

ANNUAL REVIEW 16-17





THE SPANA SUPPORTER CHARTER

SPANAs believes that every working animal deserves to live a life free from suffering and to be treated with compassion. Our supporters are at the heart of everything we do, because it's only thanks to you that we're able to provide the treatment, training and teaching required to make this vision a reality.

We will:

- use your gift where it will have the greatest impact for working animals – or on a specific area of our work if you request it
- thank you for your support and keep you informed about what your donations have made possible, in accordance with your wishes
- respect your preferences on how you would like to be contacted
- protect any personal information we hold about you, and will not sell your details to any third party
- respond to your enquiries quickly and appropriately
- be open and honest about our charitable and fundraising activities
- recognise the true value of each and every supporter. Every donation we receive matters to us, regardless of how big or small it is.

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CHIEF EXECUTIVE'S INTRODUCTION

When I first arrived in Kenya's sprawling Dabaab refugee camp, hundreds of thousands of refugees escaping war and famine were huddled together in a facility built for just 90,000. Representing a major international aid charity, I was there to help families rebuild their shattered lives once again.

"I have lost everything. There is nothing to return to. This is now my home." These words were spoken to me by a young man of no more than 25, resigned to life in this desperate place. He had lost his animals to drought and was now caught in an aid trap, dependent and hopeless. He was not unique: every person I spoke with that day had a similar story to tell.

That moment changed my outlook forever. Few people, even leaders of international aid organisations, recognise the extraordinary reliance of poor communities on animals. Over a billion people worldwide depend on animals for their livelihoods, with half the world's population relying on them as their main source of power.

My journey has brought me to SPANA, where I am proud to begin work this year as the charity's new Chief Executive. We are not the best known charity: our work is local, community-focused and takes place away from the media spotlight. But for the hundreds of thousands of working animals that depend on us – and the communities who depend on those animals – we may be the difference between life and death.

2016 was another year of great achievement for SPANA. With your help, we were able to expand our work into new countries, to develop programmes to help working elephants in Myanmar, to fund more outreach projects than ever before and to save the lives of desperate and malnourished animals in drought-stricken Ethiopia. We receive no government funding – you really have made all of this possible.

While the best reward for our work will always be the wellbeing of hardworking animals, it's always gratifying to be recognised for our achievements. Last year, SPANA was named 'Best Animal Welfare Charity' for Europe, the Middle East and Africa in the 2016 Animal Health Awards, with the SPANA Ethiopia team also picking up the 'Best in Prevention of Cruelty to Working Animals' award. Both these honours are testament to the passion, skill and dedication of SPANA's extraordinary staff around the world.



Geoffrey Dennis
Chief Executive

"Over a billion people worldwide depend on animals for their livelihoods, with half the world's population relying on them as their main source of power."

As I begin work on the next chapter of SPANA's story, I pay tribute to my predecessor, Jeremy Hulme, whose inspirational achievements over the past 28 years have made such a difference to the lives of so many animals and people. Whatever successes lie ahead will be built upon his remarkable legacy.

But most of all, I pay tribute to you, SPANA's loyal supporters – without you, we could achieve nothing at all. Imagine a world without SPANA, where sick animals stay sick, where suffering goes untreated, where isolated communities are simply left to starve. Thanks to your kindness, SPANA brings hope to countless forgotten and hardworking animals and the families who rely on them.

Since SPANA founder Kate Hosali treated her first donkey in the market place over 90 years ago, our journey has been a long one. Millions of animals have been treated, children educated and owners trained. I know there is so much more to do, so many more animals that are still suffering today and in need of SPANA's help. I am privileged to be joining you on our mission to improve the welfare of working animals and the people who rely on them. With your help, we will continue to work tirelessly until every working animal lives a life free from suffering.

OUR WORK

Zacharias Abubeker, © Ethiopia



● HONDURAS
● NICARAGUA
● COSTA RICA

MOROCCO



MAURITANIA



MALI



SENEGAL



SIERRA LEONE



LIBERIA



GHANA



India, © Alice Carfrae

ZIMBABWE

BOTSWANA

TREATMENT

Free veterinary care at SPANA fixed and mobile clinics

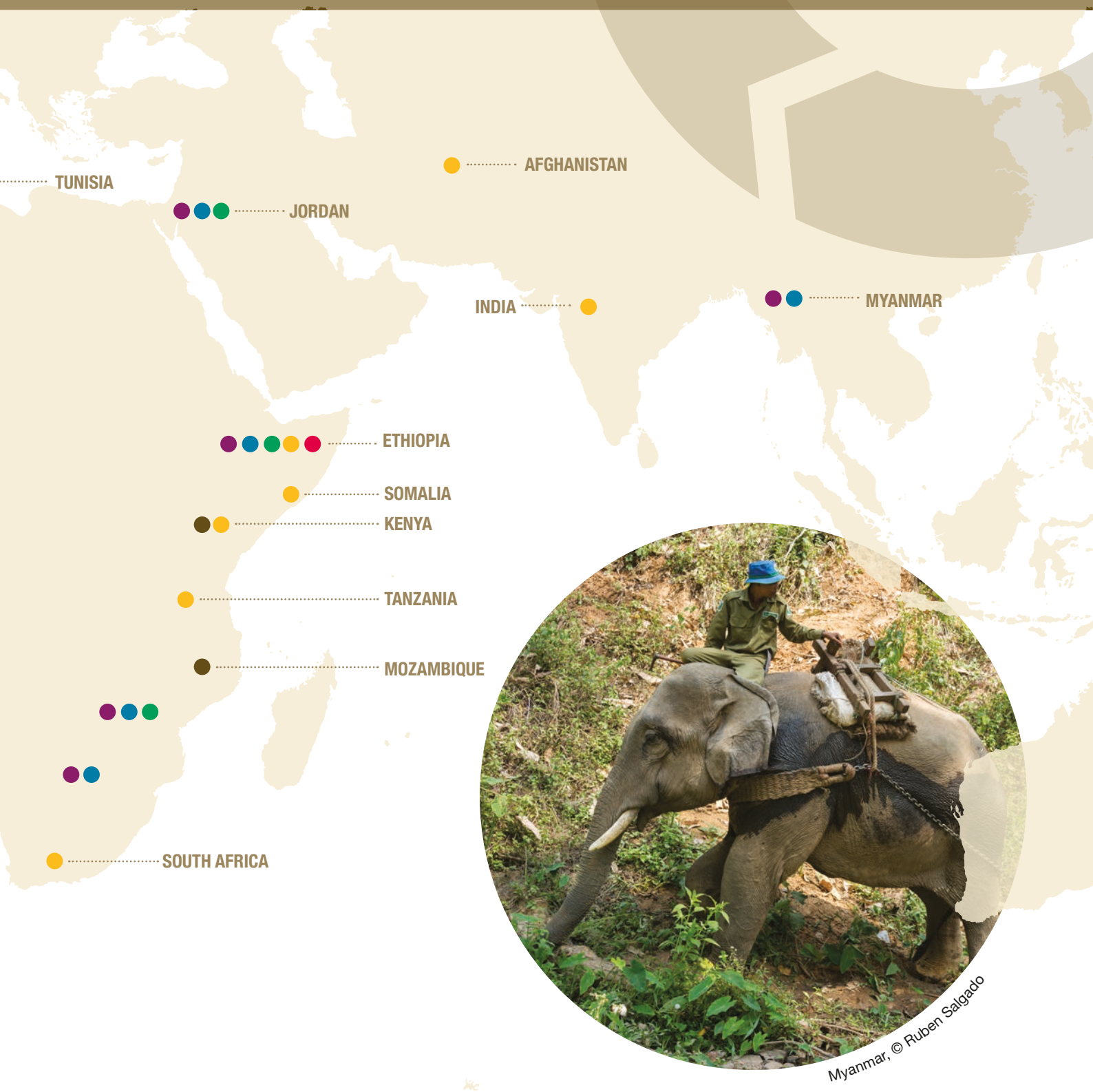
TRAINING

Improving skills and knowledge with vets, teachers and owners

TEACHING

Fostering compassion for animals at SPANA education centres





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

OUR VISION AND MISSION

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

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.



Ethiopia, © Zacharias Abubeker

GO COMPASSION



WORKING ANIMALS: THE WORLD'S FORGOTTEN WORKFORCE

Right across the developing world, a vast workforce of donkeys, mules, horses, camels, oxen and elephants powers local economies and supports the livelihoods of many of the world's most vulnerable people.

Over a billion people rely on animals for their livelihoods, with each working animal supporting an extended family of up to thirty people. For half the world's population, working animals are the main source of power.

These animals are vital. Without them, marginalised communities would face economic ruin and families would struggle to access water and food. Working animals are key to the

development process and essential to supporting sustainable communities.

To many in the developed world, these hundreds of millions of animals are all but invisible. Yet they are every bit as important to economies as motor vehicles are elsewhere. When animals die, families lose their independence. When lots of animals die, whole regions can face famine.

SPANA believes these essential animals deserve more. We believe a life of work should be rewarded with compassion, empathy and care.

Working animals are the forgotten workforce. The world's poorest people rely on SPANA to protect their animals. We rely on you.

WORKFORCE

TREAT: RELIEVING SUFFERING TODAY

TODAY

For many animals, life can be short, brutal and painful. Working long hours in unforgiving climates, dehydrated, overloaded and malnourished. And all the time with poorly-fitting harnessing rubbing on open wounds.

It doesn't have to be this way.

Working animals are a fact of life in many developing countries, but with access to veterinary care and the right equipment, a life of work needn't be a life of suffering.

SPANA's dedicated veterinary teams work across nine core countries, delivering lifesaving treatments, easing pain, preventing injuries, vaccinating against deadly diseases and replacing harmful harnessing and equipment with humane alternatives.

From our network of fixed and mobile clinics, we help hundreds of thousands of animals each year, making working life bearable while also protecting the livelihoods of some of the world's most vulnerable communities.

Without SPANA, a lame animal would stay lame. Wounds would go untreated. Sick and injured animals would often be left to die.

2016 ACHIEVEMENTS

BOTSWANA

Humane hobbles:

In rural Botswana, roaming donkeys are a major cause of road traffic accidents, so owners traditionally hobble their animals. These homemade hobbles are often made of rope or even wire and can result in horrendous injuries. SPANA has developed a new humane hobble, which is produced locally in Botswana, to reduce hobble injuries. The SPANA hobble also includes a reflective tag to improve night-time visibility.

Comfortable saddle pads:

So many of the injuries SPANA vets see are caused by ill-fitting saddles and harnessing. In 2016, the SPANA Botswana team developed a new, comfortable saddle pad designed to be used under saddles for horses and under harnesses for donkeys. The pads are made locally and have reflective tags to improve visibility on the busy roads.

JORDAN

Clinical skills centre:

Professional training for vets varies from country to country and, consequently, so does skill and experience. SPANA's network of clinical skills centres (CSCs) aims to provide a consistently high level of training in appropriate clinical environments. Dr Osama of Jordan University of Science and Technology heads our new CSC in Amman, improving skills in suturing, venopuncture techniques, laboratory skills and anatomy.

MALI

Distributing harness pads:

Mali's capital city, Bamako, is ringed by towering rubbish dumps, where piles of refuse are brought each day on carts pulled by working donkeys. The work is hard and harness injuries, which often become infected, are common. SPANA employs a team of local women, previously workers on the dumps, to produce soft harness padding, which is fitted to donkeys receiving free veterinary care from our mobile clinics.

MAURITANIA

A new animal shelter:

On the banks of the Senegal river, our isolated Rosso clinic treats thousands of sick and injured animals each year. In the unrelenting glare of the Saharan sun, temperatures regularly exceed 40 degrees Celsius. In 2016, we constructed a new animal shelter, to provide much-needed shade for animals waiting to be treated at the SPANA clinic.

Improved diagnostics:

Thanks to funds raised by SPANA Vice President Professor Derek Knottenbelt's Vets with Horsepower event, SPANA Mauritania was able to purchase a new X-ray and ultrasound machine for our clinic in Nouakchott. The new unit will allow vets to make diagnoses that were not possible before, helping many more working animals as a result.

MOROCCO

Mule welfare:

In the foothills of Morocco's Atlas mountains, where there are few passable roads, mules remain central to daily life. SPANA Morocco works with their owners, the muleteers, to provide regular free veterinary care through our mobile clinic. The team also organise an annual Best Kept Mule awards ceremony alongside year-round advice and guidance, ensuring owners play their part in maintaining high welfare standards.

Animals and tourism:

Marrakech's tourist calèche horses are a familiar sight on the city's streets, waiting patiently in line for fares at the main tourist spots. Working with the local authority, SPANA manages a licensing system to ensure all caleche horses are healthy and well cared for. SPANA vets work with owners to improve animal welfare, which is incentivised through an awards ceremony at the Marrakech centre each year. SPANA Morocco's outstanding work with the calèche horses was recognised by the Moroccan Ministry of Tourism this year, as the team won a national award for sustainable tourism.

TUNISIA

New water troughs:

It's thirsty work for the calèche horses working on the dusty streets of Tozeur and Nafta, which can be swelteringly hot in the summertime. SPANA is installing water troughs, which will be maintained by our team, benefitting both the calèche horses and the many other animals working on the towns' streets.



Zimbabwe, © Dylan Thomas

Myanmar, © Ruben Salgado



FOCUS: SPANA LAUNCHES IN MYANMAR

An estimated 6,000 elephants are employed in Myanmar's timber industry, pulling logs through the thick jungle. They're hardy and strong animals but, like working animals everywhere, when they're injured or fall sick, they need access to expert veterinary care.

In 2016, SPANA launched a new core programme in the country, with a mobile clinic getting help to working animals in rural communities. We also began a limited project with the logging elephants, with plans to launch a much more expansive programme involving a dedicated mobile clinic for elephants in 2017.

Supported by the University of Veterinary Science, SPANA is working closely with Myanmar Timber Enterprises, which employs 3,000 working elephants. Myanmar's government has also donated 3,000 hectares of land to build a specialist elephant hospital – including treatment areas, a lab and on-site accommodation for workers.

SPANA will be launching a dedicated elephant mobile clinic that will travel around the country's logging camps, treating sick and injured timber elephants while providing animal welfare guidance for handlers.

Our team is also researching practical ways to reduce the incidence of injuries faced by the elephants, including designing comfortable harnesses for elephants dragging heavy logs, which will prevent rubbing and painful wounds.

SPANA is already running a mobile clinic to provide free veterinary care for some of the country's 12 million working cattle and 150,000 cart and taxi horses.

SPANA's Country Director, Professor Ye Htut Aung, looks forward to further expansion: "In addition to training at the clinical skills centre, we will be helping newly-graduated vets to gain hands-on experience treating animals in the field – working under the supervision of SPANA vets during mobile veterinary clinic visits. We also hope to establish a SPANA education programme to teach primary schoolchildren between the ages of seven and 11 about animal welfare."



CASE FILE: SAIDA AND MHAMEDI

New X-ray and ultrasound equipment is helping our vets accurately diagnose injuries that might otherwise go untreated, resulting in agonising working lives for animals.

Mhamedi works with his mule, Saida, transporting building material around the busy streets of Marrakech, Morocco. Saida is vital to Mhamedi's work, allowing him to earn just enough money to support his wife and three children.

The roads in Marrakech are often chaotic and road traffic accidents involving working animals are not uncommon. Hit by a speeding truck, Saida was one of the many animals to find her way to the SPANA centre after a collision.

In obvious pain, Saida was sedated before being checked with new portable X-ray equipment. The images showed a fractured jaw which would need to be re-set and secured with wire implants. Her severely lacerated mouth was also stitched and she was given medication to relieve her pain, reduce inflammation and prevent infection.

Without detailed X-ray images, Saida's fracture would have remained undiagnosed, causing constant pain and, eventually, leading to her being put to sleep.








Thanks to free treatment at the SPANA centre, our vets were able to provide the care she needed to make a full recovery, ensuring a life free from pain and hope for Mhamedi and his family.



SPANA'S CORE VETERINARY PROGRAMME:

2016 IN
NUMBERS

CLINICS

								OTHER	ALL TREATMENTS
	FIXED	MOBILE	DONKEYS	HORSES	MULES	CAMELS*	ELEPHANTS**		
BOTSWANA	0	1	399	315				41	755
ETHIOPIA	1	2	198	12,562	7				12,767
JORDAN	1	2	1,260	1,879	249	34		411	3,833
MALI	1	2	35,884	6,004		61			41,949
MAURITANIA	2	2	93,745	26,523					120,268
MOROCCO	5	1	20,062	18,972	37,758	13		5,192	81,997
MYANMAR	0	1					60	9,900	9,960
TUNISIA	3	3	8,105	6,041	3,820	293			18,259
ZIMBABWE	0	2	42,376					3,986	46,362
2016 TOTAL	13	16	202,029	72,296	41,834	401	60	19,530	336,150

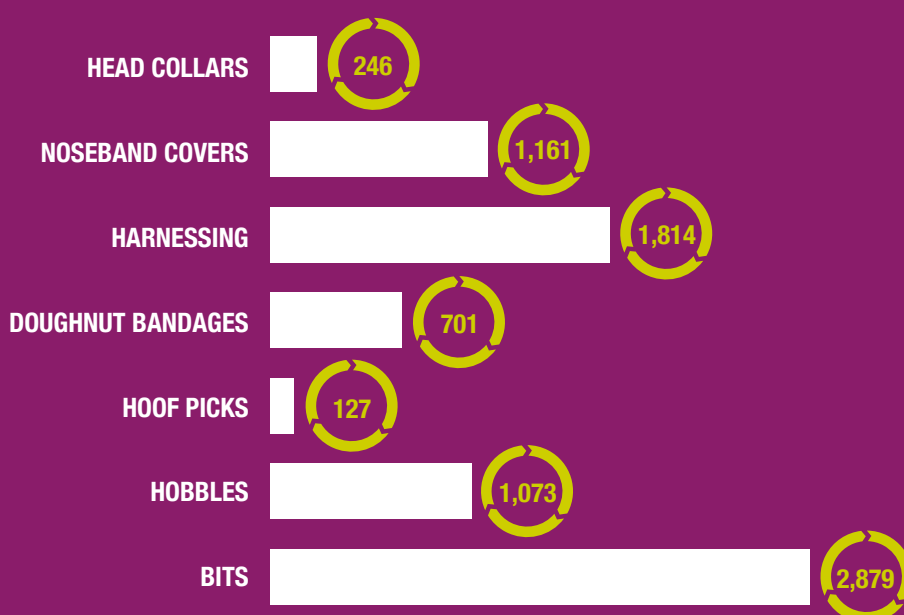
*Thousands of camels were treated through SPANA's outreach programme. See pages 26-31 for details.

** SPANA treated a limited number of elephants in 2016 – the programme is set to grow rapidly in 2017 with the purchase of a dedicated mobile clinic for Myanmar's elephants.

TREATMENTS INCLUDED:

DIGESTIVE SYSTEM	8,482
MOUTH DISEASE	8,276
RESPIRATORY DISEASE	13,813
MUSCULOSKELETAL DISEASE	15,094
CARDIOVASCULAR DISEASE	1,402
OCULAR DISEASE	8,394
SKIN DISEASE	12,001
WOUNDS/ABSCESSES	47,003
INFECTIOUS DISEASE	1,748
PARASITES	8,670
VACCINATION	33,329
DEWORMING	94,324
FARRIERY	4,762
TOOTH RASPING	30,058

EQUIPMENT DISTRIBUTED INCLUDED:



Treatments performed and equipment distributed through our outreach, emergency and partnership programmes are shown separately on pages 22 to 31.

TRAIN: IMPROVING WELFARE TOMORROW

Free veterinary care can ease pain today, but SPANA is equally committed to preventing suffering tomorrow. Many working animals attending SPANA clinics are suffering from entirely avoidable injuries and conditions caused by inappropriate harnessing, painful bits, poor farriery or harmful traditional treatments and practices.

By training owners within communities and improving the skills of veterinary professionals, SPANA works to drive up welfare standards by changing behaviours and building knowledge. It isn't a quick fix, but our dedicated teams are working with communities and professionals to deliver sustainable changes that will benefit millions of working animals for generations to come.



COMMUNITY TRAINING

FOCUS: REPLACING PAINFUL HARNESSES IN ETHIOPIA

Poor quality, homemade and painful harnessing is a problem for working animals around the world. Because of poverty, knowledge or a lack of access to appropriate materials, inappropriate harnessing can cause daily suffering for animals and lead to more serious health conditions. Harness wounds are one of the three most common causes of injuries seen by SPANA vets, with ill-fitting harness parts causing painful sores which, over time and in harsh conditions, can worsen and become infected.

SPANA vets replace damaged and worn harnesses wherever they can, but we also work with local communities to help owners appreciate the importance of appropriate harnessing, providing access to the skills and materials needed to address the problem and so prevent further agonising injuries and protect livelihoods.

Ethiopia is one of the world's poorest countries, with 67 per cent of the population classified as living in severe poverty. The SPANA team distribute as many as 700 harness pads each year and are currently working to establish a community-led harness-making scheme in Debre Zeit, 30 miles south-east of Addis Ababa.

Working horse and donkey owners will be employed by SPANA and trained in the production and sale of good quality, humane harnesses. Training will include:

- purchasing and storing raw materials
- manufacturing harness components, such as saddle pads, head collars and nose bands
- storing and dispensing products
- tracking sales to inform the production of new stock

The new project will reduce painful harness injuries for up to 400 horses and donkeys each year, create sustainable employment opportunities for five local people living and working in Debre Zeit, and help protect the livelihoods of a community reliant on healthy working animals.



2016 IN NUMBERS



PEOPLE TRAINED



COMMUNITIES REACHED



TRAINING COURSES DELIVERED

Training conducted through our outreach and partnership programmes are shown separately on pages 24 to 31.



© Dylan Thomas

CASE FILE: IMPROVING WELFARE IN ZIMBABWE

In rural Zimbabwe, SPANA's free veterinary care is a lifeline for injured animals. But many of the problems our vets see each day could so easily have been avoided with a little basic awareness of animal care.

SPANA Zimbabwe's Community Training Officer, Timothy Mpofu, works closely with our vets and local community groups to improve animal health and welfare in the villages of Shashe, Mapani and Beitbridge.

Wounds are a major problem for working animals in Zimbabwe, often caused by bites from other animals, poorly-fitting harnesses (pictured), whipping or road traffic accidents. With so many of these injuries easily avoidable, Timothy is leading our work to change owner behaviour and prevent painful wounds.

Timothy works with the community to stress the importance of stabling horses, donkeys and mules at night. On dark, rural roads, animals that roam free face the risks of attack by hyenas and lions or becoming victims of road traffic accidents.

The community training programme is also tackling the problem of

whipping, helping owners to understand that that the practice isn't just painful for their animals but can also cause injury and infection.

Finally, Timothy is working with owners to replace painful, makeshift harnesses with comfortable and humane alternatives.

Cultural and behavioural changes don't happen overnight but, thanks to Timothy's work, SPANA Zimbabwe is embedding practices that will benefit animals not just today but for generations to come.



© Dylan Thomas



Morocco, © Dylan Thomas

PROFESSIONAL TRAINING

2016 ACHIEVEMENTS

BOTSWANA

- One-day training course in dentistry and foot trimming, alongside training in the use of new specialist diagnostic equipment.
- Continued professional development course and surgical training for government vets, led by SPANA's Country Director, Pippa Young.

ETHIOPIA

- Surgical training for staff from SPANA Ethiopia and The Donkey Sanctuary, focusing on basic surgical principles, castration, anaesthesia and endoscopy.
- Follow-up training for 13 farriers to refresh skills, assess progress and provide support.

JORDAN

- SPANA's Director of Veterinary Programmes, accompanied by vet James Carmalt, provided a series of lectures and practical training on a range of topics, including colic, dentistry, lameness, dermatology and ophthalmology for local vets and students.

MAURITANIA

- Five-day training course for all SPANA vets and technicians in the use of new X-ray and ultrasound equipment.
- Training course in dentistry and clinical skills for vets and technicians.

MOROCCO

- Two-day bespoke training for vets and technicians, including lectures, practical sessions and case study sessions.
- Training to improve the diagnosis of disease using new specialist X-ray and ultrasound diagnostic tools.
- Surgical training was conducted for vets from all SPANA Morocco's centres, covering a range of topics including anaesthesia, hernias, ophthalmology and suture techniques.

MYANMAR

- One-day professional training course focusing on equine examination techniques, colic, wound management and hoof trimming.
- Head office staff provided training for the Myanmar mobile clinic team, including anaesthesia skills.
- SPANA staff training for those employed at our clinical skills centre.

TUNISIA

- Bespoke surgical and anaesthesia training for vets and technicians over three days.
- Two-day continued professional development training for vets, led by SPANA staff, focusing on treating lameness.
- Three-day farriery and foot care workshop, allowing farriers to practice their skills with hands-on support from SPANA staff.

ZIMBABWE

- Two-day training course for vets and technicians in Zimbabwe, teaching the surgical principles of castration.
- Training for university students, including lectures, case study sessions and practical training in dentistry.



CASE FILE: TRAINING TOMORROW'S VETS

Training student vets around the world is a vital element of SPANA's work, leaving a sustainable legacy of improved veterinary care that will reach far beyond our centres and mobile clinics.

Our clinical skills centres in university veterinary schools are a key component of this training. But SPANA also offers local vet students and graduates on-the-job training in our centres. In many countries this is a unique opportunity to gain valuable hands-on experience – particularly in treating working equines.

In our centre in Amman, the SPANA Jordan team welcomes vet volunteers throughout the year. 22-year-old Hussein Fakhouri (pictured) is a fifth year student of veterinary medicine, due to graduate this year. Hussein said: "SPANA is the only organisation that offers students the chance to learn

how to handle cases, deal with animal owners, and put into practice what we are studying at university.

"The most difficult case we've encountered was a mare with colic. Dr Ghazi decided that surgery was necessary. Afterwards, we stayed with the horse at the clinic all night and for a further two days to watch her and make sure she was recovering well. Thankfully she survived.

"The SPANA team, Dr Ghazi and Dr Nidal, are truly wonderful and I can't describe how thankful I am for the teaching, supervision and support they've given us. I've wanted to become a vet since I was six-years-old, and I am living my dream."

Equipped with the skills and experience they acquire during their placements with SPANA, vets like Hussein will go on to help countless working animals throughout their careers, spreading SPANA's high standards of animal care far and wide.

2016 IN NUMBERS

VET PROFESSIONALS AND STUDENTS TRAINED AT SPANA CLINICAL SKILLS CENTRES



Training conducted through our outreach and partnership programmes are shown separately on pages 24 to 31.

TEACH: BUILDING KINDER FUTURE GENERATIONS

In so many communities where working animals are widely used, extreme poverty is an inescapable reality. Within sight of SPANA centres, families earn just enough to survive working on stinking municipal rubbish dumps, carry dirty water great distances across deserts and earn a meagre living transporting goods to distant markets.

The common factor is often animals. Working animals are vital in supporting the livelihoods of poor communities around the world.

Lives are often brutally hard, for animals and people. Compassion is in short supply.

At SPANA, we have always believed it shouldn't be this way. We know that kindness, respect and compassion for animals is achievable in even the most difficult environments. We know this because, for over 90 years, we've been making this a reality in communities around the world. We know this too because research has proved SPANA's education projects build empathy and deliver measurable changes in the way children feel about animals.

Treated with respect and care, working animals are more productive for longer, less likely to become sick or suffer injury.

In classrooms and after-school clubs, through exhibitions and mobile units, SPANA's education programme for schoolchildren fosters that compassion from a young age, changing feelings, attitudes and behaviours that last a lifetime.

2016 ACHIEVEMENTS

ETHIOPIA

- SPANA animal welfare clubs ran in 39 schools from November to March, reaching 2,330 children.
- Visits to SPANA's animal handling centre brought 1,776 children into contact with animals, each receiving a tour of the centre.

JORDAN

- Despite unique pressures on the Jordanian education system caused by the Syrian migration crisis, school visits to the SPANA centre in Amman increased, with 2,448 children visiting during the year.
- SPANA Jordan organised a number of open days for children, including a much-publicised event on World Animal Day. In total, 620 children attended events.

MAURITANIA

- In addition to our work at the SPANA centre, education officer Amadou Bah oversaw a new programme to take humane education to local schools. Three schools provided a dedicated classroom, which helped SPANA treble the number of children we were able to reach.

MOROCCO

- SPANA's largest education programme is based in Morocco, which continues to expand. In total, 32,714 children accessed a SPANA education programme during the year. Compared to the previous year, visits to our mobile exhibition units rose by 21 per cent and to our five centres by 25 per cent.

TUNISIA

- SPANA Tunisia employs three education officers, one at each of our centres in the country (Tunis, Kebili and Kasserine). In addition to organising school visits to the centres, the team also reaches out into the community with our mobile exhibition unit and a programme of animal welfare lessons based in schools. Lessons in schools and at the centres reached 6,416 children (an increase of 33 per cent on the previous year) and the mobile unit reached a further 11,443 (a 21 per cent increase).

ZIMBABWE

- Our latest education programme was launched officially in November, when SPANA Zimbabwe opened its new education centre outside Harare. In its first two months, the centre was visited by 2,417 children from around 40 nearby schools.

Morocco, © Anthony Upton



FOCUS: SPANA'S EDUCATION PROGRAMME IN ETHIOPIA

Few countries rely on animal power quite as much as Ethiopia, where working horses and donkeys still play a central economic role in the lives of millions of families.

Yet although they are vital, compassion and empathy for these hardworking animals is far from universal. Animals are often treated as no more than essential tools, their basic needs misunderstood or simply ignored.

While community training is essential, SPANA believes that if we are to end the cycle of suffering, we must intervene much earlier, before attitudes toward animals become fixed.

SPANA's education programme helps children to understand the basic needs of animals, while also nurturing feelings of compassion toward them from an early age. We help children to recognise that animals are sentient and that we have responsibilities to provide care and show kindness.

SPANA Ethiopia's programme is led by Dr Nigatu Aklilu, our Country Director, and focuses on helping children to recognise that animals

have similar needs to people: food, water, rest, shelter and medical care. By highlighting these shared needs, we build empathy and understanding before attitudes become hardened, helping us to tackle longstanding welfare issues such as whipping or harmful traditional practices that are passed down from one generation to the next.

In autumn 2014, SPANA introduced an animal handling component to the project for the first time, encouraging children to develop nurturing feelings toward animals. Visiting school groups arrive by bus in groups of up to 60, and a planned expansion of the programme this year will allow us to reach as many as 50 schools across the country.

The SPANA Ethiopia education project is now approaching its twentieth year and is the only formal animal welfare programme in the country. In that time, thousands of children have benefited from humane education, changing attitudes and improving the lives of countless animals.

Research proves that our approach is effective. A recent study of SPANA Ethiopia's programme found that participating children saw significant positive changes in their attitudes and feelings towards animals when compared to children who did not attend.



Morocco, © Anthony Upton

CASE FILE: CHANGING ATTITUDES, ONE CHILD AT A TIME

Last year, 13-year-old Ameera visited the SPANA Jordan education centre in Amman for the first time with other children from her school:

“I was excited but nervous to come to SPANA for my first visit. My mother is very scared of animals, especially dogs, and I have always tried to stay away from them in case they try to bite. Coming to SPANA I learnt that animals can be gentle and I don't need to be scared. If you stay calm, then they will be relaxed too. I didn't think I would touch the donkey, but I saw my friends do it and they said how soft he was. The people at SPANA were very nice and they helped me. I feel proud of myself and I don't think I would be so worried again.”



SPANA'S CORE EDUCATION PROGRAMME:

2016 IN
NUMBERS

NUMBER OF PROJECTS

39

ANIMAL
CLUBS

04

FIXED
EXHIBITIONS

02

MOBILE
EXHIBITION
UNITS

23

SPANA
CENTRES AND
CLASSROOMSCHILDREN
REACHED

	SPANA CENTRES/ CLASSROOMS AND SCHOOL VISITS	MOBILE EXHIBITION UNIT	FIXED EXHIBITIONS	ANIMAL CLUBS	TOTAL
ETHIOPIA	1,776	0	0	2,330	4,106
JORDAN	2,448	0	0	0	2,448
MALI	743	0	0	0	743
MAURITANIA	610	0	0	0	610
MOROCCO	8,059	18,890	2,883	0	29,832
TUNISIA	6,416	11,443	0	0	17,859
ZIMBABWE	2,417	0	0	0	2,417
2016 TOTAL	22,469	30,333	2,883	2,330	58,015

SPANA has ambitious plans to develop many more mobile education units in the years ahead.

TEACHING
HOURS

	SPANA CENTRES/ CLASSROOMS AND SCHOOL VISITS	MOBILE EXHIBITION UNIT	FIXED EXHIBITIONS	ANIMAL CLUBS	TOTAL
ETHIOPIA	3,552	0	0	30,290	33,842
JORDAN	4,896	0	0	0	4,896
MALI	1,486	0	0	0	1,486
MAURITANIA	2,839	0	0	0	2,839
MOROCCO	16,118	18,890	5,766	0	40,774
TUNISIA	6,416	11,443	0	0	17,859
ZIMBABWE	2,417	0	0	0	2,417
2016 TOTAL	37,724	30,333	5,766	30,290	104,113

Children taught through our outreach and partnership programmes are shown separately on pages 24 to 31.

EMERGENCIES: SAVING LIVES IN TIMES OF CRISIS

In the world's poorest countries, the most marginalised and vulnerable communities are often those most dependent on animals. When famine strikes, it's rarely unexpected – deteriorating animal health is often one of the most reliable early warning indicators of humanitarian tragedy. As families watch in distress as their animals suffer, they know that their fate hangs in the balance.

Drought, conflict, natural disaster and extreme weather disproportionately affect those communities and animals least able to endure the challenges. Many of those most at risk of malnutrition around the world are pastoralists, relying on animals for their livelihoods and, in times of crisis, even their lives.

In recent years, SPANA has supported projects that protected desperate animals and nomads in the arid desert of northern Mali, provided feed, water and veterinary care for tens of thousands of animals facing starvation in Africa and supported Mongolian herders and their animals enduring brutally harsh winters.

By protecting animals, SPANA also provides a lifeline for communities in the most desperate need.

Healthy animals give families an independent and sustainable future outside of the aid camps.

Compared to the many humanitarian aid agencies, our resources are limited. Yet as famine once again threatens east Africa, SPANA's lifesaving emergency programme is needed more than ever.



Ethiopia, © Wilf Miller

SPANNA'S 2016 AFAR EMERGENCY PROJECT IN NUMBERS:



BALES OF ROUGHAGE DISTRIBUTED



**SACKS OF TMR ANIMAL FEED DISTRIBUTED
(151 TONNES)**



ANIMALS FED



PASTORALISTS BENEFITTED



HECTARES OF DROUGHT-RESISTANT GRASS PLANTED

FOCUS: SAVING LIVES AND BUILDING RESILIENCE IN AFAR

The Afar region of Ethiopia extends from the small town of Awash, around 100 miles east of the capital, Addis Ababa, up to the border of neighbouring Djibouti. The sparsely populated region is mostly comprised of pastoralists who rely on cattle, sheep, goats, camels and donkeys for their livelihoods.

After four seasons of poor rains, many animals were malnourished and some had already died. The outlook was bleak: an emergency was declared.

Working through our team in Addis Ababa, SPANA began work in early 2016 to get immediate help to the animals affected, alongside sustainable plans to help communities build greater resilience against future drought. Our programme involved:

- a feeding project, providing bales of roughage and total mixed ration (TMR) animal feed to support a fixed number of core and breeding animals in each household
- a project to plant and maintain drought-resistant Sudan grass on a 15 hectare plantation site, ensuring a sustainable legacy and improving the ability of the pastoralists to endure future droughts

The SPANA team continues to work closely with the local community as the drought goes on, providing irrigation and advice before we pass on management and maintenance of the plantation to local families.

Ethiopia, © Will Miller

PARTNERSHIPS: WORKING TOGETHER FOR ANIMALS AND COMMUNITIES

Alongside our outreach projects, SPANA also invests in longer term partnerships with universities, community groups and NGOs who share our vision.

These trusted partners provide us with a cost effective means to improve professional skills, treat more animals and extend our education services to even more countries.

Having developed Clinical Skills Centres (CSCs) at universities in Senegal and Mozambique, our veterinary team is now developing new CSCs with partners in several additional countries. CSCs give veterinary students and professionals the chance to further develop their skills, supporting sustainable improvements in animal welfare.

SPANAs education team is also building partnerships with schools across Africa, putting animal welfare at the heart of the curriculum and building a more compassionate future for working animals across the continent.



Kenya, © Maryanna Wangari

FOCUS: PAWS CLUBS

SPANAs has been working together with the African Network for Animals Welfare (ANAW) since 2013 to develop schools-based clubs (PAWS Clubs) in Kenya.

The clubs raise awareness of animal welfare issues, and aim to increase positive attitudes and levels of empathy in children so that animals are treated with greater care, kindness and compassion in the future.

By 2016, PAWS Clubs were reaching 1,650 children across 33 schools – up from 1,150 children the previous year.

An academic evaluation of the PAWS Clubs indicated a strong positive effect on children's thoughts and feelings towards animals.

Working in collaboration with the Kenya Institute of Curriculum Development, ANAW has also been successful in introducing animal welfare into the Kenyan national curriculum.



Zimbabwe, © Dylan Thomas

RESEARCH AND IMPACT: FINDING INNOVATIVE SOLUTIONS

Our vets and education professionals are constantly seeking new and effective ways to improve veterinary care, reduce sickness and injury, and promote compassionate animal ownership. Around the world, SPANA teams work alongside universities and NGOs to deliver cutting edge research to improve the lives of working animals. These are some of the research projects we led in 2016.



Zimbabwe, © Dylan Thomas



Morocco, © Anthony Upton

ETHIOPIA

Aim: To discover the reasons why cart horses are abandoned in order to reduce the incidence

After extensive interviews with owners and horse health examinations, our study will help to inform practical solutions to the widespread problem of abandonment, including legislation, owner education programmes and targeted veterinary care.

KENYA

Aim: To evaluate the impact of PAWS Clubs on children's affective and cognitive perception of animals

This evaluation demonstrated that SPANA's PAWS Clubs deliver significant changes in the way children both think and feel about animals, reflecting a profound change in compassionate values that will guide their behaviour toward animals long into the future.

MOROCCO

Aim: To investigate the working patterns of calèche horses in Marrakech

The research showed calèche horses in Marrakech work for an average of more than nine hours each day, travelling almost 20 miles. The research will help SPANA to design new programmes to further support the health and wellbeing of calèche horses in the city.

TUNISIA

Aim: To develop and test reflective collars to reduce road traffic accidents involving camels

Various reflective collars were trialled to find the most effective design to reduce night-time traffic accidents in and around the town of Douz. 200 collars have been produced to date with new designs due for trial in 2017.

ZIMBABWE

Aim: To research effective disinfectant solutions in order to reduce the risk of surgical infections

Our study compared the effectiveness of various disinfectant solutions during routine surgical procedures. Cultures obtained from surgical instruments revealed clear benefits in using particular disinfectants, which will help reduce the risk of infection following surgery.

OUTREACH: FUNDING ANIMAL WELFARE PROJECTS WORLDWIDE

Our dedicated vets, trainers and teachers reach hundreds of thousands of animals and communities in need every year, operating out of an extensive network of SPANA centres. But with up to 200 million working animals spread around the globe, we can't be everywhere.

That's where the SPANA outreach fund comes in, providing support and grants of up to £5,000 to trusted partner charities and community organisations that share our commitment to improving working animal welfare.

Last year, we expanded our outreach fund once again to reach more animals and communities than ever before. Here are some of the projects, new and ongoing, which ran during 2016...



Country: Afghanistan

Organisation: HealthProm

Aims: To improve both infant mortality and equine welfare in rural areas

Outputs:

- Five saddle makers were recruited and trained

A number of villagers from across the Charkent district received training in the production of specially-designed donkey saddles, which improve the comfort and speed in which pregnant women can access healthcare when in labour. The saddles were devised to optimise the welfare of the donkeys.

Country: Ethiopia

Organisation: Education for Development Association

Aims: To improve equine welfare through professional training

Outputs:

- 67 veterinary staff trained
- 14 outposts improved veterinary services

Equine medicine and welfare training was delivered for veterinary professionals in and around the area of Assosa town, home to many South Sudanese refugees and their animals.

Country: Costa Rica

Organisation: CREW

Aims: To improve animal welfare through a series of school visits

Outputs:

- 4,843 children reached

The CREW team visited 109 schools to deliver humane animal welfare education programmes to schoolchildren, teachers and parents from across a large region.

Country: Ghana

Organisation: Donyaepa

Aims: To alleviate poverty through working animal health improvements

Outputs:

- 24 teachers trained
- 12 animal welfare clubs created
- 360 community veterinary volunteers trained
- 306 first aid kits distributed
- 2,416 owners trained
- 4,103 donkeys treated

Alongside training 24 teachers, this comprehensive project also distributed school books, established animal welfare clubs, delivered lessons and achieved local media coverage. Aside from our education work, community volunteers received training to cascade to local owners, first aid kits were distributed, community groups were formed and free veterinary care was delivered to working donkeys.



Country: Ghana

Organisation: GSPCA

Aims: To promote improved animal welfare across Accra

Outputs:

- 500 children reached

The GSPCA developed a series of lessons promoting animal welfare to four schools. The programme also involved training teachers, providing a laptop computer and projector, and organising 'Kindness Clubs' in each school.

Country: Honduras

Organisation: Equinos de Honduras

Aims: To alleviate poverty and improve welfare standards for working animals

Outputs:

- 13 advisors trained in equine welfare and handling
- 60 horse owners trained

Our funding supports a scheme in which working equines are involved in urban recycling programmes, improving farriery and harnessing, training owners and community advisors, and ensuring a sustainable income for the local community.

Country: India

Organisation: Help in Suffering

Aims: To improve the welfare of camels through treatment, education and equipment

Outputs:

- 5,480 camels treated
- 369 reflectors fitted to camel carts
- 527 humane nose pegs fitted
- 1,200 leaflets on camel husbandry distributed

A second mobile clinic was launched in 2016, to extend the reach of the SPANA-funded programme to new areas. 55 additional villages around Jaipur and Bassi will now be within our catchment area. Alongside free veterinary treatment, humane equipment and owner education drives further welfare improvements.

Country: India

Organisation: TOLFA

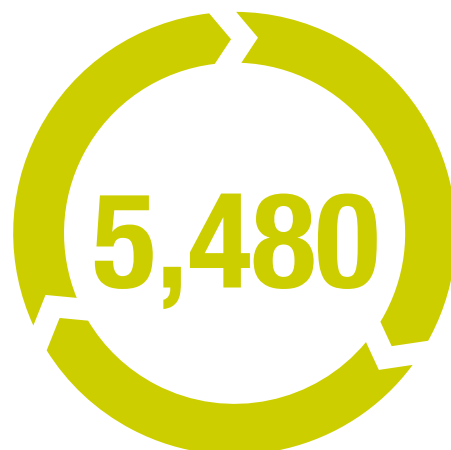
Aims: To promote the 'Five Freedoms' of animal welfare and foster compassion for animals

Outputs:

- 3,000 children reached

This project extends our previous work with TOLFA, bringing animal welfare materials to children across the Ajmer and Pushkar regions. Workbooks, wristbands, posters and other teaching aids have been distributed along with a specially-commissioned animated film.

**CAMELS
TREATED
INDIA**



Country: Kenya

Organisation: Vetworks

Aims: To improve donkey welfare through basic health care training and radio broadcasts

Outputs:

- 156 vets trained
- Seven vet training workshops
- 24 donkey welfare radio broadcasts

Vetworks provided a series of workshops for veterinary professionals, improving access to sustainable equine health services. Local demand was driven by a series of donkey welfare broadcasts on a local radio station, which also provided basic information on home care for owners.

Country: Liberia

Organisation: LAWCS

Aims: To promote animal welfare through humane education in schools and community training

Outputs:

- 18,284 children reached
- 2,301 owners trained

Animal welfare programmes were developed in 32 schools, reaching 18,284 children. Animal Kindness Clubs were also established in 22 schools, while 2,301 animal owners received guidance on how to care for their animals.

Country: Nicaragua

Organisation: Universidad de Ciencias Comerciales

Aims: To reduce injuries by improving the construction and use of carts

Outputs:

- Four model work carts designed and constructed
- Three months of field testing
- Eight community-based equine advisors trained on the correct use of carts
- 251 equine owners trained
- 15 cart user manuals printed and distributed

Many cart horses in Nicaragua suffer avoidable injuries due to poor cart construction and inappropriate use. This project involved the construction of four model work carts with corresponding harness systems, supported by materials and training to help owners understand the correct use of carts, minimising the risk of injuries to their animals.

**CHILDREN
REACHED**
LIBERIA



Ghana, © SAM

OUTREACH



Mauritania, © Will Miller

Country: Nicaragua

Organisation: AMARTE

Aims: To improve the skills of veterinary students, lecturers and professionals

Outputs:

- 27 workshops delivered
- 313 participants trained
- 375 horses treated
- 675 donkeys treated

Access to high quality veterinary care is limited in Nicaragua. AMARTE's project provided training for students, lecturers and professionals in equine medicine and surgery at eight institutions, with opportunities for practical experience delivering diagnosis and treatment in the field.

Country: Sierra Leone

Organisation: CCA-SL

Aims: To promote animal welfare through humane education in schools

Outputs:

- 1,000 children reached

Animal welfare education programmes were organised in Kanga village and New England Ville, supporting a wider awareness raising project across the region. The project also involved promoting animal welfare messages through a local radio station, which played daily messages.

Country: Somalia

Organisation: Horn SPCA

Aims: To improve working donkey welfare through free veterinary care, children's education and awareness campaigns

Outputs:

- 195 donkeys treated
- 32 owners trained
- Nine schools delivered humane education
- Five donkey welfare clubs created
- Six vets and four paravets trained

To promote our project to provide free vet care for working donkeys in Hargeisa, Horn SPCA also delivered a mass awareness campaign using radio, TV, brochures, social media and training for owners. Local vets were also trained in equine health topics and schoolchildren received humane education through new donkey welfare clubs.

**EQUINES
TREATED**
NICARAGUA





Zimbabwe, © Dylan Thomas

Country: South Africa

Organisation: CHCU

Aims: To improve equine welfare standards by working intensely with small groups of young people at educational holiday camps

Outputs:

- Up to 30 children reached

CHCU were funded to develop two five-day educational holiday camps for children aged 12 to 17 years old. Children will learn about horse care and welfare, including grooming, tack making and wound care. The camps will provide an opportunity for subsequent employment in a region dependent on working equines, supporting both the local community and its animals.

Country: South Africa

Organisation: FACE

Aims: To increase compassion for the local working donkey population and improve welfare standards

Outputs:

- 4,000 people in four locations reached
- 900 working donkeys benefit

Alongside a schools-based humane education programme, FACE is also mentoring young boys, who traditionally care for working donkeys and livestock in the Eastern Cape. 'Working Donkey Champions' will work with the community to provide advice and first aid, while working to raising the status and improving the welfare of working donkeys.

Country: South Africa

Organisation: Highveld Horse Care Unit

Aims: To improve local equine welfare through treatment, professional training and community education

Outputs:

- 871 working animals treated
- 123 humane bits and harnesses supplied
- 76 geldings performed
- 127 dental treatments delivered
- 37 animal health technicians trained
- Four university lecturers trained

Monthly mobile clinics were provided across North-West Province, delivering dentistry, gelding and free veterinary treatment alongside owner training. The clinics also supported a programme of training for technicians and lecturers from North-West University.



**WORKING
ANIMALS
TREATED**
SOUTH AFRICA

PEOPLE TRAINED TANZANIA

525

Country: Tanzania

Organisation: ASPA

Aims: To provide animal welfare education in schools and communities

Outputs:

- 300 children reached
- 50 teachers trained

By working through schools and community groups, ASPA delivered a broad project to drive improvements in animal welfare across a large rural area. Donkey welfare education was provided to schoolchildren, teachers were trained, donkey owners received instruction in harness making and cart construction, and village leaders and livestock officers received training and support.

Country: Tanzania

Organisation: MAWO

Aims: To improve the provision of first aid treatment for donkeys

Outputs:

- 37 community animal health workers trained
- 752 donkeys treated
- Three clinics conducted

Community animal health workers were trained in the Manyara region to help owners develop the skills and knowledge to administer basic first aid treatment for working donkeys. First aid kits were also distributed.

Country: Tanzania

Organisation: TAWESO

Aims: To improve the welfare of local working animals and livestock

Outputs:

- 525 students, teachers and field extension officers trained

TAWESO led courses at livestock training colleges in Mpwapwa and Viselle for teachers, students and community extension officers, covering veterinary care for livestock and harness making skills for working animals.





FINANCIALS

EVERY PENNY COUNTS

At SPANA, we think every penny we spend should work toward our goal of promoting working animal welfare. We are entirely reliant on voluntary donations and believe that we have a responsibility to ensure the gifts we receive are used where they have the greatest impact.

We are committed to transparency and work hard to ensure our expenditure reflects the priorities of our supporters. We also believe in an evidence-based approach and we continue to develop rigorous new methods to evaluate the success of our programmes.

Our projects strike a balance between easing animal suffering today and building a more compassionate future for hardworking animals. And, of course, we must also invest in growth, reaching new supporters who will enable us to fund more lifesaving work, reaching more animals in need, both now and into the future.

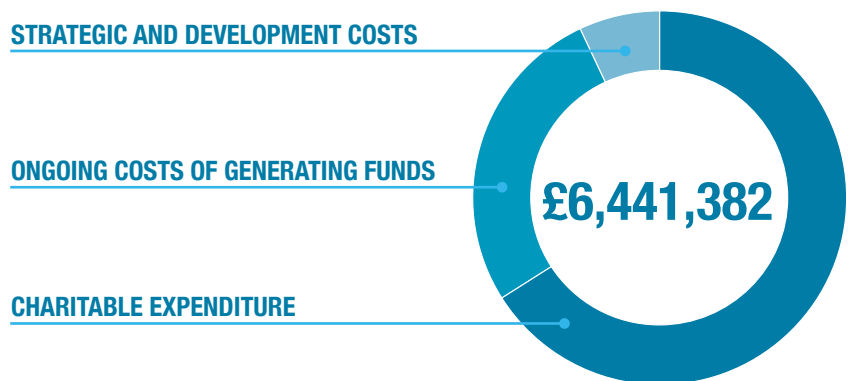
Administration costs are kept low, although some administrative expenses are unavoidable. Salaries reflect our need to attract and retain committed vets, teachers and other staff who can ensure working animals enjoy the high quality, compassionate and effective care that they deserve.

Since SPANA owns the property in which our head office is based, no funding is diverted to cover the cost of renting accommodation.

INCOME 2016:



EXPENDITURE 2016:



REPORT BY THE TRUSTEES ON THE SUMMARISED FINANCIAL STATEMENTS

The summarised financial statements are extracted from the full statutory trustees' annual report and financial statements of The Society for the Protection of Animals Abroad which were approved by the trustees and signed on their behalf on 22 March 2017. The full financial statements, on which the auditors Crowe Clark Whitehill LLP gave an unqualified audit report on 30 March 2017, will be submitted to the Charity Commission and to the Registrar of

Companies on 5 June 2017. The auditors have confirmed to the trustees that, in their opinion, the summarised financial statements are consistent with the full financial statements for the year ended 31 December 2016. These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full statutory trustees' report, financial statements and auditor's report may be obtained from the registered office.

Signed on behalf of the trustees.

Professor Tim Greet
Chairman, 31 March 2017

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating income and expenditure account)
For the year ended 31 December 2016

	2016 £	2015 £
INCOME FROM		
Donations	2,922,712	3,328,434
Legacies	2,773,134	2,837,669
Trusts	182,601	107,404
Trading activities	49,218	50,328
Investment income	176,712	186,035
Total income	6,104,377	6,509,870
EXPENDITURE ON		
Raising funds		
Cost of generating voluntary income	2,126,352	2,263,336
Fundraising trading: cost of goods sold	34,226	26,299
Investment management costs	37,682	35,960
	2,198,260	2,325,595
Charitable activities		
Veterinary activities	2,985,969	2,779,997
Educational activities	1,257,153	1,239,052
	4,243,122	4,019,049
Total expenditure	6,441,382	6,344,644
Operating (deficit)/surplus for the year	(337,005)	165,226
Net gains/(losses) on investments	831,626	(18,526)
Net losses on forward foreign exchange contracts	(48,322)	(18,194)
Net income for the year	446,299	128,506
Funds brought forward at 1 January 2016	10,592,201	10,463,695
Funds carried forward at 31 December 2016	11,038,500	10,592,201

BALANCE SHEET

as at 31 December 2016

	2016 £	2015 £
FIXED ASSETS		
Tangible assets	1,360,253	1,378,130
Investments	7,933,915	7,221,790
	9,294,168	8,599,920
CURRENT ASSETS		
Stock	14,240	18,267
Debtors	1,015,561	822,636
Short-term deposits	868,017	1,406,081
Cash at bank and in hand	185,749	116,572
	2,083,567	2,363,556
Creditors: amounts due within one year	(339,235)	(371,275)
Net current assets	1,744,332	1,992,281
Net assets	11,038,500	10,592,201
REPRESENTED BY:		
Unrestricted funds		
General fund	6,690,301	7,064,096
Revaluation fund	1,891,561	1,254,909
	8,581,862	8,319,005
Designated funds	2,061,253	1,859,082
Total unrestricted funds	10,643,115	10,178,087
Restricted funds	395,385	414,114
TOTAL FUNDS	11,038,500	10,592,201

THANK YOU

Everything SPANA achieves is thanks to the generosity and support of tens of thousands of dedicated individuals and organisations who share our vision of a world where every working animal lives a life free from suffering. With no government support, SPANA continues to exist only thanks to your kindness.



Zimbabwe, © Dylan Thomas

A LASTING LEGACY

Around half of all SPANA's work is made possible thanks to gifts left by our supporters in their Wills. We wish to express our gratitude to all those who have remembered us in this way, including:

Mr John Robert Blagg
Mrs Linda Marie Cameron-Bell
Mrs Ada Cavadini
Miss Audrey Frances Clayton
Ms Judith Goodsell
Miss Veda Maria Gordon
Miss Wendy Gunning
Mrs Catherine Hall
Miss Julie D Harris
Mrs Margaret J Heath
Mrs Gladys Maud Jenkins
Mrs Nancy Jones
Mrs Joyce A MacLennan
Mrs Betty Maconchy
Mr Roger Graham Pipes
Mrs Marjorie Pooley
Mrs Janet Rosemary Springham
Mrs M Stutley
Ms Imogen Dulcie Vickers
Miss Sonia Barrington Williamson
Ms Elma Wilson

SUPPORTING ORGANISATIONS

We are also grateful to all the trusts, companies and foundations that have supported SPANA in 2016, including:

Animal Friends Pet Insurance
The Marjorie Coote Animal Charity Trust
The Dominic Trust
Henderson Charitable Trust
The Hodge Foundation
Humane Society International Australia
The Clare Lees Trust
The Pamela Matthews Charitable Trust
PRAI Beauty
The Scott (Eredine) Charitable Trust
The 1989 Willan Charitable Trust

MAKE YOUR GIFT GO EVEN FURTHER

Thanks to our generous supporters, SPANA is able to claim hundreds of thousands of pounds every year in Gift Aid from the UK government. That's enough to treat tens of thousands of animals – at no extra cost to you. If you think you're eligible, please let us know so we can help even more animals in need. To find out more or to make a Gift Aid declaration, please contact SPANA on 020 7831 3999.

To be eligible for Gift Aid, you must pay UK tax (Income Tax or Capital Gains Tax) which is at least equal to the amount of Gift Aid we will reclaim during the tax year – currently 25p for every £1 you give.

INDIVIDUAL DONORS

We would also like to sincerely thank all of the kind and compassionate individuals who were so very generous this year. Your donations are so valuable and make our essential, lifesaving work possible.

Credits for images on back cover, clockwise from top left:

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Zimbabwe, © Dylan Thomas
Myanmar, © Ruben Salgado
Zimbabwe, © Dylan Thomas
India, © Alice Carfrae
Myanmar, © Ruben Salgado

GOVERNANCE

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Professor D Knottenbelt OBE
BVM&S DVMS Dip ECEIM MRCVS

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CHIEF EXECUTIVE

Mr G Dennis

Mr J Hulme (retired 31 December 2016)

COMPANY SECRETARY

Mr M J Reid MA FCA

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Col T Browne LVO

Miss S Cornish (retired 22 March 2016)

Mr D H M Fraser BVM&S PhD MPhil MRCVS (retired 18 January 2016)

Sir Roger Gale MP (retired 1 December 2016)

Dr M-L Hughes BSc PhD MBA

Ms O Johnson MCIPD

Mr H A Kennard MBE FCA (retired 31 December 2016)

The Lady Slynn of Hadley SRN



SPAN
For the working animals of the world



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