Brooke's
WAYS OF WORKING

**Your guide to quality
animal welfare programmes**

BROOKE
ACTION FOR WORKING
HORSES AND DONKEYS

CONTENTS

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Introduction:

The lives and welfare of people and animals are intertwined. Over 100 million working horses, donkeys and mules provide invaluable support to daily life for an estimated 600 million in some of the poorest places in the world. Whilst always an animal welfare organisation, we believe it is vital to take a holistic approach to achieve sustainable, lasting change. With the huge numbers that need help, Brooke needs to evolve whilst working in line with our core values.

We are proud to be Brooke.

We are resourceful, share new ideas and help each other succeed.

Together we make change happen.

Brooke launched a new strategy in April 2016 based on our Theory of Change. (link to ToC) The ToC demonstrates Brooke's understanding of the complex interaction between the equid, equid owning communities and the systems within which they co-exist. Understanding and delivering Brooke standards of quality in programme interventions was identified as a key objective for achieving the strategic goals of global reach and sustainable improvement.

The Ways of Working guiding principles have been developed from over 80 years of field experience in carrying out programmatic interventions directly and with partners, to improve animal welfare in many countries worldwide. This guide distils the knowledge from previous programmes and partnerships to identify good quality interventions and learn from past mistakes. Gathering this knowledge in one document means it can be more easily used to design and deliver high quality interventions. The ultimate aim is to be able to exit from an intervention area knowing that owners, users and local service providers (animal health practitioners and farriers) will continue to provide higher standards of care and animal welfare improvements will be long-lasting.

It is important to know what works but also what doesn't work, and why it doesn't work. The global scale of Brooke's work means that context is vital and something that failed in one area may work in another. Brooke also recognises that we aren't the experts in everything. Working with, and learning from, partners with different areas of expertise, will enable the development of higher quality interventions – that benefit humans, animals and working equids alike.

SUMMARY OF PROGRAMMATIC APPROACH:

Human behaviour change is critical at all levels within a project to achieve transformational change for the equids and the communities that rely on them for their livelihood.

We no longer provide free veterinary care which undermines existing systems. Instead, we identify existing local animal health systems and work with these to improve skills and resources.

We work with owners, communities and policy influencers to bring about long-lasting improvements in the care of working equids by using our specific technical knowledge to train, mentor and support those responsible for the equid's welfare.

We advocate at all levels from local government to international organisations, to promote recognition of working equids as livestock and have them included in animal welfare policies, aspiring to reach the millions of working animals across the world that our direct programmes cannot access.

Working equids are what we do

However, welfare improvement is important in all species and we try to define what is relevant to all animals, including equids, and what is specific to equids. This maximises our impact by demonstrating the relevance of our agenda to a wider audience. Interventions applicable to all livestock are more likely to be accepted and sustained as the advantages are more widespread. Part of the evolution within Brooke has been to develop tools and interventions that are inclusive of all livestock species to encourage adoption by policy makers and communities. Where possible this guide refers to all animals, to reflect the impact we believe our Ways of Working can have on improving animal welfare on a global scale.

Who is this guide for?

Brooke's Ways of Working (Brooke WoW) is a project level guide for those involved in intervention design and delivery at a programmatic level.

There are eight Guiding Principles demonstrating what our current interventions do, what our interventions need to do and what we no longer do, based on evidence and lessons learned.

Brooke WoW is aimed at staff and Brooke's partners to create high quality programmes. It may be voluntarily used by other organisations who are designing animal welfare programmes. It could be helpful for identifying areas where staff training is needed during the planning process. It has been designed to be relevant to different country contexts and different types of organisations.

What is 'quality'?

'Quality' describes a degree of excellence in activities and services. This guide uses international standards, research from external bodies and field experience to help define what quality looks like in different circumstances. In a good quality programme the aim is to ensure all activities and services consistently satisfy the needs of working animals.

There is now recognition that our vision for good welfare can be realised in some areas, especially as we cannot shy away from working with the most vulnerable groups of working equids in the worst welfare states. A high quality programme sets ambitious but realistic targets, relevant for the context in different areas, ultimately aiming for the best animal welfare attainable in a setting. Working with and respecting communities to ensure their satisfaction encourages them to recognise good animal welfare and quality services and to maintain these standards once an intervention is complete.

HOW TO USE THIS GUIDE

There are eight Guiding Principles: these are standards to guide the design and delivery of good quality programmatic interventions. Following each Guiding Principle are example criteria on how to use it in programme design, with success stories from programmes and partners which demonstrate WoW in practice.

Individuals and organisations may engage with any, or all, of the Guiding Principles which they feel are relevant to the individual circumstances.

Summary of uses:

- Demonstrate interventions or approaches that are in line with our Guiding Principles and should be encouraged

- Eliminate intervention proposals and activities not in line with these principles and therefore discouraged

- Assist in programme planning by allowing staff to include relevant capacity-building tools within their workplans

- Give staff opportunity to self-assess the quality of their programmes

- Encourage partnerships that can achieve sustainable change for animals and the people who depend on them

- Facilitate greater accountability to communities, governments, donors and other stakeholders by ensuring learning occurs from previous mistakes

- Guide discussion around programme interventions and encourage new ideas

Brooke's
WAYS OF WORKING

8 GUIDING PRINCIPLES

1

THRIVING ANIMALS

Design interventions that ensure animals thrive, not just survive, while respecting animal–dependent communities and the environment.

2

MANAGE RISKS

Always conduct risk assessments to mitigate potential harm caused to animals and the communities that depend on them, from conception to the end of an intervention.

3

SUPPORTING EXISTING SERVICES

Work with existing systems to avoid competing with and undermining local animal health and welfare services.

4

OVERCOME BARRIERS TO CHANGE

Identify the root causes of animal welfare issues related to the motivations of owners, users and policy influencers.

5

BE A CHANGE MAKER

Identify policy makers and leaders to collaborate with and influence stakeholders to highlight the role of working livestock, recognise shared aims and effect solutions.

6

CHAMPION EDUCATION

Champion education through effective mentoring and training to achieve sustainable, lasting change in animal welfare.

7

EMPOWER COMMUNITIES

Empower communities to take actions that promote good welfare practices and increase their resilience.

8

VALUE PARTNERSHIP

Work with select partners to achieve animal welfare outcomes and ensure that the value of working animals as sentient beings, as well as livelihood assets, is promoted in their interventions.

Design interventions that ensure animals thrive, not just survive, while respecting animal-dependent communities and the environment.

We are committed to improving the quality of life of animals[1] and prioritise interventions that aim to achieve a balance towards positive experiences throughout the animal's lifetime. Simple, low-cost projects can have a significant impact on addressing basic animal welfare needs and reducing future suffering and the use of healthcare systems for preventable issues.[2]

How to meet this guiding principle:

1.1 Design and execute interventions that positively impact on an animal's Five Domains of Animal Welfare:[3]

– **Good nutrition** (receiving food necessary for health and growth, free from prolonged thirst)

– **Good environment** (comfort around resting, thermal comfort, ease of movement)

– **Good health** (access to competent animal health practitioners free from injuries, disease, pain and pain induced by management procedures)

– **Good behaviour** (able to express social and other behaviours and the existence of a good human-animal relationship)

– **Good mental state** (positive emotional state)

1.2 Promote humane and compassionate handling of animals in all interventions as a method to limit preventable animal welfare issues.

1.3 Identify stakeholders who can encourage countries to adhere to international standards, e.g. Chapter 7 of the OIE Standards Terrestrial code, including practical application of these standards as a minimum.

1.4 Use participatory approaches to engage and empower animal owning communities to take action into addressing animal welfare priorities.

1.5 Strengthen existing animal health systems to reduce the morbidity and mortality of animals and painful conditions.

1.6 Support animal healthcare practitioners becoming animal welfare advocates who provide owners and users with advice on animal husbandry.

1.7 Encourage rational use of antimicrobials to reduce antimicrobial resistance and ensure medicines are dispensed by competent and qualified professionals.

1.8 Advocate that animals have the right to a humane death. Where euthanasia is deemed the most compassionate solution[4], ensure that the procedure adheres to international standards[5] and within local legislation.

Principle in action

Community led design of easily accessible water troughs

Principle in action

Communities cleared a sandy space for a rolling-pit, which equine animals are motivated to enjoy after a working day

Principle in action

Equine fair organisers were persuaded to create ramps at equine fairs to improve loading techniques to reduce injuries

Principle in action

Where euthanasia is deemed the most compassionate solution, ensure that the procedure adheres to international standards and within local legislation. "Advocate that animals have the right to a humane death."

Brooke worked with the government to change the by-laws in Halaba, Ethiopia on euthanasia. Abandoned working equids with extreme injuries or diseases that are irreversible and beyond medical help can now be humanely euthanised. This will relieve many working horses, donkeys and mules from prolonged suffering.

"Promote humane and compassionate handling of animals in all interventions as a method to prevent animal welfare issues".

Photo: Richard Dunwoody, Brooke

Case Study: THRIVING ANIMALS

An appreciation of the basics is sometimes all it takes to support animals and communities to thrive together. Within the United Nations Sustainable Development Goals it is stated that "Clean water is a basic human need, and one that should be easily accessible to all". This is mirrored in the requirements set out in the Five Domains Model for animal welfare, and access to water is of increasing importance as the result of climate change. In projects that improve access to water Brooke has shown that when animals are considered at the design stage of the project, rather than an as a bolt on at the end, animals can be supported to thrive and provide mutual benefit to the whole community. Over the years Brooke has developed successful access to water projects in collaboration with local communities; in Ethiopia reservoirs were rehabilitated at times of drought and in Burkina Faso a project enabled water access for 4,000 people and 1,500 equine animals.

Last year Brooke East Africa, African Sand Dam Foundation (ASDF), Caritas, and Excellent Development embarked on a journey with a participatory way of working to develop a proposal for the construction of three sand dams which will serve more than 1,200 households that own about 3,000 donkeys. This is a clear example of how through adopting participatory approaches communities can take action to address animal welfare priorities; priorities that may be shared by communities themselves.

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1. Brooke's Animal Welfare Policy Statement 1 sets out how animal welfare should be incorporated into the design, review, approval and monitoring of project activities. Brooke's Quality of Welfare Standards establishes Brooke's aspirational standard for the welfare of all animals.
2. Support with understanding common working equine welfare issues are available in the Welfare Interpretation Manual (see Brooke's Animal Welfare Procedures for more detail).
3. Welfare Quality 2010, AWIN 2014, Mellor and Beausoleil 2015
4. As per Brooke's Animal Welfare Policy Statement 8 (c)
5. OIE Standards and the criteria and protocol outlined in the Brooke Veterinary Response Guidelines.

Always conduct risk assessments to mitigate potential harm caused to animals and the communities that depend on them from conception to the end of an intervention.

As an ethical organisation, we have a culture of care, reducing and mitigating possible harm to animals, animal-dependent communities and the environment, within our work. Through years of experience in our core work area, we review interventions from the start, ensuring projects do not progress if they risk worsening the welfare of humans, animals or the environment.

How to meet this guiding principle:

2.1   Identify welfare risks to animals at the start of the project that should be subsequently eliminated and/or mitigated and reviewed regularly.[6]

2.2   Use of animals during programmatic activities, such as training and research, prioritises respect for animals' welfare.[7] Follow recommendations in the "Animals in Training" guidelines (link). Where possible in research follow the 3Rs strategies.[8] All research within Brooke must pass through the Animal Welfare Ethical Review Board (AWERB) (link).

2.3   Adhere to OIE Standards on handling and engage with Brooke Compassionate Handling for Life Guiding Principles, ceasing unsafe and inhumane practices.

2.4   Train animal healthcare practitioners (AHP) in the skills needed to work safely with animals and only conduct treatments that do no harm.

2.5   Include communications skills throughout training so AHP can act as animal welfare advocates within the community to eliminate harmful practices.

2.6   Where the welfare costs outweigh any benefits, discourage the use of animals in industry, political protests, drug production, entertainment and breeding.

2.7   Use locally appropriate and available resources and solutions to improve animal welfare whilst mitigating potential negative burdens on people and the environment. Using local resources ensures the materials will be present after the intervention comes to an end.

2.8   Ensure there are appropriate safeguarding policies in place so communities (and vulnerable people in particular) are protected during interventions.

2.9   Promote gender-sensitive planning in programmes and ensure activities do not disproportionately burden any sex.[9]

2.10   Brooke partners should be willing to undergo rigorous due diligence processes to ensure partners share our ethics and would not be at risk of causing harm to animals and animal-owning communities.

2.11   Risk is inevitable and in such complex systems it may never be possible to eliminate the risk of harm through an intervention. However, risk assessments[10] and harm-benefit analyses will minimise likely damage against anticipated benefits.

Principle in action
Brooke's Animal Welfare Ethical Review Body (AWERB) uses established ethical frameworks to evaluate proposed research, weighing up potential harms and benefits, and helping researchers to identify and mitigate risk in their work

Principle in action
Brooke India uses participatory approaches in equine owning communities to assess gender roles and responsibilities related to animal care and use, and encourage more equitable distribution of knowledge and responsibilities for animal care beyond traditional gender roles.

Principle in action
Brooke's Innovation Fund Review boards allowed different organisations to pitch new, exciting and potentially risky opportunities within an environment that contains the technical expertise needed to make a harm-benefit analysis of the activity.

Photo: © Petterik Wiggers, Brooke

Case Study: MANAGE RISKS

Good intentions can have unintended consequences. Appraisal of animal welfare risk and potential for unintended harm should be carried out by in-country teams (Brooke and partners) before beginning any activities. Welfare risks must also be monitored throughout project activities in case of any changes. Brooke has many years of experience in evidence-based, practical welfare assessment, which is important to support effective monitoring of welfare risk and unintended consequences.

In Kenya and Ethiopia the donkey skin trade has led to widespread theft and inhumane slaughter of donkeys. Many communities protected their donkeys by building shelters, keeping them inside for most of the day, in contrast to previous living conditions which enabled roaming and grazing. This could have negative implications for welfare by limiting natural behaviour, social interactions and feeding through grazing, hooves becoming overgrown when not being worn down by walking around and animals being restrained using harmful methods. Therefore, new welfare problems have been created that did not exist before and the activity risks creating more harm than good overall.

So, how could this dilemma be solved?

Brooke emphasises the power of local decision making. An informed community can work with Brooke staff; each has a vital role. Brooke staff play an important role in facilitating awareness of animal welfare and the current and potential future risks to animals. The role of communities is key in identifying locally relevant solutions and gaining skills so that in the future they can themselves identify harmful impacts on their animals and act accordingly.

6   Through engaging with Brooke's Animal Welfare Risk Management Procedure and Response Pathway.

7   As per Brooke's Animal Welfare Procedures.

8   National Centre for the Replacement, Refinement & Reduction of Animals in Research: The principles of the 3Rs: Refinement (use methods which minimise animal suffering & improve their welfare), Reduction (use methods which minimise the number of animals used during the intervention) and Replacement (use methods that avoid or replace the use of animals).

9   See Brooke's Gender Policy

10   per the Animal Welfare Risk Assessment Guidance

SUPPORT EXISTING SERVICES

Work with existing systems to avoid competing with and undermining local animal health and welfare services.

To ensure our programmes are successful in achieving long term animal welfare improvements, we actively discourage the provision of free services. Free services are often offered intermittently and animals could be left suffering while owners wait for the next visit. Free services unfairly compete with local animal health practitioners, affecting their businesses, the longevity of existing animal health services and animal welfare in the long-term. Identifying the most relevant service providers who are available and affordable for communities means investing in these AHP to improve their clinical skills will make a sustainable improvement to services available to animals locally.

How to meet this guiding principle:

3.1 Discourage the provision of free services, medicine, gifts or animals and instead invest in longer lasting capacity building and resource development.

3.2 Identify where health issues have a different root cause and work to address this whilst also improving the health services available

3.3 Identify existing animal health systems in the area then improve and expand these through training and improved legislation. Create communities of practice by linking AHPs with each other for peer support and referral.

3.4 Ensure identification of the AHP most likely to be used by communities, this is usually veterinary paraprofessionals rather than vets, and focus capacity building on this level so owners are able to afford and access improved health care.

3.5 Work on increasing community demand for quality services simultaneously in the area and create links between communities and their AHPs.

3.6 Engage local partners from initial discussions. Getting local buy-in ahead of the project launch can contribute to success whilst also ensuring it is conducted in a culturally sensitive and appropriate manner.

3.7 In disaster situations apply the principles of livestock emergency guidelines and standards (LEGS) to ensure that free veterinary services do not become the default option.[11] Where subsidising healthcare in an emergency situation is necessary consider alternative methods, such as a voucher system, so that local animal health practitioners can continue to thrive.

Principle in action
BP stopped free services when local AHPs listed free treatment as the biggest challenge to running a successful business and now support these AHPs with mentoring.

Principle in action
Brooke contributed to the OIE Curricula Guidelines for VPP to encourage governments and veterinary training institutions worldwide to develop improved training for more competent AHP.

Case Study: SUPPORTING EXISTING SERVICES

To make a lasting difference to future generations of animals, Brooke works to strengthen existing animal health infrastructure. Ensuring animals are healthy and in a positive welfare state is critical to sustainable development, as well as human health and well-being. However, it has been stated by OIE that "Livestock and Veterinary Services are chronically under-resourced against all comparative measures. Poor financial resources and inadequately staffed and organised Veterinary Services result in high livestock losses and uncontrolled epidemics." Brooke recognised that provision of free services through a parallel system only created a dependency, disempowered communities and undermined local animal health practitioners. Ultimately it was not a sustainable solution to the problem of poor animal welfare and weakened animal health systems.

Brooke Pakistan transitioned to mentoring animal health practitioners and strengthening the systems that help them do their job effectively. Standing side by side with veterinary paraprofessionals working at the frontline of animal health and welfare means that we understand the gaps in the system. Brooke experts within this team are now involved in shaping the national curriculum for veterinary training institutions and advising on government procurement of essential medicines for all animals. Application of expertise at the training and policy level has meant a greater reach and long term viability of changes, which ultimately results in a better life for many more animals.

Brooke East Africa collated data that showed a lack of pain relief medicine in local animal health systems. To find a solution Brooke partnered with Sidai, a company that supplies quality livestock and crop inputs and training to farmers across Kenya. The partnership ensures the availability of appropriate medication without providing them for free and disrupting the animal health value chain. At a global level Brooke is leading the Action for Animal Health coalition as an initiative to advocate for animal health system strengthening.

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11   See the Livestock Emergency Guidelines and Standards (LEGS)

Guiding Principle
OVERCOME BARRIERS TO CHANGE

Identify the root causes of animal welfare issues related to the motivations of owners, users and policy influencers.

In order to achieve long-lasting improvements in animal welfare, it is vital to understand the root causes of welfare issues through effective engagement with owners, users, and policymakers. By recognising the current capacity, motivation, and opportunities to improve animal welfare and identifying stakeholder's top priority issues, it will be possible to develop collaborations that address issues for both people and animals.

How to meet this guiding principle:

4.1 Respect animal owning communities as essential partners in the pursuit of animal welfare improvements. Use participatory learning and action approaches that empower communities to identify the priority issues affecting their animals' welfare and their related animal-dependent livelihoods. Then develop actions to address these issues.

4.2 Be inclusive of groups with protected characteristics , working to reduce and remove barriers to participation for people disadvantaged by physical, social or economic factors.

4.3 Establish the conditions for peer support, learning networks and community-based campaigns for social change so stakeholders can lead their own animal welfare improvements.

4.4 Work with communities to improve their capacity, opportunity and resources to independently sustain animal welfare interventions upon exit of programmatic support. Ensure an intervention does not increase dependency on actors outside of the local community, as per Guiding Principle 3.

4.5 Methods of communication should be open, honest, clear and appropriate to the local context.

4.6 Encourage feedback from communities on their experience and satisfaction on working with the programme and then adapt approaches to promote effective working relationships with the community.

Principle in action
Sharing the Load positioned Brooke as leaders in participatory community engagement and development approaches to animal welfare

Principle in action
Monthly Equine Welfare Group (EWG) meetings are conducted with active participation from women. Many women are now in a position where they can manage their own EWGs

Principle in action
BWA community led shelter project

Photo: © Petterik Wiggers/ Brooke

Case Study: OVERCOME BARRIERS TO CHANGE

Animal welfare issues arise as a result of the action or inaction of humans, and such behaviours are ultimately determined by people's Capabilities, Opportunities, and Motivation (COM-B). However, our experience has shown that addressing animal welfare issues using a one size fits all approach (based on improving people's awareness, knowledge and skills, and/or by creating an enabling environment) does not always result in the adoption of welfare friendly practices. Brooke are keen to grow our understanding of human behaviours and we appreciate the value of a systematic approach to designing interventions. A systemic approach is one that uses evidence based behaviour change science and seeks to understand the barriers and motivators people face to adopting behaviours that will result in improved animal welfare. We understand that human behaviour change science will enable us to identify the most appropriate intervention strategies, and prioritise where and how we invest our resources.

This science of human behaviour change was applied in Kenya to better understand the behaviour of whipping by donkey workers. Previous outreach attempts by Brooke East Africa and partners identified whipping as a behaviour that is resistant to change. In this project, conducted by Human Behaviour Change for Animals, through the use of focus group discussions, semi-structured interviews and a field observational study a better understanding of the reasons for this behaviour emerged. This study will help to identify appropriate interventions for addressing drivers of whipping behaviour.

Communities for Animals is an online resource that outlines participatory approaches for working with animal owning communities to improve animal welfare. This resource seeks to promote best practices in community engagement within animal welfare improvement projects, and recommends involving communities in the identification and prioritisation of animal welfare issues, working with them in a collaborative manner to support adoption of animal care and management practices to improve animal welfare.

12 Protected characteristics: age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation

Guiding Principle
BE A CHANGE MAKER

Identify policy makers and leaders to collaborate with and influence these stakeholders to highlight the role of working livestock, recognise shared aims and effect solutions.

Working equids are often missing from existing policy. Using language understood by policy makers, including identifying working equids as livestock making a vital contribution to food value chains, ensures these stakeholders start to recognise their value and work to find practical solutions for sustainable improvement.

Principle in action

Brooke worked as part of ICWE (link) to develop OIE TAHC chapter 7.12 on the welfare of WE (link) – a code adopted by the 182 member states of the OIE

Principle in action

Brooke worked to ensure the space recognised working equids as a livestock species so that longer-term they are included in medical and health provisions other animals receive in this category.

Principle in action

Brooke is part of a consortium on Brick Kiln Issues which includes human labour, environmental and animal welfare organisations

Principle in action

Brooke West Africa worked with Burkina Faso's Minister of Livestock to collaborate with National School for Animal Husbandry and Health, integrating animal welfare in Burkina Faso's training curricula

How to meet this guiding principle:

5.1 Gather information on key policy tools and processes to identify areas where working livestock can be included locally, nationally and globally.

5.2 Create clear goals for policy work such as "As a result of Brooke's technical input equids will be included as valuable working livestock in X agricultural policy"

5.3 Where issues are broad look for collaborators and establish cross-organisation coalitions to achieve common goals on bigger global issues. Accept that a long-term approach may be necessary to resolve issues permanently and make the case for this investment.

5.4 Engage with existing formal education to ensure all animal health practitioners have access to better training, including practical skills, via a curriculum including animal welfare based on international standards.

5.5 Promote the role of working livestock within the sustainable development agenda (link to SDG brochure here) to relevant stakeholders.

Photo © Petterik Wiggers / Brooke

Case Study: BE A CHANGE MAKER

Millions of donkeys are slaughtered for their skins and exported annually, mostly from Africa, causing donkey numbers across the continent to decimate having a catastrophic impact on animal welfare. It is driven by demand from China, as skins are boiled to produce 'ejiao', a gelatin used in traditional Chinese medicine.

Donkeys are often stolen from families who depend on them for their livelihoods – families often already struggling and living below the poverty line.

Brooke is calling for a global ban on the trade of donkey skins and a crackdown on cross-border smuggling of donkeys for their skins alerting the World Organisation for Animal Health (OIE) and the Food and Agriculture Organization of the United Nations to get the issue on the global agenda.

Brooke thinks globally and acts locally. The Kenyan Government banned the slaughter of donkeys for their skins. This success was achieved through the voices of change makers in the communities affected by this trade. Brooke East Africa provided a platform for communities and helped them gather evidence and present it to the government. Communities and leaders now have the skills and confidence to advocate on their own behalf. Work continued at the frontline with Brooke funded community-led initiatives to protect their donkeys.

Cross border smuggling to slaughterhouses in Kenya has seen animals transported hundreds of miles causing injury and death. Brooke Ethiopia facilitated government stakeholders to work together to combat this trade.

Brooke works on the ground and not only through campaigning. This builds credibility and expertise, generates an automatic evidence base and means that we already have a respectful relationship with people in the community.

Photo © Brooke

Champion education through effective mentoring and training to achieve sustainable, lasting change in animal welfare.

The key actors who can help animals thrive throughout their lives need to be advocates of animal welfare. Working to foster a culture of continuous learning and role modelling through mentorship, either in the field, or within a training institution, will reduce animal welfare risks in the present and embed welfare as a priority in future.

Principle in action

Within the countries where Brooke works we identified that an absence of training opportunities for farriers contributes to poor and harmful practise occurring. In partnership with the department for vocational studies in Senegal, Brooke West Africa are supporting the first farriery school in the region. This will ensure that young, hopeful farriers receive a quality education, certification and professional recognition that is essential for a sustainable quality farriery service.

Principle in action

Brooke's partner in Guatemala, ESAP, has conducted a Compassionate Handling for Life project to bring about behaviour change and engender improved handling. Both the animal and owner's behaviour progress is assessed through the use of video monitoring which allows tangible performance assessment. This is a powerful example – the guiding principles and competency framework developed by the international team leading this work at Brooke can be adopted by others, for all animal species, through integration into other projects.

"Brooke was invited to contribute to the OIE working group that developed veterinary paraprofessional competencies and curricula."

How to meet this guiding principle:

6.1 Where practical, use the Animal Health Mentoring Framework and Farriery Mentoring Framework with staff, partners, external organisations and training institutions to support animal health practitioners' clinical competence through mentoring.

6.2 Mentoring should be student-centred and encourage two way dialogue to recognise that those being mentored are professionals with their own unique experience. Competency gaps are identified together and the mentor then helps the practitioner develop practical skills and knowledge on the wider healthcare system.

6.3 Conduct regular mentoring and training trips to programmes to engage animal health practitioners in ongoing education; one-off training will not lead to lasting change. Develop peer-to-peer networks so AHPs can access support from each other after an intervention has ended.

6.4 Use the Welfare Interpretation Manual, which provides a broad overview of general concepts of animal welfare and common equine welfare issues, to train field based staffed who are unfamiliar with working equids.

6.5 Work consistently with communities to educate owners on handling their animals with care and compassion.

6.6 Identify barriers to the adoption of best practices and work to create opportunities to support best practice.

6.7 Consider identifying where formal training already exists and partnerships can be formed to incorporate mentoring and animal welfare into the syllabus.

Case Study: CHAMPION EDUCATION

Aman Kayo initially trained as an animal vaccinator and since 2015 Brooke Ethiopia has been training and mentoring Kayo using the Animal Health Mentoring Framework. Improved scores and skills in this framework motivated Kayo to develop his career by training as a veterinary paraprofessional at Asela University. There was a requirement to pass the Certificate of Competence exams and in all the assessments the external examiners were impressed by his practical performance compared to the others; they even asked "how did you learn these skills even better than us?"

The Ethiopian government veterinary service has now adopted the Animal Health Mentoring Framework for training and motivating staff. Kayo was ranked as the best veterinary paraprofessional in the region and for this was awarded a full government sponsored summer course at Wolega University to attend his Bachelor of Veterinary Sciences. In the same year he was promoted to work in one of the best clinics, also supported by Brooke Ethiopia, to deliver much needed quality services to tens of thousands of working horses, donkeys, mules and other livestock.

The Brooke Animal Health Mentoring Framework has been used as the basis for a training programme for almost 5,000 vets and veterinary paraprofessionals across the Global South. Results show significant increases in competency over a two year programme.

Brooke innovations in education, using competency based frameworks and a mentoring approach to teaching, are replicated by partners, training institutions and governments. Through proof of principle in our programmes we can support effective implementation of these best practices by others, building a cohort of animal welfare advocates, to improve animal welfare at scale.

Empower communities to take actions that promote good welfare practices and increase their resilience.

We work with communities to ensure they have the agency to develop the knowledge, skills and resources needed to thrive. Encouraging animal-owning communities to appreciate the value and sentience of their animal will lead to a genuine investment in animal welfare actions. As a result, communities will be resilient enough to support themselves and their animals, which we believe will strengthen their livelihoods in the long-term.

How to meet this guiding principle:

7.1 Discuss the causes and effects of animal health issues on the lives of their animals with the communities and relate these to effects on their own lives. Explain long term benefits to motivate communities to try to prevent health issues and improve welfare through simple solutions, changes in animal husbandry and seeking services when necessary.

7.2 Foster relationships between communities and animal health practitioners so communities can recognise, demand and use quality services when necessary.

7.3 Promote the adoption of sustainable business models amongst animal health service providers to meet community demands.

7.4 Empower communities to develop resilience through collective action via self-help group formation to facilitate collective financial support, insurance, growing food together and the procurement of low cost, quality preventative treatments to animal health issues.

7.5 Encourage AHPs' role as animal welfare advocates that can set a good example within the community and provide advice on preventative medicine and husbandry.

7.6 Support communities in the development of their recognition of animal needs and symptoms of ill-health through actively engaging them in participatory welfare needs assessments where they can appraise welfare at community level.

7.7 Define boundaries with communities and animal health practitioners so both are aware of appropriate first aid steps owners and users of animals can take to address animal health concerns and when an animal health practitioner should be called.

Principle in action

Foster relationships between communities and animal health practitioners and farriers. Brooke West Africa project areas are covered by networks of livestock services providers who regularly attend community self-assessments of animal welfare and provide advice and care. Thanks to the use of the Malaw tool and the networks of service providers, communities can recognise, demand and use quality services when necessary.

Principle in action

Promote the adoption of sustainable business models amongst animal health service providers to meet community demands. Service providers are trained in basic business management and provided with Drug revolving Funds to better meet community demands.

Principle in action

Owners of animals have their own first aid kits in BK Tayal kiln, India that allows them to address manageable health concerns.

Case Study: EMPOWER COMMUNITIES

In many of the communities where Brooke India works, women are the main caretakers for equids. When Brooke India partner staff began working in Samathal Village in Uttar Pradesh, they met with families to help improve their knowledge of equine welfare and management practices. Women participated most at these meetings, already having experience of animal husbandry. Improving the welfare of animals is the primary objective of formation of Equine Welfare Groups.

Keen to develop their interest in equine welfare, 11 women formed the Jyoti Women's Equine Welfare Group, with Brooke India providing support.

One of the members, Bhagwati, was pivotal in motivating others and helped set up 12 more female-run Equine Welfare Groups. Brooke India again provided support, as well as training in first aid and good husbandry practices and income generating activities. The groups began saving regularly – INR200 (around £2) a month. All the groups undertook activities such as Participatory Welfare Needs Assessments, and subsequently became part of the Jag Equine Welfare Association.

When Bhagwati's own horse fell ill with colic, she was able to provide first aid until a Brooke-trained veterinary paraprofessional could visit and treat him. Fortunately, after some rest and care, he made a full recovery.

Bhagwati said, **"[without] training in disease diagnosis and first aid treatment, I would have lost my horse. I have taken a loan of INR 10,000 [just over £100] from our Jyoti Equine Welfare Group to provide treatment to my sick horse and I would like to thank the Brooke India team for facilitating the equine welfare group in our village".**

Bhagwati has a prominent role in improving animal welfare in her community. The Equine Welfare Groups she has helped set up have accrued good savings and are now able to give loans to their members.

Photo: © Brooke

Work with select partners to achieve animal welfare outcomes and ensure that the value of working animals as sentient beings, as well as livelihood assets, is promoted in their interventions.

The most obvious partnerships are with other organisations who specialise in animal health and welfare and these are valuable in bringing about long-term improved welfare for animals worldwide. However, partnerships with organisations that focus on human livelihoods and resilient communities offer great opportunities to strengthen the livelihoods of animal owning communities and address some of the root causes of animal welfare issues.[13] Working with diverse partners expands our reach by increasing awareness of good animal welfare, whilst also offering the opportunity to learn from other approaches.

How to meet this guiding principle:

8.1   Relations with partners should be informed by principles of: complementary purpose and added value; mutual respect and commitment; clarity about roles, responsibility and decision making; transparency and accountability and adaptability and flexibility (as per Brooke's Partnerships Toolkit add link).

8.2   Work in an effective and culturally appropriate manner by harnessing skills and expertise from local partners to enhance existing capacity.

8.3   Where it is not possible or desirable to start new programmes, working in partnership to extend into new locations will have a wider impact on the welfare of vulnerable working animals and communities who depend on them.

8.4   Working in partnership with global organisations extends reach to improve the quality of life for animals and communities far beyond project areas and even across borders. It also offers the opportunity to learn from the expertise of external organisations.

Principle in action

A BWA/Eclosio partnership raises awareness of welfare issues in 8000 households and uses Eclosio's expertise to support micro-projects to offer better economic opportunities for young people

Principle in action

Send-a-Cow in Kenya has integrated donkey welfare training within their holistic farm systems approach and now continues to do so outside of the original project.

Principle in action

Brooke has partnered with SaddleAid, who has expertise in designing technology aimed at relieving animal suffering, to develop a digital harness assessment system and training materials.

Case Study: VALUE PARTNERSHIP

Through Brooke partnerships animals, and the welfare of these animals, are being considered where they had not been before. The result being a sustainable impact at a scale that would not be achievable through Brooke programmes alone. As valued partners and stakeholders showcase the value of animal welfare, it strengthens Brooke messages and helps us to work with others to find innovative solutions to problems that we alone don't have the capacity to address.

The National System for Disaster Prevention, Mitigation and Disaster Relief (SINAPRED) provides Nicaragua with a comprehensive and multi-sectoral approach to disaster risk management. However, prior to SINAPRED's partnership with Brooke, the importance of the contribution of animals to livelihoods, and therefore to early recovery after the impact of an adverse event, had not been visualized. Since 2018, Brooke Latin America and Caribbean (BLAC) has been working in collaboration with SINAPRED to integrate livestock into emergency risk management. The Livestock in Emergencies Guidelines and Standards (LEGS) – developed for the assessment, design, implementation and evaluation of livestock interventions to assist people affected by humanitarian crises – have been central to this process, both through training and by contextualising and incorporating LEGS into Nicaragua's emergency risk management tools.

By augmenting existing international architecture for disaster response the impact will be far greater than unilateral action, as illustrated by the concepts of One Health and One Welfare.

In a long-established partnership with the highly regarded Dutch Committee for Afghanistan, a programme has been established for improvement of the welfare of working livestock across several provinces. As the result of ongoing dialogue and idea sharing between the organisations, DCA have integrated animal welfare into the vision and overarching strategy for all livestock programmes and include a course on animal welfare within curricula for veterinary paraprofessionals.

The impact on animal welfare reaches beyond the limitations of the Brooke-funded programmes, extending to the most remote corners of Afghanistan through the compassion and skill of the DCA trained veterinary paraprofessionals.

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13   See Brooke's Livelihoods Positions Paper

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