abroad																			Increased funding generated from abroad	
a. Fund raising trips and activities abroad																				
b. Experiential learning trips and other income generating activities	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Number and funds generated from experiential learning trips		
c. Crowd sourcing																				
<b>Objective 8:</b> Form an affiliate ANAW organization in Europe and other continents to support fundraising																				

**Community:** ANAW believes in establishing animal welfare as a community-driven responsibility that is owned and driven at grassroots level.



# CHAPTER 5

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## IMPLEMENTATION MANAGEMENT

## 5.1 Organizational Structure

Good execution is critical to the attainment of the desired strategy outcomes. ANAW will reorganize itself in the most effective way to divide the work and assign authority and responsibility for efficient execution of this strategic plan. The board and management will review the organizational structure to ensure it aligns with this strategy.

## 5.2 Costing, Annual Planning and Budgeting

This strategic plan will be implemented through five (5) Annual Operational Plans (AOPs). The various teams will draw activities for each year from the Strategic Plan Implementation Framework, determine performance indicators, set targets, and assign responsibility and resources. Annual reviews of the preceding AOPs will inform the development of subsequent AOPs and as such inform necessary adjustments to this strategic plan. ANAW will structure this annual work planning process, include it in its annual calendar and ensure that all staff is fully engaged.

ANAW will make estimates of the resources required to implement this strategic plan and commit resources through the annual budgets generated from the AOPs.

## 5.3 Monitoring and Evaluation

This strategic plan is a living document that should adapt to the unfolding context. ANAW will develop a Program Monitoring Plan (PMP) as a tool to periodically review implementation progress and make appropriate corrective action. The plan will include the indicators, annual targets, data collection frequency, methods and sources, and persons responsible for these. For ease of monitoring, the measures and indicators will align with the strategic objectives and key activities. The PMP will use the following three levels of measures to capture the changes resulting from ANAW's work:

### a. Impact Indicators

These will be linked to the strategic goals outlined in this strategic plan and will attribute long-term changes in the animal welfare sector at the end of this strategic plan to ANAW's work. These indicators will be measured and reported at the end-term evaluation of this strategic plan.

### b. Outcome Indicators

The outcome indicators will help ANAW to monitor the short-term changes resulting from the implementation of specific activities. They will complement and over time lead to the impact indicators. These will be reported at the mid-term evaluation.

### c. Output Indicators

Output indicators are linked to and are measured at the completion of key activities. These will be measured regularly and reviewed at the end of each quarter. They can be used to justify short-term resource allocation decisions and activity implementation.

## 5.4 Evaluation

ANAW will conduct two (2) evaluations for this strategic plan: (1) a mid-term evaluation scheduled for the end of the third year of implementation, and (2) the end-evaluation scheduled at the end of the five-year period. The evaluation will not only determine performance against set targets but will also assess the extent of achievement of the desired outcomes, the reasons for achieving or falling short, and give information on changes required in the various implementation approaches. Year 4 and 5 AOPs will thus address the issues emerging from the mid-term evaluation. The end-term evaluation will strive to show ANAW's contribution to changes and positive impact in the animal welfare sector. The results of this evaluation will inform the development of the subsequent strategic plan.

## **5.5 Reporting**

The ANAW staff leading activity implementation will report against the annual plans on a quarterly basis. Project area managers will aggregate these into a Quarterly Progress Report that will note performance against set targets in order to create momentum for the implementation of the strategic plan. Management will present these quarterly reports or a summarized version of them to the board for review and feedback. The Leadership Team will also produce a comprehensive Annual Report at the end of each year that will be the basis for reviewing annual performance and setting targets for the subsequent annual operational plans.

## **5.6 Performance Management**

The implementation of this strategic plan will be strengthened in the following ways:

- The board will include the responsibility for monitoring this strategy in the Executive Director's performance contract. He will give a comprehensive progress report to the board once every six (6) months.
- The management will cascade the responsibility for the attainment of strategic plan targets to departmental heads and to individual team members. Their performance will be measured, and the reward system pegged on the achievement of these targets.



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