



PROUD TO BE BROOKE

GLOBAL STRATEGY
2016–2021

OUR VISION

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

OUR MISSION

Our mission is to transform the lives of vulnerable working horses, donkeys and mules around the world. We relieve their immediate suffering and create lasting change by working with people, communities and organisations.



CEO MESSAGE

Brooke was established in 1934 to treat horses left in Egypt after the first World War. The spirit of our founder, Dorothy Brooke, remains at the heart of the charity – her respect for working horses, donkeys and mules, and her compassion for their owners created an inspiring legacy. In recent years we have expanded to deliver programmes across Africa, Asia and Latin America. Today Brooke has a substantial presence in ten countries across the world. It is now time for the next chapter of Brooke's story.

Brooke has bold ambitions for making a positive impact on the lives of working equines around the world. These animals are an integral part of the livelihoods of hundreds of millions of the world's poorest people. During 2016 we will achieve our goal of improving the welfare of two million animals per year. However, there are more than 100 million working horses, donkeys and mules and many are suffering in the course of their daily lives – but it doesn't have to be this way.

This Global Strategy sets out how Brooke intends to transform the lives of even more vulnerable working horses, donkeys and mules over the next five years. Building on our considerable experience we will strive to make the most effective use of our resources to bring about sustainable improvement. We know that with your support, there is so much more we can do to make a lasting change to animals in the greatest need. Together we will create a better world for the next generation. Together we are proud to be Brooke.

Petra Ingram, Brooke Chief Executive Officer

OUR STRATEGIC GOALS FOR 2021

Global Reach: To help more working animals in need in more places around the world.

Sustainable Improvement: To make lasting change by working with a wide range of people and organisations that can directly or indirectly improve the lives of working animals.

Why Brooke?

Who we are:

Brooke is an international animal welfare organisation with over 80 years' experience dedicated to improving the lives of working horses, donkeys and mules.

What we do:

Brooke protects and improves the lives of working horses, donkeys and mules that fundamentally underpin the livelihoods of some of the world's poorest communities.

Why we do it:

112 million working horses, donkeys and mules provide invaluable support to daily life for an estimated 600 million people in some of the poorest places in the world, through haulage, transportation and production. Healthy working horses, donkeys and mules help to put food on their tables, send their children to school and build better futures for themselves and their families.

We are proud to deliver significant and lasting change.

How we do it – our Theory of Change:

Animals can't change their welfare, but people can. Our work builds on this in three ways:

Communities: working with communities to provide them with the skills and support to unlock their compassion for animals and to feel the benefit that brings to their livelihoods.

Services: working with local health services, farriers and others to strengthen their skills so owners can get their animals the help they need when they need it.

Advocacy: working with governments at all levels and international bodies such as the UN to provide support and prevent abuse for practical and long-lasting change.

Our values underpin this approach and ensure Brooke is recognised as an international authority on equine welfare.

Our global presence

Brooke currently works in these countries to achieve change across three continents.

Affiliates

Brooke East Africa
Brooke Egypt
Brooke India
Brooke Pakistan

Branches

Brooke Ethiopia
Brooke Jordan
Brooke West Africa

Contract Partners

DCA in Afghanistan
ESAP in Guatemala
AHTCS in Nepal
OIKOS in Nicaragua

Fundraising Offices

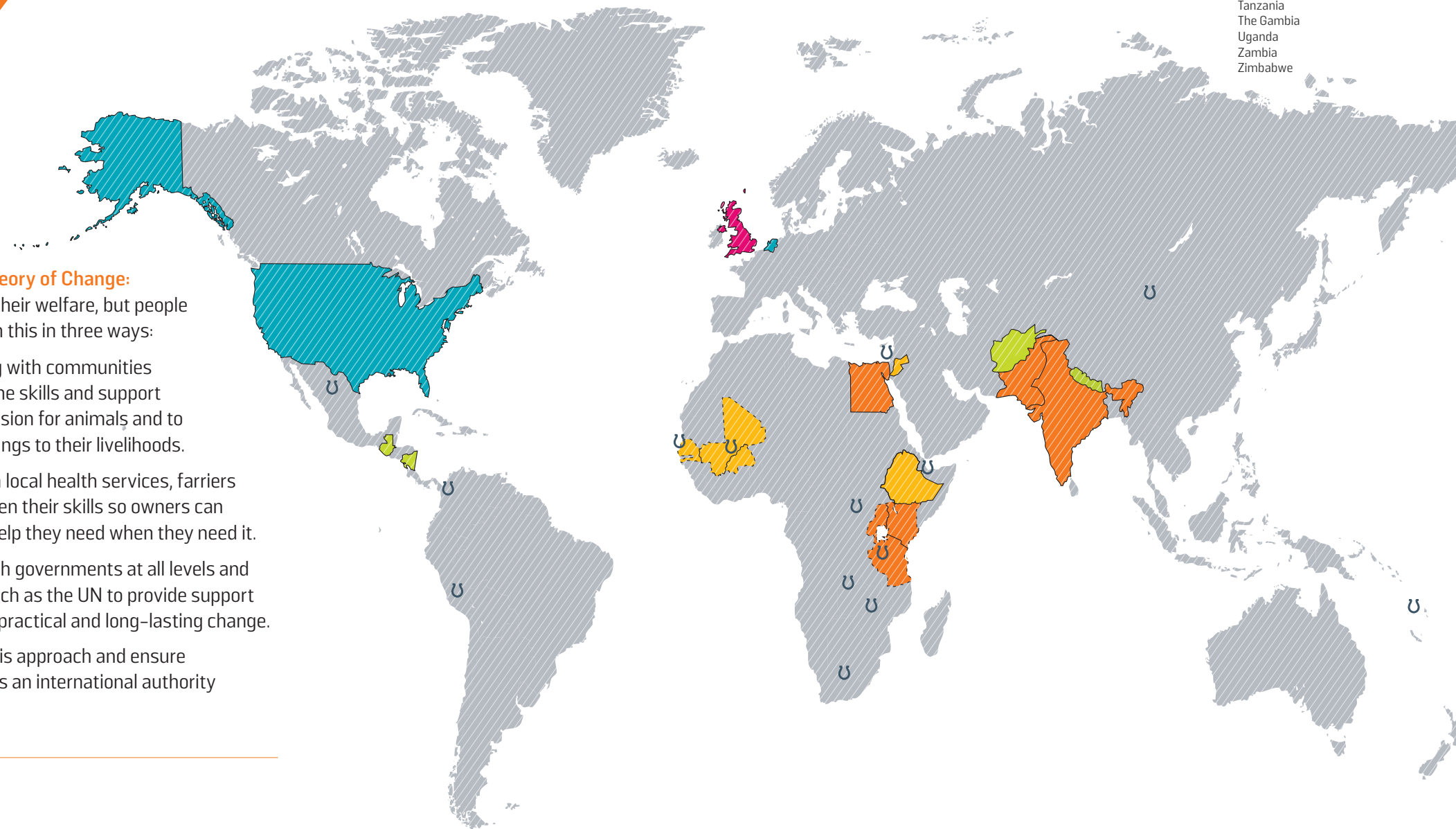
Netherlands
USA

HQ

UK

Small Grant Projects

Burkina Faso
Colombia
Fiji
Mexico
Mongolia
Palestine
Peru
Somaliland
South Africa
Tanzania
The Gambia
Uganda
Zambia
Zimbabwe



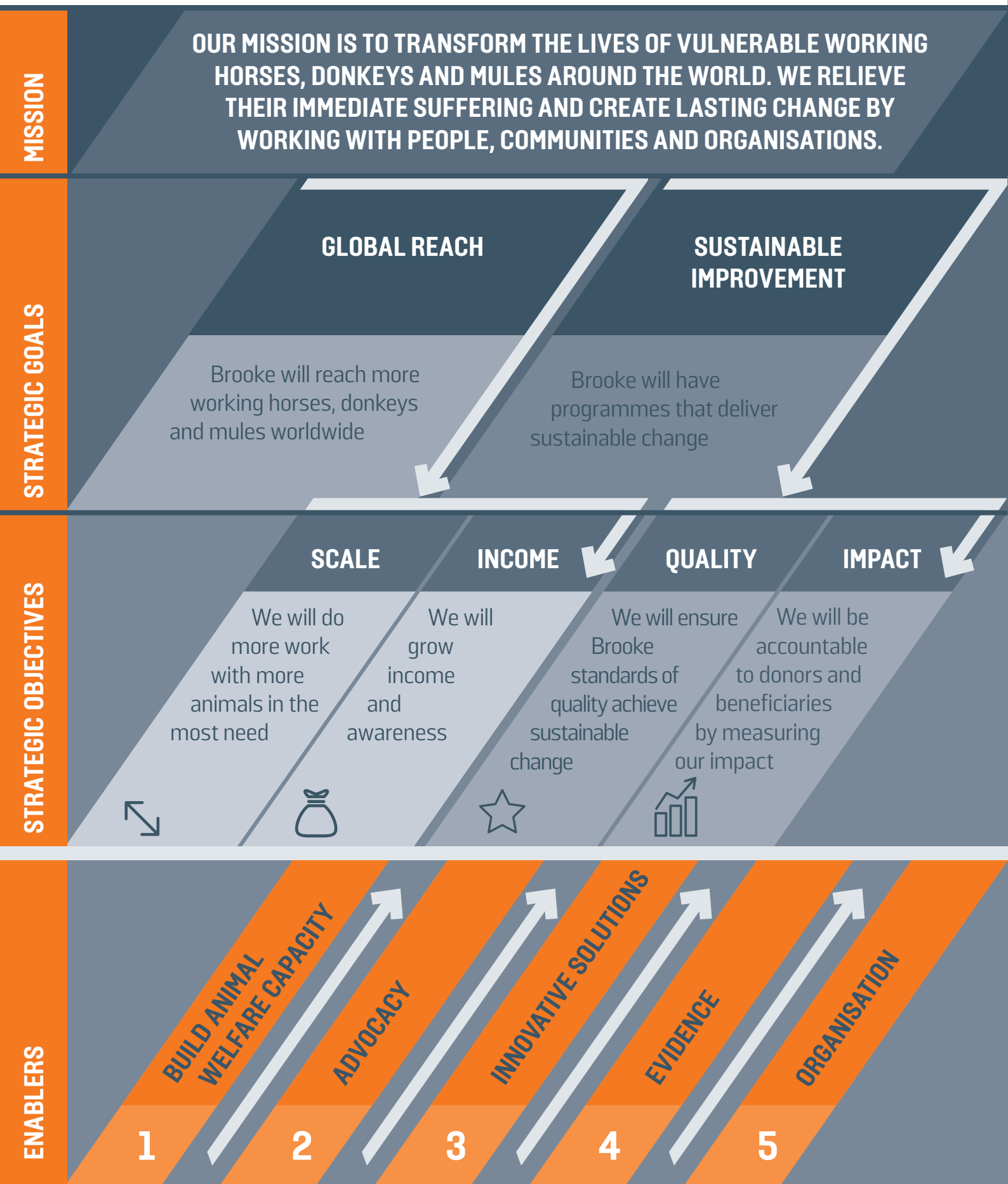
OUR THEORY OF CHANGE



Our Values

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

STRATEGIC GOALS AND OBJECTIVES



WHAT WILL SUCCESS LOOK LIKE?

In order to achieve our strategic goals of Global Reach and Sustainable Improvement we have identified four strategic objectives: Scale, Income, Quality and Impact.



SCALE

Objective 1

Increase the scale and reach of our work with animals

- More working horses, donkeys and mules in greatest need will be reached
- Policies and laws will change to make a positive difference to working horses, donkeys and mules
- Recognition of contribution of working horses, donkeys and mules to livelihoods will be improved
- Partnership and collaboration with other organisations will be increased to extend our reach

Do more work with more animals in the most need



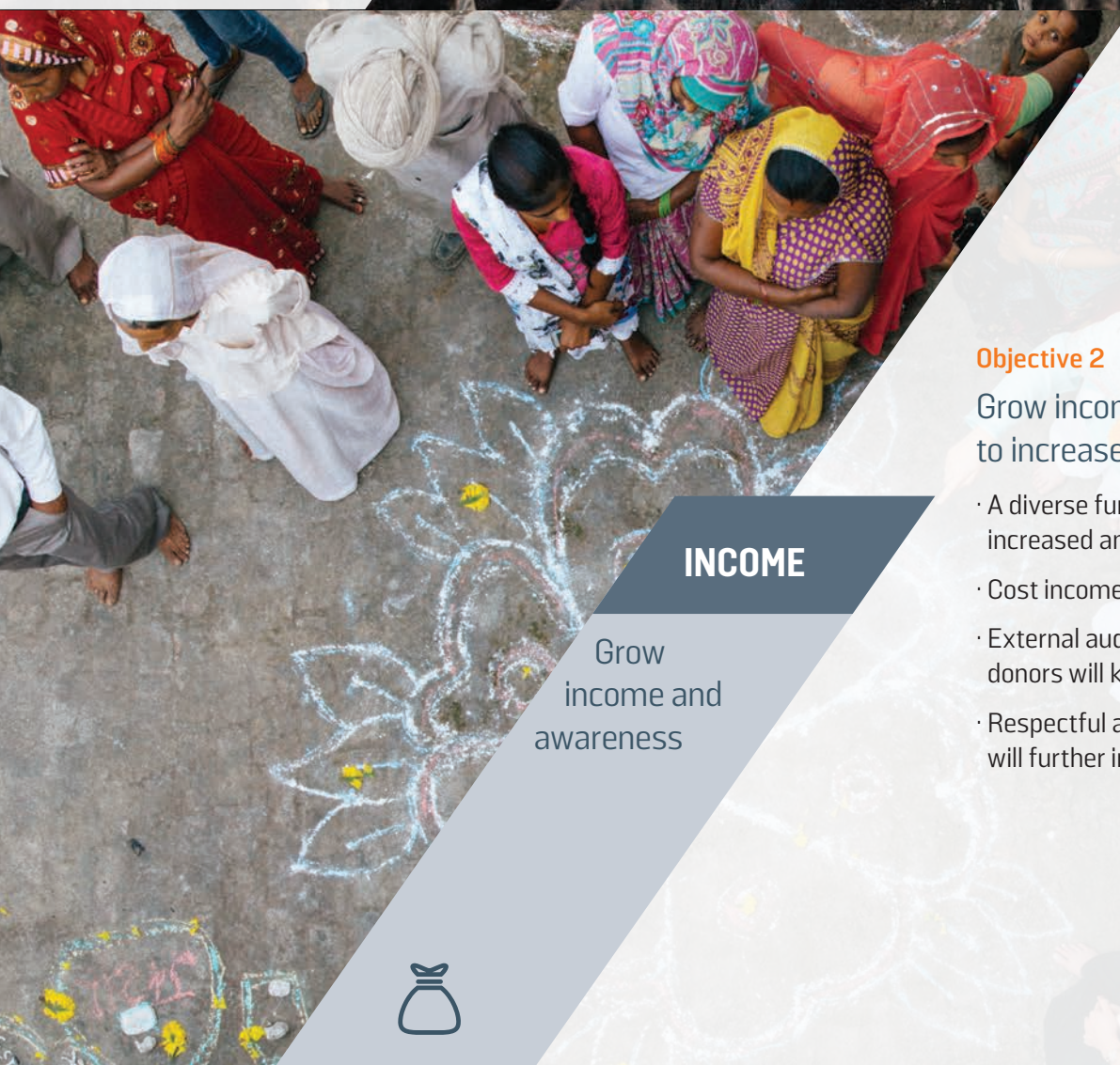
QUALITY

Objective 3

Deliver programmes to Brooke standards

- Empowered communities will make change happen through collaboration, shared learning and specialist expertise
- Sustainable health, farriery and other services that people can rely on will be available long after we have gone
- Policy-makers' perspectives will be changed with evidence and advocacy
- Research and learning will further strengthen our approach

Ensure Brooke standards of quality achieve sustainable change



Objective 2

Grow income and awareness to increase impact

- A diverse funding portfolio will deliver increased annual net income
- Cost income ratios will be more efficient
- External audiences and potential donors will know more about Brooke
- Respectful and personal engagement will further improve donor relationships

INCOME

Grow income and awareness



Objective 4

Increase accountability to donors and beneficiaries

- Ability to measure impact in the short and long term will be improved through implementation of a robust and systematic monitoring and evaluation system
- Plans that rest on accurate and transparent data will increase effectiveness and efficiency
- Sustained welfare improvements after exit will be evidenced
- Optimal use of available resources will maximise value

IMPACT

Be accountable to donors and beneficiaries by measuring our impact



OUR ENABLERS FOR SUCCESS

Our success will depend on being an excellent animal welfare organisation, driven by standards where advocacy, innovation and evidence are at the heart of everything we do. We believe this approach will enable us to achieve the strategic goals and objectives of Brooke.



Lamine Sow, a farrier in Senegal for 20 years

"Thank you to Brooke for making a positive difference to my work – it's clear that my work is better now."

1

BUILD ANIMAL WELFARE CAPACITY



Dominic MacSorley, CEO Concern, Worldwide

"Donkeys are a key asset for one of Concern Worldwide's most important groups, poor women."

2

ADVOCACY



Mr. Muhammad Balqias, coal mine donkey owner, Pakistan

"I tried unsuccessfully to treat my donkey and finally found the Brooke Community Equine Welfare Team on my doorstep in the coal mine community. My donkey was able to work again and put my income on track."

3

INNOVATIVE SOLUTIONS



Azeem Ahmad, Welfare Assessor, Brooke India

"My study on 'An impact assessment tool for an equine welfare project in India' got selected by the International Society for Applied Ethology congress 2015 in Japan, which gave me the opportunity to interact with world communities working in the field of animal welfare."

4

EVIDENCE

"We're creating a responsive and agile organisation guided by the expertise of the countries."

Sir Evelyn Webb-Carter,
Chairman of Brooke

ORGANISATION

5

Our Vision

**"A world in which
working horses,
donkeys and
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thebrooke.org

Registered Charity No: 1085760