



# UTUNZI AFRICA

A planet where people and animals coexist sustainably!



**2026-2030**

# STRATEGY

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# INTRODUCTION

Addressing animal welfare is not only a moral and ethical imperative, but also critical to sustaining livelihoods, enhancing community resilience, and supporting Kenya's broader development goals. That is why Utunzi Africa responds to immediate animal welfare emergencies, while addressing the systemic drivers of vulnerability and abuse through education, research, advocacy, and sustainable community engagement. Our work is rooted in an Afrocentric approach, prioritizing African interests and solutions, and fostering long term resilience for communities and the animals they depend on. It is framed within the One Health paradigm—recognizing the interconnectedness of human health, animal health, and environmental sustainability—and influenced by effective altruism. Driven by a culture of compassion, accountability, and evidence, Utunzi Africa seeks to create a world where human and animal well being are intertwined and sustainable.

Founded in 2021, Utunzi Africa was born out of a passion to create a more compassionate Kenya for both animals and people. Rooted in Kenya, Utunzi Africa is driven by the belief that every life deserves kindness and respect.

## → Vision

We envision a continent where animals are treated with dignity, compassion, and respect.

## → Mission

We seek to promote animal welfare through education, research, advocacy, and community engagement that delivers generational change, while supporting sustainable livestock systems and resilient livelihoods.

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# CORE VALUES

As an animal welfare organization, we seek to build trust within the communities in which we work and live our values in all that we do. These five values are fundamental to realizing our vision.

## Collaboration

Utunzi Africa knows that partnerships are essential to achieve lasting change. We therefore work with a broad range of partners from government officials and universities to community-based organizations, farmers and the private sector. We approach program partners and participants as agents of change that should be the ones driving the decisions that impact their lives and livelihoods.

## Compassion

Utunzi Africa believes animals deserve humane treatment and protection from suffering. We therefore lead with compassion and treat all animals, as well as the people and communities that rely on them, with dignity and respect.

## Evidence & Data-Informed Decision-making

Evidence and data guide us in our strategic approach, as well as in our day-to-day. This enables us to focus on big bets—where animal suffering is largest, where cost-effectiveness compels us to action, and where we can fill a niche that others cannot. In our daily work, this value drives us to interrogate our work and the results they achieve in real-time, provoking us to learn and adapt as we go.

## Integrity

We act with honesty, transparency, accountability, and ethical conduct in all that we do. This enables us to be credible partners to farmers, government officials, pastoralists, the private sector, youth and donor organizations alike.

## Local Empowerment

We believe that our role is to support our partners—not to crowd them out or replace them. Our programs are designed to empower businesses, communities, government officials and individuals with knowledge and skills that enable them to fulfill their roles and obligations with greater attention to animal welfare, which in turn will strengthen livelihoods and improve the environment.

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# RESULTS FRAMEWORK

## Our Goal

# TO IMPROVE ANIMAL WELFARE IN KENYA AND THE LIVELIHOODS DEPENDENT ON IT

## Our Outcomes



### Outcome 1: Governance

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Strengthened government capacity and policy environment for improved animal welfare



### Outcome 2: Behaviors and Norms

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Shifted behaviors and norms on animal welfare



### Outcome 3: Food Systems

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Transformed food systems that promote animal wellbeing



### Outcome 4: Resilience

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Improved household resilience in the ASALs



### Outcome 5: Internal

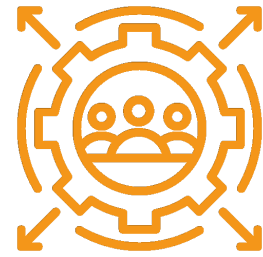
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Strengthened internal organizational capacity and sustainability

# OUTCOME 1

## Governance

### **Strengthened government capacity and policy environment for improved animal welfare**



Animal welfare frameworks in Kenya and the broader East African context are emerging but remain fragmented. Legislative instruments, such as the Animal Welfare Act (2013), provide a legal basis for the protection of domestic and working animals, yet implementation is limited by resource constraints within county governments, low awareness among extension workers and farmers/pastoralists, and a lack of integration into broader development and disaster response planning. Consequently, Utunzi Africa will work with national and county-level governments to identify needed technical assistance and other investments that support sustainable improvements in animal welfare—from data and management information systems to training and other essential equipment. It will also work with national and county-level government officials, as well as traditional or customary systems as needed, to develop and improve animal welfare laws, regulations, policies, plans, coordination and enforcement.

Illustrative activities include:

- Support human capacity development for professionals in government through training, mentoring programs, and twinning arrangements that connect institutions to transfer expertise and share best practices.
- Partner with government officials to develop enforceable animal welfare policies and regulations, including on farmed fish and egg-laying hens.
- Partner with veterinary extension agents and community animal health workers to translate laws, regulations and policies into actionable implementation guidance and standard operating procedures with associated trainings.
- Provide technical assistance and capacity-building support to national and county-level government departments for improved annual budgeting going toward animal welfare enforcement, training, and wrap-around services.
- Support the development of robust animal disease surveillance systems that enable county officials to deploy resources and respond to needs efficiently.

# OUTCOME 2

## Behaviors & Norms



## Shifted behaviors and norms on animal welfare

Deeply rooted cultural practices, limited awareness, and economic pressures often normalize poor animal welfare practices across farming and working animal systems. Without targeted behavior change efforts, harmful practices persist despite increasing evidence of their negative impacts on animal health, productivity, and community well-being. Utunzi Africa will therefore help shift attitudes, beliefs and values on animals across the country focusing on two critical constituencies with the power to sway communities: youth and religious leaders. We will activate youth to support new norms on animal welfare, focusing on secondary and university students as agents of generational change. Similarly, we will partner with religious leaders to champion new norms with their adherents on animals. In all engagements, we will push youth and religious leaders to move from knowledge, beliefs and values to behavioral changes—from demanding higher food safety and animal welfare standards from the farmers and grocers they patronize to buying plant-based alternatives to animal source foods.

Illustrative activities include:

- Design and implement evidence-based social and behavioral change interventions that address existing structural, social and individual determinants of negative behavior towards animals and promote positive animal welfare norms.
- Build knowledge of youth and religious leaders to influence individual and communal behaviors and to endorse norm-shifting interventions.



# OUTCOME 3

## Food Systems

### Transformed food systems that promote animal wellbeing



Grazing and free-range approaches currently dominate Kenya’s livestock and dairy sectors. Yet as Kenya continues to grow demographically and socio-economically, the demand for animal source foods will exponentially increase, driving sizable supply-side investments and expansion. In the next three decades, estimates suggest that Kenya’s population will double to nearly 100 million, while GDP per capita is projected to increase by over 140 percent. Simultaneously, policymaker interest in seizing greater shares of the global live-animal and meat export markets will only grow. As a consequence, the pressure to move toward intensive production techniques, including Concentrated Animal Feeding Operations, that allow farmers to increase herd/flock size and nearterm productivity will also compound. Utunzi Africa, therefore, will create alternative livestock and dairy supply chain development pathways. Working with farmers and the private sector, Utunzi will help increase the supply of “humane” livestock and dairy products available on the market now, including through internationally recognized humane certification schemes and regenerative livestock production. It will also help link these producers with export markets to increase their return on investment and entrench the alternative pathway.

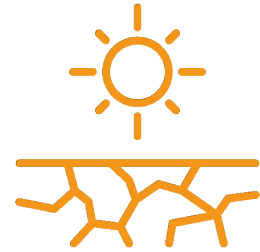
Illustrative activities include:

- Support farmers achieve humane certification status, including on-farm innovations that promote animal welfare aligned with recognized standards, as well as off-farm process improvements needed to streamline bureaucratic hurdles to certification.
- Partner with extension agents to conduct farmer/pastoralist training on animal welfare laws, regulations and policy requirements.
- Expand cage-free poultry production and “humane” aquaculture in the country.
- Establish demonstration farms in partnership with extension officials and researchers to socialize “humane” approaches aligned with animal welfare laws, regulations and policy requirements, and leverage these farms to research bellwether issues that might sway additional producers to adopt practices that support animal wellbeing.
- Develop farmer/pastoralist training manuals and materials to ensure policies are easily applied to local contexts.

# OUTCOME 4

## Resilience

### Improved household resilience in the ASALs



Kenya's livestock sector is a cornerstone of livelihoods, particularly in Arid and Semi-Arid Lands (ASALs) such as Turkana, Marsabit, and Wajir, where pastoralism is the primary source of income, food, and social security. Livestock, including camels, cattle, goats, and donkeys, supports millions of households, but the sector is highly vulnerable to climatic shocks, disease outbreaks, and market disruptions. Drought emergencies are a persistent and escalating challenge as the adverse effects of climate change mount; while donkeys, camels, and other working animals bear the brunt of these crises, they are rarely prioritized in humanitarian responses. For the millions of individuals and households dependent on these animals, their deaths during drought emergencies can quickly reverse hardwon development gains. Consequently, Utunzi Africa will work at the individual, community and government levels to increase the resilience of these livestock dependent counties—from supporting communities directly in the throes of drought or flooding emergencies to helping pastoralists adapt to changing climate conditions that require new ways of supporting the animals on which they depend (as well as potentially new and diversified livelihoods).

Illustrative activities include:

- Augment official extension and public veterinary services with mobile veterinary clinics.
- Provide technical assistance in coordination with extension officers to promote humane livestock husbandry systems, expand the reach and hasten the distribution of mass vaccination campaigns, and promote awareness on equine welfare.
- When needed, provide emergency feed and water in coordination with the district disaster management departments and other emergency responders.



# OUTCOME 5

Internal



## Strengthened internal organizational capacity and sustainability

In order to achieve our goal, we need to invest in our own capacities and establish the systems required of a growing organization. That means augmenting our staff and expertise, particularly in finance, communications and operations, to complement the organization's strong technical expertise. To attract top candidates, Utunzi Africa will seek to provide a range of fringe benefits for employees, provide flexible work arrangements, celebrate team and individual achievements, and provide continuous training and growth opportunities. We also seek to increase our visibility internationally, participating in more international conferences, bringing volunteers from abroad to support projects, and broadcasting successes.

Illustrative activities include:

- Strengthen governance and leadership structures with a revitalized Board of Directors.
- Improve financial management systems.
- Invest in staff development with funding for external fellowships, training and conference participation.



# CROSS-CUTTING PRIORITIES

Three cross-cutting priorities underpin all that we do. Together, these priorities make programming stronger and the organization more sustainable.

## Ensure gender equality in everything we do

Women play a central role in livestock management and in procuring and preparing the families' groceries and meals. Utunzi Africa, therefore, will design our activities to respond to the specific contexts, experiences and barriers women and girls face. We will also support women's leadership and participation in our programs and operations.

## Engage young people as agents of transformational change

Youth represents Kenya's future animal welfare advocates, business leaders, consumers and farmers. We will work with universities and youth networks to cultivate young animal welfare leaders that can encumber high-leverage roles for animals, influence markets and shift cultural norms.

## Incorporate climate resilience across all aspects of programming and operations

Climate variability, prolonged dry spells, and erratic rainfall have intensified the frequency and severity of droughts in Kenya. These events lead to water scarcity, pasture depletion, malnutrition, and livestock mortality, placing both human and animal populations at extreme risk. As a result, Utunzi Africa will elevate climate resilience and the need to future proof our impact in all of our programs. We will also integrate climate change into our operational planning and budgeting, recognizing that the sustainability of the organization depends on our resilience and ability to withstand shocks and stressors.



# CONCLUSION

**Utunzi Africa recognizes the interconnectedness of human health, animal health, and environmental sustainability to create durable impact for Kenya's most vulnerable communities and the animals that support their livelihoods.**

**We invite you to join us on this journey toward lasting change.**



## → About Utunzi Africa

Utunzi Africa is a non-governmental organization headquartered in Nairobi, Kenya with satellite offices in Turkana, West Pokot and Baringo counties. It was established to address the growing need for locally driven animal welfare initiatives that reflect African realities and priorities. The organization was founded on the principle that improving animal welfare contributes directly to better livelihoods, food systems, and environmental sustainability.

# CONTACT US



**Phone**

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➔ +254 702 444 638

**Email**

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➔ [info@utunziafrica.org](mailto:info@utunziafrica.org)

**Website**

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➔ [www.utunziafrica.org](http://www.utunziafrica.org)

**Address**

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➔ Utawala, Nairobi, Kenya