ELEPHANT FAMILY
Protecting Asian elephants and their habitat

STRATEGIC ACTION PLAN
2010 - 2014

PREPARED WITH ELEPHANT FAMILY
by Robin Pellew PhD OBE

This Action Plan arises from the outcomes of the Future Strategic Development of Elephant Family concluded in March 2010, and involves the persual of a new strategic direction.
summary

this action plan sets out the programme for elephant family for the five years 2010-2014

Underpinning this programme is the Survival Charter for the Asian elephant, a document that sets out the Elephant Family vision for how elephants and humans can co-exist in mutual toleration, and will provide the underlying cohesion to the Elephant Family programme. The Survival Charter is presented in a format suitable for lobbying governments, while otherwise serving as Elephant Family’s manifesto.

This action plan sets out how Elephant Family will itself lead by example through the implementation of a programme of projects that will demonstrate the practicality of the measures set out in the Survival Charter. Key to this programme is forging strategic alliances with proven Asian partner organisations for the development of new approaches that can add value to current conservation efforts, and a commitment to promote education, training and research in multi-disciplinary approaches that can improve the level of tolerance between people and elephants.

This is an ambitious programme for a relatively new organisation. Its realism is based however on the huge campaigning potential of Elephant Parade both for raising public awareness and for fundraising – indeed without the strategic deployment of Elephant Parade as the mechanism for enlisting mass public support, this plan would not be achievable.

This action plan will be reviewed each year to form a rolling five-year programme for the organisation. The annual work plan will set out in detail the programme of activities for the first year of this rolling programme. Financial allocations to this action plan are made over three years, based on the distribution of the income projections in the business plan between the five strategic objectives. The annual budget will be prepared alongside the annual work plan, showing the allocations for the year to the individual activities.

The task that Elephant Family has set for itself is to ensure that the Asian elephant is not allowed to become extinct through public ignorance and governmental apathy. This will be a major challenge requiring enthusiasm, drive and determination by all concerned – trustees, staff, volunteers, and partner organisations.

It is doable – and it must be done.
1.1 Elephant Family (EF) is the only UK charity dedicated solely and exclusively to saving the Asian elephant from extinction in the wild. With a total population in the wild of only some 30,000 throughout the 13 range states, there is a very real risk that the Asian elephant will become biologically extinct within the next few decades. EF has been set up specifically to prevent this happening.

1.2 Remaining areas of elephant habitat are becoming increasingly fragmented leaving small pockets of animals isolated in a sea of human settlement. In addition, traditional migration routes are being cut by expanding human activities, resulting in an alarming escalation in human-elephant conflict – to the extent that in some extreme cases once peaceful elephants are now actively seeking out and killing their human persecutors. This conflict further reinforces the pressures on remnant populations already facing forest clearance and human encroachment. This magnificent beast, an icon of India and of great cultural and spiritual significance throughout its range, is itself in real danger of becoming little more than an historical myth.

1.3 Despite the crisis facing the Asian elephant, global awareness of its plight is virtually non-existent. The Western focus has been directed almost entirely towards the African elephant despite the fact that the African population is more than ten times larger than the Asian and is in no imminent danger of extinction – for example, the international debate about the ivory trade has given scant recognition to the Asian situation, where the real issue is habitat loss due to human population pressure, and the human-elephant conflict commands little support in international development funding.
1.4 EF seeks to reverse this deficit. Its purpose is to raise public and political awareness both in Asia and in the West about the crisis facing the Asian elephant through a high-profile public campaign, and on the back of this awareness, to raise serious amounts of money to fund a range of activities designed to promote the conservation of Asian elephants in the wild.

1.5 EF already has achieved a credible track-record in Asian elephant conservation over the past decade with some ten active field projects currently underway. However, despite this success, the trustees now believe that the urgency of the crisis requires a break with the past in order to carry the message with greater clarity and urgency to the public, and can get away from the institutionalised thinking of the mainstream conservation movement to develop a new inter-disciplinary approach to saving the Asian elephant.
THE PRIMARY CHANGES FROM THE OLD ELEPHANT FAMILY MODEL ARE:

A. Greater emphasis on raising public awareness about the plight of the Asian elephant in the West and in Asia through mass public campaigning in key countries to secure international public support for elephant conservation;

B. The strategic development and deployment of Elephant Parade in the West and in Asia as the mechanism both for raising awareness and for recruiting supporters;

C. The mobilisation of this mass public concern to lobby governments both in the West and the range states to recognise their responsibilities to ensure the survival of the Asian elephant;

D. The development of long-term strategic alliances with a small number of key organisations as partners in delivering a joint programme focused on conservation in the wild;

E. The exploration of innovative new ideas arising from the integration of biology, sociology, politics and culture that could enhance contemporary conservation practice, and the willingness to fund such new approaches;

F. An enhanced commitment to education, training and research; and

G. The development of a professional capacity in the UK to manage such an ambitious programme, including the recruitment of large numbers of regular supporters to generate core income.
This document sets out what EF plans to achieve over the five years starting January 2010. It builds on the field programme of projects that has previously been managed by the charity.

Central to these plans is the long-term vision as to how elephants and humans can co-exist in relative harmony based on mutual tolerance and respect. This vision is expressed in the form of a Survival Charter for the Asian Elephant (see Section 3 below). This charter provides the strategic vision of what EF seeks to achieve over the long-term, and therefore provides the unifying thrust of the EF programme.

As well as generating cohesion for the EF programme, the charter will also be used to lobby governments and international agencies, both in Asia and the West, to face up to their responsibilities by implementing a coordinated conservation programme necessary to safeguard the Asian elephant, and get their act together to save this iconic species before it is too late.

An international campaign to raise public awareness about the elephant crisis will be orchestrated through a series of high-profile public events, based around the partnership with Elephant Parade, that will bring the message to a world-wide audience of tens of millions. This audience will be encouraged to sign a short and simple petition that calls on the governments of the range states and throughout the world, to save the Asian elephant. This petition is in effect a condensed version of the more comprehensive charter that will be used to gather mass public support.
In addition, EF will itself continue to build on its programme of projects in Asia initiated by EF. However, rather than follow the conventional land-management approach of the international conservation movement dictated by contemporary conservation science, which manifestly has failed so far to even stabilise the situation, EF will instead form a series of strategic alliances with proven partner organisations in the target Asian countries to develop a wider multi-disciplinary approach involving a fusion of ecology, economics, sociology, religion, and even mythology. It is through the new thinking and innovation arising from this fusion of different disciplines that the successful conservation initiatives will arise in the future.
2.6 THE ACTION PLAN THEREFORE HAS THREE MAIN ELEMENTS:

A. A series of high-profile public events over the next five years both in Asia and the West that will generate awareness of the Asian elephant situation to a multi-million audience;

B. A mass campaign across the world to pressure governments to recognise the urgency of the elephant situation through endorsing and adopting the Survival Charter;

C. The development and expansion of a programme of activities in target range states that aim to open up a new inter-disciplinary approach to elephant conservation in the wild and will contribute to the implementation of the Survival Charter.

THE THREE POLITICAL ELEPHANTS REPRESENTING OUR LOBBYING APPROACH TO ALL THREE PARTIES
3. **A SURVIVAL CHARTER FOR THE ASIAN ELEPHANT**

3.1 In the long-term, irrespective of how much effort the non-governmental conservation movement may invest, the survival of the Asian elephant will depend on the political commitment of governments - and not just the governments of the range states, but governments across the world, including the donor nations of the West. The Asian elephant is of such outstanding universal significance that its survival is the responsibility of all humankind, so all governments have a shared responsibility to strive for its survival.

3.2 EF will therefore work alongside other organisations to persuade governments to recognise this responsibility. The mechanism for this lobbying will be through the Survival Charter, a document that sets out a blue-print for how governments might cooperate to secure a viable future for the Asian elephant. It outlines a strategy for humans to co-exist in relative harmony with elephants, including creating both adequate space in which elephants can live as well as developing sufficient incentives for villagers to tolerate their elephant neighbours.

3.3 A preliminary version of the Survival Charter based on the above principles is presented in Appendix 1 – this inevitably will evolve as it is rolled-out but its basic principles will remain constant. A condensed version of the charter in the form of a simple petition, which the public will be encouraged to sign, is also presented in Appendix 2.
3.4 THE FOLLOWING ACTIONS ARE RECOMMENDED TO SAVE THE ASIAN ELEPHANT FROM EXTINCTION:

A. A network of protected areas comprising areas of natural elephant habitat, each large enough to sustain a genetically viable population of elephants;

B. Where appropriate, wildlife corridors along old elephant migration routes that link these protected areas allowing passage of animals with genetic mixing between populations;

C. Effective management and patrolling of these protected areas by a well-paid, trained and motivated personnel of the government wildlife department;

D. A buffer zone around each protected area where measures can be targeted to reduce the human-elephant conflict, including, where appropriate, the provision of adequate financial compensation to communities, an appropriate response to the problem of rogue animals, and the possible relocation of villagers;

E. Investment in economic and social development in the communities adjacent to elephant protected areas, linked directly with the effective conservation of the wild elephant populations;

F. Direct economic benefit to the local villages from the protection of their elephants through community-based responsible tourism and opportunities for employment in the tourism industry;

G. Cessation of the practice of capturing wild elephants to supplement captive populations, and the introduction of high standards of veterinary care and management of captive animals;

H. Restoration of the traditional cultural and spiritual associations between people and elephants with annual festivals in the local villages to celebrate this association;

I. Creation of a mind-set within the local communities where elephants are seen as potential assets for the benefit of the local community rather than as an encumbrance and

J. Substantial increase in public awareness and concern about the plight of the Asian elephant both in Asia and in the West.
4. **EF’S ROLE IN DELIVERING THE SURVIVAL CHARTER**

4.1 The delivery of the full range of actions called for in this charter lies beyond the reach of any single organisation to deliver on its own, even a new and highly ambitious one like EF. The role that EF can play is to serve as the instigator and catalyst, mobilising public opinion in Asia and the West to exert pressure on their governments, the UN agencies, and other international organisations. It will also seek to form partnerships with other like-minded organisations both in the range states and in the West to orchestrate the mass campaign and pressure governments. The intention will be to build sufficient momentum backed by public pressure, that governments will find it difficult to ignore.

4.2 It is important that EF does not become just a lobbying organisation but does also demonstrate by example in the field through its projects how the basic tenets of the charter can be implemented. By working with partner organisations in the target countries, it will implement a range of innovative projects based on a new multi-disciplinary approach to elephant conservation.

---

5. **EF’S STRATEGIC DIRECTION**

5.1 EF’s vision is set out in the Survival Charter – to create a future where humans and elephants can co-exist in accord, each with their own separate space and with tolerance where they come into contact.

5.2 EF’s mission is drive forward the implementation of the Survival Charter – to campaign for mass public awareness about the threat to the Asian elephant, to persuade governments to recognise their responsibilities for the survival of the Asian elephant, and to implement through strategic alliances with partners a range of grass-roots community projects that demonstrate how people and elephants can peacefully co-exist.
### 5.3 This Mission Will Be Delivered Through Five Key Objectives:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>To mobilise public concern through a mass campaign in Asia and the West about the survival of the Asian elephant;</td>
</tr>
<tr>
<td>B.</td>
<td>To lobby governments to take action as outlined in the Survival Charter using the leverage of the public campaign;</td>
</tr>
<tr>
<td>C.</td>
<td>To forge strategic alliances with proven Asian partner organisations for the development of new approaches that can add value to current conservation efforts.</td>
</tr>
<tr>
<td>D.</td>
<td>To promote education, training and research in multi-disciplinary approaches that can improve the level of tolerance between people and elephants;</td>
</tr>
<tr>
<td>E.</td>
<td>To secure the funding support and the internal capacity necessary to deliver this ambitious programme in the Western world.</td>
</tr>
</tbody>
</table>
6. OBJECTIVE 1: MOBILISE PUBLIC CONCERN

20% OF GROSS INCOME ALLOCATED TO THIS OBJECTIVE

6.1 The primary vehicle for raising public awareness and concern will be through the partnership with Elephant Parade. Elephant Parade is a brilliantly simple mechanism to bring the elephant message to an audience of tens of millions across the world. It therefore creates the fundamental driver for the mass public campaigning and for securing the funds needed to deliver the field projects. Elephant Parade is therefore the life-blood of EF, and gives EF a realistic platform in terms of profile and income for its ambitions.

6.2 Elephant Parade has already been tested in London, Rotterdam, Antwerp and in Amsterdam. As a means of attracting public attention, it clearly works. London will be followed by other cities throughout the world including Copenhagen, Milan, Singapore, New Delhi, Sydney and New York.

6.3 Alerted to the threats to the Asian elephant through Elephant Parade, the public will continue to be encouraged to sign a simple petition. This calls on governments to take the necessary action to prevent the extinction of the Asian elephant before it is too late. The mechanism for signing will be through the EF website, by mobile phone texting, and through a range of media and social networking systems like Facebook and Twitter.
6.4 To reinforce the public awareness message in Asia, a high profile campaign will be launched using Elephant Parade as its main component. Initially focused on India, this campaign will seek to gain the involvement of high profile public figures in the world of Bollywood and cricket. It will target the younger generation through schools, enlisting children across the country as ambassadors for elephants.

**OBJECTIVE 1**

**ACTIONS REQUIRED:**

A. Confirm the programme of cities for the roll-out of Elephant Parade in the Western world over the next five years with the necessary approvals from the city authorities, and with the infrastructure support required for EF to promote the petition for public signing;

B. Assess the cultural suitability of Elephant Parade for an Asian market, and develop a programme of cities for the roll-out of Elephant Parade in Asia with the necessary support from the city authorities;

C. Identify an appropriate partner organisation in India, preferably with a strong track-record in environmental campaigning, with which to undertake the public awareness campaign;

D. Stage-manage a series of innovative and exciting, high profile public events throughout Asia and the West that will build public awareness;

E. Plan the public awareness campaign with the Indian partner and undertake a feasibility study to determine its practicality;

F. Establish the contacts and introductions to a number of major public figures in India with the media profile to lead the campaign;

G. Roll-out this campaign through the schools in India with children enlisted as ambassadors for elephants;

H. Create a dynamic new website for EF with strong donor appeal both in the UK and all the countries where Elephant Parade will be staged;

I. Explore the use of the latest tele-communication and social networking systems to get the message across, including interviews with the major public figures.
7. OBJECTIVE 2: LOBBY GOVERNMENTS

15% OF GROSS INCOME ALLOCATED TO THIS OBJECTIVE

7.1 The lobbying efforts of EF will depend largely on the success of Elephant Parade and the volume of signatures to the petition. This is difficult to predict, especially in Asia, but a target for UK/Europe/USA in excess of one million names is not unrealistic. This expression of public concern will provide the muscle for EF to lobby governments for elephant conservation.

7.2 Governmental lobbying in the range states will necessitate mobilising public opinion in each target country. This is best done by national organisations with proven lobbying experience with whom EF must develop partnerships. A petition signed even by millions of people in the West will have little effect on an Asian country unless the same level of support is manifest in that country. For this reason, as the primary means of mobilising this support, Elephant Parade must be rolled out in Asia as well as in the West.

7.3 EF itself has no experience of political lobbying so clearly this advocacy role must be strengthened through the support of like-minded organisations. A lobbying strategy will need to be developed that identifies potential partners in the West and in Asia, and presents a strategic road-map that leads to the top people in governments.

OBJECTIVE 2 - ACTIONS REQUIRED:

A. Identify key partners in the West and particularly in the range states to build a loose grouping of like-minded organisations that can lobby collectively for the survival of the Asian elephant;

B. Develop a lobbying strategy that sets out the road-map for reaching people in senior decision-making positions in government in the West and in Asia;

C. Clarify with the partners the exact objectives of the lobbying campaign and what precisely the coalition is calling on governments to do;

D. Mobilise the public concern manifest in the mass signing of the petition as a lever for effective lobbying of governments in the West and in Asia;

E. Praise those governments that do respond positively and shame those that do not;
8. OBJECTIVE 3: PARTNERSHIP PROGRAMME IN ASIA

40% OF GROSS INCOME ALLOCATED TO THIS OBJECTIVE

8.1 The primary role of EF will be to continue the existing programme of building a number of long-term strategic alliances with proven partner NGOs in the range states for the joint delivery of an agreed programme of actions. These partnerships will be based on the principle of mutual benefit — EF can provide international campaigning and exposure to international government lobbying together with additional funding raised in the West, whilst the range state partner can provide the capacity for effective national coordination and local delivery of the projects. This enabling role of EF is fundamental for its future effectiveness — to contribute to the international outreach of the partners, to inject additional funding, and to assist the development of the partners’ conservation capabilities.

8.2 The identification and selection of the partners will be critical. Through its previous work, EF has already forged effective partnerships with a number of NGOs in the range states, and these are clearly much valued by the partner organisations. It is proposed that these partnerships and the projects they support will be reviewed to assess whether both parties want the relationship to develop further. As the project portfolio expands, other new partners will be sought. In principle, it is proposed that EF should seek to develop fewer but deeper alliances involving multiple projects with each partner rather than numerous single project partnerships.

8.3 These strategic alliances will each be based on a Memorandum of Understanding that sets out the requirements and expectations of both parties. It is envisaged that these partnerships will be long-term, expanding in terms of their joint activities as capacity grows.

A key element of the MoU will be the appointment of an EF representative drawn from the staff of the partner and embedded in the partner’s organisational structure. The partner will in effect contract out the services of this individual with EF paying the relevant proportion of the salary and operating costs. The role of this staff member will be to represent the interests of EF in the management of the joint projects and in furthering the relationship with the partner. In particular, the embedded representative will have responsibility for monitoring the projects, reporting back to EF on progress, and updating the project file on the EF website. Management responsibilities and lines of reporting will need to be clearly specified in the MoU to avoid possible conflict.
8.4 Because of its significant elephant population, its well developed in-country conservation infrastructure, and the presence of proven NGO partners, India will be the primary geographical focus for the EF programme, including trans-border elephant populations with Nepal, Bhutan and Bangladesh. EF also has a well established presence in Sumatra and Borneo working effectively with partner organisations, and a more recent involvement in Thailand. Some of these projects were originally established to address problems with the health and welfare of captive elephants, so a review will be undertaken to assess the extent to which they can be re-orientated to focus principally on conservation in the wild. If this can be done, then these projects should be continued.

8.5 It is proposed that all the field projects of EF are reviewed as soon as possible. This review should be undertaken by the in-house conservation team with the relevant Asian partners to assess the extent to which each project is, or can be, aligned to the objectives of EF, particularly for projects that originated with a captive orientation or which have historically commanded a disproportionately large part of the available project funding.

This review should also include an assessment of the effectiveness of the partnership, whether it should be continued, and how it can be strengthened. It is important that projects previously funded by EF are not simply abandoned even if they no longer fit the strategic direction of the charity, as an exit strategy must be developed to encourage long-term sustainability.
8.6 About a quarter of the total Asian elephant population is captive, so conservation efforts must recognise this fact. The Survival Charter sets out some basic requirements for the future management of this captive population – ownership registration, annual veterinary inspections and cessation of the practice of wild animal capture. As regards the EF programme, its primary focus must be to prevent extinction in the wild, so support for captive populations will continue on a selective basis only where a clear conservation justification can be demonstrated, rather than just for welfare reasons.

Such justification might include the use of captive animals for protected area management, anti-poaching patrols, human-elephant conflict resolution, or conservation education. The review of the EF welfare projects will determine to what extent they can be re-orientated along these lines.

8.7 To ensure that the EF programme meets the needs of the range states, a conservation network of elephant professionals will be developed. This network will involve a broad cross-section of experienced conservationists, managers, scientists, resource economists, sociologists, and other elephant expertise drawn from government agencies, the NGOs, universities, and other institutions. Its purpose will be to provide advice on how best EF can position itself with each country for greatest effectiveness, on the needs and priorities for elephant conservation in-country, on identifying suitable partners, on the merits of proposed projects, and on the evaluation of the effectiveness of field projects.

The network will operate as a loose email based group, but to give it some cohesion, it is proposed that a series of biennial workshops be held at various project sites as a means of exchanging ideas and developing new thinking that can then be incorporated into the EF programme.
8.8 Rather than EF attempting to set up what might be seen as a rival network, it would be sensible to link with the IUCN Asian Elephant Specialist Group. The Specialist Group includes a wide range of respected professionals in the Asian elephant conservation field, which could provide the advisory services that EF will need.

8.9 It is important that EF retains its UK status and does not physically transfer its legal registration into the region so as to avoid becoming embroiled in the internal wranglings within the NGO movement. Its presence will therefore be restricted to the embedded representatives, although it is envisaged that as the programme of Asian activities expands, the need will arise soon to appoint an experienced Director of Conservation in Asia.

Based in one of the partner organisations, this individual will be responsible for the strategic direction and positioning of the EF Asia programme, for driving the programme forward, for directing the embedded representatives and relationships with the partner organisations, and for managing the conservation network. He/she will also be responsible for driving the public awareness campaign in Asia and, with the partner organisations, for developing governmental relationships.

8.10 Key to the success of the Asia programme will be the two-way communication between the fundraising in Europe and the programme spend in Asia. The fundraisers must have regular progress reports together with photo and film footage of activities on the ground that will reinforce the commitment of donors, and can be promoted through the website and podcasts. Initially this will be the responsibility of the project team in the UK but as the role progressively shifts into the region with the appointment of the Director of Conservation, so the need in the UK will change with greater emphasis on reporting back to donors and supporters.
OBJECTIVE 3
ACTIONS REQUIRED:

A. Undertake a comprehensive review of all current EF projects to strengthen those that focus on conservation in the wild and to assess whether those that currently are focused more on elephant welfare can be re-orientated to make a more direct contribution to conservation in the wild;

B. As part of this process, review all existing EF partnerships with NGOs in the range states to assess whether these relationships might be further developed into long-term strategic alliances;

C. Draw up a Memorandum of Understanding with those partners identified for developing strategic alliances that sets out a clear statement of the mutual expectations and aspirations arising from the partnership, including the terms and conditions for the appointment of an EF representative embedded in the partner organisation;

D. As the portfolio of projects expands, appoint an experienced Director of Conservation who can provide the leadership and direction to the Asia programme;

E. Agree the purpose and method of operating of the Conservation Network including its role in advising EF on how to position itself for greatest effectiveness, on EF’s policies and strategies, in reviewing and evaluating projects, and other similar tasks;

F. Set up the Conservation Network from a wide range of conservation management experience covering governmental and non-governmental organisations, as well as research expertise, including social as well as biological sciences disciplines, with representation primarily, but not exclusively, from within the range states: explore whether a collaboration can be developed with the IUCN Asian Elephant Specialist Group to provide these services;

G. Use the expertise of the Conservation Network to review the needs and priorities for elephant conservation in the target countries and how best EF can position itself and its funding for greatest impact;

H. Organise a series of biennial workshops with the Conservation Network to be held at various project sites as a means of exchanging ideas and developing new thinking that can then be incorporated into the EF programme;

I. Strengthen the two-way communication between the field projects and the UK fundraisers with clarification of the roles of the Director of Conservation-Asia, the embedded representatives, and the UK Project Managers. Also create opportunities for UK fundraising and communications staff to visit the main projects;

J. Agree at the beginning of each year a proportion of the annual conservation budget that will be ring-fenced for captive elephant work that has been rigorously assessed against agreed selection criteria;

K. Establish an emergency fund for rapid response to urgent conservation problems in the wild with agreed eligibility criteria;

L. Rigorously apply the approved project selection procedures, project monitoring & evaluation procedures, and project reporting procedures, including the requirement for projects to have clear objectives and key performance indicators against which to monitor progress.
9. **OBJECTIVE 4: EDUCATION, TRAINING & RESEARCH**

10% OF GROSS INCOME ALLOCATED TO THIS OBJECTIVE

9.1 The role of EF in supporting education, training and research is seen as an extension of its capacity building function with its partners. Creating an in-country conservation movement that is empowered to perform more effectively is a more sustainable option in the long-term than just pumping more resources into field projects. By identifying and working with organisations and individuals that can benefit from this support, and by encouraging a wider and more diverse approach to conservation, EF can create a lasting legacy for the benefit of elephants.

9.2 Delivering this objective will include two main areas of activity:

- Promoting an approach to conservation that goes beyond the institutional constraints of current conservation thinking by merging new ideas from relevant social and cultural disciplines with the more conventional approaches of ecology and conservation biology. The intention would be to add value to current conservation practice by identifying additional approaches that could make a useful contribution, especially in promoting community engagement.

- Providing practical support to promote education, training and research with the intention of encouraging new thinking and creating the opportunities to field-test such new ideas.

9.3 One approach that will be explored is the role that traditional religious and spiritual beliefs might play. It is recognised that in many places the antagonism between elephants and people has become so polarised that traditional beliefs now count for little. There are however still places throughout south and south-east Asia where reinforcing these cultural and spiritual beliefs could play an important part in gaining the involvement and support of local people for conservation efforts. As a first step, it is proposed that research should be commissioned, initially in India. The traditional means of strengthening these beliefs have involved the use of street theatre, puppet theatre and story-telling, but today even the most remote Indian villages now have television and many of the young have mobile phones.
9.4 The artificial division between the biological and social science disciplines has become an obstacle to the advancement of integrated conservation. Both faculties have much to offer yet opportunities for integrated projects are rare. It is proposed that EF should actively seek to create such opportunities both through aligning itself with inter-disciplinary research institutes and through identifying academically gifted young Asians to undertake such studies. For EF to contribute to the intellectual capacity to address the challenges of conserving Asia’s elephants would be a sound investment.

**OBJECTIVE 4**

**ACTIONS REQUIRED:**

A. Work with the Conservation Network and partners to determine the role EF might play in Asia in developing innovative approaches that could add value to current conservation practice;

B. Commission research from within India to assess the practical relevance at the local village level of seeking to strengthen the traditional religious and spiritual ties between people and elephants, and how best this can be mobilised to reinforce current conservation efforts;

C. Explore the practicalities of creating “cultural corridors” by working with communities along elephant migration routes to develop corridors of least resistance to the passage of elephants;

D. Explore the feasibility of re-creating some form of village-based elephant festivals combined with a conservation theme to celebrate the passage of elephants;

E. Set up a training programme for forest guards in the target countries based on sharing practical skills and experiences as a contribution to creating a professional and motivated field conservation force;

F. Align EF with research groups doing innovative work in the field of nature conservation both in the UK and in Asia, and provide an opportunity for the field testing of these new approaches;

G. Identify bright young Asian students to undertake research into innovative approaches outside the normal remit of conservation biology;

H. Commission a series of provocative forward-looking thought-pieces on future strategies for Asian elephant conservation from leading experts as a means of widening the thinking beyond the conventional conservation approaches – these might focus on strengthening conservation links with major contemporary policy issues, such as climate change and the protection of water catchments;

I. Institute a small awards scheme for new and original ideas in elephant conservation, and back it with larger grants to field test the practical application of the most promising ideas.
10. **OBJECTIVE 5: UK FUNDRAISING & INTERNAL CAPACITY**

15% OF GROSS INCOME ALLOCATED TO THIS OBJECTIVE

10.1 Manifestly, the aspirations of EF are ambitious. However, this ambition does have a realistic base because of the income generating potential of Elephant Parade. Elephant Parade will be exposed to tens of millions of people whose support will be captured through the signing of the petition. However, Elephant Parade will also provide the opportunity to generate serious income both through donations and, more importantly, through the recruitment of large numbers of regular supporters.

10.2 The planning of Elephant Parade has got to be meticulous if it is to meet its multiple objectives. It is a simple yet superb initiative that has already proved itself in The Netherlands and London, yet the scale and extent of the programme that EF is proposing will require significantly greater resources. This will include the appointment of additional staff in the near future to manage the roll-out, even if in the short-term this detracts from the funding for field conservation projects.

10.3 EF will also pursue a range of other fundraising initiatives that have proven their usefulness for Elephant Family. These will include major donor work, trusts and foundations, sponsored events, merchandise, corporates and other initiatives, in all of which EF staff are building expertise. A new element that will also be explored is the marketing of a legacy programme, specifically to create an endowment that can contribute to the core costs. EF is already pretty smart in the way it uses the latest tele-communications systems and social networking sites to get its message across, and these mechanisms will become the hallmark of its promotional activities.

10.4 EF will also commission research to explore the feasibility of creating innovative funding mechanisms. Two such mechanisms are proposed although others may also be identified:

i. The feasibility of linking the Asian elephant as a biodiversity beneficiary to the international trade in carbon permits. In Indonesia, the orangutan is being used as a flagship in the bio-market for carbon trading so that the permit holder benefits from the licence to emit carbon but also has the added gain of protecting the habitat of an iconic species. There is no obvious reason why the elephant could not play the same biodiversity offset role in India. As the main carbon markets are in the West, it could open up useful opportunities both for raising awareness and for fundraising with the benefiting companies;

ii. The opportunity to link strategies for elephant conservation with other major contemporary policy issues in the region so that elephant conservation can be included within their budgets. For example, to mitigate climate change, the protection of forest ecosystems has been shown to be highly effective as a means of sequestering atmospheric carbon, so linking the conservation of elephants as a flagship species to the protection of forest habitats will strengthen programmes to mitigate climate change. Budgets for climate change could therefore be deployed to cover the dual benefits of forest protection with elephant conservation.
OBJECTIVE 5
ACTIONS REQUIRED:

A. Undertake an audit of the additional skills and experience required on the board as the basis for recruiting new trustees, with the full implementation of the Charity Commission Code of Good Governance by the end of 2010;

B. Undertake a comprehensive review of Elephant Parade with all relevant partners, including a full risk assessment, to assess its ability to provide the income required to deliver this action plan;

C. Quantify the levels of in-house capacity that will be required to coordinate the roll-out of Elephant Parade and to accommodate the massive increase in the volume of supporter recruitment that it will generate;

D. Prepare a five-year business plan showing the forecast sources of income and levels of expenditure, including Return on Investment targets for fundraising and Key Performance Indicator targets;

E. Undertake a comprehensive risk assessment of the action plan and business plan with the preparation of a risk register; including proposed mitigation measures;

F. Achieve Investors In People status by 2011 as a means of ensuring that all HR requirements are in place, including the introduction of performance management systems backed up by adequate continuous professional development;

G. Strengthen the management and reporting of the finances through the recruitment of a part-time experienced qualified accountant, and through the development of a suite of indicators that will allow the monitoring of the financial performance;

H. Update the communications strategy to show how EF will harness the latest tele-communications systems and social networking sites to get its message across;

I. Commission research to explore the feasibility of linking the Asian elephant and its conservation to a range of major contemporary policy issues, including the international trade in carbon emissions;
11. RESOURCES: UK STAFF

11.1 The primary function of the UK office will be to develop and coordinate the international programme for Elephant Parade, to orchestrate the public campaign and lobbying in the West, and to recruit regular monthly supporters. The key functions required will therefore include:

- Campaign management
- Fundraising – public supporters, major donors, trusts and foundations, and other effective fundraising mechanisms
- Database management
- Newsletter and feedback to donors and supporters
- Event management
- Marketing and communications
- Financial management and accounts
- HR, IT, website and office administration
- Grant management
- Project management

11.2 In due course, it is likely that the prime conservation function will be coordinated from within Asia, including the expansion of the project portfolio. However this will take time to set up and there will still be a need to ensure full feedback on projects and their communication to donors, both verbally and through the website. There will also be a requirement for someone to front on behalf of EF with the conservation movement in the UK and the West, including representations to governments.

11.3 The business plan sets out the proposed organisational structure in the UK. The first requirement will be to prepare job descriptions for these posts and then as far as possible to re-allocate them amongst existing EF staff. As Elephant Parade is progressively rolled-out, it is likely that the staff capacity will need to expand to accommodate the rapid escalation in activity.

ASIA STAFF:

11.4 The key new post in Asia will be the appointment of a Director of Conservation. The job description will need to emphasise proven communication and advocacy skills as well as a recognised track-record in practical conservation. This person will be the face of EF in dealings with partner organisations and the Conservation Network as well as with governments and the wider conservation movement.
11.5 The Director of Conservation will be supported by a network of representatives embedded in the main partner organisations who will be responsible for managing the field projects, including regular feedback on their implementation. The director will also be responsible for coordinating the independent monitoring and evaluation of the projects, drawing as much as possible on the Conservation Network. He/she will also need to liaise closely with the UK staff to ensure effective feedback on progress for fundraising and communications.

FUNDING:

11.6 The business plan sets out the income projections over the five years 2010-14. As the Elephant Parade programme builds up, so too does the income. The allocation of this income to the five strategic objectives is shown in the following table for the first three years with indicative amounts for years four and five:

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>%</th>
<th>2010 £</th>
<th>2011 £</th>
<th>2012 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilise public concern</td>
<td>20</td>
<td>470,000</td>
<td>340,000</td>
<td>680,000</td>
</tr>
<tr>
<td>Lobby governments</td>
<td>15</td>
<td>340,000</td>
<td>255,000</td>
<td>570,000</td>
</tr>
<tr>
<td>Partnerships in Asia</td>
<td>40</td>
<td>1 million</td>
<td>680,000</td>
<td>1.3 million</td>
</tr>
<tr>
<td>Education, training, research</td>
<td>10</td>
<td>115,000</td>
<td>170,000</td>
<td>340,000</td>
</tr>
<tr>
<td>Fundraising internal capacity</td>
<td>15</td>
<td>345,000</td>
<td>255,000</td>
<td>510,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>100</td>
<td>2,270,000</td>
<td>1,770,000</td>
<td>3,400,000</td>
</tr>
</tbody>
</table>

* Allocation of funds correct as of March 2010

11.7 These funding allocations to strategic objectives will be reviewed each year as part of the annual budgeting process so that the organisation can plan financially over a five-year cycle. The annual budget will show the allocations for the first year to the individual activities with a subsequent four year overview.

11.8 This action plan will be reviewed each year so that it forms a rolling five-year programme for the organisation. Each year an annual work plan will set out in detail the programme of activities for the first year of this rolling programme. The annual budget will be prepared alongside the annual work plan, showing the allocations for the year to the individual activities.
12. **TARGETS**

12.1 Each activity will be broken down into milestones and targets with timescales as part of the annual work plan. In addition a full suite of targets will be developed for each strategic objective. The following draft set of targets is proposed to kick-start this process and should not be seen as exclusive:

**OBJECTIVE 1: Mobilise Public Concern**
- Elephant Parade staged in five Western capitals and three Asian cities by 2014
- Mass public exposure to the plight of the Asian elephant in five Western countries and three range states by 2014
- One million signatures to the petition by 2014 (with targets for each country where Elephant Parade is staged)
- Public awareness campaign launched with backing of prominent public figures in India by 2012
- 50,000 children in India enlisted as Ambassadors for Elephants by 2013

**OBJECTIVE 2: Lobby Governments**
- Agreement by Western governments for development package to assist elephant conservation by 2014

**OBJECTIVE 3: Partnership Programme in Asia**
- Strategic alliances forged with MoUs with five partner organisations by 2012
- 10 large-scale field projects for conservation in the wild by 2014
- Three embedded representatives in partner organisations by 2012
- Director of Conservation appointed by 2011
- Conservation Network active with 25 participants by 2012

**OBJECTIVE 4: Education, Training and Research**
- Research completed into innovative approaches to conservation by 2011
- Two field projects undertaken to test cultural/spiritual approaches by 2013
- Five Asian students undertaken post-graduate university research by 2014
- 100 forest guards undertaken approved training programmes by 2014
- EF aligned with one research group in the UK and two in Asia by 2014
- Annual small award scheme operating by 2012

**OBJECTIVE 5: UK Fundraising and Internal Capacity**
- £5m made available for the action plan over five years
- 50,000 regular monthly donors in the West by 2014
- Charity Commission Code of Good Governance by 2010
- Investors In People status by 2012
- Two new innovative funding mechanisms tested and on-stream by 2013
13. **RISK ANALYSIS**

13.1 For a relatively new organisation like EF, this programme is very ambitious. Its realism will depend on three fundamental issues:

- Firstly, the income generating potential of Elephant Parade and its ability to drive the programme;
- Secondly, the willingness of people to sign up to the petition which will provide the leverage for lobbying governments;
- Thirdly, the ability of EF to attract key partners and professionals for its Asia programme and to support the government lobbying campaign.

13.2 Any programme that depends on public campaigning to enlist public support inevitably carries a high level of risk, but if Elephant Parade can be made to meet its potential, and if its multiple objectives can be harmonised, then it is realistic to believe that most of this programme can be delivered.

13.3 A comprehensive risk assessment will be conducted as part of the business plan.

---

14. **IMMEDIATE STEPS**

14.1 There are some actions that will need to be done immediately:

A. Determine the UK organisational structure, staffing levels and skill requirements that will be needed to implement the Action Plan, including the roll-out of Elephant Parade;

B. The preparation of the business plan for the five years 2010-14;

C. The risk assessment with mitigation measures for this action plan and the business plan;

D. Agreement on a suite of key performance indicators both for monitoring the implementation of the action plan and for financial performance;

E. Agreement on the longer-term targets and measures of success

14.2 These actions will impose a substantial additional workload on staff and so it may be necessary to contract out some of the tasks, especially the legal and constitutional matters. This in turn will squeeze the budget, which may have to be reviewed with more funding allocated in the short-term to organisational matters rather than new field projects. It is essential to get the constitutional, governance and organisational issues covered first before trying to expand the project portfolio.
15.1 The Asian elephant is facing the very real risk of biological extinction in the wild. It is within the remit of governments, especially in the range states, to prevent this happening if they so wish. Although some governments have begun to appreciate the problem and are now taking practical measures, many more are not. The most effective role of the non-government conservation movement is to demonstrate by example what needs to be done and to then pressure the governments to do it. This is the basis for the Action Plan.

15.2 Whilst there are several UK NGOs with Asian elephant programmes, there are none that are dedicated solely and exclusively to the survival of this one iconic species. This is the role of EF, and what makes EF so special is the potential power of Elephant Parade to raise awareness and attract funding. This is the trump card that EF carries which, if it plays its hand cleverly, should enable it to develop the partnerships and alliances with other organisations whose engagement will be necessary if this Action Plan is to be implemented.

15.3 To allow an animal of such magnificence, of such cultural and spiritual significance, as the Asian elephant to go extinct would be a crime against all humanity. Elephant Family will do everything within its power to ensure its long-term survival.

Appendix 1
Survival Charter for the Asian Elephant................................. 18

Appendix 2
Public Petition for the Survival of the Asian Elephant............... 21
PREAMBLE

• Aware that the Asian elephant is facing the serious threat of extinction throughout its range in south and south-east Asia;
• Recognising that many range states have already devoted considerable human and financial resources to protecting their elephants in the natural habitat, but that despite these efforts, elephant numbers continue to decline;
• Recognising also that areas that support wild elephants also support a rich and varied biodiversity that is essential for maintaining the ecological services and life-support systems for local communities, including the protection of water catchments;
• Recognising also the role that natural forests play both in providing habitat for elephants and in sequestrating atmospheric carbon as a buffer against climate change;
• Recognising further that the traditional tolerance of local communities for elephants has started to break down as a consequence of the escalating conflict between people and elephants;
• Accepting therefore that the future co-existence of elephants with people must be based on some form of geographic separation so as to minimise opportunities for contact between the two parties;
• Accepting also that people will show tolerance to their elephant neighbours only if their sacrifice is appreciated and recompensed through some form of economic benefit or financial compensation;
• Appreciating the special cultural, religious, and spiritual associations of the elephant with the people of Asia and its prominent role in the mythology and traditions of the region;
• Appreciating also that the outstanding significance of the Asian elephant transcends national boundaries and is of universal conservation importance to all people throughout the world;
• Accepting therefore that although leadership for ensuring the survival of the Asian elephant in the wild must lie with the range states, the universal significance of this iconic species places a responsibility on all governments across the world, especially OECD donor governments;

CALL FOR ACTION

We, the signatories of this charter and its associated petition, hereby call for the following actions with immediate effect to avert the imminent threat to the survival of the Asian elephant. This call for action is extended to governments, both of the elephant range states and throughout the world, and all relevant international organisations, particularly the United Nations Environment Programme, the global conservation and development sector, and other stakeholders with an interest in the survival of the Asian elephant:

1. To mobilise all available skills and expertise both within the government and non-government sectors to protect the Asian elephant and its habitat, and to encourage the co-existence of elephants and humans based on mutual toleration and respect;
2. To recognise the impact that elephants may have on the lives and livelihoods of local communities, taking whatever steps may be necessary to minimise this conflict;
3. To promote a world-wide campaign to save the Asian elephant from extinction in the wild, creating a substantial increase in public awareness and concern about the plight of the Asian elephant both in the range states and the Western world;
4. To establish, where required, the necessary legal framework within each range state for the effective conservation of its national biodiversity, including the Asian elephant;
5. As appropriate, to agree to some or all of the following actions to be incorporated into national Elephant Action Plans:
   a. To establish a network of protected areas, or to extend an existing network of protected areas, comprising areas of natural elephant habitat, each area large enough to support a biologically viable population of elephants. No permanent human settlement or agricultural cultivation will be allowed within these protected areas;
   b. To ensure the effective management and patrolling of the protected areas through the provision of adequately paid, trained and motivated personnel;
   c. To manage the habitat of the protected areas for the benefit of elephants and other biodiversity with minimal human disturbance;
   d. To establish a buffer zone around each protected area within which low density human settlement will be permitted and where measures, as set out below, will be targeted to reduce the conflict between humans and elephants;
   e. Where appropriate, to create wildlife corridors along old elephant migration routes to link protected areas, allowing for the passage of animals and for genetic mixing between populations;
   f. To recognise and accept the impact that elephants may have on local communities by introducing the necessary measures specific to each area to reduce the human/elephant conflict within the buffer zones around each protected area. In extreme cases, such remedial measures may include the payment of financial compensation to villagers, the re-location of villagers, or an appropriate response to the problem of rogue animals;
   g. To give priority for investment in economic and social development to the communities in the buffer zones around protected areas, and to link such investment directly with the effective conservation of the wild elephant populations;
   h. To encourage the restoration of the traditional cultural and spiritual associations between people and elephants with annual festivals in the local villages to celebrate this association;
   i. To promote sustainable, low intensity eco-tourism within the protected areas, where this is feasible, thus providing direct economic benefit to the local communities arising from the protection of their elephants through eco-tourism, and to create opportunities for employment by local people in the tourism industry;
   j. To encourage the creation of an approach within the local communities that sees elephants as potential assets for the benefit of the communities rather than as an encumbrance;

6. To promote the free exchange of information and experience between range states, including the development of new technologies, population monitoring techniques, and training programmes to improve the effectiveness of approaches for the conservation of the Asian elephant;

7. To promote inter-disciplinary research, incorporating the relevant disciplines of both the biological and social sciences, that can contribute to the improvement of the elephant situation;

8. To coordinate the actions undertaken by governmental, inter-governmental and non-governmental organisations and individuals within each range state for the conservation of Asian elephants so as to generate a cohesive integrated conservation programme in accordance with the national Elephant Action Plan;

9. To coordinate bi-lateral governmental action between adjoining nations in those instances where a population of elephants extends over national boundaries; and

10. To urge countries throughout the world to ratify the relevant international conventions for the conservation of the Asian elephant and the elimination of the illegal trade in ivory.

Survival Charter for the Asian Elephant
CAPTIVE ELEPHANTS

Recognising that as much as one quarter of the total elephant population in Asia comprises animals held in captivity - although this proportion varies considerably between range states, and that as an absolute last resort, this captive population could provide a potentially valuable genetic resource for future conservation efforts (the priority for EF’s funding will be conservation of wild populations) - the Charter calls for the following actions relating to the management of captive elephants:

1. To compile a register of the ownership of all captive elephants;
2. To ensure that all registered owners of captive elephants provide high standards of veterinary care and welfare through an annual inspection of their animals;
3. To cease the practice of wild elephant capture to replace captive animals that is a drain on wild populations.

CONCLUSION

The Asian elephant faces the imminent threat of extinction. However, outside the professional conservation movement, the world community is ignorant of this crisis. The purpose of this Survival Charter is to mobilise both public and political awareness through an international campaign to secure a viable future for the Asian elephant and the communities that co-exist with elephants.

The Asian elephant is an iconic species whose significance transcends national boundaries and regional politics. Its fate lies in the hands of governments throughout the world – they must act now before it is too late.

Elephant Family
April 2010
A PUBLIC PETITION FOR THE SURVIVAL OF THE ASIAN ELEPHANT

Elephant Parade celebrates the magnificent Asian elephant in the most colourful way possible. But tragically, this iconic animal is on the brink of extinction due to massive habitat loss.

*It is simply running out of space and time.*

Please sign our petition to make your voice heard by the politicians who can act now before it is too late.

By signing this petition, I call on governments throughout the world to recognise the urgency of this crisis and to provide sufficient initiative and investment for securing a viable future for the endangered Asian elephant, its habitat of high biodiversity, and for the local communities that co-exist with elephants.

SIGNED ..............................................................................................................

NAME (IN CAPITALS) ........................................................................................

ADDRESS / EMAIL ...........................................................................................

DATE ...................................................................................................................