

International Strategy

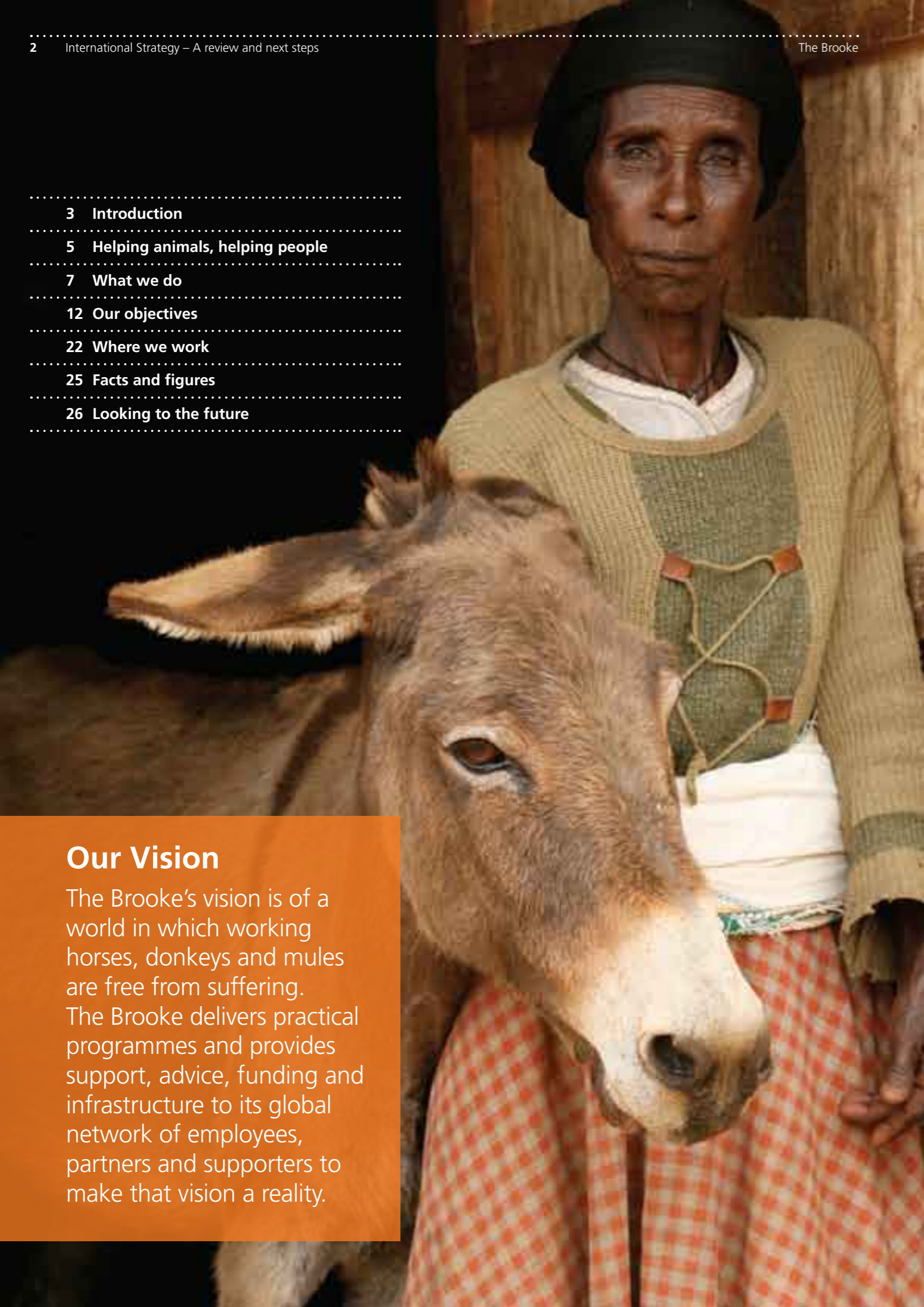
A review and next steps

**“Animals have no nationality...
they cannot ask for help in their pain”**

The Brooke was founded by Dorothy Brooke in 1934



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Our Vision

The Brooke’s vision is of a world in which working horses, donkeys and mules are free from suffering. The Brooke delivers practical programmes and provides support, advice, funding and infrastructure to its global network of employees, partners and supporters to make that vision a reality.

Introduction

Horses, donkeys and mules are the engines that power the developing world. Around 100 million of them labour on country roads, tracks, fields, farms, factories and city centres. They transport a huge range of loads from people, produce, food and water to building materials such as bricks and even iron girders.

Many of these animals endure poor health, agonising pain, exhaustion, dehydration and malnutrition as a direct result of terrible workloads, poor nutrition, handling and housing. The situation is often compounded by a lack of accessible and affordable animal health services. The result is extreme suffering for millions of working horses, donkeys and mules across the developing world – and insecure livelihoods for millions of poor people who rely on these animals to earn a basic living.

The Brooke is an international non-governmental organisation dedicated to improving the lives of working horses, donkeys and mules through direct veterinary treatment, community programmes around animal health and well-being. We work with individuals, groups and organisations to ensure working equine animals get the living and working conditions they deserve. The Brooke’s work also benefits poor people who rely on these animals for their livelihoods. What we believe, our values, how and where we work is summarised in this International Strategy.

The Brooke is three years into its current five year plan. In this International Strategy we review our progress to date, set out the five strategic objectives, goals and ambitions for the future that will guide us as we do whatever it takes to alleviate the suffering of horses, donkeys and mules working in the developing world and improving the lives of the people who depend on them.

In 2008/09 we reached 730,000 working horses and donkeys, benefiting more than 4 million people*.

Our values

These drive our thoughts, communications and actions:

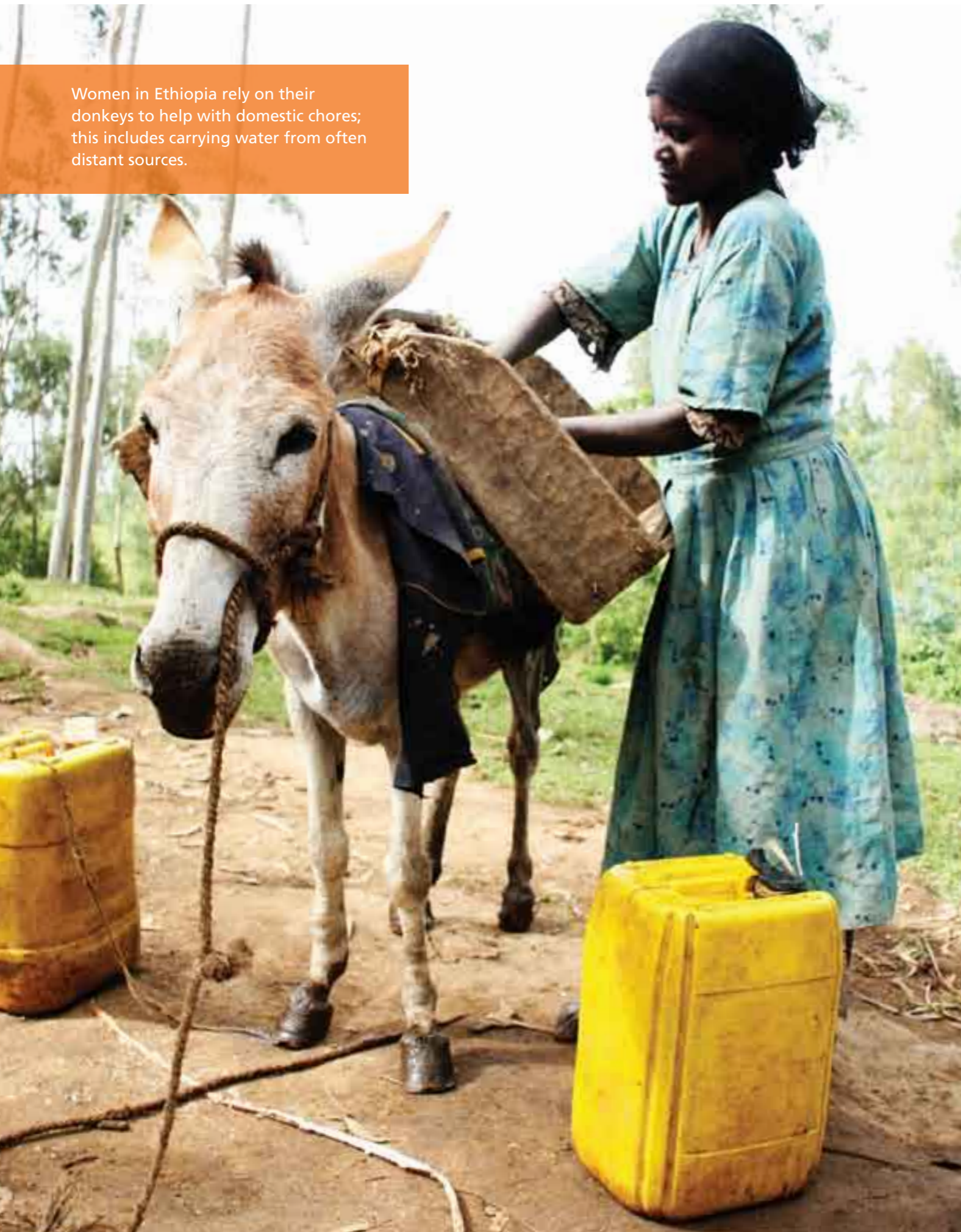
- Passionate
- Accountable
- Groundbreaking
- Collaborative
- Effective
- Respectful

Our goal

The next two years will see the Brooke make further steps towards achieving its goal of improving the welfare of **2 million animals** every year.

* Reach is a coverage figure and is based on the estimated number of animals that have benefited from the Brooke’s work in a geographical area over the year. The 4 million people figure is based on the Brooke’s own research into dependency, which estimates that each working animal supports on average a family of six people.

Women in Ethiopia rely on their donkeys to help with domestic chores; this includes carrying water from often distant sources.



“For us women a donkey should be our first friend for it takes away the loads that used to crush our backs”

Mary Waceke, housewife, Lari, Kenya

Helping animals, helping people

Survival of the poorest

The majority of working horses and donkeys are owned by individuals who use them to support their primary means of income to sustain often large and extended families. These animals are becoming ever more important in developing countries to alleviate poverty, assure food security and promote self-reliance. In developing nations where 95 per cent of donkeys and 60 per cent of horses are found, the money earned by each working animal supports an average of six family members¹.

The recent worldwide economic breakdown has hit poor people especially hard. The result is that they have to work their animals harder and longer so that they earn similar to previous years.

- In Ethiopia where 77 per cent of the population lives on less than \$2 a day, food bills soared a staggering 40 per cent between 2007 and 2008 alone*
- In other developing countries, notably Pakistan and India, increased fuel prices have caused significant numbers of people who used to own motor vehicles to switch to donkeys and horses instead.

Above all, it is the increasing birth rates in developing countries that make it inevitable that working animals will become ever more essential. The UN predicts that the population of the Least Developed Countries will double from 804 million to 1.7 billion by 2050. As these populations grow the world's most overlooked and silent workforce – horses, donkeys and mules will have an increasingly important role to play in helping the poor survive.

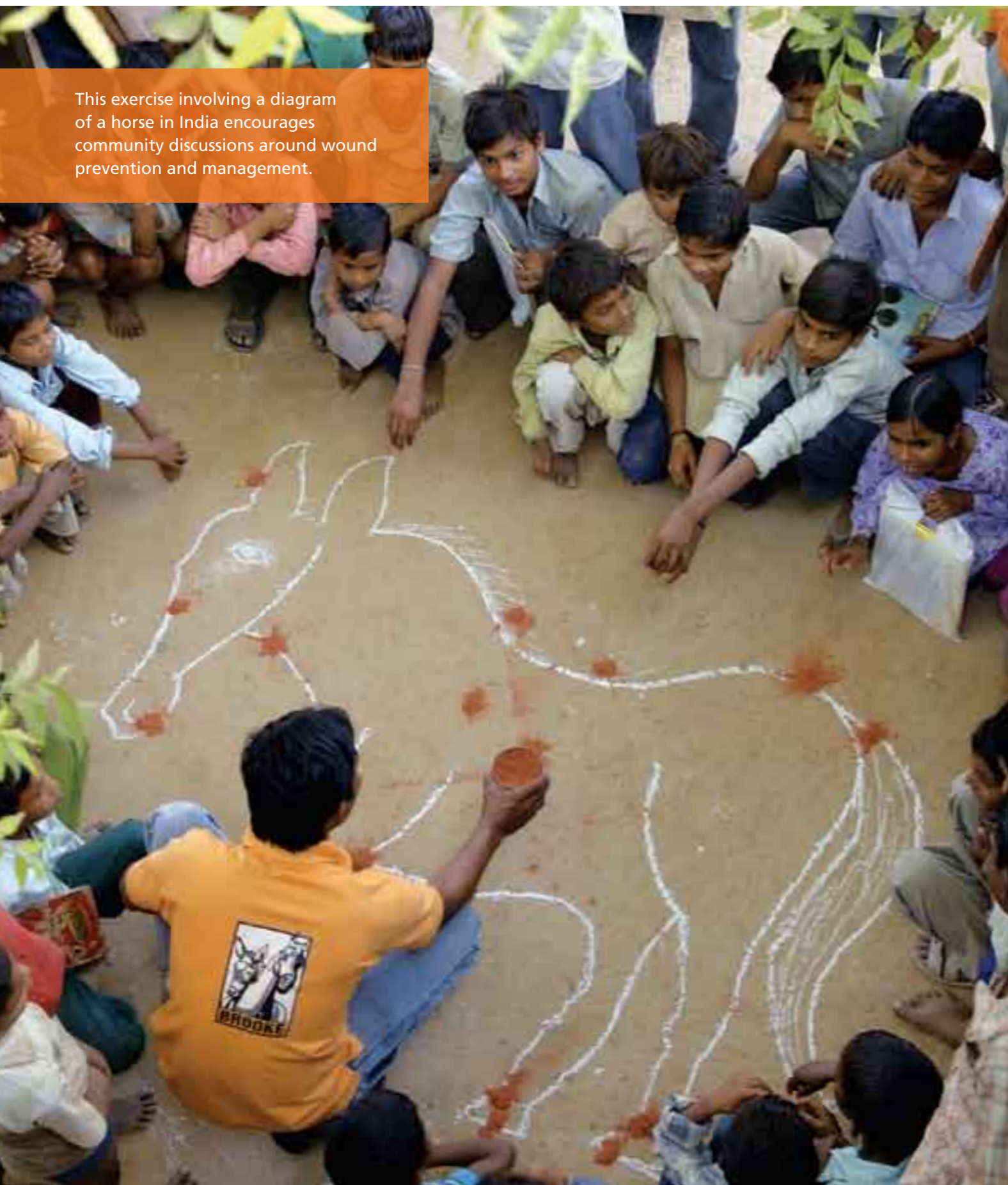
The adoption of good equine health, welfare and working practices is one of the most important ways that people in the developing world can secure their incomes, but often these areas are widely misunderstood and services for horses, donkeys and mules are de-prioritised and under-resourced.

Working animals empowering women

Women play a major role in providing care to working horses and donkeys, and in turn, these animals play a significant role in empowering women in developing countries. They assist in traditionally time consuming and arduous domestic chores, such as carrying water and firewood over distances. The animals' contribution gives women more time to earn money and provides an opportunity for them to be involved in their community.

¹ Brooke estimation based on informal research carried out – Bearing a Heavy Burden Report, 2009.

* http://hdrstats.undp.org/en/countries/data_sheets/cty_ds_ETH.html



This exercise involving a diagram of a horse in India encourages community discussions around wound prevention and management.

Value: Groundbreaking

We are a groundbreaking, evidence-based, learning organisation.

“Now we know how to identify problems early and take preventative measures – things like adding salt water to feed to keep animals healthy and happy”

Horse owner, Pakistan

What we do

Whatever it takes

We do whatever it takes to ensure that the right elements are in place for working horses and donkeys to be healthy and happy in the long term.

- We have our own veterinary and animal health teams, who give emergency, general and preventative treatment
- We make sure that communities and health and other service providers in these communities are able to treat and care for their animals more effectively.

We do this through:

- Training and awareness-raising
- Special methods to help communities implement, monitor and resource improvements in equine welfare.

But the Brooke and animal-owning communities can't make long term, sustainable improvements to working horses' and donkeys' welfare on their own. We also need individuals, veterinary and training establishments, local, national and international institutions, including governments, to take responsibility and make changes.

Groundbreaking approach

The Brooke is at the leading edge of applying learning from methods that have been used successfully in a human health and development context by international non-governmental organisations. This approach, known as **Participatory Rural Appraisal (PRA)**, is well-established and includes working through group exercises, role plays and pictures. This means:

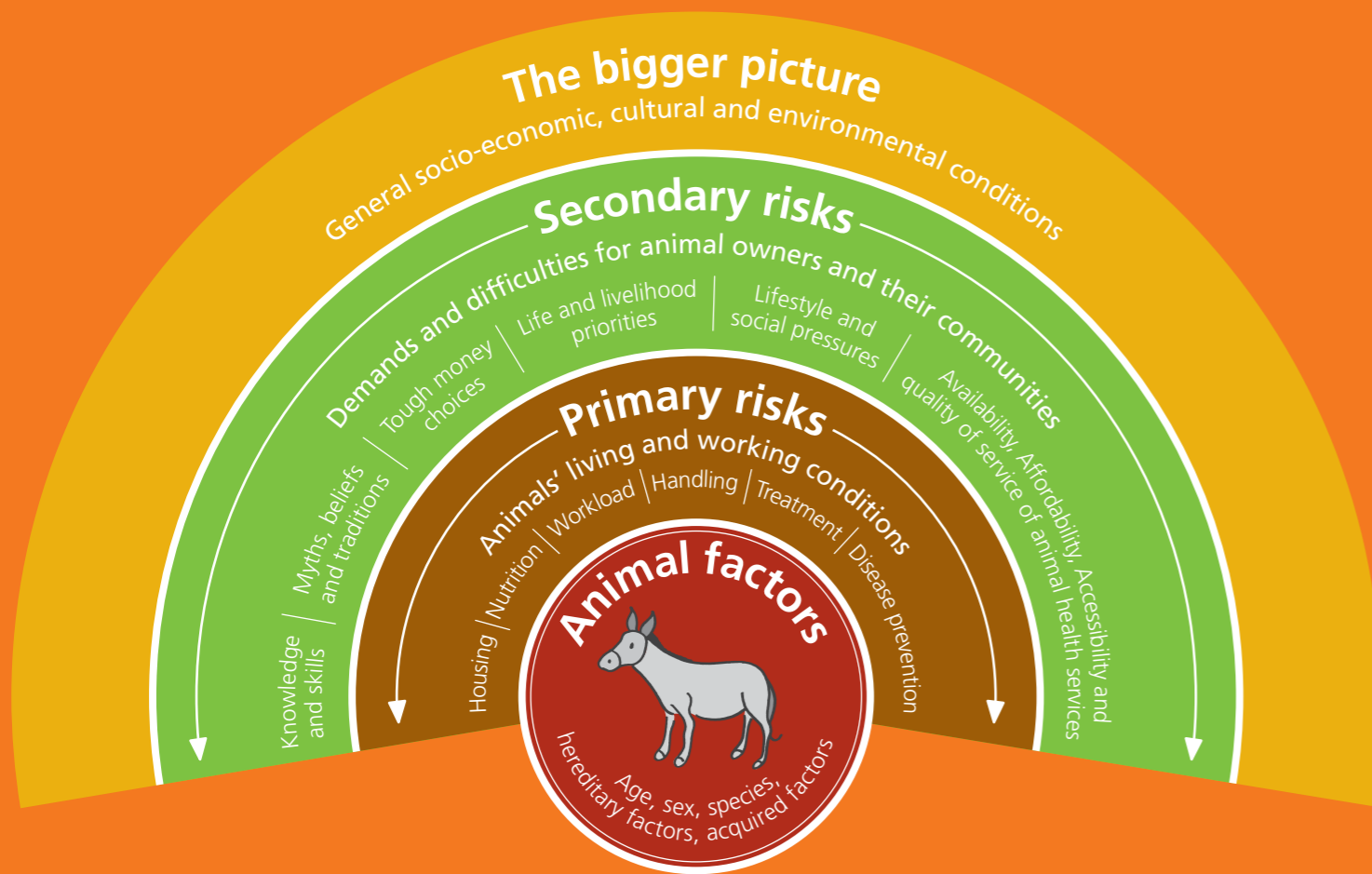
- We have adapted these tried and tested methods so that they are relevant to making a long term, sustainable improvement to the welfare of working equine animals
- We work with communities, so that the solutions and improvements to welfare for their working horses, donkeys and mules come from the communities themselves, helped and guided by the Brooke

- Individuals and communities really believe these solutions are practical and in the benefits of using them. Such simple changes can mean a lasting impact for animals. Recent examples of this are:

Recent examples of this are:

- In India we have worked with communities to show how old rubber tyres, which are cheap and readily available, make a safer and more comfortable place to tether animals than inflexible and hazardous wooden posts
- In Ethiopia, working with people at the timber market led to the simple change of animals being unloaded between delivery and sale of the timber – a simple, sustainable change, which has a big impact for the animals.

Improving equine welfare now and for the long term



This diagram represents a holistic view of working animal welfare in the developing world, illustrating the interlinked and inseparable challenges facing animals, owners and societies.

The Brooke approach is tailored for every context we work in to maximise the real welfare benefits for working horses, donkeys and mules. This involves identifying and addressing risks at all levels within the broader socio-economic and environmental context.

Source: Van Dijk, L. and Pritchard, J.C. (2010) Determinants of Working Animal Welfare. Adapted from Dahlgren G. & Whitehead, M. (1991) Policies and strategies to promote social equity in health. Institute of Future Studies, Stockholm.

The bigger picture	<p>General socio-economic, cultural and environmental conditions</p> <p>What's the problem? The important role of horses, donkeys and mules in the developing world is often unrecognised or underrated by the individuals, organisations and institutions that allocate resources and make policies, laws and practices.</p> <p>What does the Brooke do? We are working to increase national and international recognition of the role of working animals in poverty alleviation, livelihoods and the global economy.</p> <p style="text-align: right;">Continued over page...</p>
Secondary risks	<p>Demands and difficulties for animal owners and their communities</p> <p>What's the problem? Owners, users and carers of working animals make choices about the living and working conditions of their animals based on the demands affecting their own lives and livelihoods.</p> <p>What does the Brooke do? The Brooke helps communities to analyse how the welfare of their working animals is affected and how practical welfare improvements can be made within these livelihood contexts.</p> <p style="text-align: right;">Continued over page...</p>
Primary risks	<p>Animals' living and working conditions</p> <p>What's the problem? The living and working conditions of an animal will have the greatest direct effect on its welfare. If an animal doesn't have access to basic health care small wounds, local infections or mild illnesses can become much bigger, more painful problems. Poor diet (including hydration), inadequate housing, rough handling or an overwhelmingly heavy workload can mean animals suffer pain, exhaustion or collapse.</p> <p>What does the Brooke do? We work with communities to make sure that the animal's living and working conditions are the best they can practically be and we provide direct treatment through our vet and animal health teams and/or build-up treatment alternatives in communities.</p> <p style="text-align: right;">Continued over page...</p>
Animal factors	<p>From the animal's point of view</p> <p>What's the problem? An animal may be too young or old to work or too small or weak for certain types of work. Sometimes an animal may have been born with a recognisable physical problem, like a misshapen leg, that may make certain movements difficult or painful.</p> <p>What does the Brooke do? The Brooke discusses with owners what they look for when buying a working animal and the use of specially adapted tools such as "Practice Gap Analysis", which help owners to match the strengths of their animal to the work it can reasonably do.</p>

Animals' living and working conditions

Treatment and disease prevention

What does the Brooke do?

We provide treatment and vaccinations through our vets and animal health teams, and/or we build-up government or private vets, paravets and community based animal health workers' (CBAHWs) ability to do this.

We enable communities (through training and support) to give first aid treatment, arrange vaccinations, apply ointment or change bandages on minor wounds and take action, such as improved grooming, to prevent disease. This approach means problems are prevented and immediate help is on hand for the animals.

Handling

We make sure Brooke staff and animal owners understand equine behaviours and use kind handling techniques. We also encourage care and empathy for their working animals, using novel PRA tools, such as "If I Were A Horse" and "Animal Feelings Analysis".

Workload

We help communities to analyse the effects of work on their animals and reduce work-related welfare problems. This has meant that some communities now set their own limits for how many people can be carried in a horse taxi or a fine will be issued from their local association.

Nutrition

We enable communities to observe and analyse for themselves the effects of different feed combinations on their animals and identify the most beneficial and affordable local foods. We do this by using new PRA tools such as "Analysis of Feeding Practices" and through group savings schemes to enable bulk feed purchasing.

Housing

We work with communities to build, improve and maintain shade and shelter for their working animals. Sometimes we may provide materials, but mainly we just provide guidance – so the community feel responsible and proud to maintain it.



Demands and difficulties for animal owners and their communities

Animal health services – are there available, accessible, acceptable, affordable, quality services?

What's the problem?

Animal health services may not be easy to get to geographically, they may not exist or they may be of a poor quality – for example, farriers may have a poor understanding of how to consistently size shoes or a local veterinary medicine shop may not stock basic treatments suitable for equine animals.

What does the Brooke do?

The Brooke works with local service providers, such as vets, CBAHWs, farriers, feed-sellers, harness and cart makers and medicine shop-keepers, to improve the availability and quality of services for working equine welfare. We also work with animal owners to increase their demand for these services, using specially adapted tools such as "Pair-wise Ranking of Service Providers" and linking groups of owners to service providers who will offer discounted bulk services or resources to the group.

Lifestyle and social pressures

What's the problem?

Bad working practices like overloading or lack of respect for animals can exist simply because that's the way it's always been done or because of peer-pressure.

What does the Brooke do?

The Brooke helps owners and school children to form Equine Welfare Self-help Groups and Animal Clubs, which improve the management and work practices of owners, users and carers through social encouragement and peer-pressure for change.

Life and livelihood priorities

What's the problem?

Often, owners and users have very busy and hard lives trying to earn a basic living and care for their families, households, crops and animals. It can be hard to see their horse or donkey as a priority.

What does the Brooke do?

By helping to set-up equine welfare self-help groups and encouraging them to use simple tools such as "How to Increase the Value of My Animal" and through media such as local radio programmes, the Brooke enables animal owners to really see the full value of their working animal to their household economy, which helps them make more time and care available to their animal.

Tough money choices

What's the problem?

Animal owners will often have to make difficult choices about how to spend the little money they have and this can make providing basic care for their horse or donkey difficult.

What does the Brooke do?

The Brooke works with communities to identify the best and most affordable services for their working animals that they can afford. We do this using adapted PRA tools such as "Cost-Benefit Analysis of Service Providers". This can help them see that paying for certain types of services such as good farriery, can save them money in the long-run, and save their animal pain, whilst still ensuring they take responsibility for their animal. We also reduce costs associated with animal care to individual owners by encouraging equine welfare groups to build their savings and buying power by linking them with affordable suppliers.

Myths, beliefs and traditions

What's the problem?

A range of harmful traditional myths and practices, like nostril slitting (thought to help donkeys breathe better), ground glass rubbed into eyes (to clear cloudy, infected eyes) or ear-amputation (thought to stop tetanus) are widespread, though different myths prevail in different places, and can cause terrible suffering for animals, even though they are well-meant.

What does the Brooke do?

The Brooke works with animal owners and local healers to reduce the use of harmful traditional practices, by showing that they don't work. We do this through practical exercises, education and providing safe alternatives for traditional healers and owners to use.

Knowledge and skills

What's the problem?

Universities and training institutes may not train their students in specialist skills for treating and handling horses and donkeys and there is little equine animal health information available in many local communities. This can mean that animal owners, vets, paravets, animal health workers and farriers may never have been trained in the skills they need to undertake certain treatments for equines – or they may even refuse to treat horses and donkeys.

What does the Brooke do?

The Brooke trains animal owners, vets and paravets, community animal health workers and farriers in equine welfare, health and good management practices. We work with universities and training institutes to improve equine welfare curricula and share our knowledge worldwide through publications and conferences.



General socio-economic, cultural and environmental conditions

What's the problem?

The socio-economic contribution of working horses, donkeys and mules in the developing world is largely unrecognised by organisations, institutions and governments. This means that at a local, national and international level, resources allocated for these animals' welfare are often low and that effective policies, laws and practices are lacking.

Also there are a range of groups and individuals, whose behaviour can negatively impact working animals' living and working conditions. For instance, tourists may unwittingly overload an animal or encourage poor behaviour (e.g. making the animal go faster) from its owner, if they are not well-informed.

What does the Brooke do?

We are increasing recognition of the vital role of working animals in the developing world with governments, institutions and other non-governmental organisations. This increased recognition will help us to ensure a better policy environment for working animals. This can mean influencing governments to invest in veterinary services for horses, donkeys and mules; encouraging international organisations to consider equine welfare as part of their development programmes; and ensuring that changes are made to unfair working practices that are detrimental to equine health, such as limiting loads in brick kilns.

By working collaboratively with other organisations, we can have a louder voice to do this, on behalf of the animals. We can also increase public awareness of equine welfare issues through targeted campaigns and activities, such as the Responsible Tourism for Animals campaign. This campaign highlights a code of conduct that tourists can follow when using equine transport. This type of activity means that individuals can directly contribute to improve working equine welfare.



Simple practical changes can be very effective. In this timber market in Ethiopia donkey owners now unload and rest their animals.

Value: Effective

We are committed to making the most effective use of resources to bring about practical lasting changes.

“Before these educational workshops, we had no awareness of the needs of our animals. Now that has all changed and we now tell people the harm they are doing. I now cannot stand seeing our horses being overloaded at the timber markets when they could be roaming”

Bogale Bayikedagn, donkey handler, Ethiopia

Objective 1

We will ensure that communities and service providers are enabled to improve and sustain optimal welfare for working equine animals both in the short and long term.

We're working *with* communities because that's the most effective way to make a long term positive improvement. The welfare of an animal is not just about its health. It's about making sure that the animal's living and working conditions are the best that they can practically be.

What we have achieved since 2006 and now:

- Expanded our work by more than a third, so that we now reach more than 730,000 animals every year (500,000 in 2006)
- Active in 3 new countries – Ethiopia, Nepal and Senegal and we've undertaken measured expansion in our other countries of operation
- Redefined our welfare assessment tools to make sure we are measuring our impact – and finding the best solutions for animals
- Strengthened our animal welfare and veterinary training internationally – to make sure all our vets and community based animal health workers are able to do their best for working horses and donkeys
- Introduced minimum standards to ensure our work is of quality.

What we aim to have achieved by 2011-2012:

- Expansion into West Africa through pilot projects and increased coverage in our existing countries
- Improved how we share skills and experience between our country programmes, so that we identify the best ways to help animals quickly
- Developed local strategic plans with in-country teams so that we make the most sustainable use of resources over future years
- Delivered a sustainable, long term approach in Jordan, with the local community and authorities taking greater responsibility
- Increased the number of working animals we have an impact on, towards our goal of 2 million by 2016.

A Happy Horse Competition in India. We work with the next generation of horse and donkey owners to improve animal welfare for the long term.

Value: Collaborative
We work in an inclusive and collaborative way.

“My horses work very hard for my family. They are my best friends! I play with them after school and they let me lean on them when I feel tired. I would like to have my own animals one day and I will take good care of them”

Imran, aged 8, Pakistan

Objective 2

We will significantly increase our impact on working equine animal welfare, within and beyond the geographical areas in which we work, through influencing and collaborating with local, national and international institutions.

To make a big difference to animals' lives, we need to improve their living and working conditions and access to health services. To achieve this, we will influence organisations and governments who can allocate resources and develop the policies, laws and practices that will improve welfare for working horses and donkeys, on a large scale.

To support this, the Brooke will work hard to increase recognition of the vital role of working animals in poverty alleviation, livelihoods and the global economy.

What we have achieved since 2006 and now:

- Started strategic alliances with animal welfare and international development organisations and others, so that we can have a louder voice advocating for working animals and sharing precious knowledge and experience
- Participated in a range of scientific, animal welfare and veterinary seminars and conferences, including those of the Food and Agriculture Organisation of the United Nations
- Published 'Bearing a Heavy Burden' report; bringing together research, statistics and insight from politicians, academics and key individuals to highlight the importance of working equines in the developing world.

What we aim to have achieved by 2011-2012:

- Developed a strategic approach to influencing across the Brooke's international family of organisations, so that we speak up for working animals in the most effective way
- Co-ordinated a programme of high profile events advocating for working horses, donkeys and mules, including our conference for international development organisations, 'Alleviating poverty through working equine welfare' and the 6th International Colloquium on Working Equids: 'Learning from others'
- Delivered a range of practical and influential research, reports and guides, including 'Sharing the Load' – a specialist equine welfare manual for community workers in the field and a useful tool to help other organisations include better equine welfare into their work.

Donkeys are a valuable member of the family and need appropriate care and attention. We work with owners and communities to improve nutrition and housing for animals.



Value: Respectful

We are respectful of animals, people, cultures and the environment.

“Shera is calm and allows me to feed him. I also take care of his water and shade and I think he is happy working with me. The Brooke has also shown me how to groom him and clean his hooves”

Arvind, India

Objective 3

We will inspire a diverse range of supporters in order to expand our funding base and increase our income through new, repeat and upgraded support.

The Brooke has been able to increase the number of working horses, donkeys and mules it can reach and the depth of improvement it can make for those animals only because of the support it receives from individuals, groups, businesses, foundations and trusts internationally, but with particular emphasis on the UK, The Netherlands and the USA.

The Brooke’s continued determination to improve the lives of millions of horses, donkeys and mules working in poor communities across the world, means that we are in an investment phase in our fundraising programme. The benefit of this investment is that we will be able to deliver the future income to support our work for animals.

What we have achieved since 2006 and now:

- Increased our income during the global economic downturn thanks to our supporters
- Grown the number of supporters for the cause from 75,000 to 130,000 (globally) and appealed to a wider profile of people of different ages and interests through a diverse range of new campaigns, events and activities
- Increased the number of supporter groups in the UK and internationally
- Significantly increased funding through our sister organisation, Brooke Netherlands and started to establish a new sister organisation, American Friends of the Brooke.

What we aim to have achieved by 2011-2012:

- Increased our global income to £15 million to support our work for animals
- Grown the number of supporters for the cause to 175,000 (globally)
- Explored how we can continue to diversify and sustain our funding, including within our countries of operation
- Continually improved our relationships with our supporters, through excellent supporter service, reporting back on the impact of donations and creative ways to be involved with the cause.

A Brooke Veterinary Officer in Pakistan holds his weekly community educational meetings. Our teams are committed to making equine welfare engaging and inclusive for all.



Value: Passionate

We are an international organisation of passionate and dedicated people, determined to improve the welfare of working horses, donkeys and mules.

“The work we do changes lives and I am proud of all our achievements. To see year on year the marked difference in how communities have improved their approach to animal welfare is heartening”

Dr Ali Tweissi, International Veterinary Clinical Trainer, the Brooke

Objective 4

We will define and promote our brand with pride and passion, making it synonymous with evidence-based improvements in equine welfare, thereby reinforcing our status as a global authority on working equine issues.

Investing in our brand and communications will increase our ability to fund our work and influence others to improve working equine welfare internationally.

The development of an integrated, consistent communications strategy across the Brooke will deliver key benefits for our cause. Individuals and

organisations will trust us with their money, time and support. Institutions will respect our opinion and be influenced to take action on working equine matters. Employees and volunteers across our international organisation will know they are making a real difference, which will lead to increased motivation and effectiveness.

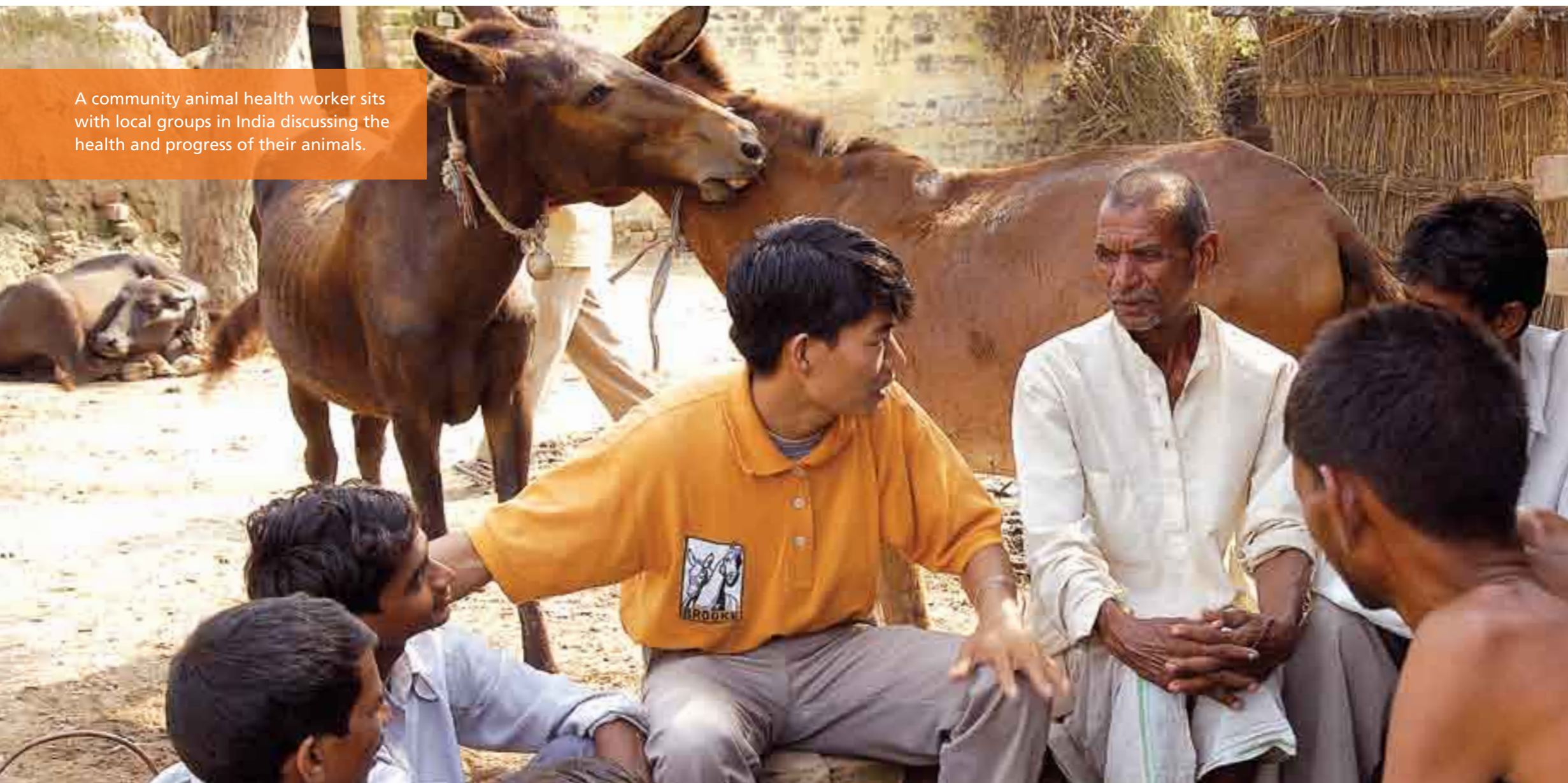
What we have achieved since 2006 and now:

- Significantly increased the number of people aware of the Brooke and its role helping working horses, donkeys and mules
- Diversified our appeal through new campaigns, for example the Help Both campaign, which highlighted the interdependence between working animals and people
- Undertaken innovative, practical communications activities, leading to significant media coverage, for example our Responsible Tourism campaign, which included our tourist code.

What we aim to have achieved by 2011-2012:

- Undertaken research to support our ability to engage and influence key audiences able to contribute to improved equine welfare
- Integrated our communications, influencing and fundraising plans and worked collaboratively, wherever possible, for the most impact
- Improved our employee, volunteer and supporter access to communications skills, content and tools that have motivated and enabled them to articulate our mission effectively in their work and personal networks
- Ensured in-country operations are effectively resourced to deliver a consistent approach to communications
- Improved how we communicate the impact of our work.

A community animal health worker sits with local groups in India discussing the health and progress of their animals.



Value: Accountable

We strive to be accountable and transparent throughout our work.

“Accountability means that we always strive to do our best for the animal. We aim to learn from experience and do even better. While animal welfare remains the primary focus, striving to do the best also requires us to balance the considerations of the communities who own animals and those who fund the Brooke’s work”

John Harvey, Senior Veterinary Adviser, the Brooke

Objective 5

We will develop as an international organisation with strong accountability, working effectively and making the best use of knowledge, expertise and resources.

Investing in the strength, effectiveness and accountability of the Brooke, across our international network, will mean that we can better achieve our mission.

All members of the Brooke family of organisations contribute to the Brooke’s overall success. We are committed to working together

to achieve our mission. Effective systems for accountability, information management and good governance will help to ensure we are making the most of limited resources, as will developing highly motivated staff teams, who have the right skills and leadership, across all areas of our work.

What we have achieved since 2006 and now:

- Defined a shared vision, mission and goal
- Created an effective platform for sharing ideas, experience and decisions through improved information management systems and the development of our senior management team
- Improved our use of information technology, helping to speed up our work
- Developed and implemented human resource policies across the Brooke family of organisations
- Implemented business continuity systems that will minimise any potential disruption to our services for working animals
- Integrated the Brooke’s risk register into our planning process and progressed our financial and clinical audits.

What we aim to have achieved by 2011-2012:

- Enhanced our international governance structure and our framework of organisational accountability, so employees, supporters and others have increased confidence
- Built information technology capacity across the global Brooke organisation to increase efficiency, improve our reporting and share our work
- Completed our policy framework ensuring we promote high standards across all our activities, especially our work with animals and communities
- Developed our approach to learning and development to enhance skills and understanding of our managers and teams.

Where we work

We currently work in eleven countries across Africa, Asia and Latin America.

Over the next two years we will gradually expand into new countries in Africa, setting up pilot projects first and then building on these.

Our small grants initiative will also mean that equine welfare projects will be funded in other new countries. More details about how organisations can apply for these grants can be found at:

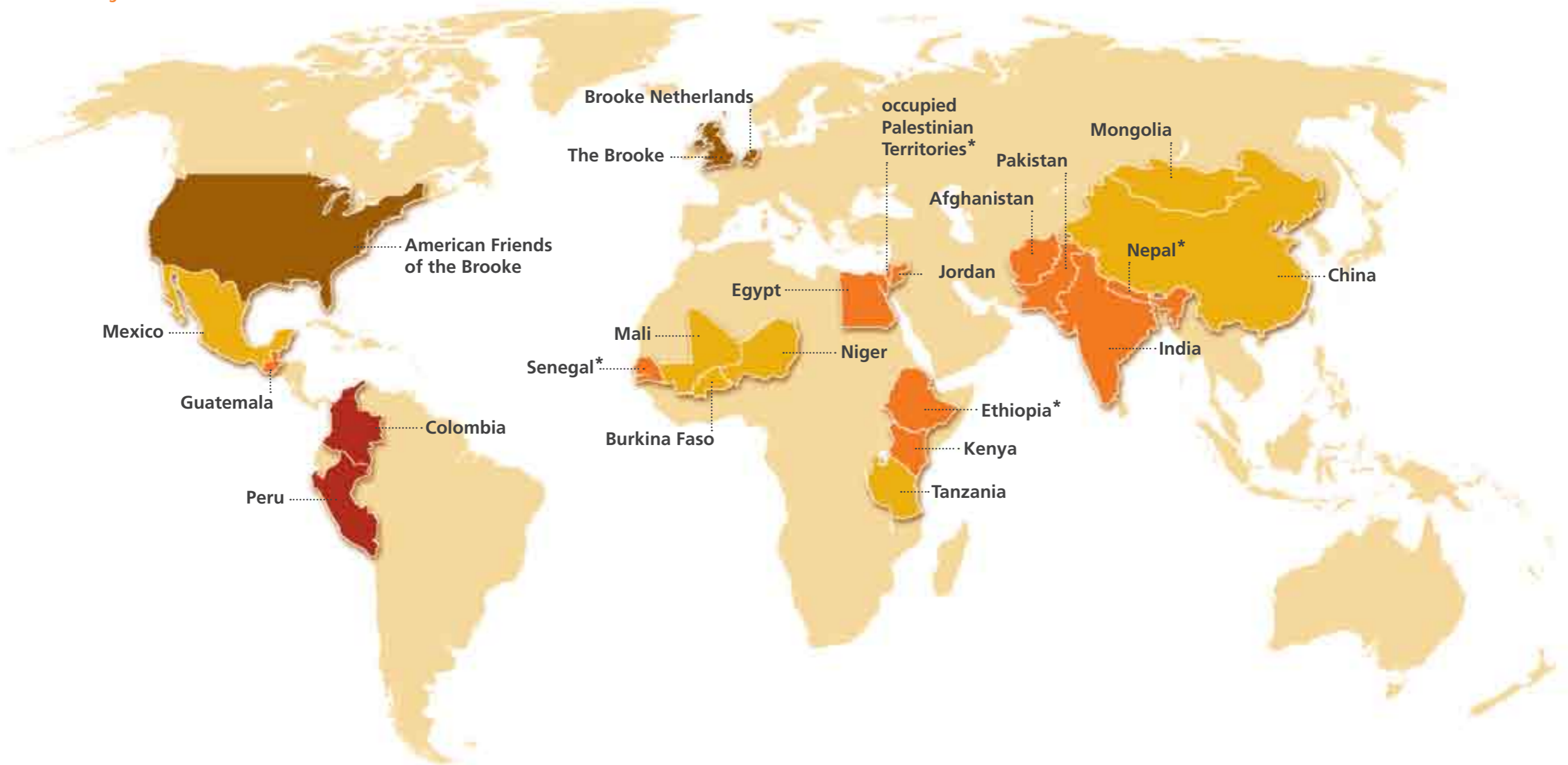
www.thebrooke.org

Key

- **Where the Brooke works in 2010**
**Countries we have started working in since 2006*
- **Countries considered potential areas of operation**
- **Projects funded under Small Initiatives Fund (SIF)**
- **The Brooke, Brooke Netherlands and American Friends of the Brooke**

Working with partners

- Afghanistan:** Dutch Committee for Afghanistan (DCA)
- Ethiopia:** Organisation for Relief and Development in Amhara and Send a Cow
- Guatemala:** Equinos Sanos para el Pueblo and Conrado de la Cruz
- India:** Action for Women and Rural Development (Uttar Pradesh), Arthik Vikas Evam Jan Kalyan Sanstha (Uttar Pradesh), Blue Cross (Andhra Pradesh), Grameen Evam Krishi Vikas, Help in Suffering (Rajasthan), New Public School Samiti (Uttar Pradesh), Sarvodaya Ashram (Uttar Pradesh) and Shramik Bharti (Uttar Pradesh)
- Kenya:** Kenya Network for Dissemination of Agricultural Technologies and Practical Action
- Nepal:** Animal Health Training and Consultancy Services
- occupied Palestinian Territories:** Agricultural Development Associations (PARC)
- Pakistan:** Sind Rural Support Organization (SRSO), Sarhad Rural Support Programme (SRSP), Punjab Rural Support Programme (PRSP), University of Faisalabad (UAF), Livestock and Fisheries Department (Govt. of Sind)
- Senegal:** Agronomes et Vétérinaires Sans Frontières (ASVF)



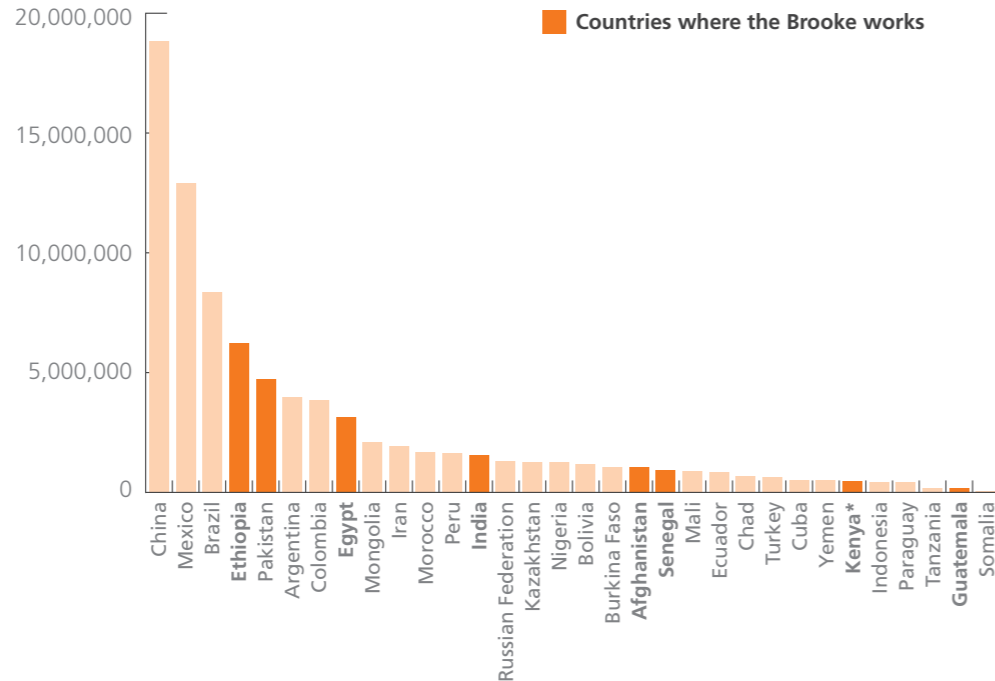
Where we work

How we choose where to work

The Brooke has a number of criteria that help us decide which countries we should work in to effectively help the most working horses, donkeys and mules in the greatest need. Countries with:

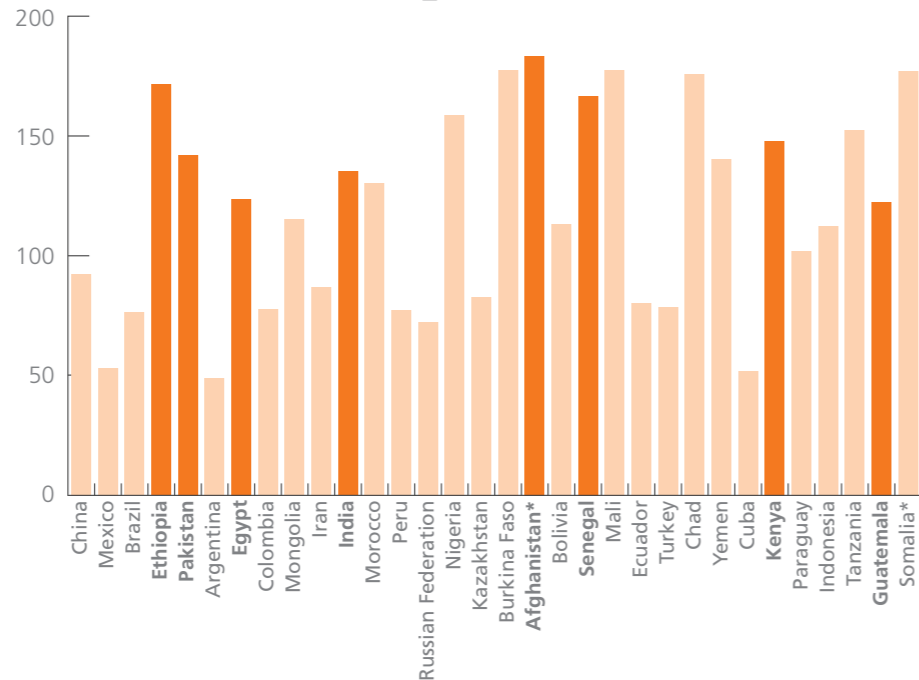
- High number of working horses, donkeys and mules
- High concentration of working horses, donkeys and mules
- High levels of human poverty (using United Nation's Human Development Index)
- Potential partner organisations
- Adequate security so that we can be effective.

Number of equines (donkeys, mules, horses) by country



Source: www.faostat.fao.org
* Brooke estimate

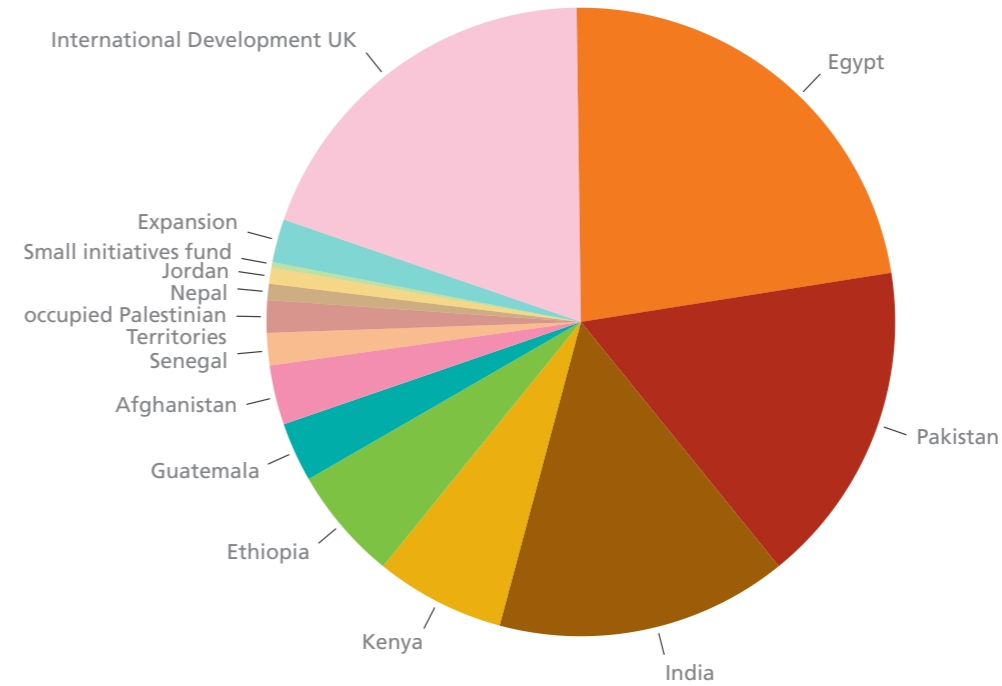
Human Development Index (UNDP, 2009)



Source: United Nations Development Programme 2009.
* Brooke estimate
The lower the Human Development Index score, the more developed the country.

Facts and figures

Our operational programmes – total expenditure £10 million



This section illustrates our charitable expenditure by country or activity and how our 'reach' has grown since 2006 (animals and people).

What does this mean?

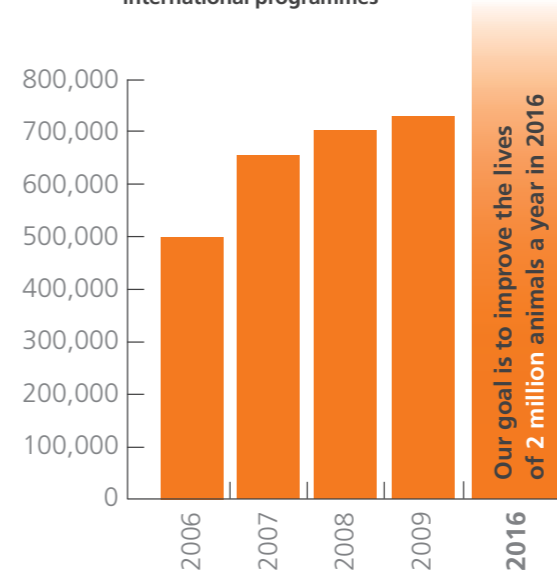
International Development UK: This is for the Brooke's animal welfare (research and training), monitoring and programme advisory teams and the work undertaken by them in the UK and internationally.

Expansion: These funds are to allow us to set-up pilot projects or investigate new areas.

Figures based on our plans for 2010/11

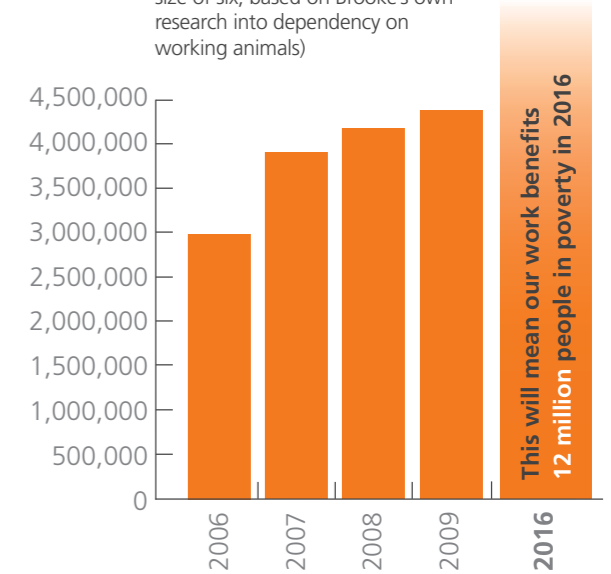
Our target: Reaching animals and people

Working horses, donkeys and mules reached by our international programmes



Our goal is to improve the lives of 2 million animals a year in 2016

Number of people dependent on these animals (average family size of six, based on Brooke's own research into dependency on working animals)



This will mean our work benefits 12 million people in poverty in 2016



In Ethiopia a donkey is a valuable member of the family.

Looking to the future

Our people

People are essential to the Brooke's success. It is only through the passionate commitment of the Brooke's employees, supporters, volunteers and Trustees that it can continue to deliver its plans to improve the welfare of working horses, donkeys and mules.

Our challenge

- 100 million working horses, donkeys and mules are essential to the livelihoods of an estimated 600 million people in the developing world

- More than half of these animals suffer malnutrition, exhaustion, disease and injury in the course of their working lives.

The future – your help

The Brooke is determined to help millions more animals and in turn, the poor people who rely on them. We know that we can rely on our dedicated supporters, volunteers, employees and partners to step up to meet that challenge. The Brooke invites individuals, groups and organisations, who can make a difference to the lives of working equine animals to join us.

Our ethos


- We are working equine welfare specialists.
- We assess our performance by the outcomes for the animals.
- We define animal welfare in terms of the five freedoms.
- We believe that self reliance produces the best long term outcome and will try to ensure a suffering animal whose owner cannot afford treatment still receives it.
- We will recommend euthanasia for animals who could not reasonably return to working lives. We will work together with the owners so that the suffering of the animal is not prolonged.
- We will lead by example, maintaining, developing and openly communicating our expertise with others.



Five freedoms* – the basics that any animal should get

1. **Freedom from Hunger and Thirst** - by ready access to fresh water and a diet to maintain full health and vigour.
2. **Freedom from Discomfort** - by providing an appropriate environment including shelter and a comfortable resting area.
3. **Freedom from Pain, Injury or Disease** - by prevention or rapid diagnosis and treatment.
4. **Freedom to Express Normal Behaviour** - by providing sufficient space, proper facilities and company of the animal's own kind.
5. **Freedom from Fear and Distress** - by ensuring conditions and treatment which avoid mental suffering.

* <http://www.fawc.org.uk/freedoms.htm>



“We know that for the whole world it might be only a donkey, horse or mule but for the poor owner it is the whole world”

Ganesh Pandey, Convener, India

A boy stands proudly with his two horses which are used to help his family make a living by transporting tourists around the Pyramids in Egypt.

www.thebrooke.org

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