

WHERE WE ARE GOING AND HOW WE WILL GET THERE

OUR JOURNEY CONTINUES • • •



MOVING FORWARD AS ONE

During the last 45 years, The Donkey Sanctuary has made a profound difference to the lives of donkeys and people all over the world. This is down to the drive and belief of our wonderful Founder, Dr Elisabeth Svendsen, MBE, our staff and volunteers, and of course our fantastic supporters and partners worldwide.

However, there is still much to do. By 2018 we want to be able to give a helping hand to two million donkeys each year in 40 countries, to double the number of donkeys in foster care to 3,000 and to expand our donkey assisted therapy programme in the United Kingdom and internationally. This strategy introduces these and many more of our ambitious new objectives, along with the charity's exciting new vision and mission statements and the core values that we embody as we move towards achieving our goals.

We look forward to working together to make the world a better place for donkeys and mules and to improve the lives of those who rely on them or come into contact with them from all over the world.

Lavid Goa

David Cook CEO, The Donkey Sanctuary



"To me they are the most beautiful, and the most underrated, animals in the world and as long as they need my help, they shall have it."

Dr Elisabeth Svendsen, MRE

HOW IT BEGAN

The Donkey Sanctuary was founded in 1969 by Dr Elisabeth Svendsen, MBE (Dr S). She dedicated her life to champion donkeys, and it is through her devotion that the Sanctuary grew to be the international charity it is today. Sadly Dr Svendsen passed away in 2011 but her memory lives on in our work, as does her eternal motto that, in everything we do, donkeys will always come first, second and third.



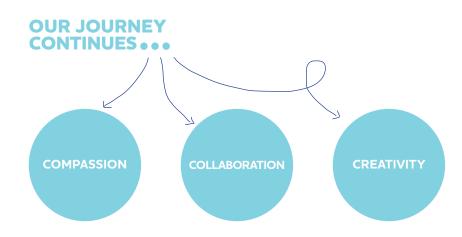
OUR MISSION

To transform the quality of life for donkeys, mules and people worldwide through greater understanding, collaboration and support, and by promoting lasting, mutually life-enhancing relationships.



OUR VALUES

Compassion, collaboration and creativity are The Donkey Sanctuary values. They are the key to our journey as they represent what we stand for and what we measure ourselves against.



COMPASSION

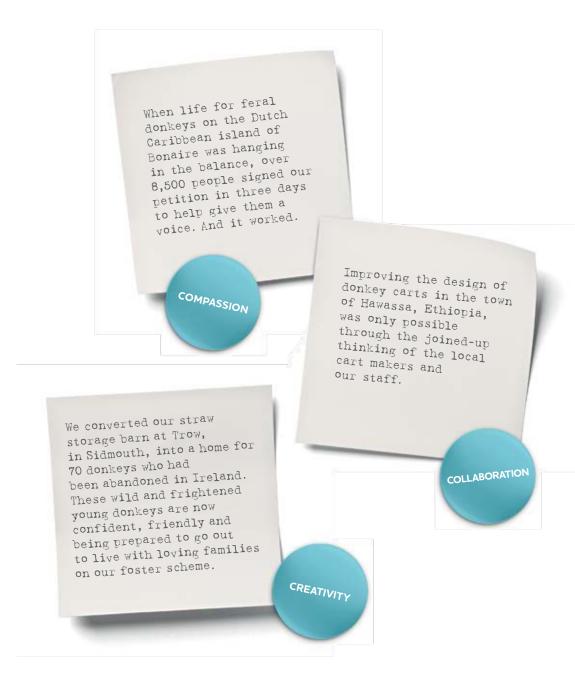
The Donkey Sanctuary is above all else compassionate. We never turn away from a donkey in need. Donkeys and the people who rely on them for their livelihoods or to help them cope with physical, mental and emotional challenges, lie at the heart of everything we do. We act as a global driving force for caring, both for suffering donkeys and mules, and for all those people whose lives they touch – generating understanding, compassion and support all over the world.

COLLABORATION

The Donkey Sanctuary is collaborative in all its activities, working through a worldwide network of partner organisations, communities and individuals. We work inclusively with people frequently marginalised within their own countries and communities, whether due to poverty, ignorance, race, gender or disabilities. We treat every interaction as a two-way opportunity to learn and to teach. We know that it is only together that we can help donkey owners and carers become donkey welfare ambassadors wherever they live and work.

CREATIVITY

The Donkey Sanctuary's goals are ambitious, but its resources are finite – which means that we must exercise creativity to meet the ambitious goals we set ourselves. Whether this be in adapting locally available materials for donkey-friendly harness across projects that span four different continents, in developing donkey assisted therapy activities tailored to the unique challenges of a child with additional needs, or reaching donkey owning communities in the midst of man-made or natural disasters – creative thinking underpins everything we do.



WHERE WE HAVE COME FROM

In the UK, Ireland and Europe, the challenging economic climate of recent years has led, at an unprecedented scale, to donkeys being relinquished due to financial hardship, being abandoned, or requiring rescue from intolerable conditions. Meanwhile, outside Europe, economic pressure in some of the poorest communities in the world has resulted in desperate conditions for their working animals.

Since 1969 we have given over 15,500 donkeys and mules sanctuary for life in the UK and Europe, and there are currently 5,500 animals in our care, including 1,500 in foster homes. Further afield, over one million donkeys are within reach of our international direct and partnership projects every year. Our teams work tirelessly to alleviate the suffering of sick and injured donkeys through mobile clinics, community engagement and partnership work with donkey-owning communities. In 2012 we operated directly or indirectly through partnerships and collaboration in 27 countries.

In early 2012 our sister charity, The Elisabeth Svendsen Trust for Children and Donkeys was merged into The Donkey Sanctuary. Since then we have grown our understanding of the powerful impact that donkey assisted therapy can have on the physical, mental and emotional development of human beings in a wide range of different situations. Our donkeys also benefit as much from the stimulation and contact. Our assisted therapy donkeys are already delivering over 46,000 therapeutic sessions a year from our six donkey assisted therapy centres, transforming lives all over the UK. The introduction of donkey assisted therapy has begun to open doors overseas, which will also benefit donkeys.

THE CHALLENGES AHEAD

Building on our successes there is much more for us to do. There are an estimated 50 million donkeys and mules in the world, many of which are struggling as much as ever due to overwork, neglect, abandonment, abuse, or inhumane conditions. With this in mind we have created this ambitious new vision and strategic plan, which provides guidance for the next five years, and indicates our intent for the next 20 years.

Our goal is to bring care to two million donkeys in 40 countries by 2018. Our strategic plan focuses on four areas:

1 RESCUE AND REHOMING

Aim: Never to turn away from donkeys and mules in need. And provide lifelong care for them in the UK and Ireland.

2 DONKEYS IN THE COMMUNITY

Aim: To reduce the suffering of domestic and working donkeys due to neglect, ill-treatment, illness, ignorance and injury.

3 HUMAN DONKEY INTERACTIONS

Aim: To improve the lives of both donkeys and people through positive human donkey interactions.

4 DEVELOPING THE ORGANISATION

Aim: All staff and partners embody our core HR values of professional competence, excellent communication, team work, effective use of resources, and personal effectiveness, so acting as valuable ambassadors for The Donkey Sanctuary.

CONSIDERING THE FUTURE

Donkeys are hidden victims of many current global changes – the global economic recession, human population increase, the steady flow of people from the countryside to towns and cities across the world, loss of common grazing land and the subdivision of private land holdings, and changes in oil and commodity prices.

Donkeys live alongside people in many of the world's poorest countries. Those in rural regions and deserts are taking on the work of oxen and camels – often using equipment designed for these much heavier larger animals and working whilst wounded as a result. But it is in and around towns and cities that they can suffer most. Here they work in brick kilns, construction sites, to collect rubbish, deliver water, as taxis and delivery vans, but almost always with ill-fitting harness, poorly maintained carts, and carrying far too much.

Here people's own lives may be insecure, in transition or otherwise chaotic, and they cannot fall back on long traditions of good husbandry, so donkeys get little care. In these situations, nowhere is safe for the donkeys to stay at night, so they get hit by cars or are deliberately wounded when they inadvertently stray into the wrong places.

Donkeys hold communities together when climate change brings drought. In these situations donkeys travel further to carry water and food for people and other animals, often walking until they drop dead because, unlike the 'production animals' they support, they are given little water or food themselves. Yet when the donkey collapses and the community falls apart, the people will often drift to camps where they may have to live for years on aid. As yet, the vital role donkeys perform seems to have gone largely unnoticed.

Donkey use is surprisingly dynamic. When people can afford a vehicle, they may sell or abandon their donkeys – and feral donkeys are a rising problem around the world. But, in the face of poverty or recession, new donkey owners are emerging. These people are struggling to make a living with a donkey they do not understand, do not know how to feed, care for or harness, and with no local knowledge to guide them.

The results are frequently an exasperated owner and a donkey suffering unnecessary neglect and abuse.



1

RESCUE AND REHOMING

Aim: Never to turn away from donkeys and mules in need, and provide lifelong care for them.

SANCTUARY & FOSTERING

In the UK and Ireland we never turn a donkey in need away, and in mainland Europe a core element of our work is to find homing solutions for donkeys and mules that would otherwise be without food, care or shelter. Donkeys are intelligent, curious and resourceful animals that benefit from an environment rich with variety. It is for this reason that we ensure that their surroundings, and the level of interaction they receive with humans is as fulfilling as possible; whether as part of the resident herds in our sanctuaries and assisted therapy centres, or as directly rehomed and fostered animals in private homes, schools and other institutions. Donkey Assisted Therapy and other such carefully monitored activities will also show how donkeys can enjoy the stimulation and exercise that comes with various forms of regular work.

The existence of our sanctuaries also provides us with a unique opportunity to understand what it is to be a donkey and how best to maximise their mental and physical wellbeing. We aim to increase and share the knowledge we accumulate about this with donkey welfare organisations, networks and owners all over the world.



WELFARE NETWORKS & RESCUE

Over 45 years we have established a comprehensive welfare network in the UK and Ireland to identify and rescue donkeys in need. This element of our work will continue, and we will use what we have learnt from our operations at home to expand our network of welfare activities across continental Europe to reach as many donkeys as possible through the use of active investigative networks, mobile clinics and community engagement teams.

We will identify, track and monitor donkey welfare issues and hotspots and, in collaboration with other like-minded organisations, be at the forefront of developing solutions and best practice to handle emerging issues, such as donkey meat and milk production, and transport of live animals.

PRIORITIES FOR RESCUE AND REHOMING

We will:

- Launch a comprehensive donkey behaviour and communication action research programme across all our farms and projects, and in collaboration with our foster carers and other partners.
- Develop a donkey behaviour outreach programme in each country in which we work by 2016.

- Increase the number of donkeys in foster care in private homes, schools and other institutions to 3,000 by 2018 by, for example:
 - seeking out new foster homes such as schools, prisons and other institutions
 - ensuring that our fostering scheme is as customer focused as possible; and
 - understanding and overcoming the main issues that lead to foster donkeys being returned.
- Reduce the average length of time donkeys are held in holding bases in UK and Ireland from the current 12-24 months down to six months by 2015.
- Work in partnership to develop comprehensive Codes of Practice for donkey milk and meat production and live animal transport by 2016.
- Give all relevant staff and volunteers training to handle end of life and bereavement situations.
- Introduce a programme to enrich our resident donkeys' living environment on all our operating bases, including through opportunities for useful and humane work.
- Provide an appropriate structure to support the welfare needs of our donkeys across Europe.
- Ensure that understanding of donkey behaviour is at the core of all our work in each country in which we operate.

By offering Donkey Training Sessions to Council Welfare Officers we are able to extend our reach significantly in acute care areas.

"For example, we were recently given the opportunity to cascade our knowledge to nine Council Welfare Officers in Strabane, Northern Ireland. One said he had been dreading the usual lap top stuff and it was so refreshing to be actually hands on with the animal and to be able to see the topic being discussed first hand. All nine of the officers are now donkey friendly and if any more are instated they will be recommending the course to their line managers."





2

DONKEYS IN THE COMMUNITY

Aim: To reduce the suffering of domestic and working donkeys due to neglect, ill-treatment, illness, ignorance and injury.

WORLDWIDE LEADERSHIP

As a global leader in donkey welfare and through a wide variety of collaborations and partnerships we will continue to grow and support a worldwide network for donkey welfare. As pioneers in donkey care and welfare, our focus will be on model projects that demonstrate excellence across the spectrum of places that donkeys work, encompassing a wide range of geographical, demographic, agro-ecological, and cultural contexts.

We will further develop our understanding of donkey welfare needs across the world together with our capacity to monitor and evaluate the impact and reach of our own projects. In addition we will increase our capacity to track, analyse, understand and respond to emerging donkey welfare problems such as feral donkey conflicts, and donkey meat and milk production. Where necessary we will use targeted tools such as 'donkey detectives' to track welfare hotspots, and international campaigns to advocate on behalf of donkeys at local, national or international levels, and to spotlight those that consistently mistreat animals despite having the knowledge and resources to change.

By communicating more clearly why we work, where we work and the welfare improvements that we are achieving, we will become the world's 'Voice of the Donkey'. We will seek to influence government and other relevant bodies to improve donkey welfare through legislation and codes of conduct.

COLLABORATION & PARTNERSHIP

Over the coming years we will further develop and formalise our collaborations and partnerships. Our current core countries will grow into regional or continental hubs. In particular we will work to build relationships with humanitarian aid organisations to reach more donkeys in the poorest and most disaster prone parts of the world. We will build on our professional networks with vets, farriers, harness-makers, educators, and social workers. to improve animal welfare legislation, protection for working animals, school and college curricula and to influence government policy. We will actively engage with media to raise awareness. In all these things we will target our resources carefully for maximum leverage and benefit for donkeys.

TRAINING AND RESEARCH

Reflection, learning and sharing – self-improvement, research and education – will be at the heart of all we do. Continuing to put donkeys first, second and third, we will increase capacity worldwide to assess welfare and quality of life 'one donkey at a time'. Everything we do is a training opportunity, including veterinary treatments and other direct interventions, and everything we do is an opportunity for us to learn. Building on our learning we will develop targeted training for use in our own programmes, by partner organisations, within the community, at all levels of formal education, and ultimately by government accredited training and education institutions.

Internationally teams use drama to change attitudes to donkeys in schools, donkey clubs and communities. This photo is from a school in Ethiopia where children now challenge parents to think differently about their donkeys.

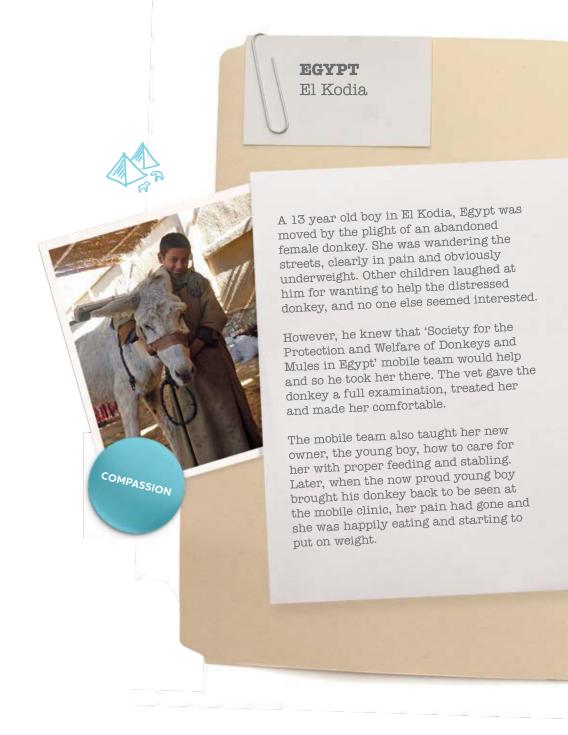


PRIORITIES FOR DONKEYS IN THE COMMUNITY

We will:

- Influence change through thought leadership, political influencing and public engagement activities.
 - Build our existing collaborations in the Caribbean into an actively self-supporting network that is better protecting the welfare of the remaining feral and working donkeys, with specific additional partner projects in three Caribbean countries.
- With support from our partners in Mexico, Spain and Portugal, develop Central, South and North America into an active network that addresses the needs of working and feral donkeys across these continents, with specific new partnership projects in five countries.
 - Consolidate our work in South Asia with India as our hub, and extend into two further countries.
- Expand our existing network of partners to three new countries in Eastern Europe.
- Strengthen our existing network of partners in Africa through multi-partner collaboration encompassing a further 4 countries.

- Map the donkey populations worldwide and the coverage of all large donkey welfare organisations to identify geographical gaps and to increase the number of donkeys reached by us and our partner organisations from one million to two million by 2018.
- Track and analyse emerging donkey welfare issues (for example feral donkeys; donkey meat, milk and hides production; donkey trade, transport and slaughter) producing annuallyupdated discussion or status reports that we will use for influencing policy and to inform our direct action.
- Develop our capacity with local teams to respond when donkeys are involved in natural disaster and crisis as they occur with effect from 2014.
- Use the results of rigorous socio-economic research to inform and engage humanitarian organisations in our work. Become a 'go to' resource for humanitarian organisations when they are dealing with man-made or natural disasters and emergencies.
- Work to improve animal welfare legislation, protection for working animals, coverage of donkey welfare in school and college curricula, and engage actively with media to raise awareness.
- Identify ten partnerships with like-minded organisations in our European countries of operation.





3

HUMAN DONKEY INTERACTIONS

Aim: To improve the lives of both donkeys and people through positive human donkey interactions.

DONKEY ASSISTED THERAPY

By integrating and building on our highly successful donkey assisted therapy work in the UK and Europe we will explore its use in a wide variety of contexts and situations worldwide.

Continue to refine and understand the role of donkey assisted therapy with people with additional needs, particularly young people, as a means to improve core strength and stability, communication skills, confidence and social engagement. Of particular focus will be research into its specific benefits and application – for donkeys and people; placing donkeys with schools, rehabilitation centres and other institutions; and to strengthen ties with the families of those we help.



Donkey assisted therapy Belfast is working in collaboration with Bow Street Mall to **promote our services in an area** where we were largely unknown and to achieve a fundraising target of **£5,000**.

By bringing our donkeys to the Mall we reached more children with additional needs and their families than we could have ever imagined, we promoted our existence to new and old supporters, and enhanced our profile through advertising posters on the Mall. We generated £5,400 toward the cost of our new donkey transport vehicle.

PRIORITIES FOR HUMAN DONKEY INTERACTIONS

We will:

- Ensure full cultural and operational integration of donkey assisted therapy across all relevant activity areas of the charity by 2014.
- Expand our mobile units to cover six new catchments across the UK and Ireland by 2016, with a further six by 2018.
- Deliver detailed research into the specific effects of donkey assisted therapy on physical, mental, social and emotional outcomes, alongside the benefit to donkeys by 2015.
- Use the detailed evidence from our research projects to update donkey assisted therapy practice in centres and outreach projects worldwide by 2018.
- Develop a network of fostered donkeys in schools and other 'added value' institutions to further extend opportunities for therapeutic work demographically and geographically across the UK.
- Launch ten new initiatives with partners in our International projects by 2018.
- Launch a communications strategy to strengthen relationships with our donkey assisted therapy service users, families and support networks in order to deepen the engagement and impact of the programme.





DEVELOPING THE ORGANISATION

Aim: All staff and partners embody our core HR values of professional competence, excellent communication, team work, effective use of resources, and personal effectiveness, so acting as valuable ambassadors for The Donkey Sanctuary.

STAFF AND VOLUNTEERS

The achievements over the past 45 years have only been made possible through the efforts and dedication of staff and volunteers and we recognise that meeting our future objectives will depend entirely on our people. With this in mind, we aim to prioritise and invest in programmes to support and develop our people to meet the changing needs of the charity into the future.

We will:

- Invest in new systems and initiatives to attract, recruit, reward and retain a continuing supply of talented, well informed and motivated people to meet operational requirements by 2015.
- Launch an organisation-wide, targeted flexible learning and development programme to ensure that staff and volunteers have the skills, knowledge and experience they need to meet the challenges of the years ahead by 2015.
- Implement a worldwide communications and cross-functional working strategy; recognising, developing and drawing on talent and expertise and unite the charity behind the common goals set out in this Strategic Plan by 2014.
- Provide a network of volunteering opportunities using our operational centres as opportunities to engage volunteers in fulfilling work related to animal care, donkey assisted therapy,

- public-engagement, administration, and the care of wildlife and habitats; increasing our active volunteer workforce from 600 to 1000 by 2018.
- Develop relationships with external bodies to promote the work of the charity and share opportunities to learn about and get involved in our work.

INSPIRING SUPPORT

Aim: To fund the charity's activities through the strengthening of existing funding streams and diversification into new income generation activities; whilst keeping exemplary support care at the heart of everything we do.

The generosity of The Donkey Sanctuary's supporters has so far allowed us to give lifelong care to over 15,500 donkeys in need in Europe; and to reach out to a further million working animals via our international projects, mobile clinics and community-engagement teams.

We want to transform the public's understanding of the donkey's role in a variety of humanitarian situations around the world. This will help to increase awareness and recognition of our impact to a wider audience, especially amongst peers and opinion leaders.

It will also help extend the benefits of humanitarian aid to the working animals that support the livelihoods of marginalised communities.

To achieve our objective of reaching two million donkeys in 40 countries by 2018, the relationships with our existing supporters and inspiring new audiences will be key.

We will:

- Increase the number of visitors to our sanctuaries and centres to over 250,000 a year, and maximising on associated opportunities to inspire support from new audiences, help diversify our income bases, and increase our supporter base by transforming 10% of visitors into active supporters per year.
- Use the presence of our donkey assisted therapy centres in major populations around the UK and Northern Ireland, to aid set up of experienced regional fundraising teams and charity shops in north/east/south and west, who will create active new pools of supporters, raising number of supporters engaged in active fundraising to 5,000 in five years and creating 15 charity shops.
- Promote the humanitarian impact of our donkey welfare work in the developing world, in order to raise the importance of donkeys in impoverished communities and in disaster recovery.

Producing interactive teaching material to support theoretical knowledge. Filming techniques such as standing enucleation and application of plastic rims to the hoof wall for dissemination to vets/farriers around the world.



- Provide learning opportunities and high quality interactions for young people with donkeys; through the launch of a nationwide schools engagement programme piloted with 50 schools, fostering donkeys in schools and other institutions, and developing donkey vocational qualifications, scholarships and remote learning.
- Build relationships internationally with high profile successful individuals in business, finance and the media whose ethnic origins are in our key countries of operation, especially those domiciled in the UK.

ENVIRONMENT

Aim: To optimise conservation and use of the land entrusted to us.

As the host to a resident population of 5,500 donkeys and mules, The Donkey Sanctuary currently operates 10 farms and sanctuaries spread across the UK, Ireland and Continental Europe and in this role enjoys unique opportunities and challenges related to enlightened stewardship of the land in its care.

We will:

- Build on our increasing understanding of the mutual benefits of using donkeys and mules in managing locally bio-diverse heath, meadow and pastureland and also exploring the use of donkeys to reduce our carbon footprint.
- Partner with 20 wildlife charities and organisations to protect and encourage the wildlife and habitats on our own diverse and productive lands, and to promote the role donkeys can play in sustainable land management via grassland and meadow grazing plans.
- Use our Natural England Higher Level
 Stewardship status to demonstrate our
 sustainable, traditional and wildlife-friendly
 approach to farming, and to support our
 trading company in the development of
 'Wild Sanctuary' products such as honey,
 wildflower seed, charcoal and gardening
 products both to generate income and
 engage a wider audience with our work.
- Use the charity's access to resources such as solar power, donkey dung and restaurant/ organic waste to decrease reliance on fossil fuels and aim to become self-sufficient at Sidmouth headquarters for our energy needs by 2025. Using successful initiatives we will develop a model to roll out to our other regional and European centres to reduce our carbon footprint globally.



COMPASSION

"Max was used as a breeding stallion for a beach operator. He had been confined to a life in a stable, only coming out to cover a mare. He never had the chance of eating grass or running in a field, no freedom of choice.

We took him in and he was gradually introduced to other donkeys. He was previously unhandled so we had to spend time gaining his confidence and trust. He was very reluctant to let you touch his feet due to very bad laminitis. The change over the years has been **remarkable**; we have been able to handle him and lead him around, he is sociable and loves having the visitors to talk too. For the first time last month he was able to have his feet trimmed by the farrier without sedation."

Our compassionate, caring farm grooms have turned Max and many other donkeys around so that they can enjoy their retirement with us.

HOW CAN YOU HELP

There are many ways that you can help us in our journey towards a world where donkeys and mules live free from suffering, and their contribution to humanity is fully valued:



- 1. Foster a donkey or mule Our foster families tell us how rewarding it is to give a loving home to these fantastic animals, and the great thing is that our foster donkey and mules love it to.
- **2.** Make a donation or grant towards our work Any gift, however small, will help us deliver our vital projects, at home and overseas.
- **3.** Report cruelty anywhere in the world Your reports help us to offer urgent rescue and sanctuary in the UK, Ireland and Europe; and to plan international projects where they are needed most.
- **4. Join the Rosette Group** A group of friends and benefactors who join us for special events, and support specific projects of particular need with a regular donation of £1,000 or more.
- 5. Become a Quality Time Volunteer Join us to engage in fulfilling work related to animal care, donkey assisted therapy, fundraising and the care of wildlife and habitats on our farms and sanctuaries.
- 6. Remember The Donkey Sanctuary in your will Leave a lasting legacy for donkeys and mules in desperate need all over the world.

For details of any of the ways you can help, or to find out more about our work either visit our website:

www.thedonkeysanctuary.org.uk
or call 01395 578 222 to
speak to our friendly team.

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