A MESSAGE FROM OUR CHAIR

Thank you for expressing an interest in joining Brooke's board. It is an exciting time to join our wonderful charity.

Brooke is an international animal welfare organisation dedicated to improving the lives of working horses, donkeys and mules and the communities that depend on them. Working across South Asia, Africa and Central America we reach over 1.7 million animals and 1.1 million owners annually, with millions more benefiting as our work ripples through whole communities and countries. With more than 600 staff members across the globe, the Brooke team includes vets, animal welfare experts, human behaviour change practitioners and development specialists.

Brooke's work is unique in that it transforms the lives of animals and people. Working equines are the engines that power the developing world as they transport people, food, water and goods, and labour in arduous industries such as coal mines and brick kilns. It is estimated that 100 million working equines support around 600 million people, nearly 10% of the world’s population. However, millions of these animals suffer due to the scale of their workloads and inadequate care and services. Our charitable activities, therefore, not only improve the lives of animals, they also contribute to improvements in the livelihood of owners and their families.

We have recently completed a new global strategy which we hope will enable us to have greater impact than ever before. Built on the three pillars of transforming equid welfare in communities, building sustainable animal health systems, and advocating for lasting change, our ambition is only matched by our commitment to advance our mission.

In our new strategy we have amended our vision to reflect that whilst the eradication of suffering is essential, and core to what we do, we also want a world where working equines can have a life worth living. Our mission has also evolved to explicitly recognise that improving the welfare of working equids is central to human and economic development in the communities that depend on them.

Brooke is seeking to attract two new board members who will use their skills, experience and expertise to make a real difference to our well respected and growing charity. Brooke's board is diversely talented, highly engaged and united in its purpose. It works closely with the Chief Executive and senior leadership team to ensure Brooke effectively delivers its inspiring mission and is governed to the highest standards. You will possess strategic vision, strong business acumen and a passion to support working equines and their owners and families around the world.

If you find yourself inspired by our work, and believe you have the skills, experiences and attributes to help shape Brooke’s future, we would love to hear from you. We are particularly keen to hear from people with the following backgrounds:

- Fundraising knowledge, preferably in an international development context, with a particular understanding of the restricted income market (institutional, corporate, foundations and trusts)
- Animal welfare or veterinary experience in equine health domestically or internationally
- Senior leadership in an international charity context.
- Digital leadership experience where digital technologies or digital marketing are central to an organisation's strategy.

This is an extraordinary opportunity to make a positive and lasting sustainable improvement, not only to the lives of animals but also to the communities in which they work. If you share our vision and values, and you have the exceptional leadership skills needed to contribute to our board, please get in touch.

Kirsty Hayes
Who we are and what we believe

We are Brooke, an international animal welfare organization which for over 80 years has been working tirelessly to improve the lives of working horses, donkeys and mules and the people that need them.

Our vision is of a world in which working horses, donkeys and mules are free from suffering and have a life worth living.

Our mission is to achieve immediate and lasting positive change to the lives of working horses, donkeys and mules and the communities that depend on them.

Our values: We are proud to be Brooke. We are resourceful, share new ideas and help each other succeed. Together we make change happen.

Our beliefs

- We believe all animals deserve dignity, respect and compassion. We understand the relationship and partnerships between working horses, donkeys and mules and the people that depend on them.
- We believe a kinder, more compassionate world is possible which truly recognizes and values the interdependence between animals, humans and the environment.
- We believe that good animal welfare starts with people. We recognise that in order to achieve change at scale we need to inspire compassion in others.
- We believe that for positive change to be sustainable then people need to have the capability, motivation and opportunity to realise progress.
- We believe that by improving the welfare of working equids we also contribute towards building resilient and thriving communities and a fairer, more just, world.

Our organisation

Brooke (and our affiliates) employs around 600 staff world-wide, including veterinary surgeons, community animal health workers and development specialists. Our networks include Brooke teams in India, Pakistan, Egypt, East Africa, Ethiopia, West Africa and Nicaragua, and partner operations in Afghanistan, Nepal, and Guatemala. Additionally, Brooke Netherlands and Brooke USA raise awareness about working equine animal welfare and raise vital funds for Brooke's programmes. Brooke's international office is based in the UK and Brooke is a Charity registered in England and Wales.

Brooke's Board comprises of a diverse group of talents that include established business people, leaders in functional disciplines and technical experts. The board is composed of 12 Trustees and is Chaired by Kirsty Hayes, British Ambassador to Argentina, who will take up this post in September 2021.

Awareness of Brooke's work has been growing as has our support. In 2021 our total income was over £20m with a mix of 80% unrestricted funding and 20% restricted funding.
The challenge and how we work

Over 100 million working horses, donkeys and mules provide invaluable support to daily life for an estimated 600 million people in the poorest places in the world. Working equids often suffer abuse and neglect and can toil in unimaginably difficult conditions. They are often overlooked and their plight ‘invisible’.

In 2021 the world is emerging from a global pandemic. A pandemic that has disproportionately affected the vulnerable. But this global pandemic is only one of a series of day to day climatic shocks, disasters and emergencies that many people and their animals around the world face. With the climate emergency looming large, concerted and coordinated global and local action is needed to build the resilience of rural and urban communities. Working animals are part of the ‘building back better’ equation.

The global pandemic has also shone a spotlight on zoonotic diseases – the transmission of disease between animals and humans which are on the increase. We are calling for a world where animal welfare and health is higher up on the global political agenda as a way to protect and safeguard the future of humanity and the environment.

Yet for many communities in developing countries they are faced with inadequate animal health systems. A lack of trained animal health professionals and access to clinics and treatments means animals suffer needlessly and their owners are prevented from providing the treatment they so desperately need. Building sustainable animal health systems must be a priority for world leaders.

Recognised by the UN Committee of Food Security as ‘working livestock’, equids are critical to peoples’ livelihoods and resilience. They are a vital but often unnoticed part of the rural economy playing an importance part in cultivating crops, carrying goods to market, fetching and carrying water to livestock and people. Yet despite this local, national and international policy making disregard the role and contribution of working equids. Inadequate protection and positive welfare laws are often missing or not enforced. Working equids need to be visible and included to ensure their needs are met but also so their vital contribution to social and economic development is recognised and protected.
In the urban economy working horses, donkeys and mules are a vital livelihood support to people working in industry, transport and services such as waste collection. In simple terms, ownership of a healthy working equine supports people’s lives and wellbeing.

Many of the communities with whom we work live precarious lives with limited or no safety nets. The sickness or loss of their working equines can result in whole families being thrown into even deeper poverty. Often resulting in women and children picking up the work (such as fetching and carrying water) that their donkeys carried out. When communities make positive change the effects are significant for animals and people. To realise this change, it is essential that communities have the capability, motivation and opportunity to improve the welfare of working equids.

Delivering real and lasting change for working donkeys, horses and mules requires a multi-level and integrated response. We understand through decades of work that long-lasting change is derived from building local capacity (systems, skills, knowledge) as we simply cannot nor should not do everything ourselves. To succeed, lasting change needs to be embedded in community infrastructure, attitudes, behaviours and laws. Whilst we will never walk away from an animal who is suffering, and provide emergency assistance when necessary, we must strive to ensure poor animal welfare does not occur in the first place.

In order to sustainably improve equine welfare we recognise the complex interaction between the equine, the equine owning communities, and the system within which they co-exist. Our approach combines working in communities with work with policy makers bringing the two together when we can. It seeks to build health systems as well as individual skills, knowledge and behaviours. If we can get the combinations right, with programmes that are context specific, we can move forward the day when all working equids have the chance of a life worth living.
The Role

"Trustees have independent control over, and legal responsibility for, a charity's management and administration... Trusteehip can be rewarding for many reasons - from a sense of making a difference to the charitable cause, to new experiences and relationships. It's also likely to be demanding of your time, skills, knowledge and abilities. Being aware of the duties and responsibilities will help you carry out your role in a way that not only serves your charity well but also gives you confidence that you will be complying with key requirements of the law." The essential trustee: what you need to know, what you need to do (CC3). Charity Commission, 2018.

Brooke is seeking exceptional individuals to join our board who have the following experiences, qualities and skills:

- A track record of successful organisational and strategic leadership and the good judgement that goes with that.
- A strong understanding and acceptance of the legal duties, liabilities and responsibilities of Trustees and clear on the difference between governance functions and management functions.
- Ability to speak one's mind, challenge constructively and the confidence to engage and contribute in areas outside your specialism.
- Excellent communication and interpersonal skills, able to both empower and challenge supportively.
- Ability to work well as part of a diverse team of Trustees and in support of the Executive Team.
- An ability and willingness to represent Brooke in an ambassadorial capacity.
- A passion for the welfare of working animals and the poor communities they serve.

Principal Duties

Each Trustee should work with other Trustees and senior staff to:

- Establish, develop and promote the Brooke's vision, principles, strategic aims and objectives
- Ensure that policies, operations and priorities are in keeping with the aims of the Brooke
- Monitor and review the Brooke's performance against the strategic aims and ensure that all activities fall within the Charity's stated objects and that it is carrying out its purposes for the public benefit
- Monitor and assess performance for the Brooke's key activities, and the long term outcomes and impact of the Brooke's work
- Ensure that the Brooke functions within the legal, risk and regulatory framework of UK charity law and strives to achieve best practice in governance
- Ensure the effective and efficient administration of the Brooke and in particular the performance of the Chief Executive
- Ensure the financial stability of the Brooke and manage its resources responsibly
- Uphold the fiduciary duty invested in the position, undertaking duties in the best interests of the Brooke
- Monitor significant changes in the external environment and ensure an appropriate response.

Main Tasks

Strategy

- Take part in formulating and regularly reviewing the Brooke's strategic aims and objectives
- Contribute where appropriate specific skills, knowledge and experience in support of the Brooke's international operations and UK fundraising, financial and administrative activities.

Policy

- Be adequately informed about the work of the Brooke Play an active part in ensuring that the Board of Trustees exercises its responsibilities and fulfils its functions
- In any discussion or communication with third parties, adhere to the Trustee Board's decision and the Brooke's policies and safeguard the good name and values of the Brooke.
Practice

- Regularly attend and adequately prepare for meetings of the Trustee Board and any Committees and Away Days. Periodically visit the Brooke's international operations where possible.
- Participate in seminars offered for the benefit of Trustees and undertake training
- As appropriate, promote awareness of the Brooke to third parties
- Perform such other tasks as may be requested from time to time by the Board of Trustees, the Chair or the Chief Executive
- Respect and observe in practice the distinction between the duties of Trustees and those of senior staff

Time commitment

The total time commitment required of a trustee is currently likely to equate to approximately 10 – 12 days per annum. This will include:

- Preparing for and participating in the four Board meetings
- Serving on one other committee which includes finance, commercial, remuneration committees.
- Supporting directors in certain projects, initiatives or areas in which they have specialist skills, knowledge or experience.

Term of Appointment

Trustees are appointed for a term of 4 years with the option of a second term and scope for a further term of one year to meet specific organisational needs, as defined and agreed by the Board and where it is felt that a suitable and timely external appointment might not be possible.

The roles are unpaid but reasonable expenses are reimbursed.

How to apply

Please forward your CV and a covering letter, expressing why you are interested and how you meet our requirements, to: Fiona.Stevenson@thebrooke.org

The closing date for applications is Thursday, 10 June, 2021.