ANAW
AFRICA NETWORK FOR ANIMAL WELFARE

Strategic Plan
2016 – 2020

Promoting Animal Welfare Education in Schools

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FOR ANIMAL WELFARE

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Preface

In generations past, animals lived peacefully alongside human beings in Africa. It was a symbiotic connection that would unfortunately, not withstand the pressures brought on by rapid development and population growth within the continent. Global expansion and challenges only further worsens the fragile place of animals in Africa. As a result, animal welfare has often been treated as a non -issue, hardly receiving any support at the community, national or regional levels, much to the detriment of Africa's animals which play central role in our society.

The Africa Network for Animal Welfare is cognizant of these challenges. Since the organization's inception in 2006, we have seen first-hand how Africa's animals must fight to be recognized. We have, however, also seen the significant gains that can be achieved when there is intentional and sustained focus on animal welfare in communities and countries as a whole.

Thus, the Africa Network for Animal Welfare Strategic Plan 2016-2020 has been developed to spell out the vision of what animal welfare can mean for a continent that prioritizes its animals. The document details the strategic focus areas by which the organization will implement impactful and scalable animal welfare interventions, establish institutional priorities, wisely allocate resources to these interventions and work with communities, governments, partners and other stakeholders to promote the five animal freedoms and the implementation of the OIE animal welfare standards.

Through the Strategic Plan 2016- 2020, the Africa Network for Animal Welfare further seeks to provide leadership in animal welfare by taking proactive measures in taking up the opportunities arising from global collaborations, as well as ensure transparency and accountability in actualizing the organization's mandate of promoting the humane treatment of all animals.

Amb. Nehemiah Rotich
Board Chairman

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ANAW supports Rabies Elimination Strategy by carrying out mass vaccination campaigns

1. EXECUTIVE SUMMARY

Introduction

The Africa Network for Animal Welfare (ANAW) was formed in 2006 and is registered as international non-governmental organization based in Kenya. The organization's mandate advocates for animal welfare best practices and standards that promote humane treatment of all animals in Africa. The Africa Network for Animal Welfare has a 501(c)(3) sister organisation, the Africa Network for Animal Welfare - USA; based in Denver, Colorado.

The Strategic Planning Process

The strategic plan was developed through a consultative process that started in 2015 and partially supported by an external expert. Its content is entirely based on ideas and materials generated with full involvement of ANAW board, staff and stakeholders.

In this strategy (2016 -2020), ANAW's programmatic focus is in three programme focus areas namely:

1) Capacity building, Education and Awareness Creation, which aims at "increasing knowledge and skills, and improving attitudes and behaviors on animal welfare, of citizens, policy makers and practitioners",

2) Animal Care, which aims at "Promoting the elimination of all forms of cruelty and persecution of animals in society" and,

3) Human-Animal Coexistence, which aims at "Promoting harmonious coexistence of humans and animals in the wild, on the farm, on the open street, in the homes and at work

Trends, Drivers Challenges and Opportunities

In Africa, animal welfare status, especially humane treatment of animals, remains largely susceptible to such factors as population demographics; society values/lifestyles, political, legal and regulatory, the natural environment/ecological, technological, general economic conditions, and global forces; especially given that not many African governments have in place a policy and legislative framework to guide action in animal welfare. In the cases where policy and legislative frameworks are in place, there tends to be weak enforcement of the same. South Africa, Kenya, Uganda and Tanzania, are among the few countries in Africa with an animal Welfare Act of Parliament, although there is a growing number of countries on the continent that are in the process of developing and adopting animal welfare policies and legislations.

Given this state of play, Africa's animals are continually exposed to abuse through illegal wildlife and wildlife trophies trade leading to capture and torture and even death of target animals, commercial use of animals for entertainment that curtails their natural behavior, commercialization of animal production that is devoid of animal welfare considerations during transportation, slaughter and even herding. Other dangers to animals in Africa emanate from the need of some societies to depend on hunting for livelihood. Needless to say, the infringement of human population to wildlife habitats and wildlife migratory corridors is continuously causing alarm to animal welfare protagonists because of the potential for human animal-conflicts that may result in fatalities on animals in the long run.

Achievements and Lessons learnt from the Implementation Plan 2010-2014

Since its inception, the Africa Network for Animal Welfare (ANAW) has made tremendous achievements, key of which include the following:

1.   POLICY AND LEGISLATIVE REFORM

a)   Wildlife Act - To influence policy and legislative reform, ANAW has been part of the process

that participated in the drafting of the Wildlife Conservation and Management Act, 2013 and review of the Prevention of Cruelty to Animals Act, CAP 360.

b) Amendments to the Wildlife Act - ANAW has also provided an inclusive platform for awareness among various stakeholders and this has led to the first amendments to the Wildlife Act to effectively address animal welfare issues arising from wildlife crime.

c) Enforcement of Wildlife Crime Laws - In order to support the enforcement efforts of wildlife conservation laws, ANAW has facilitated five judicial dialogues in two years since 20th December, 2013. Each Dialogue was attended by about 75 participants drawn from among Judges, Magistrates, Court Prosecutors, Police, Attorney General's Office, Investigators and other relevant officers in the fight against poaching. These dialogues have been largely responsible for the major reforms in the legislative framework on poaching in Kenya in the recent past.

2. ANIMAL WELFARE EDUCATION AND TRAINING

a) Community Awareness Initiatives - Through films and community meetings, ANAW has exposed members of the public to animal welfare awareness which includes harmonious co-existence through various community based activities. This initiative has impacted on improved attitudes and behavior change of communities and a marked reduction in animal cruelty.

b) Promoting Animal Welfare in Schools - More importantly, ANAW and the Society for the Protection of Animals Abroad (SPANA)'s has an Animal Welfare Joint Educational Co-curriculum, which has been adopted by the Ministry of Education (MoE), which is presently being taught in 18 pilot schools in Kenya, and also led to the initiation of animal welfare cubs in schools.

c) Promoting Alternatives to Harmful Use of Animals in Education, Research and Testing - ANAW in partnership with InterNICHE and Lush Award has carried out a series of training workshops on Alternatives to Harmful Use of Animals in Education, Research and Testing, leading to the adoption of the use of alternatives in at least three universities, as well as creating a library of learning resources that may be availed to other universities or institutions in future.

d) Integration of Animal Welfare in the National Educational School Curriculum - ANAW has actively participated, through the Animal Welfare Action Kenya (AWAKE), in giving input to the integration of animal welfare in the national school educational curriculum facilitated by the Government of Kenya through Kenya Institute of Curriculum Development (KICD)

e) Conferences and Workshops – ANAW has held both local and international conferences to impart skills to partners and stakeholders. ANAW, in partnership with Judicial Training institute (JTI), Office of the Director of Public Prosecution (ODPP), Kenya Wildlife Service (KWS), wildlife conservation organizations and thirteen (13) other law enforcement agencies, has positively impacted on the enforcement of Wildlife ACT.

3. PREVENTION OF INHUMANE KILLING OF STRAY DOGS AND CATS

a) Anti-Rabies Vaccination and Animal Care – ANAW has grown its anti-rabies campaign from a single event of just a few cats and dogs to a large campaign reaching over 3,000 animals per event, by 2015.

b) National Rabies Elimination Strategy - ANAW is not only part of the National Rabies Elimination Coordination Committee but also has a Memorandum of Understanding (MoU) with the Government of Kenya to implement the National Rabies Strategy in Machakos County in Kenya. This campaign not only protects the animals but also the caregivers by increasing harmonious living. It also safeguards against brutal killing of stray animals by using strychnine poisoning.

4. ADVOCACY

a) Advocacy Against Developmental Infringement of Animal Habitats – ANAW has been engaging progressively in high level advocacy fora on animal welfare and habitat protection.

Notably in the year 2014, ANAW successfully won a court case against construction of a proposed superhighway through the Serengeti National Park.

FORMULATION OF STRATEGY 2016 -2020

Formulation of the strategic plan 2016-2020 builds on the achievements and lessons learnt from the implementation of the previous strategic plan, while introducing new approaches for ANAW's engagement in fulfilling its vision over the next five years.

ANAW Vision

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

ANAW Mission

ANAW's mission is to work with communities, governments, partners and other stakeholders across Africa promoting humane treatment of all animals.

ANAW Core Functions

1. Convene, coordinate and host relevant stakeholder initiatives for the development or implementation of animal welfare standards.

2. Advocate and support the formulation, harmonization and implementation of coherent policies, strategies, guidelines, and legislation.

3. Initiate and coordinate implementation of relevant projects and activities in collaboration with relevant partners.

4. Play an advocacy role on matters relevant to animal welfare including increased engagement with communities, government, partners, public and private sector.

5. Alleviating pain and suffering for animals in distress.

6. Organizing and participating in trainings, seminars, workshops and conferences.

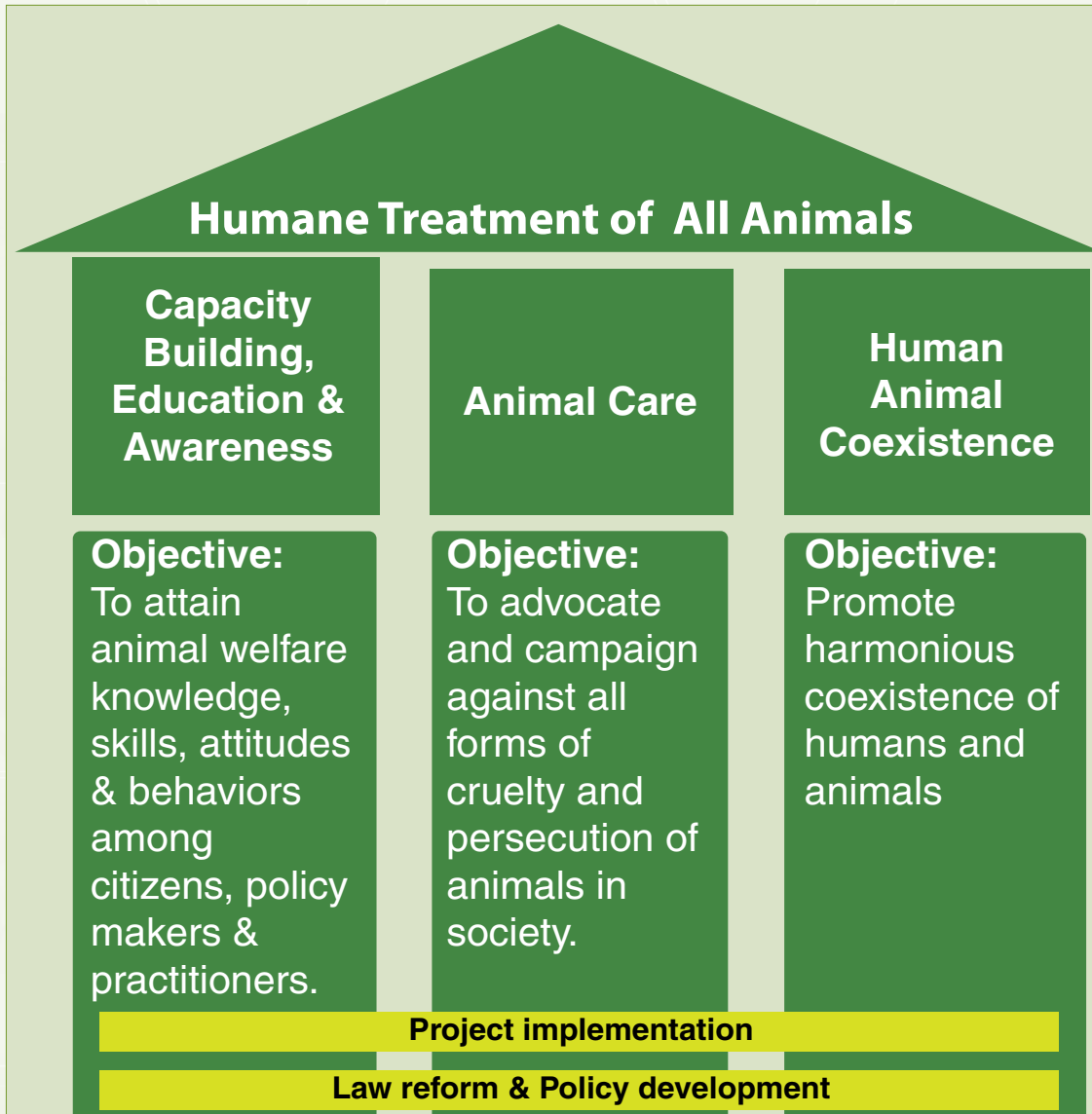7. Coordinate, plan and implement animal welfare field activities.

Core Values

1. Compassion – Deep concern and care for all animals

2. Partnership – Works with likeminded individuals and organizations.

3. Accountable – Acts responsibly at all times in the use of resources and in the pursuance of mandates under our charge

4. Rational – Activities will be informed by factual, moral and legal principles.

5. Moral integrity – Steadfastly adhere to high moral principles and standards in our work practice in animal welfare

6. Courage – Stand up for best practices on animal welfare at all times.

7. Truthfulness – Shall stand for the truth at all times in words and deeds

8. Effectiveness and Efficiency – Rapidly respond to develop intervention strategies and engaged to ensure successful implementation that generates best value for money

ANAW STRATEGIC FOCUS

Goal: Promoting humane treatment of all animals.

ANAW Program Model

Humane Treatment of All Animals

Capacity Building, Education & Awareness	Animal Care	Human Animal Coexistence
Objective: To attain animal welfare knowledge, skills, attitudes & behaviors among citizens, policy makers & practitioners.	**Objective:** To advocate and campaign against all forms of cruelty and persecution of animals in society.	**Objective:** Promote harmonious coexistence of humans and animals

Project implementation

Law reform & Policy development

De-snaring

2. THE STRATEGIC PLAN

In 2016-2020 Strategic Plan, the Africa Network for Animal Welfare shall implement programs at three (3) levels; International, National and Local, as follows:

1) International level programs

These programs include those initiatives whose impact is targeted to be felt across Africa. International programs shall mainly be carried out through strategic partnerships between ANAW and local organizations in the target countries. Examples of these shall include conferences, exchange programs, experiential learning, eco-tourism, and advisory.

2) National level Programs

These programs will include those initiatives whose impact is targeted to be felt within the country but at national level. National level programs shall mainly be carried out through participation and engagement of ANAW with local networks and coalitions. Examples of these include advocacy and campaigns on national animal welfare issues, momentum building on national animal welfare issues, participation in national networks such as AWAKE, networking and collaboration with key stakeholders like Kenya Wildlife Service, Parliament, Judiciary and other animal welfare and conservation organizations.

3) Local level programs

These programs will include those initiatives whose impact is targeted to be felt within the country at community level. Local level initiatives shall mainly be carried out directly by ANAW staff or volunteers and shall involve working directly with communities. Examples of these include, animal welfare clubs in schools, community awareness initiatives, de-snaring and rescues, anti-rabies vaccinations, anti-bush meat initiatives, human-wildlife coexistence initiatives, community mobilization for animal welfare, training and capacity building. Local level programs shall be implemented within and around ANAW designated program areas also known as Animal Welfare Program Areas (AWPAs). An AWPA shall be an area with a large concentration of ANAW's animal welfare initiatives.

Africa Network for Animal Welfare Program Design

1. Capacity Building, Education and Awareness Creation

Objective

To increase knowledge and skills, and improve attitudes and behaviors about animal welfare; of citizens, policy makers and practitioners by 2020.

Context

ANAW aims to provide stakeholders of animal welfare and communities with a platform to learn about animal welfare, exchange experiences, advocate for animal welfare issues, share information and lessons arising from their various efforts towards key animal welfare outcomes. In designing and implementing capacity building, ANAW makes reference to the following theoretical frameworks:

A. **The universal cardinal five freedoms for animals namely:**

- Freedom from hunger and thirst

- Freedom from physical and thermal discomfort

- Freedom from pain, injury and disease by prevention or treatment

- Freedom from fear and distress by providing conditions that avoid mental suffering

- Freedom to express natural behavior by providing sufficient space and adequate facilities

B. **The Three 'R's' of animal welfare that provide valuable guidance for the use of and co-existence with animals. These are;**

- Reduction in number of animals

- Refinement of experimental methods

- Replacement of animals with non-animal techniques

C. **OIE guidelines provide standards for terrestrials and aquatic animals including slaughter and transportation of animals.**

Key Result Areas (Outputs)	Activities
Animal welfare initiatives (including clubs) in schools	• Identification of schools • Design, production and distribution of teaching and learning materials • Teachers training workshops • School visits • Program monitoring and evaluation
School curricula with animal welfare sessions/lessons through advocacy.	• Production of sensitization manual • Workshop for curriculum developers • Provide animal welfare matrix
Alternatives to harmful use of animals in education, research and testing	• Conducting needs assessment study for replacing lab animals with alternatives. • Distribution of alternative methods in training institutions • Conducting training workshops • Establish a resource centre
Community awareness on animal welfare	• Momentum building • Community activities • Experiential learning • Direct public participation
Capacity Building on animal care and protection (Capacity Development)	• Conferences • Workshops • Trainings • Seminars • Experiential learning • Continuous professional development

Outcomes and Impacts

- Increased knowledge

- Improved (acquired) skills

- Improved attitude (Change)

- Improved behavior (Change)

- Progressive value systems

- Increased (Multiplication of) animal welfare champions, ambassadors and stewards

2. Better Animal Care

Objective

To advocate and campaign against all forms of cruelty and persecution of animals in society by 2020.

Context

Currently, each regional economic community in Africa is being encouraged to develop animal welfare action plans that will lead to the development of an Africa Animal Welfare Strategy for adoption by the World Organization for Animal Health (whose French acronym is OIE), for implementation by member states. OIE guidelines provide standards for terrestrials and aquatic animals including slaughter and transportation of animals. The New Constitution of Kenya and the reviewed National Assembly Acts such as the Wildlife Conservation and Management Act 2013, Meat Control Act, Prevention Against Cruelty Act; Fisheries Act, Livestock Production Acts; Poisons Control Acts; Veterinary Services Act and Public-Benefits Act, gives an opportunity for a better legal framework for prosecuting wildlife crimes, enforcing anti-cruelty practices.

Key Result Areas (Outputs)	Activities
Anti-rabies vaccination campaigns as an alternative to mass stray dog killing by authorities.	- Baseline surveys - Site mapping - Mobilization of communities - Vaccination - Spay neuter - De-worming - Public sensitization
Routine de-snaring of animal habitats, and rescuing animals in distress	- Site mapping - Monitoring and surveillance - De-snaring - Emergency response
Advocacy against inhumane factory farming	- Farm visits - Promote animal welfare standards in farming systems. - Promote voluntary farming animal welfare certification for factory farms - Partner with stakeholders to promote awareness of animal welfare standards in farms. - Capacity building and training of factory farmers and workers.

Outcomes and Impacts

- Reduced prevalence of all forms of cruelty and persecution of animals in society

- Humane dog population control

- Responsible pet ownership

- Compliance to animal welfare standards in factory farming across production systems

ANAW promotes sustainable income generating alternative to bushmeat trade amongst communities

3.   Human-Animal Coexistence

Objective

To promote harmonious coexistence of humans and animals by 2020.

Context

Africa's animals are continually exposed to abuse through illegal wildlife and wildlife trophies trade leading to capture and torture and even death of target animals, commercial use of animals for entertainment that curtails their natural behavior, commercialization of animal production that is devoid of animal welfare considerations during transportation, slaughter and even herding. Other dangers to animals in Africa emanate from the need of some societies to depend on hunting for livelihood. Needless to say, the infringement of human population on wildlife habitats or wildlife migratory corridors is continuously causing alarm to animal welfare protagonists because of the potential for human-animal conflicts that may result in fatalities on animals in the long run. Infrastructural development of Kenya for example under Vision 2030 where new spaces have to be created for roads, railways, airport terminals and seaports which in some cases may lead to partial infringement of some protected areas, gives both an opportunity and a challenge in animal welfare.

Key Result Areas	Activities
Human-animal wildlife conflict mitigated in program areas.	• Deterrence • Alternative livelihoods development • Alternative agriculture interventions • Incidence monitoring and reporting • Wildlife easements concept • Facilitating community based conservation
Animals rescued from distress and animal habitats de-snared routinely	• Site mapping • Monitoring and surveillance • Animal habitat De-snaring • Emergency response
Awareness on animal legislation and stakeholder mobilized for proactive action.	• Judicial dialogues • Trial advocacy training • Interagency collaboration initiatives • International participation • Promoting local networks for deterring wildlife crime
Advocacy	• Campaigns • Lobbying • Picketing • Peaceful demonstrations • Press conferences • Petitioning • Litigation

Outcomes and Impacts

- Reduced conflicts between humans and animals
- Increased rate of convictions on animal crime
- Increased information sharing among stakeholders
- Higher prevalence of deterrence as a preferred solution to human animal conflicts
- Better trial management of animal cases
- Animal welfare standards in policy and practice
- Reduced animal suffering from snares

Judiciary dialogue

4. OPERATIONALISING THE STRATEGY

Working with and reaching out to institutions, communities, partners and policy makers towards promoting and advocating for animal welfare. Implementing programs with stakeholder involvement from inception to closure, and nurturing ownership.

This chapter describes strategies for delivering on key result areas and establishing operational practices that are needed for ANAW to deliver effectively on the proposed strategic focus.

1. Funding Requirements

Africa Network for Animal Welfare shall invest in partnership development/resource development so as to attain a growing pipeline of grants funding to sustain expansion of projects in the key result areas described above.

2. Human Resource Requirements

Africa Network for Animal Welfare shall invest in professional human resources to meet each of the professional requirements of the program. Apart from the Executive Director, the organization shall also invest in three other Directors heading the areas of Programs, Partnerships and Advocacy respectively. A team of professionals in various fields such as veterinary, Conservation, Community mobilization, communication, administration, and finance shall be engaged to implement various parts of the key result areas. Consultants and external service providers will also be engaged from time to time to cover for temporary professional needs.

3. Capital Goods

Africa Network for Animal Welfare shall invest in capital goods like vehicles, office equipment, veterinary equipment, other field equipment and media equipment as tools of trade to enable the professional staff to deliver on their objectives. These capital goods shall be sourced, stored, used and disposed according to sound procurement and logistical practices.

4. Planning, Monitoring and Evaluation

Monitoring and Evaluation of key result outcomes outlined in this strategic plan aims at supporting Africa Network for Animal Welfare achieve its mission in a result based approach where the focus will be on monitoring results rather than activities. The Monitoring and Evaluation system will ensure accountability internally and to external stakeholders and development partners and provide a transparent assessment of the value for money. The Monitoring and Evaluation will be reviewed annually and form the basis for developing annual management plans and budgets.

5. Risk Management

The strategic plan is designed to address the major challenges and opportunities facing the result areas, build on institutional strengths and reduce the potential impact of risk associated with the projects.

Risk	Mitigation strategy
Insufficient human capital and technical expertise.	• Human resource planning • Appropriate placement
Poor management of change process	• Change management
Over reliance on a few streams of income	• Diversification of funding sources • Investments and Business development
The risk that valuable data and information can be lost	• Network security • Back up
Poor scanning of the external environment	• Consistent SWOT and PESTEL
Prioritizing tasks according to operational Plan	• Strategic plan • Work plans
Legal risk	• Compliance • Implement Audit recommendations
Reputation risk	• Branding • Public relations

6. Information and Communication

The strategic plan is designed to manage relationships with donors and partners and the dissemination of information; both internally between management and staff; and externally with clients, partners and other stakeholders.

Awareness on alternatives to the use of animals in education research and testing

5. MANAGEMENT AND GOVERNANCE

Governance

Africa Network for Animal Welfare has a constitution that guides how the organization operates. ANAW has a board of Directors. The principle function of the board is to carry out an advisory role, give oversight and strategic direction on policy and governance. The board ensures ANAW achieves its constituting objectives, growth and impact. The board has a diverse representation of nationality, gender, professional background and expertise.

Management

The Executive Director is responsible for day to day management of ANAW and also serves as secretary to the board. Under the direction of the Executive Director, ANAW designs, develops and implements animal welfare programs, projects and activities aimed at fulfilling the organization's mandate. The Executive Director works with a leadership team to implement board decisions and recommendations, mobilizes resources and partnerships, hires and manages employees, accounts for proper utilization of financial and capital resources, monitors and evaluates program implementation and reports on progress to stakeholders.

CONCLUSION

This strategy 2016 – 2020 is a vehicle and a catalyst for growth for the Africa Network for Animal Welfare. Through this strategy we envisage a bigger program impact and an enlarged pool of strategic alliances and partners. The strategy shall bring to the fore critical issues on animal welfare for discussion and implementation by all stakeholders.

Spay and neuter

6. ANAW Strategic Plan M&E Logical Framework

Goal: Care and protection of animals in Africa (through humane treatment)

Thematic area	Objectively verifiable Indicators	Means of verifications	Important Assumptions
Strategic Objective 1: To Improve knowledge, skills, behaviours and attitudes of citizens, policy makers and practitioners on animal welfare, by 2020 **Strategy 1:** Capacity building, Education and Awareness Creation of communities, policy makers and practitioners on animal welfare			
Outcome 1: Improved animal welfare **1. Sub-outcome** Improved behavior and attitude change on animal welfare **2. Sub-outcome** Increased knowledge and skill on animal welfare	• Change in knowledge and skills on animal welfare • Change in behavior and attitudes on animal welfare • Change in value systems on animal welfare • Proportion of animal welfare champions, ambassadors and stewards	Evaluation reports Progress reports	Secure funding and donor support Government support Proactive participants Peace and stability
Output 1 Animal welfare in schools	# of schools with animal welfare initiatives	Inventory of schools	Schools are willing and supportive
Activities			
• Identification of schools • Design, production and distribution of teaching and learning materials	# of schools identified # and type of teaching and learning materials	Inventory of schools Activity Progress reports	
• Teacher training workshops	# of teacher training workshops held # of teachers trained in teacher training workshops	Training workshop reports	Participants are willing and supportive
• School visits	# of school visits conducted	Activity reports	
• Monitoring visits	# of monitoring visits held	M&E reports	
Output 2 Integration of animal welfare into school curriculum	Evidence of sessions or topics on animal welfare in schools' curriculum	Copies of school curriculum,	Ministry adopts ANAW recommendations and revises curriculum
Activities			
• Production of sensitization manual	# of copies of sensitisation manual in place	Copies of sensitisation manual	

Thematic area	Objectively verifiable Indicators	Means of verifications	Important Assumptions
• Workshop for curriculum developers	# of participants in curriculum workshop	Workshop report	
• Provision of animal welfare matrix	Evidence of animal welfare matrix	Animal welfare matrix report	
Output 3: Alternative to harmful use of animals in education, research and testing	# of alternatives employed in education, research and testing	Reports of experiments and research	Researchers accept and adopt alternative methods for research and experiments
Activities			
• Needs assessment for replacing lab animals with alternatives • Distribution of alternative methods in training institutions	Needs assessment commissioned and conducted # of schools reached with alternative methods # of alternative methods distributed	Needs assessment report Alternative methods distribution report	
• Training workshops	# of training workshops held # of people trained through workshops	Training reports	
• Establishing a resource centre	# of resource centres established	Progress report	
Output 4: community awareness	# of people reached with awareness # of awareness sessions held	Progress report	Community has interest to support program
Activities			
• Momentum building	# of momentum building sessions conducted	Progress report	
• Community activities • Experiential learning	# and type of community activities held #of experiential learnings held #of people reached through experiential learning	Activity /progress report Experiential learning reports	
• Direct Public Participation	# of people taking part in public participation	Activity reports	
Output 5: Capacity development	# of people reached through capacity development # and type of capacity development sessions conducted	Capacity development reports	Capacity assessment done to identify capacity needs

Thematic area	Objectively verifiable Indicators	Means of verifications	Important Assumptions
Activities			
• Conferences	# of conferences / # of people attending conferences	Conference reports or attendance list	
• Workshops	# of workshops held / # of attending workshops	Workshop report or participants list	
• Trainings	# of people trained or # of trainings held	Training reports	
• Seminars	# of people attending seminars # of seminars held	Reports of seminars	
• Experiential learning	# of experiential learning sessions held	Reports of experiential learning	
• Continuous professional development	# of people undertaking professional development	Professional development report	
Strategic Objective 2: To advocate and campaign against all forms of cruelty and persecution of animals in the society **Strategy 2:** Elimination of all forms of cruelty and persecution of animals in society"			
Outcome 2: Improved animal care	• Prevalence of all forms of cruelty and persecution of animals in society • Prevalence of rabies • Rate of humane dog population control • Prevalence of animals suffering from snares • Compliance to animal welfare standards in factory farming across production systems	Evaluation reports Progress reports	Secure funding and donor support Government support Proactive participants Peace and stability
Output 1: Anti – rabies vaccination as alternative to stray dog killing	# of dogs vaccinated with anti-rabies vaccine instead of killing with strychnine	Progress reports	Dogs get vaccinated
Activities			
• Conduct a baseline survey	Baseline survey conducted	Baseline evaluation report	
• Site mapping	# of sites mapped	Site Mapping report	
• Vaccination	# of dogs vaccined Amount of vaccines procured and administered	Vaccination / deworming report	
• Spay neuter	# animals spayed and neutered	Spay and neuter reports	

Thematic area	Objectively verifiable Indicators	Means of verifications	Important Assumptions
• De-worming	#and types of animals dewormed Amount of deworming tablets procured and administered	Deworming reports / activity reports	
• Public sensitization	# of sensitization campaigns held # of people sensitised	Sensitisation meeting reports/ minutes	
Output 2: De-snaring of animal habitats and rescuing animals in distress	# and type of animals de-snared and rescued	De-snaring and rescue reports	Communities accept De-snaring and supporting animal rescuing
Activities			
• Undertake Site mapping	# of sites mapped	Mapping reports	
• Routine Monitoring and surveillance	# of routine M&E sessions done	Monitoring reports	
• De-snaring functions	# of de-snaring functions done	De-snaring reports	
• Implementing emergency response	# and type of emergency responses held	Emergency response reports	
Output 3: Humane factory farming Activities	# of human factory farms	Progress reports	Communities adopt human factory farming
• Undertaking Farm Visits	# of farms visited	Progress reports	
• Promote animal welfare standards in farming systems.	# of farms practising animal welfare systems	Progress reports	
• Promote voluntary animal welfare certification for factory farms	# of factory farms certified on animal welfare	Progress reports	
• Partnering with stakeholders to promote awareness of animal welfare standards in farms.	# of partners promoting animal welfare standards	Progress reports	
• Capacity building and training of factory farmers and workers.	# of factory workers trained and capacity built	Training reports	

Thematic area	Objectively verifiable Indicators	Means of verifications	Important Assumptions
Strategic Objective 3: to promote harmonious coexistence of man and animals **Strategy 3:** promotion of harmonious coexistence of man and animals in the wild, on the farm, on the open street, in the homes and at work"			
Outcome 3: Improved human-animal co-existence	• Rate of conflict between man and animals • Rate of conviction on animal crime • Rate of information sharing among stakeholders • Prevalence of deterrence as a solution to human animal conflict • Level of trial management of animal cases • Presence of animal welfare policy and practise standards		Minimal man – animal conflict
Output 1: Human-wildlife conflict mitigated	# of man-wildlife cases mitigated		Communities support human wildlife conflict mitigation
Activities			
• Promoting deterrence measures	#of deterrence measures promoted	Activity/progress reports	
• Promoting alternative livelihoods development	# and type of alternative livelihoods promoted	Activity/progress reports	
• Promoting alternative agriculture interventions	# and type of alternative agriculture interventions promoted	Activity/progress reports	
• Undertaking incidence monitoring and reporting	# and type of incidences monitored and reported	Activity/progress reports	
• Sharing wildlife easements concept	# of wildlife easement concepts shared	Activity/progress reports	
• Facilitating community based conservation	# and type of community based conservations facilitated	Activity/progress reports	
Output 2: Animal rescued from distress and animals habitat de-snared	# and species of animals de-snared and rescued	de-snaring and rescue reports	

Thematic area	Objectively verifiable Indicators	Means of verifications	Important Assumptions
Output 3: Awareness on animal legislation for stakeholder proactive action	# of people aware of animal legislation	Progress reports	Stakeholders aware on animal legislation
Activities			
• Conducting judicial dialogues	# participants in judicial dialogues / # of judicial dialogues held	Minutes of judicial dialogues	
• Trial advocacy training	# of people trained in trial advocacy	Training reports	
• Interagency collaboration initiatives	# of interagency collaboration initiatives	Progress reports	
• Holding International participation	# of participants in international forums	Reports of international forums	
• Promoting local networks for deterring wildlife crime	# of networks promoted to deter wildlife crime	Network reports	
Output 4: Advocacy on coexistence	# of advocacy sessions on coexistence	Advocacy reports	Coexistence advocacy models identified
Activities			
• Holding advocacy Campaigns	# of advocacy campaigns	Advocacy reports	
• Lobbying events	# and type of lobbying events	Lobbying/ advocacy reports	
• Picketing function	# of picketing functions / # of participants in picketing functions	Picketing reports	
• Undertaking Peaceful demonstrations	# of peaceful demonstrations	Activity reports	
• Calling Press conferences	# of press conferences held	Minutes of press conferences	
• Undertaking Petitioning	# of petitioning held	Progress reports	
• Following up litigations	# of litigations followed up	Litigation reports	

Community education and awareness

Vaccination

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