

ANNUAL REVIEW 2016



**THE DONKEY
SANCTUARY**



WORKING WORLDWIDE

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Cover picture: Thanks to our donors and supporters, donkeys like Drizzle and Bonnie have sanctuary for life and receive the quality care they deserve.

MESSAGE FROM THE CHAIR OF TRUSTEE DIRECTORS

It has been another remarkable year for The Donkey Sanctuary. Thanks to the dedication of the charity's staff and supporters, we have made significant gains as we pursue our mission to help donkeys, and those who depend on them, wherever there is need. As Chairman of Trustees it gives me enormous pleasure to introduce you to the facts and figures behind our work, as well as some of the stories that illustrate just why our efforts are so important.

With our new CEO Mike Baker now firmly established, we look to the skills and experience

he brings to a dynamic strategy both at home and internationally. Last year, we reached out to over 1.6 million donkeys across five continents, provided homes to almost 7,000 animals at our sanctuaries and through our Rehoming Scheme, and our specific advances ranged from the building of our new life-saving veterinary hospital in Devon to a partnership with the Palestinian Wildlife Society to facilitate donkey welfare in Bethlehem.

As trustees of The Donkey Sanctuary, we are consistently reassured and encouraged by the combination of generous giving together with thoughtful working practices among staff and volunteers. We know we make a real difference to animals experiencing abandonment, overwork, neglect and abuse and our work in developing and validating the donkey-assisted therapy aspect of our activities continues apace.

We will never take your patronage for granted. Thank you for your continued interest in our aims and the support you provide. It is collectively that we make possible our goal of improving the lives of donkeys around the world.



Stuart Reid



THANK YOU

The Donkey Sanctuary relies entirely on donations to carry out its objectives. We are indebted to our supporters, donors, staff and volunteers, who have given such wonderful support and encouragement to our lifelong work. Without this unwavering support we would not be able to strive towards a world where donkeys and mules are able to live free from suffering and their contribution to humanity is fully valued.

Here are just some examples of our successes from 2016 — thank you for having the compassion to support us.



LIFE-SAVING SURGERY FOR GEORGIE

Georgie arrived at The Donkey Sanctuary's hospital with a painful ailment preventing him from urinating. After hours in intensive care with our veterinary surgeons and nurses, he could reunite with his donkey friend, Gabriel, who was waiting outside theatre. After supervised box rest, Georgie made a good recovery.

“ Georgie had a large bladder stone and was in excruciating pain. Operating was his only chance for survival.

Veterinary surgeon, Alex Thiemann



OCEAN IMPROVES IN LEAPS AND BOUNDS

Three-year-old Ocean has developed a real passion for donkeys since being introduced to the donkeys in Devon. He is a regular visitor to our Sanctuary in Ivybridge and even has his own 'donkey den' in the bottom of his garden at home, complete with thatched roof and filled with pictures of his favourite donkey, Pooh.

The donkeys have been a big help to Ocean, who was diagnosed with Down's syndrome at 13 months old, which affects his speech, balance, posture and interaction with people.

“ He has come on in leaps and bounds in the last year. He has learnt how to be gentle and to stroke the donkeys, which is a real sensory experience for him. He just loves coming to see the donkeys.

Ocean's mum.

MAKING A LIVING IN INDIA

Seventy-year-old Shaila Ben, her four sons and their families, all work in the brick kilns in Ahmedabad, India. She is the head of the family. They own 20 donkeys, through which they earn a living, carrying bricks to and from the kilns. Both men and women work to fill baskets attached to the donkeys, drive the donkeys to the kilns and empty the baskets at the furnace. Through The Donkey Sanctuary the family has learnt how to make welfare-friendly back protectors to use and sell at the kilns.

“ We are earning some extra money from this work which is also good for donkeys. We feel very satisfied that we are contributing in the welfare of donkeys.

Donkey owner, Shaila Ben

Thank you from the bottom of our hearts

MESSAGE FROM THE CHIEF EXECUTIVE

It has been my privilege over the last year to experience both the work of our UK farms and sanctuaries, and of our vital projects overseas.

On home soil I had the opportunity to spend time with some of our incredibly dedicated grooms and volunteers, learning just what it takes to maintain high welfare standards for the donkeys and mules in our care.

Every day, in wind, rain, storms and snow, they feed, groom and care for our resident herds of over 5,000 animals, and I was moved to witness first-hand their extraordinary compassion and skill. During one daily health check, they identified that a donkey called Legend had a leg injury. Within minutes one of our vets arrived to give treatment and advise, and I can happily report that Legend is now fully recovered. Not every donkey is so lucky, unfortunately, but whatever challenges the day may bring, our team of farm workers is always there for them.

Further afield the issues faced by donkeys are very different and a donkey suffering in Central America is every bit as deserving as a donkey in Sidmouth. We need to be there for both of them.

On a recent visit to our project in Mexico the first thing I saw when I got out of the car was a woman leading two donkeys down a hill, not realising one had collapsed. When we got to that donkey to help rescue and look after it we found it had huge wounds; it had given birth only a few weeks before; it was malnourished; it was lame; it had everything wrong with it you could think of but was still being forced to haul water up and down the hill.

A few days later I was at a completely contrasting event, a high level conference on animal welfare organised by the World Organisation for Animal Health (OIE). We were able to directly articulate what the problems are for donkeys and what should be done to help these animals.

That's what's so fantastic about The Donkey Sanctuary — we've got everything from practical help for individual donkeys right up to discussing donkey welfare with top ranking decision makers, persuading them that something should be done and giving them ideas about how to do it. We relieve donkey suffering directly and we train and advise others to do the same. It's through this work that we will have a mass impact and it's something we will continue to build on.

There are 50 million donkeys in the world and we can't possibly reach them on our own. Our ability to transform the lives of the tens of millions animals that need us depends on persuading others that this will make a real difference not only to donkeys but the people who rely on them. That's why advocacy and increased focus on our international work have to have a much bigger priority in 2017 and beyond.

Mike Baker
Chief Executive



Mike Baker, pictured with Scooby, was appointed chief executive of The Donkey Sanctuary in May 2016, bringing a wealth of experience from a distinguished career associated with the animal welfare sector.

VISION, MISSION AND VALUES

OUR VISION

A world where donkeys and mules live free from suffering, and their contribution to humanity is fully valued

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. Creative thinking underpins everything we do, whether adapting locally available materials for donkey-friendly harnesses across projects that span four continents, developing human-donkey interaction 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.



In Ethiopia, Tumme Konton uses a donkey to collect water for her livestock and family and to carry camel and cow's milk to a trading point, where it is transported to Kenya.

EMERGING THEMES

In 2016 research by The Donkey Sanctuary revealed a worrying new trend in the growing trade and demand for donkey skins and its potential effects on global donkey populations and their welfare.

Reports started coming in — one being from our partners in Tanzania reporting of communities waking up to find their donkeys slaughtered and skinned overnight. Their hides were taken to produce ejiao, a traditional Chinese medicine, which is used in a variety of products claiming to provide anti-ageing properties in addition to increasing libido.

Without their donkeys communities were being left with no way to transport water, firewood and goods or take their children to school.

The popularity of ejiao has skyrocketed over the last year leading to unsustainable demand for donkey skin. This trend has become a major theme for the charity, with a ground-breaking report called *Under the Skin* and high level advocacy work planned for 2017.



In areas like Simanjiro in Tanzania where donkeys bring water from wells to homes, a stolen donkey means almost all activities, including schooling, stop as people struggle to fill the gap left by the thieves.

Alex Mayers, Programme Manager



To read the *Under the Skin* report, which reveals the shocking scale of the global demand for donkey skins, visit www.thedonkeysanctuary.org.uk/under-the-skin

RESCUE AND REHOMING

Thanks to our supporters and donors we continued to provide rescue and rehoming services to thousands of donkeys in distress across the UK, Ireland and Europe in 2016.

We provided sanctuary for an astonishing 6,921 donkeys and mules, all of whom can now look forward to a life in a loving home. Of these, 1,846 donkeys and mules enjoyed the direct care and friendship of families through our Rehoming Scheme.

In the biggest case of its kind, The Donkey Sanctuary's Spanish operation El Refugio del Burrito rescued 100 donkeys from the village of Guijo de Granadilla, Cáceres, after the death of their owner left them with nobody to care for them. Following a powerful social media campaign nearly all the animals were subsequently rehomed.

Highlights of our important research into donkey health and welfare for the year include funding a comparative study on the requirements of donkeys, horses and mules for shelter from the elements. Another is research on improving understanding and treatment of trypanosomosis, a frequently fatal disease which affects working equids in many countries.

We are working with the University of Milan to develop guidelines to improve donkey welfare for animals in the donkey milk industry, and we are collaborating with World Horse Welfare and a multi-stakeholder group called AESE to investigate equine end-of-life issues in the UK with a focus on improving decision-making on quality of life and euthanasia.

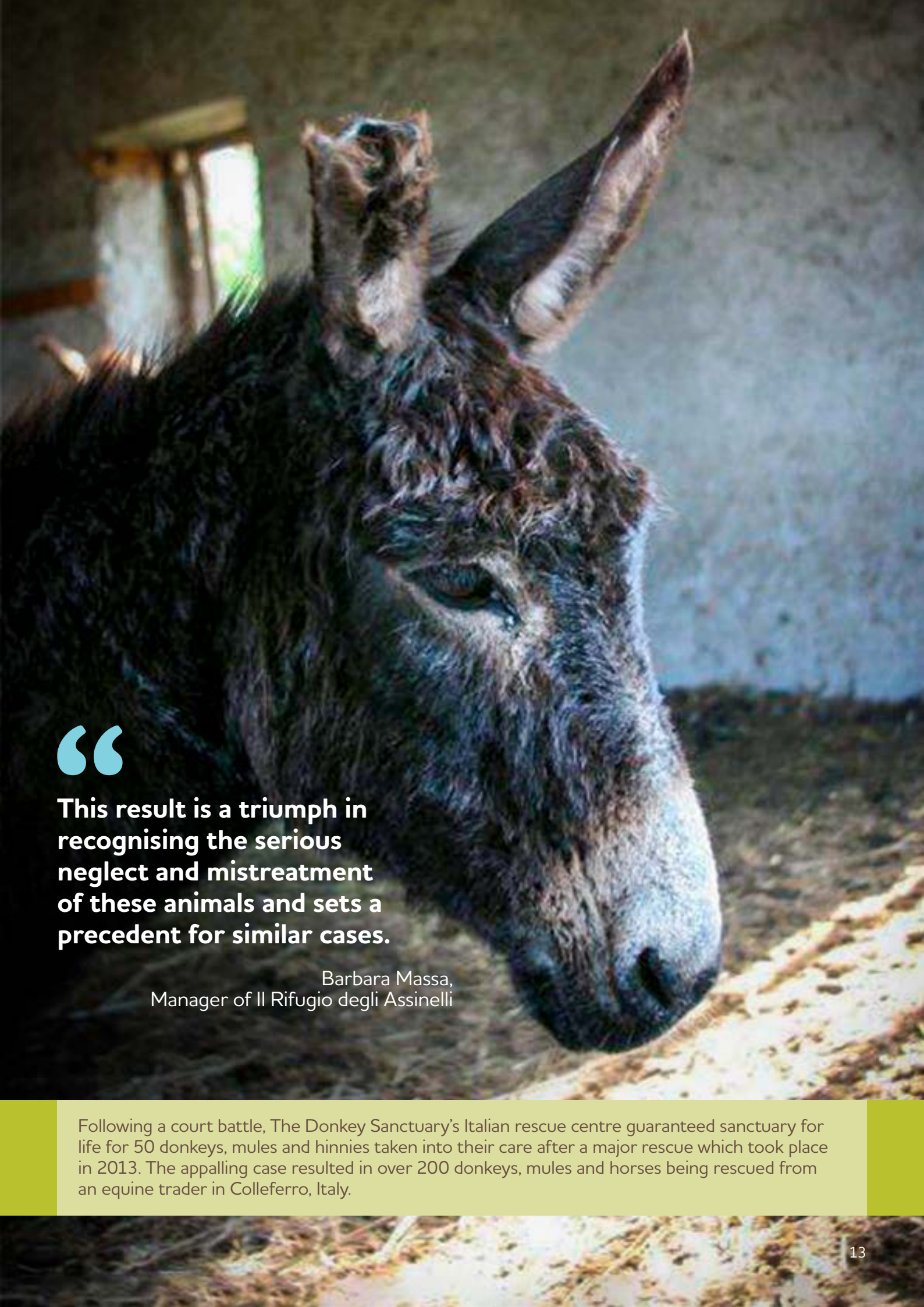
During the year, we continued our work to improve habitats for the wildlife on our farms, including hosting a new Greater Horseshoe Bat Project, Bat Beacon in Sidmouth.

Finally, with the help of our generous supporters we completed the construction of our state-of-the-art hospital to ensure the donkeys and mules in our care receive the care they need. The hospital opened in spring 2017.

A sustainable future

We currently provide direct sanctuary care to over 5,000 donkeys within Europe, some of whom will stay with us for the rest of their lives because of their care needs.

However, some ill-treated donkeys thrive from the special attention they receive when placed in caring homes. That's why we use a variety of ways to respond to a donkey in need with the best possible interests of that donkey, such as finding a more loving home, supporting owners through behaviour and husbandry training, providing expert advice, and helping people find new homes for their donkeys when they can no longer care for them. In 2017 we will continue to address the root causes of relinquishments and identify and support more loving homes.



“

This result is a triumph in recognising the serious neglect and mistreatment of these animals and sets a precedent for similar cases.

Barbara Massa,
Manager of Il Rifugio degli Assinelli

Following a court battle, The Donkey Sanctuary's Italian rescue centre guaranteed sanctuary for life for 50 donkeys, mules and hinnies taken into their care after a major rescue which took place in 2013. The appalling case resulted in over 200 donkeys, mules and horses being rescued from an equine trader in Colleferro, Italy.

WORKING WORLDWIDE

The situation for donkeys and mules in the modern world is complex and ever changing, and never more so than in 2016. For example, in some areas large populations of 'feral' donkeys — animals that have been abandoned when their services are no longer needed — face uncertain and traumatic futures. Elsewhere, the increasing use of donkey products in China is driving up the demand for donkeys, bringing a completely new set of challenges. Meanwhile many millions of donkeys worldwide are used from infancy into their old age in the construction industry all over the developing world; in tourism on several continents and, of course, as vital transport for communities reliant on donkeys for their livelihoods.

This year we have had to use all our ingenuity to address the welfare needs of donkeys and mules in the face of such wildly diverse challenges. We relieved donkey suffering directly through the hands-on care of our project teams worldwide. At the same time, training and advising others to do the same, and helping them to build welfare infrastructures. It's through this collaborative work that we can have a mass impact and it's something we plan to build on and expand in 2017. Vitally, we know that in helping donkeys we help the people who depend on them for their livelihoods too; another reason, should we need one, why driving forward our international projects is so very important.

IN 2016



Working in 35 countries worldwide through major projects and collaborations.



Reaching 1.6 million donkeys and mules.





CASE STUDY — TANZANIA

Through our partner Meru Animal Welfare Organisation in Tanzania we funded the building of security fences to protect donkeys from killer thieves seeking to profit from the rapidly expanding skin trade. The pens are built with living trees that continue growing once in the ground.



CASE STUDY — SRI LANKA

Through a donkey-assisted therapy centre run by our partners MARDAP and Bridging Lanka in Sri Lanka, children groom and feed donkeys in sessions which stimulate their emotional and physical development. The project also plays an important role in strengthening the status of the donkey on the war-torn island. Construction of a new donkey assisted therapy centre is underway with completion scheduled for 2017.



CASE STUDY — EGYPT

In Egypt we brought together hoof care specialists from across the world to share ideas and put together competency standards to take home.



CASE STUDY — ETHIOPIA

In Ethiopia, we provided training to para-vets at our project in Alage. They return to their communities with new skills that benefit donkeys.

HUMAN-DONKEY INTERACTIONS

After 40 years of our UK centres delivering donkey-assisted therapy operating essentially as our founder Elisabeth Svendsen imagined it, our programme is getting a beneficial makeover.

In 2016 The Donkey Sanctuary trialled and introduced a new programme which saw children spending a little less time on the back of a donkey, but significantly more time interacting and engaging with the donkeys in other ways.

This approach has seen children learn through experiencing and discovering things about the donkeys through hands-on interaction. It provides more opportunity for a connection between donkey and child on an emotional as well as a physical level, and is helping us to better understand how these magical moments of engagement can enrich the donkey's life alongside that of the child.

This also means we can now measure those “magical moments” of engagement of the child with the donkey, and assess if the donkey's life is enriched as a consequence.

In 2017 we plan to expand these services to other groups such as sufferers of post-traumatic stress disorder and to set down the ground work to improve our understanding of the impacts of donkey facilitated learning on vulnerable people.



(Alexander) has come so far from the frightened little boy who came to the Centre all those years ago. He is living proof that supporting a great cause such as The Donkey Sanctuary does make a difference to a person's life

Alexander's mum, Donna Alderson



Shocks the donkey endured horrific suffering on a farm in Ireland and no one ever thought he would make a full recovery. When Amber and her twin sister Hope were born prematurely, at just 26 weeks, it was Amber who was separated from her family and rushed into theatre for an emergency tracheostomy. Her parents were given the devastating news that she had Cerebral Palsy and would be unlikely to walk or talk. Then Amber met Shocks at our Sanctuary in Birmingham and both their lives were positively changed forever.

Thanks to our supporters and donors, we have so much to celebrate.

IN 2016

- We gave homes to 6,921 donkeys, and rescued many hundreds of animals in desperate need.
- Twinkle, Holly and Star, three of the 1,846 donkeys and mules directly cared for through our Rehoming Scheme, settled into their new home at Cats Protection's national cat centre in Sussex as part of a new partnership between our two charities, promoting each other's rehoming schemes.
- We strengthened and developed our donkey-assisted therapy work, launching research to better understand our impacts.
- We increased the number of hours worked by our volunteers to over 41,000.
- We helped donkeys in 35 countries on five continents, reaching 1.6 million animals in all.
- We started building our new veterinary hospital dedicated to life-saving and life-changing treatment for donkeys and mules.
- Thanks to the work of The Donkey Sanctuary and other British equine charities, the World Organisation for Animal Health (OIE) approved global welfare standards for working horses, donkeys and mules. As many as 180 member countries are now committed to implementing these standards. The standards entitle working equines to their most basic of needs, such as food, water and shelter. This is a significant step towards improving welfare conditions for millions of working equines as they give global recognition to the importance of their welfare.
- We started a new partnership with the Palestinian Wildlife Society to improve conditions for hardworking donkeys in Bethlehem. The support helped facilitate local training to raise awareness of donkey welfare and supplied first-aid boxes containing veterinary supplies such as antiseptics, bandages and painkillers to enable the owners to treat common wounds and infections.

But there are so many more donkeys that need our help. Next year, our core goal will be to reach the donkeys most in need around the world, wherever they are. To get there, we will champion donkeys and their welfare, pushing them up the agenda for change.

IN 2017

- We will build model projects to develop a new way of working internationally and with donkey-assisted therapy; this will involve extending our network of partners, mapping welfare hotspots and using evidence and impact data to continually improve our operational effectiveness.
- We will launch our new hospital ensuring that our resident animals receive state-of-the-art care, and use this vital facility to share a deeper understanding of expert donkey veterinary care across the world.
- We will create an advocacy strategy and integrate it into the core of our work.
- We will maintain our high standards in the UK, Ireland and Europe.
- We will eliminate the problem of the continually growing numbers of donkey relinquishments in Ireland, and the welfare issues this causes.
- We will strengthen the organisation internally in key areas to support future development and ready ourselves for a new five year strategy by the end of 2017.

Thanks to such incredible support received during 2016, we are confident that in the coming years we can have an even greater impact on the millions of donkeys around the world. In fact, it is our duty to do that.

“

**A donkey suffering in
Central America is every bit
as deserving as a donkey in
Sidmouth and we need to be
there for both of them**

Mike Baker, Chief Executive



Donkeys have a vital role to play in supporting entire communities in Mexico, from carrying water up into mountainous areas to collecting rubbish from the streets of Mexico City.

FINANCIAL REVIEW 2016

The Donkey Sanctuary's financial performance for 2016 was very positive, with consolidated total income reaching £38.3m (2015: £35.1m), an increase of 9% for the year. We increased total expenditure, including capital, to £38.8m (2015: £33.3m), an increase of 17%, and ended the year with general reserves coverage of 14 months of 2017's planned expenditure. This represents a sound financial footing for the charity as we look to develop a new five year strategic plan, and look to expand our international work and increase our global impact.

INCOME

The Donkey Sanctuary continues to be reliant on the kind generosity of its supporters and the voluntary income they donate to help our work. In 2016, our voluntary income from donations and legacies grew by 10% compared to the previous year, and we are extremely thankful to everyone who continues to support us. In the year, our donation income grew by £0.6m (6%). During the early part of the year, we completed our Get Better hospital campaign which helped to raise much-needed funds towards our new facilities to treat more sick donkeys more efficiently. During 2016 we responded to the outcomes of the new Fundraising Regulator, and began planning for the new General Data Protection Regulations which are due to come into force in 2018; the charity is embracing the new regulation as an opportunity to further enhance our relationship with our much valued supporters. In 2016, we maintained the momentum of our adoption scheme, as well as continuing our strategies to promote regular giving. We worked hard to not only introduce new supporters to the charity, but also to ensure we maintain our engagement with existing supporters through fundraising and communication activities aimed to inspire support and increase awareness of the impact of our work across the world.

Legacies continue to be an important source of income for us and we are extremely grateful to all who have remembered us in their will. In 2016 legacy income grew to £24.8m (2015: £22.5m), an increase of 10%. A significant amount of the increase for 2016 occurred towards the end of the year, helping to contribute towards the

surplus for the year, and we will be utilising these funds in reaching our objectives for 2017. This figure includes income generated from all group entities including The Elisabeth Svendsen Trust for Children and Donkeys and The International Donkey Protection Trust.

Income generated from other trading activities increased to £2.5m in 2016 (2015: £2.3m). As we continue to attract higher numbers of supporters to our sanctuaries and centres across the UK and Europe, the resulting increase in visitor numbers helped to grow the income from our trading and fundraising activities, including our restaurant and catering facilities and the sale of souvenirs from our visitor centres. During the year, we introduced some new products to our mail order and retail offerings and we opened our second charity shop, which will provide another great opportunity for us to engage with new audiences, to promote our work, and to generate income from a variety of activities. All profits from our trading subsidiaries' activities are donated back to the charity to further our objectives.

EXPENDITURE

Total expenditure for the year, including investment in capital projects, grew to £38.8m (2015: £33.3m).

In 2016 operational expenditure on our charitable activities increased by 11% to £26.7m (2015: £24.0m) with growth across many fundraising channels.

During the year, our rescue and rehoming strategies to ensure the donkeys in our care benefit from an environment rich with variety progressed very well. Donkeys are intelligent, curious and resourceful animals and we aim to ensure 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 animals in private homes, schools and other institutions.

- We allocated resources to promote our rehoming scheme and the identification of donkey guardians who can offer caring homes for two or more of our donkeys. Our investment in 2016 helped to increase the number of donkeys rehomed in private homes, schools and other institutions and worked towards our

objective of increasing the number of rehomed donkeys to 3,000.

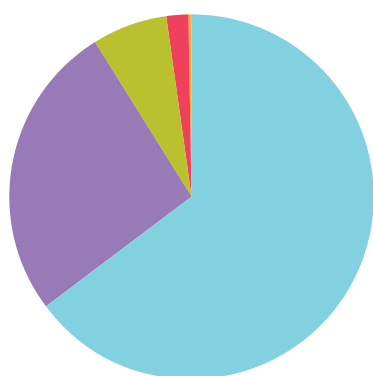
- We also provided support to owners through behaviour and husbandry training, providing expert advice, and helping people find new homes for their donkeys when they could no longer care for them.
- The number of donkeys in our sanctuaries and assisted therapy centres increased to 6,921 by the end of the year with a resulting increase in our sanctuaries expenditure in 2016. It has been heartening to see the rate at which donkeys are relinquished into our care reducing over the last 12 months and we are actively reducing the number of donkeys in short-term livery and other holding bases as we develop our rehoming scheme.

Our activities involving donkeys in the community include many aspects of our international projects and during the year our expenditure increased by 17% to £4.1m. During 2016, we extended the

scope of our collaboration activities with other like-minded organisations, moving towards a more integrated and sustainable approach where we engage with communities that depend on donkeys and help them build their own infrastructures. Activities in 2016 included expansion of projects in Tanzania, Sri Lanka, and Egypt and meant that we were able to reach approximately 1.6m donkeys and mules worldwide.

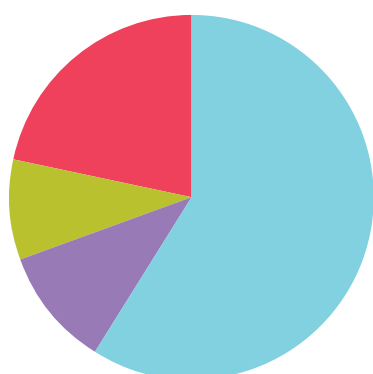
In 2016, we saw a small increase in expenditure on human-donkey interactions, reflecting a period of transition as we reviewed our approach to activities across our assisted therapy centres and outreach programmes. Our new strategy will see our children and adults with additional needs learning through experiencing and discovering things about the donkeys through hands-on interaction. This will provide more opportunity for a connection between donkey and child on an emotional as well as a physical level.

2016 INCOME



	2016 £'m	2015 £'m
Legacies	24.8	22.5
Donations	10.2	9.4
Other trading activities	2.5	2.3
Investment income	0.7	0.6
Other	0.1	0.3
Total	38.3	35.1

2016 EXPENDITURE (including capital)



	2016 £'m	2015 £'m
Rescue and rehoming	22.9	19.3
Donkeys in the community	4.1	3.5
Human-donkey interactions	3.5	3.5
Raising funds inc trading costs	8.3	7.0
Total	38.8	33.3

Against a backdrop of increasing fundraising and data protection regulation, it is encouraging to report the continuing success of our fundraising strategies. It is testimony to our supporters' commitment to The Donkey Sanctuary and their understanding of our work and values, as well as the skill and commitment of our fundraising teams, that we have seen growth in a number of areas of income in 2016. The trustees recognise that, in order to continue the future success of the charity, there is a need to continue to invest in both new fundraising activity as well as keeping in touch with our existing supporters. This is reflected in the increase in expenditure on raising funds (including trading costs) to £7.2m in 2016 excluding capital (2015: £7.0m). The proportion of our expenditure attributed to raising donations, legacies and other fundraising income remains low, at 16.8p (2015: 18.1p) for every £1 of total expenditure.

By closely monitoring our fundraising campaigns, we are well placed to direct our resources into our most successful fundraising activities, and we are pleased to report that progress during the year accorded with trustees' expectations. The trustees have recognised the risks associated with the changing landscape of fundraising and data protection regulation and the potential for reduced levels of income in 2017 and beyond. Through our well-established and robust financial controls and other internal measures, the trustees, executives and senior managers are able to closely monitor the charity's fundraising activities to mitigate this risk and take suitable action as required.

NET ASSETS AND FUNDS

The trustees operate a reserves policy they consider appropriate to ensure, barring unforeseen circumstances, the continued ability of The Donkey Sanctuary to meet its objectives. The trustees are aware of the potential volatility of income levels and the significant proportion of our total income from legacies. As far as it is possible, we aim to maintain reserves to cover at least one year's expenditure.

In terms of our total assets, £29.9m relates to fixed assets, most of which is land and buildings to care for donkeys across sanctuaries. £2.9m relates to funds earmarked by their donors for specific purposes, leaving a general fund

of £43.4m, which is equivalent to 14 months' projected expenditure for 2017 – this is slightly above our goal and is due to some delayed capital expenditure. Our aim is to maintain a reserve sufficient to provide sanctuary and support for 6,921 animals across resident herds in our sanctuaries, centres and through our Rehoming Scheme. The reserve also enables the trustees, executives and senior managers to effectively manage the many risks and uncertainties that the charity may face such as the potential reduction of future income referred to above. It is important to note the impact of the very welcome increase to our 2016 legacy income being concentrated in the last two months of the year as well as the exceptional unrealised gain on our listed investments with both of these events contributing to the surplus for the year. This net income for the year will contribute towards our expansion plans within our strategic plan for 2017 and beyond. This includes the relocation of our veterinary hospital, visitor facilities and restaurant, which is due for completion together with other committed capital projects in 2017.

Construction of the new facilities commenced towards the end of 2015. Our new veterinary hospital will provide much-needed new facilities and equipment to further improve our veterinary care for donkeys and mules in the future, enabling round-the-clock care, state-of-the-art facilities to reflect advances in veterinary medicine and technology, and enough space to treat larger donkeys like our Poitous.

Relocating the hospital to a new site will have a big impact on our main Sanctuary in Sidmouth and we plan to use this opportunity to improve the visitor experience. As well as introducing more donkeys to the heart of the sanctuary, we will be introducing an interpretation centre to show supporters and visitors what we do around the world and we'll also have a better gift shop and restaurant from which proceeds support our work across the world.



Groom Jenneke takes time to give Bilbo Baggins the attention he craves. Bilbo is a very affectionate donkey who loves people.



THE DONKEY SANCTUARY

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The Donkey Sanctuary was founded by Dr Elisabeth Svendsen MBE in 1969. The Donkey Sanctuary (registered charity number 264818) and its sole corporate trustee, The Donkey Sanctuary Trustee Limited (Company number 07328588), both have their registered office at Slade House Farm, Sidmouth, EX10 0NU. Linked charities: The Elisabeth Svendsen Trust for Children and Donkeys (EST); The International Donkey Protection Trust (IDPT).