



A LIFE WORTH LIVING

2025 Global Strategy

Contents

We are Brooke	4
Making a difference	6
How we work	8
Our 2025 Global Strategy	10
· Goal 1	12
· Goal 2	14
· Goal 3	16
· Organisational goals	17
Our approaches	18

INTRODUCTION

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.

We know that achieving this will be extremely difficult, but we're up for the challenge. We owe it to all working horses, donkeys and mules to strive for the changes in attitudes, behaviours, laws, systems and practices that better address both their needs and their intrinsic worth as sentient beings.

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 drive 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.

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.



Chris Wainwright
Chief Executive



Kirsty Hayes
Chair of the Board of Trustees



We are Brooke

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

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

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.



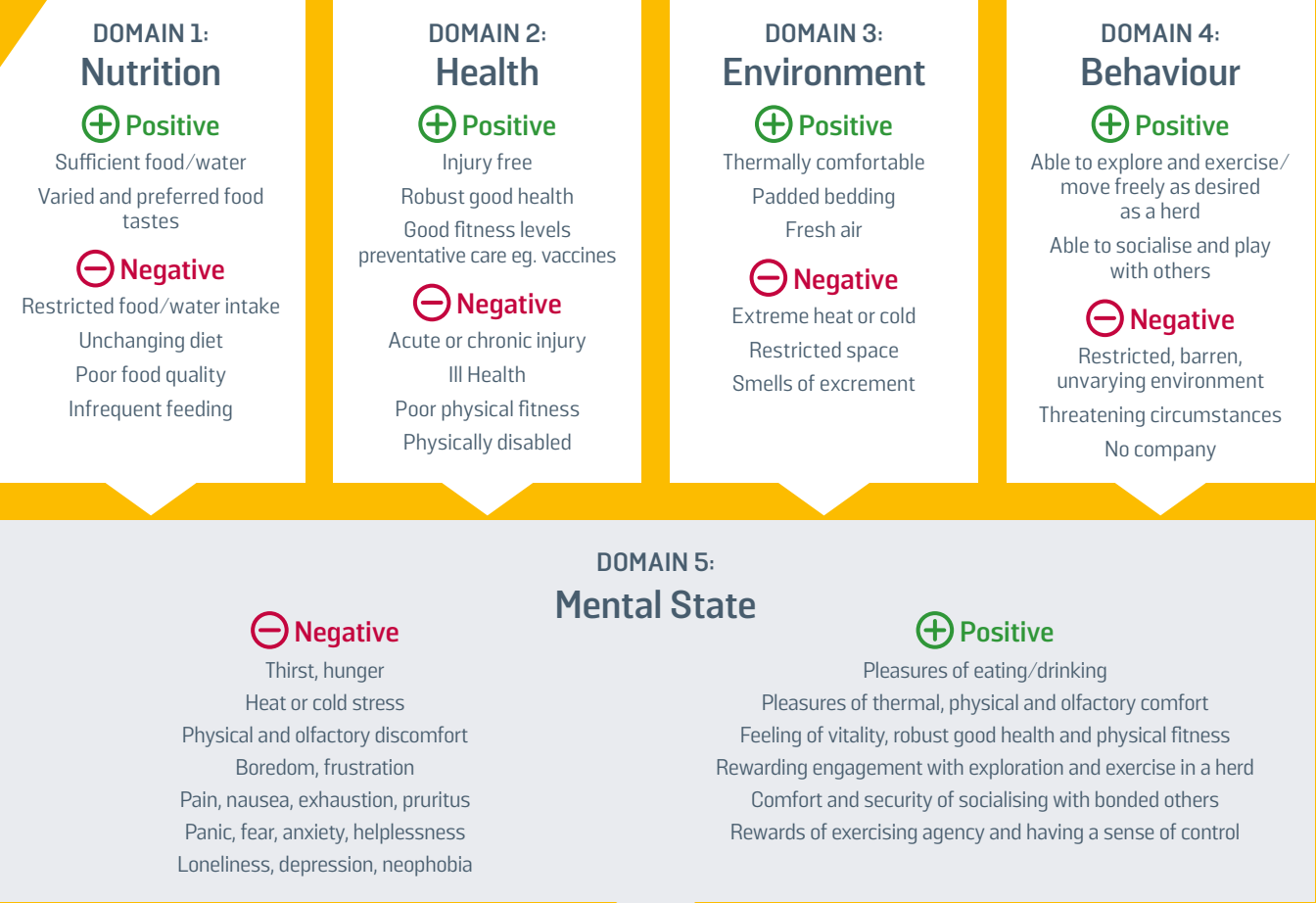
OUR BELIEFS

- 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; a world which truly recognises 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, 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 APPROACH TO ANIMAL WELFARE

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 state of an animal 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 absence of suffering. We want a positive state and existence for working equids – a healthy, happy life.



Animal Welfare Status

How we work

As a learning organisation we put impact, continuous improvement and transformation, at the heart of what we do.

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.

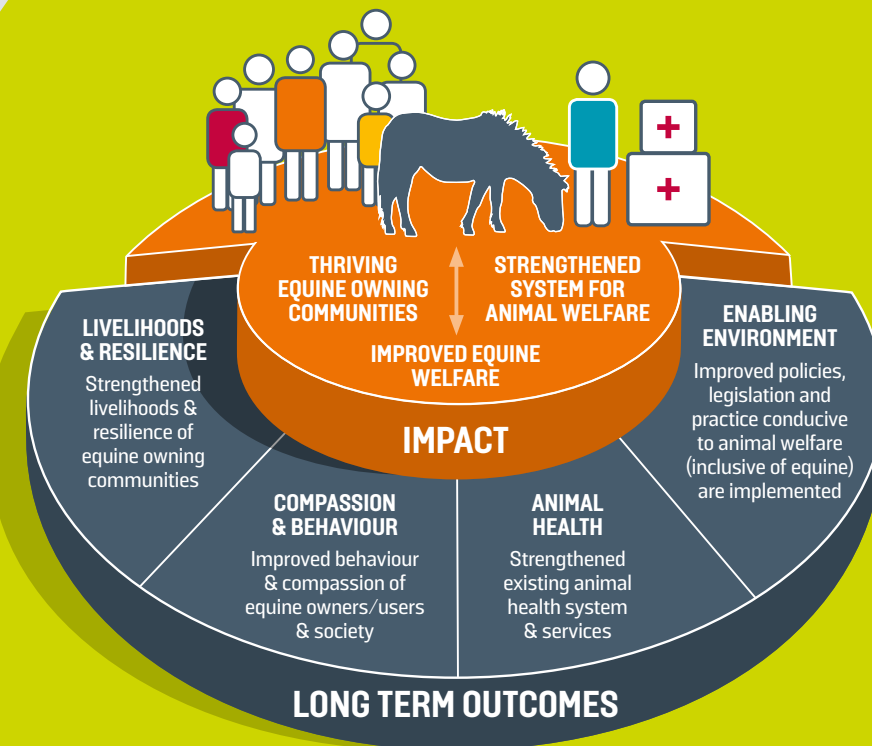
Our programmes are context specific and embrace a variety of approaches within a strategic framework. These are guided by our theory of change which outlines how sustainable improvement to equine welfare happens.

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.

OUR THEORY OF CHANGE



“ We in the Brooke must never lose sight of our founder Dorothy Brooke's original vision. Nor should we forget the fact that we are unique, as an equine welfare charity which cares and supports vulnerable equines and the community that owns them.

Chair of the Brooke India Board Admiral Vijay Malhotra

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 feeding programmes and delivered medical intervention to address equid suffering.

<https://www.thebrooke.org/news/brooke-india-provides-emergency-feed-thousands-equines-following-deadly-second-covid-wave>

<https://www.thebrooke.org/news/1000-working-equines-receive-food-rations-pakistan-amid-coronavirus-pandemic>

<https://www.thebrooke.org/news/ensuring-provision-fodder-brick-kiln-donkeys-during-covid-19>



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.

A LIFE WORTH LIVING

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

GOAL 1

Transforming equid welfare in communities

GOAL 2

Increasing the visibility and inclusion of working equids

GOAL 3

Developing sustainable animal health systems

DELIVERED THROUGH INTEGRATED, COMPLEMENTARY APPROACHES

Systems and capability strengthening

Participatory community engagement and development

Partnerships and collaboration

Campaigning and advocacy

Disasters and emergencies preparedness and response

Evidence and research

ORGANISATIONAL GOALS

Building a movement of change

Developing an organisation fit for the future

Creating the best place to work and succeed

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.

GOAL 1

Transforming equine welfare in communities –

supporting equine-owning communities to thrive and become more resilient



Brooke recognises the huge interdependence of equids 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.

Working at such scale allows Brooke to reach more animals, and also provides a ripple of change spreading from community to community. The greatest barriers to improved equine welfare are often lack of capability, motivation or opportunity or a combination of all three.

For example, owners may lack the skills and knowledge to properly care for their equid. They may lack the understanding of why a healthy equid is important. Or they may have deep seated traditions that influence their attitudes towards their animals.

Poverty is a critical factor which impedes proper care of their working animals as people are often also

struggling to feed their family. Or they may be limited by opportunities, such as not having access to water.

We believe working animals are often the forgotten part of communities' ability to build resilience and thrive in increasingly uncertain, precarious environments such as a global recession, outbreaks of disease and climatic shocks.

Led by community need, we will continue to transform the attitudes and behaviours of communities to improve equid welfare and support communities to thrive and become more resilient.

How we'll do this:

- Support the set up of equine welfare groups which model and encourage positive equine welfare behaviours and which also support the community for example through savings, loans and grants schemes, negotiating better working conditions or lower feed costs. A short film about a women's equine welfare group can be seen here <https://www.youtube.com/watch?v=9alsh4EPiVxg>
- Educate children on animal welfare, through initiatives like Donkey Care Clubs.
- Train on compassionate handling, basic first aid and hoof care.
- Support communities in developing welfare friendly equipment from locally available materials.
- Build capacity of animal health providers and farriers, to ensure affordable, quality treatment and services.
- Provide direct support such as emergency treatment and feeding when required to prevent immediate suffering.
- Build shelters and water schemes (providing water for equids and communities) and influence their provision <https://www.thebrooke.org/news/new-borehole-quenches-thirst-donkeys-and-owners-burkina-faso>
- Ensure the provision of community animal first aid kits.
- Support effective community emergency preparedness and disaster response.
- Influence local animal health and welfare laws.
- 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 communities have the skills and knowledge – and are motivated and able to better look after their equids. In many contexts it is women who care for the animals and are the agents of lasting change.

We will demonstrate practices such as compassionate handling and hoof care to address endemic welfare problems. Through school donkey clubs we will encourage children to treat their animals with kindness and model this within their communities.

<https://www.thebrooke.org/news/vital-partnership-women-and-donkeys-burkina-faso>.



Medical care

We will work to establish situations where owners always have access to quality, affordable and timely medical care for their equids, care which is embedded into a sustainable animal health system for the benefit of all.

Where severe poverty is a barrier to welfare improvements, or no services exist, we will continue to explore alternative models such as the Brooke Associate Model in Pakistan which ensures subsidised service to groups unable to pay for treatment.



Lasting change

We recognise the important role that animal health workers play in providing professional advice on animal management and use. With enhanced skills and knowledge animal health workers, as well as other community members, continue to be animal welfare advocates within communities when Brooke teams have left.



Impact

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

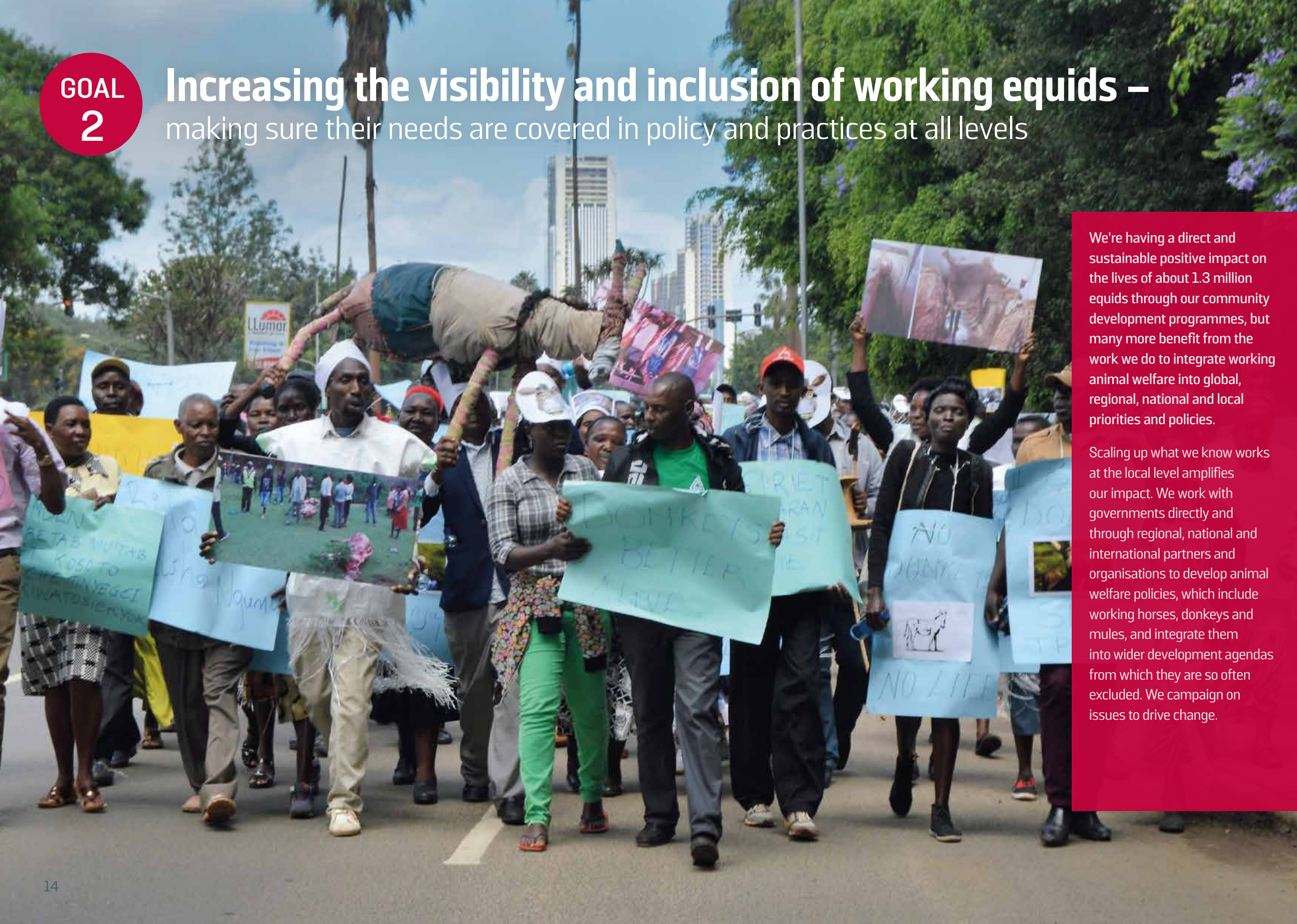
Where there are opportunities, we will seek to scale up our work by integrating equine welfare into wider stakeholders and partners programmes, as well as governments.

Through our advocacy and campaigning work, we will deliver impact at scale. We will engage the public to amplify relevant campaigns, like the Donkey Skins Campaign where the voice of the public can add value to these messages.

GOAL 2

Increasing the visibility and inclusion of working equids –

making sure their needs are covered in policy and practices at all levels



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 organisations to develop animal welfare policies, which include working horses, donkeys and mules, and integrate them into wider development agendas from which they are so often excluded. We campaign on issues to drive change.

Globally

We've influenced the United Nations (UN) Sustainable Development agenda; the UN Food Security Committee now recognises working livestock as critical to people's livelihoods and resilience. See how working horses, donkeys and mules contribute to the UN's Sustainable Development Goals here: <https://www.youtube.com/watch?v=nOeCORdtfMY>

We also engaged with the G7 to ensure animal health was recognised as part of One Health efforts in the 2021 G7 Communique. See <https://www.thebrooke.org/news/statement-g7-declaration>

Regionally and nationally

Our global campaign to ban the donkey skin trade has helped drive national and regional bans. <https://www.thebrooke.org/our-work/donkey-skin-trade> <https://www.youtube.com/watch?v=qbGhSwqwbl>

Locally

We have been able to change by-laws such as banning whipping which has an immediate impact in its areas of jurisdiction.



Looking forward

- We will campaign 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. This includes influencing the development of national equine welfare strategies in the countries where we work.
- 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 seek to influence key strategic partners to embed working animals into community development, livelihoods, farm systems etc.
- We will continue to focus on influencing improvements in exploitative industries including brick kilns <https://www.thebrooke.org/our-work/exploitative-industries/brick-kilns-a-hidden-industry> and coal mines
- Having secured new OIE standards for working animal welfare, we will continue to advise on their implementation.
- We will carry on championing and working closely with the internationally recognised One Health agenda, which focuses on issues such as antimicrobial resistance and zoonotic diseases.



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 acknowledgement of the value, and therefore the protection of animals as intrinsic to community resilience when preparing for and responding to a disaster. <https://www.thebrooke.org/news/animals-play-crucial-role-human-livelihoods-central-america-%E2%80%93-they-must-be-included-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 organisations to advocate for change at the highest levels.

See more – watch video
at [actionforanimalhealth.org](https://www.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 this risk – and the risk of antimicrobial resistance – is ever increasing.

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; potentially working in their communities for the rest of their careers.

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 Covid pandemic, we were able to continue to build the animal health systems capacity of local practitioners and build their skills through supporting telemedicine. This digital approach will further deepen our impact over the next few years enabling our reach to go wider and deeper.

Looking forward

- We will work to develop appropriate animal health systems at every level – and with an ultimate vision of Universal Health Coverage – we will contribute to four specific areas:
 - Supporting the provision of acceptable, available, affordable quality services to communities, as well as creating community demand for these services.
 - Improve access to essential medicines and vaccines.
 - Disease detection and management
 - One Health – utilising our convening power, leverage and traction with global stakeholders.
- We will seek to scale up and integrate good practice into bodies responsible for animal health systems (e.g. vets curricula).
- We will advocate for improvement 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 where it has proven to be effective, but we will also influence the allocation of resources and investment at the highest levels.
- We will build on our flagship animal health systems and farriery mentoring programmes to support the training and mentoring of more animal health workers, so affordable, quality treatment and services are available in as many communities as possible.
- We will step in to provide emergency medical treatment where no services exist to reduce suffering.
- We will target and prioritise support across these pillars according to local context and where we can deliver and influence the most change.



Organisational goals

To support our ambitious agenda, we will evolve as an organisation and focus on the following three goals.



Build a movement for change

- We will focus on supporter needs and motivations and put them 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 look for opportunities to test, learn and innovate – starting small and having the ability to scale up when we see success.
- We will use audience insights to drive decision making and improve supporter experience.
- We will become master story tellers and inspire supporters and partners to act on issues, where they can genuinely make a difference.



Develop an organisation fit for the future

- We will develop a new digital strategy to ensure we're as efficient and effective as possible, harnessing technology wherever we can to increase impact.
- We will have proportionate and enabling systems and tools to support consistent planning and evidence of results, impact and learning.
- We will review and amend our monitoring and evaluation framework to ensure it's measuring the right things, at the right time, and in the right places.
- We will reduce our environmental footprint and champion environmental sustainability.
- We will remain compliant with legal frameworks and maintain a robust focus on safeguarding and support our gender equality policy.



Create the best place to work and succeed

- We will create a new people strategy that ensures the Brooke leadership style reflects our values and our commitment to equality, diversity and inclusion.
- We will create a new flexible working model that meets the needs of our organisation and employees.
- We will continue to develop our culture so we are modern, dynamic and inclusive including a review of our values.
- We will invest appropriately so our teams have the skills and knowledge they need utilising digital learning wherever possible.

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 welfare 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 externally 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 (inclusive of equids) into official disaster plans. We also work to support governments and internationally coordinated efforts to respond to disasters to safeguard working 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 appeals.

5.

Evidence and research

We use evidence including our respected 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 – to leverage 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 sustainable impact at scale. We cultivate strategic and operational partnerships and coalitions, with complementary skillsets where 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

Registered Office

Brooke, 2nd Floor, The Hallmark Building, 52-56 Leadenhall Street, London EC3A 2BJ.
Tel +44 (0)20 3012 3456 · Fax +44 (0)20 3012 0156
Website www.thebrooke.org · Email info@thebrooke.org

Affiliates

Brooke East Africa, Brooke India, Brooke Pakistan

Branches

Brooke Ethiopia, Brooke West Africa, Brooke Central America

Sister organisations

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

Contract partners

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



A charity registered with the Charity Commission No. 1085760 company limited by guarantee. Registered Charity in England and Wales (Charity No. 1085760) and Scotland (Charity No. SC050582).

All images © Brooke.

Brooke Hospital For Animals – Founded by Dorothy Brooke in 1934.