



SPANNA

For the working animals of the world



THE NEXT STEPS

SPANNA STRATEGY, 2018-22

CHIEF EXECUTIVE'S INTRODUCTION

Imagine a workplace without a minimum wage – or any wage at all. A place with no holiday allowance, no lunch hour and no breaks. A job where if you fall ill or break a leg at work, there's no time off – you just keep going, working through the agonising pain. Where malnutrition and dehydration are simply an accepted part of the job.

For over 200 million animals around the world, working life is tough. These animals are essential for many vulnerable families, powering the economies of some of the world's poorest communities. They are often the only thing that stands in the way of destitution; in some cases, they are the difference between life and death.

Since our founders, Kate and Nina Hosali, first began helping the working animals of North Africa in 1923, we have been dedicated to relieving pain, promoting animal welfare and protecting the livelihoods of those communities that live and work alongside animals.

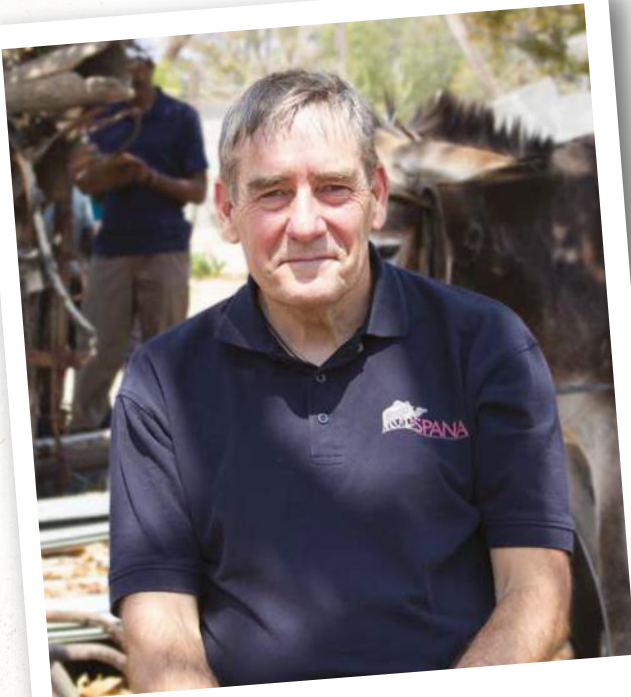
Much has changed in that time – but our commitment to a world free from suffering is undiminished. Despite our achievements, which have transformed the lives of working animals across many communities, so much more needs to be done.

Over the next five years, SPANA has ambitious plans to help more animals, extend our support to new countries and deliver a better future for working animals and communities across the developing world. But we can achieve nothing without the support of generous individuals and organisations who share our belief that a working life shouldn't also be a life of suffering.

Please do read on to learn more about our exciting plans and, if you can, join us as we take our next steps towards a kinder, more compassionate future for working animals.



Geoffrey Dennis
Chief Executive





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VISION

Our vision is a world where every working animal lives a life free from suffering and is treated with compassion.

MISSION

Our mission is to improve the welfare of working animals in the world's poorest communities. We do this through treatment, training and teaching. We **TREAT** by providing free veterinary care when animals suffer or when emergencies strike. We **TRAIN** by building expertise among vets and promoting humane care by animal owners. We **TEACH** children to develop positive beliefs, respect and compassion towards animals.

CURRENT AND RECENT PROGRAMMES

MOROCCO

MAURITANIA

MALI

SENEGAL

NIGERIA

SIERRA LEONE

LIBERIA

HONDURAS

NICARAGUA

COSTA RICA

GHANA

ZIMBABWE

BOTSWANA

'IT REALLY IS SUCH A GREAT PRIVILEGE TO BE AN AMBASSADOR FOR SPANA. HAVING SEEN THE CHARITY'S WORK FIRST HAND IN MOROCCO, THE THING THAT STRUCK ME WAS THE SHEER NUMBER OF ANIMALS QUEUING FOR TREATMENT. IT WAS HUGEY INSPIRING TO SEE SPANA VETS GETTING THEM BACK TO THEIR OWNERS IN A HEALTHY AND HAPPY CONDITION.'

Jim Broadbent, actor and SPANA ambassador

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Jim Broadbent, actor and SPANA ambassador

TREATMENT

Free veterinary care at SPANA fixed and/or mobile clinics

Free veterinary care at SPANA fixed and/or mobile clinics

TRAINING

Improving skills and knowledge
with vets, teachers and owners

Improving skills and knowledge
with vets, teachers and owners

TEACHING

Fostering compassion for animals at SPANA education centres

Fostering compassion for animals at SPANA education centres

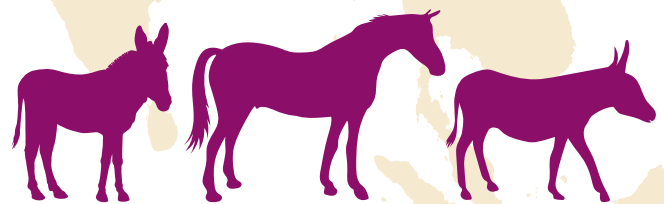
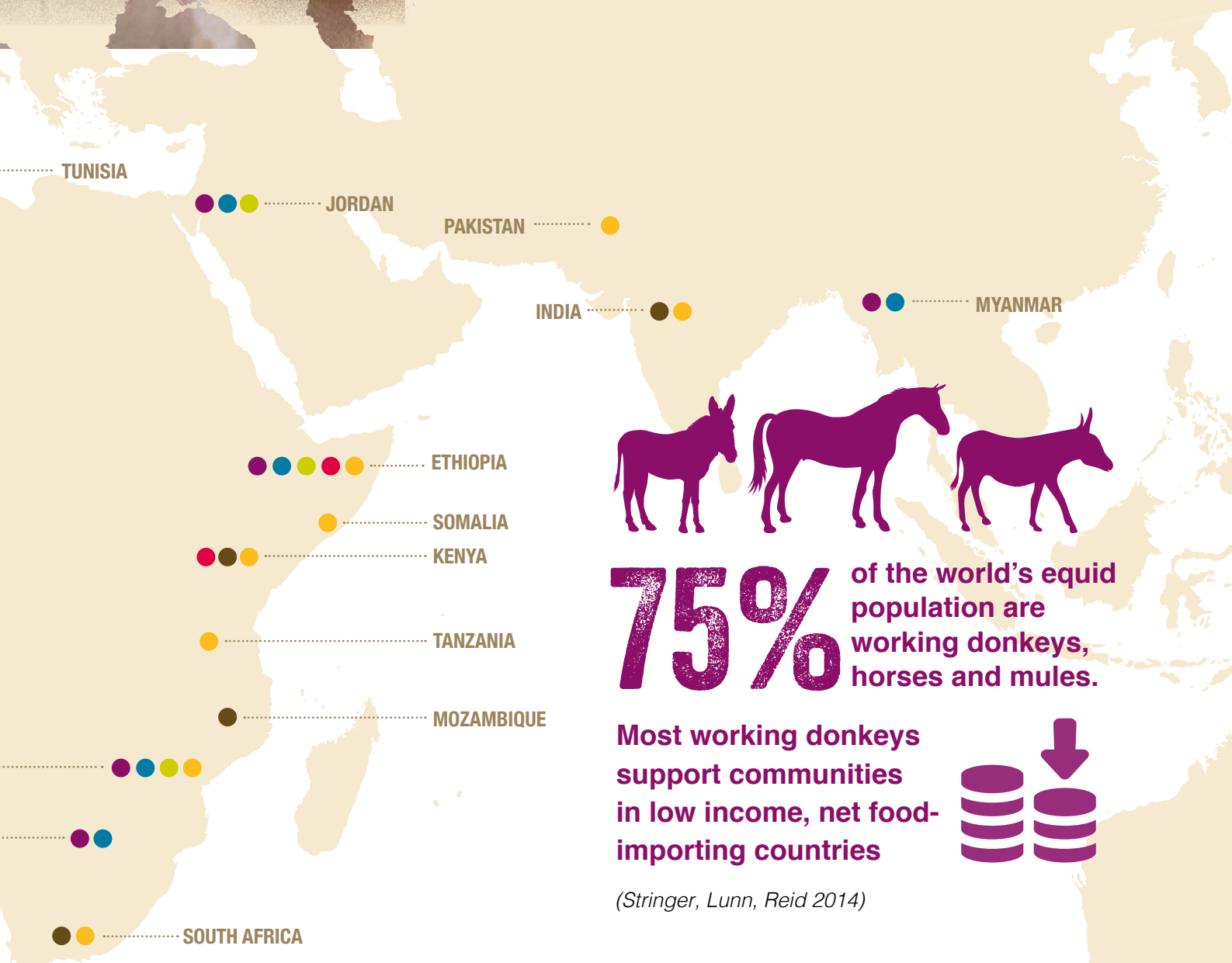


Around the world, over a billion people rely on a huge but largely ignored workforce of donkeys, mules, horses, elephants, camels and oxen to underpin their livelihoods. Often these are the most vulnerable and marginalised communities in some of the world's poorest countries. It's a precarious existence: should an animal become sick or injured, whole families can rapidly find themselves in desperate poverty. In some parts of the world, a working animal really is the difference between life and death.

There are at least 200 million working animals in the world: only a small number of these animals will have access to even the most basic veterinary care. If they are sick or in pain, they work on.

But for the lucky few, there is SPANA.

● MONGOLIA



75% of the world's equid population are working donkeys, horses and mules.

Most working donkeys support communities in low income, net food-importing countries



(Stringer, Lunn, Reid 2014)

EMERGENCIES

Saving lives in times of crisis

PARTNERSHIPS

Long term collaborations with universities and other partners

OUTREACH

Short term funding for local animal welfare organisations

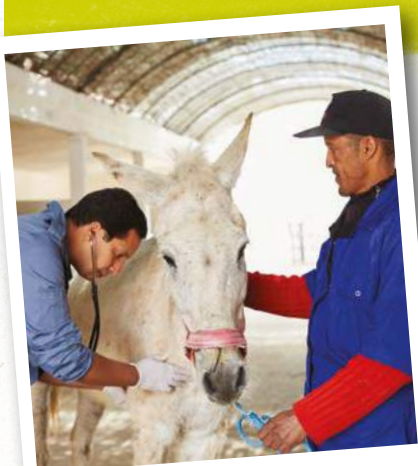




**HE'LL NEVER
FORGET YOUR
COMPASSION**

OUR NEXT FIVE YEARS

Over the next five years, SPANA will expand into new territories, reaching many more working animals in need. We will strengthen existing projects and also develop new partnerships to deliver measurable and sustained improvements in the health and wellbeing of working animals and the communities that depend on them.



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TREAT

We will expand our veterinary care into up to 15 core countries, with annual outreach projects reaching many more. We will always uphold consistently high standards of care for all our services. We will support the development of local veterinary partners and government vets, building in-country capacity.

TRAIN

We will focus on expanding our community training programme, reaching a growing number of working animal owners each year to improve husbandry and care. We will also invest in training for local veterinary and education professionals in our core countries, driving up standards and improving skills.

TEACH

Our children's education programme will be realigned to take our humane education work out from SPANA centres into those communities with the greatest dependence on working animals, while also working to change attitudes and behaviours towards animals across society as a whole.

Impact

At SPANA, we are committed to using our limited resources in the most effective way possible and we believe in always demonstrating our impact. We will further develop frameworks to ensure clear measurements of impact are built into all our projects. A new operations department will support rigorous reporting and measurement, directing our expansion and ensuring our donors and partners receive detailed and timely reports.

Emergencies and resilience

Through a network of trusted implementation partners, SPANA will protect working animals and communities impacted by conflict, climatic shock and natural disaster. We will build resilience through disaster preparedness projects and extend our capacity to respond quickly to emergencies with the appointment of a new, dedicated team.

A champion for working animals

SPANAs will be a champion for working animals and those communities that depend on them. We will work in partnership with local, national and international agencies on advocacy campaigns designed to change attitudes and drive improvements in animal welfare legislation and regulation.



Working donkeys, horses and mules support an estimated

600 MILLION PEOPLE



AROUND THE WORLD



(McKenna, 2007)

'SINCE I BEGAN WORKING WITH SPANA, I'VE SEEN GREAT CHANGES IN PEOPLE'S ATTITUDES TOWARD THEIR ANIMALS. WHEN I FIRST STARTED WORKING FOR SPANA, WE WOULD HAVE TO GO OUT AND PERSUADE PEOPLE TO GET THEIR ANIMALS TREATED. NOW, THEY COME TO US. I THINK THAT'S A HUGE ACHIEVEMENT.'

Prof Hamid Belemleh,
President, SPANA Morocco

HER WORK GOES ON SO DOES OURS





VETERINARY CARE: RELIEVING SUFFERING AND IMPROVING CLINICAL SKILLS

For almost a century, SPANA has led a global mission to improve the health and welfare of the world's working animals, treating pain, preventing disease and protecting the livelihoods of poor and marginalised communities.

Today, our dedicated vets and technicians treat hundreds of thousands of donkeys, horses, mules, camels and elephants around the globe every year.

SPANAs network of busy veterinary centres is at the heart of our work, with a fleet of mobile clinics taking our lifesaving care into even the most remote and inaccessible communities.

Our outreach and partnership programmes also provide support to local organisations who share our passion and expertise, helping SPANA reach working animals in need, wherever they are.



THE NEXT STEPS: 2018-22

We will reach more animals and communities in need across the developing world, extending our work to new countries by supporting our most successful partnership projects to achieve SPANA core country status

- Encourage applications for SPANA's small grants outreach fund, helping more local organisations that share our aims with resources, training and advice
- Coordinate our work with other agencies, including local and international charities, to ensure our funds are used in the most cost effective way possible, avoiding duplication of work and increasing collaboration
- Continuously monitor activities and strive to improve accountability, demonstrating the impact of our work through evaluation
- Employ an objective framework and rigorous procedures to identify those projects to be upgraded to SPANA core country status

We will maintain and improve SPANA's high standards of veterinary care across all our projects and core countries

- Develop a competency framework for all SPANA vets
- Improve integration and cooperation between programmes, focusing on international teaching and training
- Strengthen the teaching of local veterinary surgeons and students, including promoting undergraduate experience through clinical skills centres and curricula support

We will employ an evidence-based approach to underpin SPANA's support for therapies, training and research

- Build strong partnerships with academia and other research partners to extend SPANA's influence in research which benefits working animals
- Regularly review the caseload and impact of SPANA core country programmes, and ensure our work remains cost effective and evidence-based

Each working animal can support the livelihoods of an extended family of up to



(Sprayson, 2006)

'IT'S A MIRACLE THAT WASSIMA IS STILL ALIVE. WHEN THE ACCIDENT HAPPENED, I WORRIED THAT WAS THE END FOR HER AND I WAS DESPERATE. THE VETS TOLD ME THEY WOULD DO THEIR BEST TO SAVE MY DONKEY AND, THANKFULLY, THEY DID. WITHOUT SPANA I WOULD SURELY HAVE LOST WASSIMA.'

Tahiri from Morocco, whose pregnant donkey Wassima was seriously injured in a road accident

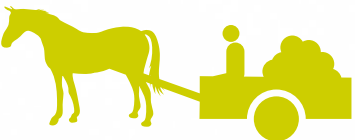


WE WORK WHERE THEY WORK



COMMUNITY TRAINING: SUPPORTING LASTING CHANGE

Working animals are used for agricultural operations in

52% 



of the cultivated area of the world.

(Raheem and Reed, 2014)

'I HAVE NO WORDS TO THANK SPANA FOR OUR TRAINING. NOW WE ARE GENERATING A LOT OF INCOME FROM OUR CARTS AND CAN SUPPORT OUR CHILDREN. I CAN KEEP MY HORSE HEALTHY MYSELF – I CAN'T AFFORD PRIVATE VET COSTS.'

Carthorse driver, Debre Zeit, Ethiopia

When our founders first began treating sick and injured working animals in the souks of North Africa, they knew that veterinary care alone would never be enough.

Most of the animals they saw were suffering from avoidable problems, such as injuries caused by ill-fitting harnessing or poor shoeing. They were clear from our earliest days that wherever SPANA treats we should also train.

Community training remains central to our work today. Our teams ensure that through improved husbandry, a better understanding of the needs of working animals, and humane harnessing and equipment, we deliver sustainable changes that will benefit animals for generations to come.





THE NEXT STEPS: 2018-22

We will develop the capacity for communities to provide for the welfare needs of their animals

- Support the professional development of new and existing Community Training Officers, to expand our reach and capacity across all SPANA's core countries
- Create curriculum and training resources to be delivered by our Community Training Officers, based on effective adult participatory learning techniques
- Support community groups to promote improved animal husbandry

We will support working animal owners to provide for the welfare needs of their own working animals

- Reduce the number of preventable injuries through training in humane husbandry practices, encouraging and facilitating the use of appropriate equipment
- Promote improvements in the physical welfare of working animals by training owners in welfare needs (eg nutrition) and encouraging the adoption of medical services provided by SPANA and others (eg worming and vaccinations)
- Promote improvements in the psychological welfare of working animals, developing among owners an understanding that working animals are capable of feeling pain and experiencing emotion, extending the principles of SPANA's children's education programme to young adults

We will employ an evidence-based approach to maximise the effectiveness of community training interventions

- Develop monitoring and evaluation tools to assess the particular needs of different communities, creating bespoke solutions to improve the welfare of working animals
- As part of the planning process, assess likely community engagement, addressing obstacles to behaviour change and ensuring sustainable training solutions
- Evaluate impact of community training programmes, employing welfare assessments and other tools for measuring positive changes

**EVERY DAY
HE SUPPORTS
A FAMILY UNTIL
HIS LEGS WON'T
SUPPORT HIM**



CHILDREN'S EDUCATION: INVESTING IN A MORE COMPASSIONATE FUTURE

Across so much of the world, animals are considered little more than tools, worked to exhaustion pulling backbreaking loads in extreme climates. From generation to generation, children learn how to work animals without ever understanding or appreciating an animal's basic needs.

SPANAs education programme is changing that. Each year, our humane education teams reach tens of thousands of children, before their attitudes towards animals become fixed. SPANA teachers help the next generation of animal owners to recognise that animals are capable of feeling pain and have complex welfare needs. Above all, they foster compassion.

It's an approach that's been proven to work, underpinned by research and a commitment to evaluation and evidence-based practice. One child at a time, we're investing in a kinder future for hardworking animals.

'BEFORE THE LESSONS THE CHILDREN WERE QUITE CRUEL TO ANIMALS. NOW THEIR ATTITUDES HAVE POSITIVELY CHANGED AND THEY WILL TELL THEIR FRIENDS NOT TO BE CRUEL.'

Andrew Mammy, teacher, Sierra Leone



© Alice Carfrae



THE NEXT STEPS: 2018-22

We will reach more children with evidence-based, high quality humane education projects

- Extend our work to new countries by supporting our most successful outreach projects to achieve SPANA core country status
- Realign our programme to take children's education out from SPANA centres into those communities where animals work, prioritising communities with the greatest dependence on working animals
- Improve quality by shifting our focus from having a single contact with a child in favour of multi-contact interventions, such as after-school animal welfare clubs
- Increase the impact of our multi-contact programmes by introducing enhancements such as animal handling activities and interactive exhibitions

We will use an evidence-based approach to maximise the effectiveness of humane education projects

- Develop monitoring and evaluation procedures to identify and promote the most effective teaching and learning strategies
- Develop links with academic researchers and support original research to improve the effectiveness of humane education programmes

We will promote the widespread adoption of a culture of animal welfare education based on humane education principles

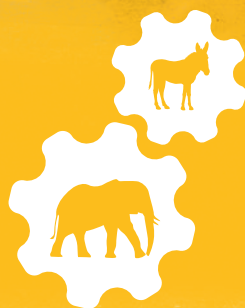
- Work with in-country education services to introduce humane education into mainstream curricula

Animals are the main source of power for

50%

of the world's population

(Wilson, 2003)



- Develop the theory and practice of humane education and promote its adoption by communicating with governments, academics and other opinion formers

We will develop the capacity of in-country staff and others to develop high quality and effective humane education programmes

- Provide training to education professionals in the theory and practice of humane education
- Deliver animal welfare teaching resources to support teachers of humane education
- Support the development of professional networks of humane educators

A young boy with dark skin and short hair, wearing a yellow beaded necklace, is smiling and looking towards the camera. He is standing next to a white cow, with his hand resting on its back. The background is a blurred green field.

**WE HELP
TODAY'S CHILDREN
BECOME TOMORROW'S
CARING, COMPASSIONATE
OWNERS**



EMERGENCY RESPONSE: PROTECTING COMMUNITIES AND BUILDING RESILIENCE

© Will Miller

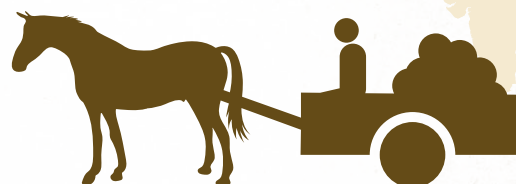


Devastating flooding, extreme droughts and brutal conflicts hit already vulnerable communities hardest. Those with the fewest reserves on which to fall back in times of crisis are often the first to suffer the devastating effects of natural and manmade disaster.

In so much of the world, these marginalised people are also those most likely to rely on working animals and livestock for their income and, in emergencies, for their survival.

SPANNA protects working animals and their dependent communities in some of the world's most extreme environments. Our teams work year-round to help families better cope with the impact of disaster, building resilience and capacity. We're also there to respond quickly when emergencies strike, getting lifesaving help to those affected, whenever and wherever we're needed.


The draught animal power of India's



**100 MILLION
DRAUGHT ANIMALS** **=**
is estimated to be equal to
**40,000 MW
OF ELECTRIC POWER**

equivalent to half the country's present power generation capacity.

(Raheem and Reed, 2014)



'THE DRINKING FOUNTAIN ASSOCIATION HAS BEEN DELIGHTED TO SUPPORT SPANA'S WORK SINCE 2008. WE HAVE FUNDED SEVERAL PROJECTS INCLUDING HELPING TO BUILD A DAM IN A DROUGHT-PRONE, REMOTE AREA OF KENYA, WHICH HELPED BOTH ANIMALS AND NOMADIC PEOPLE. WE'RE PROUD TO SUPPORT SPANA. WORKING ANIMALS HELP SOME OF THE WORLD'S POOREST PEOPLE AND ARE A LITTLE-RECOGNISED BUT VITAL PART OF SO MANY PEOPLE'S LIVES.'

Mr Ralph Baber, The Drinking Fountain Association

THE NEXT STEPS: 2018-22

We will create a new emergency response team, experienced at delivering interventions involving complex logistical challenges

- Develop procedures to make sure we always leave behind a valuable legacy of lasting benefits to animals and communities
- Ensure impact reporting is central to all emergency response and capacity building projects, and that partner organisations are supported in providing excellent monitoring and evaluation reports
- Develop SPANA's skills and expertise in delivering water, feed and capacity-building projects

We will build a network of trusted partner organisations, to support both early warning systems and rapid response

- Work to raise awareness among policy makers of the role of working animals in the development process, and the need to protect working animals / livestock during emergency situations
- Create an international network of agencies to provide reliable data on potential crises and build the capacity to react quickly to emergencies as they arise
- Build awareness of SPANA's work through conferences and specialist media, integrating our work with existing national and international networks of animal welfare, humanitarian and emergency response agencies

We will devise and implement disaster preparedness strategies, building resilience to climatic shock and other crises

- Help in at least one major emergency each year, focusing on those communities most affected by natural or manmade disaster, protecting working animals / livestock and the communities that rely on them
- Deliver at least two disaster preparedness projects each year, building capacity in a sustainable way, supporting longer term development goals and improving community resilience to emergency situations
- Work alongside local communities and partner organisations to provide ongoing support and advice beyond the initial funding or infrastructure development

For almost a century, SPANA has eased the suffering of working animals and ensured a kinder, more compassionate future. We rely entirely on the support of individuals and organisations who share our belief that hardworking animals, so important to the world's poorest communities, deserve veterinary care and respect.

We currently receive no government funding: every treatment our dedicated vets undertake, every child we educate, is only thanks to the extraordinary commitment of those who believe, as we do, that a life of work needn't be a life of suffering.

WORKING TOGETHER



Where we work, SPANA brings hope and transforms lives. But without us, most working animals never have access to veterinary care. Sick and injured animals work on through the pain. Without SPANA, owners have no instruction in appropriate, humane care.

With over 200 million working animals in the world, there's so much more

we need to do; we won't rest until every working animal receives the care and compassion they deserve.

Our strategy for the next five years is ambitious. We aim to reach more animals, support more communities and leave a lasting legacy of care. But we can do none of this without you. We need your support to grow income substantially over the next five years.

Working together, we can achieve our goal of ensuring a life free from suffering for working animals. Without you, we can do nothing. Please get in touch today to learn more about how you can help make our vision a reality.

We are proud to support SPANA

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The value of investments and the income from them can fall as well as rise and investors may not receive back the original amount invested.

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FOR JENI, THE HARDWORKING DONKEY WHO
STUMBLED INTO SPANA'S MOBILE CLINIC IN
LUTUMBA SUFFERING FROM SEVERE ABDOMINAL
DISEASE, DANGEROUSLY DEHYDRATED AND
WRITHING IN AGONY. FOR AMANI THE CAMEL
WHO THE TEAM FOUND WANDERING TURKANA'S
BARREN LANDSCAPE IN SEARCH OF LIFESAVING
WATER. HIS RIBS PROTRUDING, HIS HUMP DEFLATED,
HIS FAMILY GONE. FOR TIN THE ELEPHANT WHO
WAS PULLING BACKBREAKING LOADS OF TEAK LOGS
THROUGH UNBEARABLE HEAT IN THE JUNGLE WITH
ILL-FITTING EQUIPMENT AND PAINFUL INJURIES.

FOR HUNDREDS OF THOUSANDS OF WORKING
ANIMALS ALL OVER THE WORLD, SPANA IS THERE.

WE'RE PROUD TO STAND BESIDE THEM AS STRATEGIC
AND CREATIVE PARTNERS, COMMITTED TO SUPPORTING
SPANNA'S MISSION TODAY AND LONG INTO THE FUTURE.



GOVERNANCE

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