Creating a world where working animals are free from suffering.

We’re delighted to present to you Brooke’s new 2025 strategy – ‘A Life Worth Living’. This strategy builds on the tradition, heritage and outstanding work that Brooke has achieved since 1934. But it also marks a bold, new level of ambition for the future of working horses, donkeys and mules and those who depend on them.

All too often these animals are forgotten – their suffering neither seen nor heard. This must change. We must recognise the immense and critical part they play in the sustainable development of some of the world’s poorest countries.

In our new strategy we have evolved our vision as we want more for working equids than just the eradication of suffering.

Our mission has also evolved, recognising that the improvement of working equids’ welfare is central to human and economic development in the communities that depend on them. The welfare of some of the world’s poorest communities and the welfare of working equids are intrinsically linked, and our programmes will reflect this approach to ‘One Health’ and ‘One Welfare’.

Three ambitious change goals

Over the next few years, we want to reach and improve the lives of more animals and their communities than ever before – and we’re focused on three goals that we believe can get us there.

1. Transforming equine welfare in communities
2. Increasing the visibility and inclusion of working equids
3. Strengthening sustainable animal health systems

To do this, we will embrace an integrated approach that is rooted in evidence and research.

Partnerships and collaboration will be key, working with other actors and governments within animal welfare and international development communities to implement holistic solutions at scale.

Advocacy and campaigning will also be central to ensuring laws, policies and practices reflect lasting change.

And improving the skills, knowledge and capacity of communities and animal health practitioners will be the bedrock of sustainable progress.

Change from the inside out

To enable this ambitious agenda, we will also evolve as an organisation. We’ll work in a more agile fashion, always learning and adapting as the situation demands. Our culture will be modern, dynamic and inclusive; recognising the contribution of everyone whatever their role.

We will also foster even deeper relationships with our amazing supporters and seek to attract new audiences to our growing movement. We will be the home for anyone who cares about animals and people.

Chris Wainwright
Chief Executive

Kirsty Hayes
Chair of the Board of Trustees

I hope you enjoy reading more about our strategy – your support will be vital in its success. Join our movement for change and together we can help communities prosper and create a world where all working horses, donkeys and mules truly have a life worth living.
An international animal welfare organisation, which has been working tirelessly to improve the lives of working horses, donkeys and mules and the people that need them, for over 80 years.

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.

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 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, 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.

Physical and functional domains:
- Nutrition
- Health
- Environment
- Behaviour
- Mental state

Affective experience domains:
- Positive
- Negative

Animal welfare status: 4

Animal welfare is at the heart of who we are, what we believe, and what we do. We draw on the research and evidence that demonstrates that the physical and emotional welfare of animals is impacted by the environment, human attitudes and practices, and available resources.

Our approach for animal welfare is based on the five domains – nutrition, health, environment, behaviour, mental state and includes consideration of the lifetime experiences of an animal. This is why we have amended our vision to go beyond the mere avoidance of suffering. We want a positive state and existence for working equids — a healthy, happy life.

<table>
<thead>
<tr>
<th>DOMAIN 1: Nutrition</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good quality food and water</td>
<td>Restricted food/water intake</td>
<td></td>
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<table>
<thead>
<tr>
<th>DOMAIN 2: Health</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Injury free</td>
<td>Acute or chronic injury</td>
<td></td>
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<table>
<thead>
<tr>
<th>DOMAIN 3: Environment</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh air</td>
<td>Smells of excrement</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>DOMAIN 4: Behaviour</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Able to explore and exercise</td>
<td>Restricted space</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>DOMAIN 5: Mental State</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rewarding engagement with exploration and exercise</td>
<td>Boredom, frustration</td>
<td></td>
</tr>
</tbody>
</table>

We are Brooke

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

We believe that working horses, donkeys and mules are free from suffering and have a life worth living.
Making a difference...

During the last strategic period, our actions made an immediate and lasting difference to working equids and their owners. Examples include:

Focus on farriery

In 2020 the donkey skin crisis reached tipping point in the region around Kenya, where the number of donkeys being slaughtered had dramatically increased. Working closely with Kenya community groups, we amplified their voice at the highest levels of government and succeeded in securing a country ban on donkey slaughter in Kenya (see left image). Before Brooke came here, every other day the equids in the region were subjected to inhumane and unregulated practices. Problems such as wounds and tetanus were rampant, and even dangerous diseases such as Surra are seen much less. Before Brooke came here, every other day the equids in the region were subjected to inhumane and unregulated practices. Problems such as wounds and tetanus were rampant, and even dangerous diseases such as Surra are seen much less. Before Brooke came here, every other day the equids in the region were subjected to inhumane and unregulated practices. Problems such as wounds and tetanus are rampant, and even dangerous diseases such as Surra are seen much less.

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We believe that Brooke is unique in its holistic approach to improving the lives of working horses, donkeys and mules and the people that depend on them. Our programmes are context specific and embrace a variety of approaches within a strategic framework. These are guided by our theory of change which outlines how sustainable improvement to equine welfare happens. Our global framework with local flexibility means that the people on the ground develop the approaches which best meet the needs of their context. And our global approach on core issues means there are consistent practices developed wherever we have a presence.

We understand through decades of work, that long-lasting change is derived from building local capacity (systems, skills, knowledge) as we simply cannot and 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 never fail to provide emergency assistance when necessary, we must strive to ensure poor animal welfare does not occur in the first place. Prevention, therefore, is the key to real and lasting change.

Responding to crisis

Covid-19 saw Brooke quickly adapt its work to meet urgent, unprecedented need. We used technology to support paravets in the field, provided emergency assistance when necessary, and developed medical intervention to address equid suffering.

Our 2025 Global Strategy

In this next strategic period, we aim to reach and impact more of the 100 million working equids in the world than ever before – both directly and indirectly.

We have three strategic change goals that will be delivered through six approaches and supported by three enabling organisational goals.

All are interconnected and complementary and will be prioritised and resourced according to context to deliver maximum impact.

**GOAL 1**
Transforming equid welfare in communities

**GOAL 2**
Increasing the visibility and inclusion of working equids

**GOAL 3**
Developing sustainable animal health systems

**OUR VISION**
A world in which working horses, donkeys and mules are free from suffering and have a life worth living

**OUR STRATEGIC CHANGE GOALS**

**Systems and capability strengthening**

**Participatory community engagement and development**

**Partnerships and collaboration**

**Campaigning and advocacy**

**Disasters and emergencies preparedness and response**

**Evidence and research**

**DELIVERED THROUGH INTEGRATED, COMPLEMENTARY APPROACHES**

**BUILDING A MOVEMENT OF CHANGE**

**DEVELOPING AN ORGANISATION FIT FOR THE FUTURE**

**CREATING THE BEST PLACE TO WORK AND SUCCEED**

**OUR ORGANISATIONAL GOALS**

**GUIDED BY OUR VALUES**
We are proud to be Brooke. We are resourceful, share new ideas and help each other succeed. Together we make change happen.
Brooke recognises the huge interdependencies of equines and the communities that depend on them. Working with, and in, over 7,000 communities worldwide, our holistic ‘One Welfare’ approach helps us to overcome the greatest barriers and root causes of poor equine welfare and deliver lasting change.

How we’ll do this:

- **Support the set up of equine welfare groups which build and encourage positive equine welfare behaviours both in and outside the community.** For example through savings, loans and grants schemes, in order to problem solving and alleviating basic needs costs. A short film about a women’s equine welfare group can be seen here: https://www.youtube.com/watch?v=8VQ4ZbPZ90k
- **Educate children on animal welfare, through initiatives like Donkey Care Clubs.**
- **Provide direct support such as emergency veterinary and feeding when required to prevent immediate suffering.**
- **Build welfare and water schemes providing water for animals and communities and multi-purpose animal shelters.**
- **Ensure the provision of climate neutral animal food and feed.**
- **Support effective community emergency preparedness and disease response.**
- **Influence local animal health and welfare policy.**
- **Scale up our work and integrate equine welfare into key stakeholder and partner programmes.**

Looking forward – our areas of focus

Our plan for the next strategic period is multi-faceted and embraces a variety of approaches. It’s based on building trust and credibility through our track record.

Empowering Communities

We will empower change by tackling the root causes of poor equine welfare – ensuring working animals are motivated and able to better look after their animals, by removing barriers to welfare improvements, or no services exist, we will

- **Influence local animal health and welfare policy.**
- **Support effective community emergency preparedness and disease response.**
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Medical care

We will work to establish situations where owners always have access to quality, affordable and timely medical care for their equines, care which is embedded into a sustainable and inclusive health system for the benefit of all. Where severe poverty is a barrier to welfare improvements, in no service exists, we will continue to explore alternative models such as the Donkey Skins Campaign where poor health and feeding when required to prevent immediate suffering.

Impact

As well as measuring impact on equines, we will demonstrate how our work – and having productive healthy working equids – contributes to poverty, economic and social well-being. Thus, the contribution of healthy working equids to country economies. 

Where there are opportunities, we will work to set up new projects by integrating equine welfare into existing programmes, as well as governments. Through our advocacy and campaigning work, we will deliver impact at scale. We will engage the public in our efforts to highlight campaigns, like the Donkey Skins Campaign where the value of all public communication to these messages.
Increasing the visibility and inclusion of working equids – making sure their needs are covered in policy and practices at all levels

**GOAL**

2

**Focus: Disaster and emergency**

In recognition of the increase in disasters globally, we will advocate to ensure the needs of working animals are integrated into international and national emergency and disaster response protocols.

Working with Governments and humanitarian actors, we will ensure an awareness and understanding of the value and importance of the protection of animals as intrinsic to community resilience when preparing for and responding to a disaster. 


**Focus: Action for Animal Health**

Global animal health systems are vital to keeping animals healthy and in positive welfare states, as well as preventing disease outbreaks, some of which have the potential to spill over and infect humans.

In the wake of a global pandemic, we will call for urgent action to be taken to strengthen animal health systems and help prevent another pandemic.

We will scale up our integrated Action for Animal Health Coalition campaign and alliance, which we started in 2020 with a cross-section of organizations to advocate for change at the highest levels.

See more - watch video at actionforanimalhealth.org

We’re having a direct and sustainable positive impact on the lives of about 1.3 million equids through our community development programmes, but many more benefit from the work we do to integrate working animal welfare into global, regional, national and local priorities and policies.

Scaling up what we know works at the local level amplifies our impact. We work with governments directly and through regional, national and international partners and organizations to integrate animal welfare positions, which include working horses, donkeys and mules, and work with other development agencies where those issues are relevant.

We campaign on issues to drive change.

Looking forward

- We will communicate globally on a small number of critical animal welfare issues including, importantly, the donkey skin crisis. 
- We will work with National and Provincial Governments to ensure that Animal Welfare laws and by-laws are put into relevant legislation and that they are enforced appropriately. 
- We will build on our success, working with others where relevant, to make the case for and integrate working animal welfare into important global, regional, national and local priorities.
- We will work to influence key strategic partners to embed working animals into community development, livelihoods, farm systems etc.
- We will continue to focus on different improvements in exploitative industries including brick kilns. 
- We will campaign on issues such as antimicrobial resistance and zoonotic diseases.

Globally

- We’ve influenced the United Nations’ Sustainable Development agenda, the UN Food Security Committee, new recognition working equids as critical troopers, livelihoods and resilience. We also work with governments, donors and multilateral and in the UN’s Sustainable Development Goals (SDGs).
- We also engaged with the G7 to ensure animal health was recognized as part of One Health efforts in 2021. G7 Dermamarrakech. See https://www.thebrooke.org/news/animals-play-crucial-role-human-livelihoods-central-america-they-must-be-included-disaster

Regionally and nationally

- Our global campaign to ban the donkey skin trade has helped drive national and regional bans. 
- We have been able to change by-laws such as banning whipping, which has an immediate impact in its areas of jurisdiction.

Locally

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See more - watch video at actionforanimalhealth.org
Develop sustainable animal health systems – meeting both the immediate and future needs of working horses, donkeys and mules

Strong animal health systems are critical to the health and welfare of animals. They also play a critical part in reducing the likelihood of disease transmission between people and animals in a world where they mingle — and the risk of antimicrobial resistance — is ever increasing.

During the pandemic, we were able to step in to provide emergency medical treatment where no services exist and mentoring of more animal health workers, so affordable, quality treatment is available in as many communities as possible. We will target and prioritise support to communities as well as creating community demand for these services.

During the strategic period, we will aim to scale up and integrate good practice into bodies responsible for animal health systems at every level — and with legal frameworks and evidence of results, enable systems and tools to be effective, but we will also influence the allocation of investment and attainment at the highest levels.

We will use our influence to scale up UK vocational training programmes in support of veterinarians and non-veterinary animal health practitioners, developing the skills and knowledge they need to work at the heart of our planning.

We will inspire and mobilise supporters around shared values, building a sense of movement and shared purpose. We will work to develop appropriate animal health systems at every level — and through supporting telemedicine. This digital approach will further deepen our impact over the next few years enabling our reach to go wider and deeper.

Our Animal Health Systems Mentoring Framework is also being integrated into government systems and university curricula; helping to provide high standards in animal health and welfare training for generations to come.

During the last strategic period we trained and mentored over 5,000 animal health service providers including vets, paravets and farriers. Each of these animal health practitioners will go on to help far more animals than we could alone; they also play a critical part in reducing the likelihood of disease transmission between people and animals in a world where they mingle — and the risk of antimicrobial resistance — is ever increasing.

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• One Health – utilising our convening power, leverage and traction with global stakeholders.
• Disease detection and management.
• Improve access to essential medicines and vaccines.

Looking forward

We will develop an appropriate animal health systems at every level — and with stakeholders across all levels of animal health systems (e.g. vets curricula).

We will support further improvements in Animal Health Systems at the highest level, ensuring relevance with global decision makers.

We will continue to provide direct support and advice to workers and institutions in the animal sector as how to ensure our approach is effective, but we will also influence the allocation of investment and attainment at the highest levels.

We will build on our flexible animal health systems and fantasy existing programmes in support of veterinarians and non-veterinary animal health workers, so affordable, quality treatment is available in as many communities as possible.

We will step in to provide emergency medical treatment where no services exist and influence the most change.

We will target and prioritise support across these pillars according to local demand, so affordable, quality treatment is available in as many communities as possible.

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Our approaches

To be able to reach as many equids as possible and truly deliver on our three strategic change goals by 2025, we’ve created a set of six integrated, complementary approaches.

1. Systems and capability strengthening

We work at a systems level, understanding the enabling environment, key actors, targeting areas where we have greatest leverage to embed and scale up positive systemic change. This includes skills and knowledge transfer where these are identified barriers – e.g. to strengthen the capability of animal service providers, partner organisations and communities.

2. Participatory community engagement and development

We adopt participatory community engagement and development techniques outlined in our flagship online platform ‘Communities for Animals’ to support behaviour change. We adopt needs-based and participatory techniques to create an enabling environment for – and to embed – sustainable behaviour change – which will improve wellbeing of working equids and also support the people around them. We will measure the impact on equids and gain a good understanding of the impact on the women and men around them.

3. Campaigning and advocacy

We campaign and advocate to shape and enhance policy and practice, increasing engagement, profile and impact. We influence others to include equids (or animals) in their policies, programmes or priorities. We influence global agendas, boost country advocacy, we join up across teams and remotely on a small number of key issues that resonate with – and can be amplified by – supporters or key stakeholders.

4. Disasters and emergencies preparedness and response

We recognise that climate-related disasters are on the increase and work with others to integrate animals (including equids) into official disaster plans. We also work to support governments and internationally coordinated efforts to protect animals and safeguard livestock. At times of crisis and emergency, and when we can significantly add value to existing efforts, we directly support equids affected, enhancing this where needed through public appeal.

5. Evidence and research

We use evidence including our impacts and research programme to create the case for change and drive impact. Evidence underpins all we do and informs decision making, learning and adaptive management, accountability to beneficiaries, and supports our advocacy work and supporter engagement. We take a strategic approach to evidence – including research – in leverage the greatest impact. Our research is internationally recognised and will continue to add to the wealth of academic discourse which guides our work and the work of others.

6. Partnerships and collaboration

We develop partnerships and collaboration at every level and across complementary agendas to leverage transformational impact at scale. We cultivate strategic and operational partnerships and coalitions, with complementary aims when relevant, to deliver more impact than we could alone. This includes but is not limited to governments, other NGOs, academic institutions and corporations.
Together we can make sure every working animal has a life worth living

Thank you for taking the time to read our 2025 Global Strategy. Everything that Brooke achieves for working horses, donkeys and mules is made possible by the generosity of the people and organisations that support us.

To find out more about how you can be part of our movement for change please visit thebrooke.org/about-us/our-strategy

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Brooke Hospital for Animals Egypt, Brooke Hospital for Animals Netherlands, Brooke USA

Contract partners
DCA – Afghanistan (Dutch Committee for Afghanistan)
Afghan Aid – Afghanistan
ESAP – Guatemala (Equinos Sanos para el Pueblo)
AHTCS – Nepal (Animal Health Training and Consultancy Service)