



Annual Review  
July 2018–June 2019





## Introduction from the Chairman

**In 2018-19 Send a Cow was able to help more people in rural Africa than ever before. The impact of our work is now widely recognised by our own project participants and by the national and local authorities we deal with.**

Despite an ever more competitive funding environment, we were able to spend a record amount on new and continuing projects, due to a further 10% increase in funds raised, to £8.3m income.

We were encouraged this year by the further increase in support from institutions, charitable trusts and foundations, corporates and other major donors. These appreciate the value for money of Send a Cow's work in the six African countries where we operate, the life-changing 'hand up' for hundreds of thousands of people in the poorest parts of rural Africa, and the professional way in which donors' grants are deployed and managed.

Still, we cannot afford to be complacent: urgent requests for our support still hugely exceed our ability to respond and there are many good projects still awaiting funding. That is why we work so hard at developing new sources and types of income and at seeking partners to make best use of our joint resources.

The Board of Trustees takes Governance seriously. This year we have further tightened Send a Cow's controls and procedures, including those relating to safeguarding of children and vulnerable adults, to help make the communities we serve safer for all.

In March 2019 the Board met for four days in Africa. Our visits to field projects in Rwanda and our discussions with our African staff and country-based



Trustees were valuable in helping us understand the challenges and develop our strategy.

As always I would like, on behalf of the Trustees, to thank all our donors - our thousands of loyal individual supporters as well as major donors, funding institutions, corporate partners, community groups, trusts and foundations - for enabling us to do our work.

Our 220 highly motivated staff in Africa deliver our projects and 'make it happen' on the ground, often under difficult conditions. Our heartfelt thanks go to them, as well as to our team in the UK, our volunteer Ambassadors and our local country Trustees, for their efforts to bring hope and a brighter future to so many families and to promote our vision of a confident and thriving rural Africa.

**John Geake, Chairman**

### Contents

- 2 Introduction from the Chairman
- 5 Letter from the CEO
- 6/7 Where we work
- 8/9 Farm systems
- 10/11 Enterprise
- 12/13 Gender and social inclusion
- 14/15 Our year in numbers
- 16 Case study: Riverford
- 19 Case study: Inka Nziza
- 20 Looking back on the year
- 21 Financial summary
- 22 Principal risks
- 23 Safeguarding



Rukiuya, Uganda



Joseph and Terezina, Uganda



## Letter from the CEO

**Welcome to Send a Cow's Annual Review which celebrates our achievements over the past 12 months in the midst of some challenges. I am pleased to report that Send a Cow has worked with 768,670 people this year across 24 projects in six countries. This is the largest number of people we have ever supported during a single year.**

Earlier this year, I visited our project in northern Uganda helping South Sudanese refugees and host families in and around the Palabek Refugee Settlement. This is the first time Send a Cow has worked with displaced people. Though refugees have faced indescribable trauma and conflict, I was inspired by their hope for the future and by the generosity of host families who have donated their land to refugee families. While assisting refugees, we are also supporting local people who are living in extreme poverty, one of the few organisations to take this dual approach. It demonstrates our commitment to work with the most vulnerable people in rural Africa.

There have also been some challenges, particularly in Zambia where our projects and the families we are working with have been severely affected by climate change. Based on our commitment to support people until they are truly self-sustaining, we made the decision to extend the length of the project and to implement new technologies which could help families experiencing erratic weather patterns. With the growing threat of climate change, strengthening the resilience of families and communities has become a greater focus of our work.

This has been a year of financial growth with income increasing from £7.6m to £8.3m. Crucial to this success has been the merger with Emerge Poverty Free in September 2017, which has since contributed £1.34m in funding. The merger has enabled our two



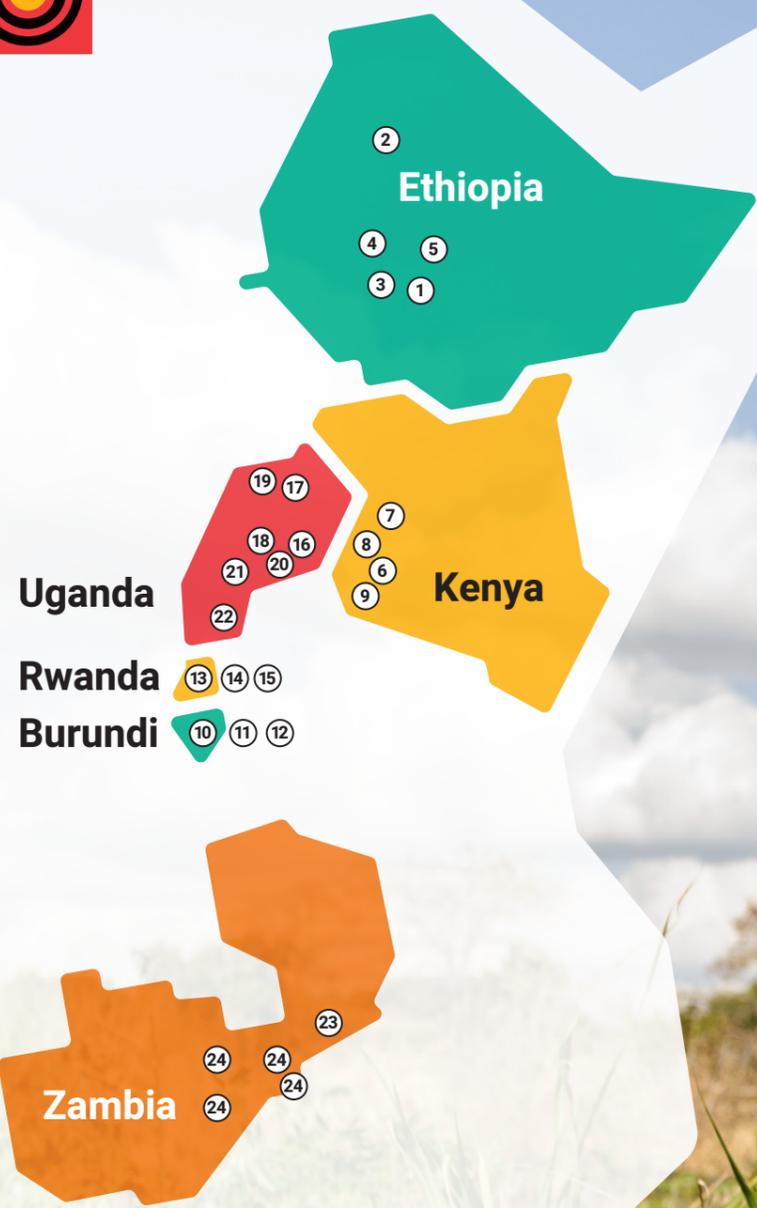
organisations to share resources and expertise while reducing overheads, ensuring that a greater share of donations is spent directly on work in Africa. We are grateful to Emerge Poverty Free supporters for staying with us on this journey and for the role they have played in making the merger a success. The partnership continues to grow and illustrates how organisations with shared visions can achieve so much more when they work together.

You may notice that this year's Review looks different. In July 2019 we unveiled a new brand, funded by an individual supporter, that reflects the energy and joy of the rural African communities that we work with. With our new look and style, we hope to engage with new and existing supporters.

This year's Review shines a spotlight on the three key pillars to Send a Cow's approach: farm systems, gender and social inclusion, and enterprise. Each pillar is crucial and makes up our holistic approach to tackling poverty.

I hope you are inspired, just as I am, by the various stories and case studies from across our programmes that also feature. From the community group in Ethiopia who came together to regenerate land and plant 5,000 trees, to the inspiring story of Francis in Uganda who is demonstrating the potential and capability of people with disabilities. These are just some examples of people eradicating poverty and creating opportunity for themselves, all of which are only made possible by your support. On behalf of everyone at Send a Cow and the families we work with, thank you.

Paul Stuart, CEO



## Where we work



Lameck, Zambia

## Our projects

- Ethiopia**
1. Building Resilient Communities Project
  2. Developing Business Women in Kutaber District Project
  3. Grass for Cash Project
  4. Improved Nutrition for Women and Children Project
  5. Sustainable Agriculture and Rural Opportunities Project

- Kenya**
6. Grass to Cash Project
  7. Improved Equine Welfare for Sustainable Livelihoods Project
  8. Improving Nutrition and Livelihoods for Children and Mothers in Western Kenya Project
  9. Kakrao Project

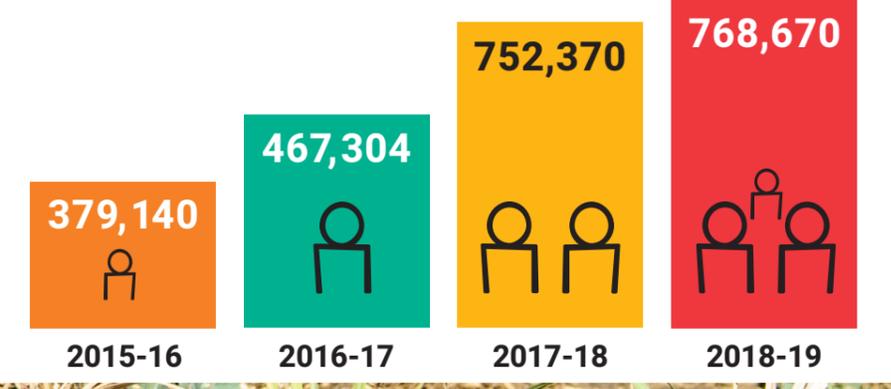
- Burundi**
10. Building Resilience Project
  11. Gender and Nutrition Centred Agriculture Project
  12. Youth Enterprise and Agribusiness Stimulation Project

- Rwanda**
13. Greening Girinka East Project
  14. Ikawa n'Inka Project
  15. Inka Nziza Project

- Uganda**
16. Agriculture for Women with Disabilities Activity Project
  17. Amuru Disability Mainstreaming Project
  18. Kamuli Sustainable Livelihoods Project
  19. Lamwo Integrated Refugee Project
  20. Oil Seeds Project
  21. Sustainable Outcomes for Children and Youth
  22. The Uganda Orphans Livelihoods Project

- Zambia**
23. Hope Means Future Project
  24. Integrated Scaling-up Nutrition Project

## Number of people we've worked with



**Our vision:** A confident and thriving rural Africa

**Our mission:** To give communities and families the hope and the means to secure their own futures from the land

**Our values:** Integrity, stewardship, accountability



Rhoda, Send a Cow Programme Funding Manager, with farmers Celestin and Therese, Rwanda

### Case study:

**Addressing climate change**

Climate change is affecting families in rural Africa more than ever before. Droughts and floods are becoming more frequent and can wipe out entire crops, leaving families with nothing. To address these challenges, Send a Cow is teaching practical techniques that can be implemented on farms. This includes activities such as water harvesting which captures precious rainwater, and raised beds, which protect crops in times of flooding.

We are also working with communities to help them protect and rebuild their natural resources. Tree planting and improved forest management are commonplace in our projects. Alongside this, families are taught how to build energy-saving stoves which require much less firewood than traditional fires. Activities like these not only reduce the carbon footprint of communities but also improve soil fertility and boost ecosystems. As part of measuring our impact, Send a Cow is currently exploring in more detail exactly how much carbon is captured and stored by these techniques.

In Ethiopia, one community group working with Send a Cow is regenerating eight hectares of land (roughly the size of 11 football pitches). Since the group formed two years ago, members have volunteered their time to build trenches to conserve rainwater and planted 5,000 trees and 1,200 grass cuttings. The soil quality is already improving with local wildlife and fauna beginning to thrive again. The group also plans to plant fruit and vegetable crops on the land, which will be sold collectively for the good of all members.

## Our work in: farm systems

### Overview



Send a Cow's approach has evolved since we first began. We now take a more holistic approach to sustainable agriculture in which livestock placement and training form just one part. Our range of core agricultural activities and the way that they are interconnected is reflected in the name we use for our thematic work: 'farm systems'.

Every family, community and region is different. Our flexible farm systems approach allows us to support people in different ways depending on their context, resources and visions for their own futures.

We help families, groups and communities to recognise the resources (both natural and manmade) they have, the linkages and connections between these and how the environment influences how these elements work together. They can then plan how to bring about the changes they want to see. Over time, this enables families to eat healthy food every day of the year, as well as increase their income through the sale of surplus produce.



Jacinter, Send a Cow Project Facilitator in Kenya, with Anna of Shepton Vets, UK

### Key achievements

#### Sheila Halder, Farm Systems Coordinator



"Send a Cow invests a huge amount into our African staff who make up around 80% of our total workforce. They are the ones serving rural communities, teaching them the sustainable farming techniques which have the power to transform land and create new opportunities. Our farm systems staff already have a wide range of relevant skills with many coming from horticulturalist and veterinary backgrounds, but there is always more to learn and new challenges to address. By extensively training and equipping our staff, we can ensure that communities receive the very best support and are able to make lasting change.

During the past year, 80 in-country staff have received training in farming techniques and have learned how best to deliver this training to project participants so that it is easy to understand and can be incorporated into their everyday lives. Staff from across all our country programmes who have an agricultural focus have also attended specialised workshops. This included veterinary skills training delivered by one of our corporate partners, XLVets, which 25 Send a Cow staff attended.

In our project in Kakrao, Western Kenya, staff put their veterinary training into action by organising vaccine days. These events allowed farmers to come together to access the vaccine for Newcastle disease, a high mortality condition

which affects poultry and can reduce a farmer's entire flock to zero. With each vial of vaccine protecting up to 100 birds, farmers were able to pool their resources and jointly purchase vials of vaccines, making it affordable and accessible for farmers with small numbers of chickens. Send a Cow staff trained farmers how to administer the vaccine themselves, resulting in 17,373 chickens being protected against the disease and an increasing number of farmers seeing a future in poultry farming."

### Plans for the future

- Improve record keeping on farm systems practices across all projects so that we can monitor and evaluate how effective our approach is and the impact it has on the land and farming
- With support from an innocent Foundation scholar, strengthen our understanding of how farming for better nutrition positively affects the nutritional status of individuals
- Strengthen our support to communities to enable them to make improvements to environmental issues in their local areas. This can be achieved by increasing crop and animal diversity, supporting biodiversity on communal lands and promoting multi-purpose elements on farms, such as intercropping so that two or more crops can grow on the same land at the same time



Anna, Zambia

## Case study:

### Businesswoman Anna in Zambia

Anna (pictured left) is part of Send a Cow's Hope Means Future project in Zambia. Like many families in the area, she used to devote most of her land to growing maize. This generated very little income and offered her family a poor diet. Now, with her newly attained skills in sustainable farming and enterprise, Anna is growing a variety of crops, her farm is thriving and she has started several small businesses.

Anna earns an income by selling surplus vegetables locally. She has also set up a small shop and joined a local group that breeds and sells broiler chickens. Through these enterprises, she is saving money which she uses to pay for her three boys to go to school. Along with her husband, John, she hopes to save enough money in the future to buy a motorbike so that they can sell their produce in more lucrative markets further afield.

Anna has also become a peer farmer trainer with Send a Cow, supporting others in her community to make the most of their land and passing on the techniques and skills that she has learnt to others.

## Our work in: enterprise

### Overview



**Our vision of a confident and thriving rural Africa calls for us to go beyond food security for those we work with. We want families to do more than simply survive, we want them to really live. That means a life beyond subsistence where they can send their children to school, generate rewarding employment for all and make their dreams a reality. Enterprise is a crucial part of making that possible.**

Send a Cow seeks to enable communities to make the most of their entrepreneurial spirit. We do not achieve this by providing financial grants, but by giving families and communities the skills, training and confidence to start



Rongo Dairy Co-operative, Kenya



Women's sewing group, Namasagali, Uganda

small businesses and to help them access savings and credit schemes which they can use to invest in the future. Furthermore, by strengthening the local economy and through encouraging small businesses to invest locally and ethically, all families in a community can be supported to develop diversified and sustainable incomes. By implementing credit and savings schemes, families can learn how to invest for both social and business needs and plan for the future. By working together in collective enterprises that are smallholder owned and managed, they can also gain greater economic bargaining power, helping them secure the best results for their families and communities.

### Key achievements

#### Jacqueline Chenier Golcher, Enterprise Coordinator

"It has been 18 months since I started the role as Send a Cow's first ever Enterprise Coordinator. My focus has been to learn from the successes and challenges experienced by Send a Cow groups and how we might apply these learnings in the future. As part of my role, I have developed tools which Send a Cow staff across our country programmes can use to help communities make the most of their small businesses. This includes tools that help farmers to undertake market assessments and consider product placement. It also allows farmers to identify gaps in their local market, make informed decisions about which products they should develop and sell, and how to get the best price.



The range of enterprising activities that I have witnessed has been wide and varied, with most businesses stemming from the farm. This includes selling surplus crops, adding value to food products such as processing milk into yogurt and breeding livestock for sale in the local community. Though Send a Cow is proud to play its part in offering support and training, it is the collective opportunism, tenacity and 'can-do' mindset of the people themselves which make these small enterprises possible.

I have also been impressed with how Savings and Loans Associations (SALAs) have been widely adopted and well received in Send a Cow groups. A SALA is a group of people

who save together and take small loans from those savings. With many people unable to access more formalised banking structures, SALAs offer a simple and affordable way of managing money and supporting entrepreneurship and innovation. However, progress can still be made and we are currently reviewing the effectiveness of SALAs as well as recommendations on how they can be improved. In true Send a Cow style, we continue to push forward, learn and adapt so that everyone in the community can benefit."

### Plans for the future

- Explore how the social enterprise model can work for groups and communities supported
- Strengthen communities' capacities by training and mentoring community groups in market intelligence. This will allow farmers to take advantage of market windows and to plan their farm production accordingly
- Support farmers' organisations in developing appropriate technology and collective business for value addition, prioritising provision of adequate community services for food processing, bulking and collective selling
- Evaluate the SALT (Stimulate, Appreciate, Link, Transfer) training methodology of Racine De L'Espoir with a youth focused project in Burundi, with the aim of learning how young people advance the agricultural businesses of their families



Fred and Sylvia, Uganda

## Our work in: gender and social inclusion

### Case study:

#### Breaking down barriers in Uganda

Francis is part of Send a Cow's Amuru Disability Mainstreaming Project (ADIMAP) in northern Uganda. Francis contracted bone tuberculosis at the age of 28, leaving him with permanent damage to his spine and bones. Before he began working with Send a Cow, Francis would rarely leave his home, had no employment and had to beg for what he and his family needed. "I used to think it was not possible. But through ADIMAP, I have learned how to make my garden accessible," says Francis. With Send a Cow's support, Francis has created raised crop beds that are 12 cm above ground, allowing him to easily reach down from his wheelchair to tend to them. He has also built a widened pathway between his bed crops. This enables Francis to move around in his wheelchair and allows him to comfortably work on crop beds on his left and right. The benefits of the project go far beyond farming. Francis has built an accessible latrine which makes daily life much easier, whilst also improving hygiene and sanitation. He has also become a more active and involved member of the community. Francis was once confined to his own home but neighbours have now built ramps to their homesteads so that he can visit. Meanwhile, he has taken on the position of treasurer of his local self-help group, becoming a role model for others and increasing his own self-esteem.

### Overview



**We know from over 30 years' experience working in Africa that families and communities achieve much more when men and women work together towards equal opportunities and greater equity; the farm is more productive, household income is increased and small businesses flourish. We have been increasingly seeking to include people with disabilities, as they are often the most marginalised members of the community.**



John and Vivienne, Rwanda

Send a Cow's approach to gender and social inclusion involves opening up discussion on the roles of men, women, boys and girls within the family and community. We support families to create a shared vision of their future and to outline what they want to improve in their own lives. Once this is agreed, Send a Cow helps families to come together to discuss and decide how they will make those dreams a reality. With facilitated dialogue and using tools such as Transformative Household Methodology, families can address issues such as access and control over resources, decision-making and chores, which usually leave women and girls at a distinct disadvantage. By working together towards shared goals, it is not long before families can access better nutrition, practise better hygiene, build more productive farms, boost incomes and develop more harmonious relationships.

### Key achievements

#### Amanda Crookes, Gender and Social Inclusion Coordinator



"Over the past year and throughout all Send a Cow's programmes, we have seen a transformation of gender mind-sets and attitudes. Earlier this year we evaluated the Hope Means Future II project in Ongolwe ward, Petauke, Zambia. We found that with Send a Cow training, women's empowerment had risen significantly through the project lifetime. Some 85% of respondents now believe that women can fully influence decision-making in the community. Meanwhile, 85% of women said they feel 'very comfortable' speaking in public during community decision-making and, incredibly, 100% of women said that their self-esteem is above 'normal'.

Send a Cow has also been engaged in two research projects to help us understand how to deliver more effective programmes for all members of a community. One research project has focused on changes in practice and attitudes around gender-based violence in Kenya; the other around barriers to and opportunities for youth empowerment in Ethiopia. The final reports are expected shortly and we will incorporate findings and learnings to strengthen programme delivery across all our projects.

We are also seeing the benefits of including people with disabilities in Send a Cow's programmes. Within the Amuru Disability Mainstreaming Project in northern Uganda

there have been positive attitude changes towards people with disabilities and increased understanding of their capabilities, potential and rights. The people themselves are increasing their participation in their self-help groups, families and communities.

As part of our approach to inclusion, we have been working to introduce simple, low-cost household adaptations that make a huge difference to the daily lives of people with disabilities. This includes making pit latrines accessible, adjusting the height of drying racks, making seats in front of eco-friendly stoves and widening channels between raised beds to increase accessibility."

### Plans for the future

- Build capacity and strengthen our approach so that more people with disabilities, and groups who are marginalised in their communities, can participate in Send a Cow projects
- Promote and reinforce more equitable attitudes, roles and cultural practices throughout all our projects
- Carry out more research to build our understanding of communities' attitudes and practices around what places children and vulnerable adults at risk. The goal is to strengthen our safeguarding practice as an organisation as well as supporting project participants towards safer communities

# GROWTH

## Our year in numbers

4,945 smallholder farmers in our Oil Seeds Project in Uganda have been trained how to produce oils such as soy bean, sesame and sunflower for increased nutrition and income generation

£100,000 raised for our work in Uganda through the 'Big Give' Christmas appeal

24 projects in six countries

13,800 virtual gifts sold at Christmas raising over £400,000

36 people remembered Send a Cow and Emerge Poverty Free in their Wills gifting over £767,000



189 Schools and Churches took part in our annual Harvest campaign raising over £30,000



29,500 people in coffee-growing regions in Rwanda have boosted their coffee and food crops



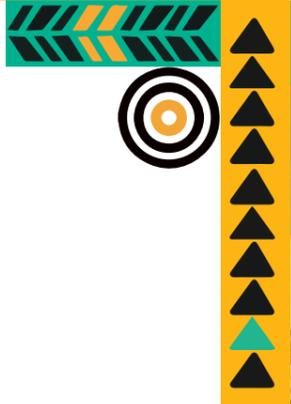
£24,390 donated by listeners to Send a Cow's Radio 4 Appeal presented by Jane Horrocks



1,200 Savings and Loans Associations established in our Sustainable Outcomes for Children and Youth Project in Uganda



1,500 women and girls with disabilities in Uganda have received Send a Cow training to increase their access to land and income



80 people took part in the Bath Half Marathon, raising over £26,000



6,250 refugees and local people supported in the Palabek Refugee Settlement in northern Uganda

24,000 people supported in Burundi; one of the hungriest countries in the world



70 guests attended a fundraising dinner at the Royal Botanic Gardens in Edinburgh



Riverford founder, Guy Singh-Watson

## Case study: Riverford and Send a Cow

Riverford Organic Farmers has supported Send a Cow for the past seven years during which time they have raised a staggering £390,000 for our work. The partnership is based on a shared passion for sustainable farming, which we believe is capable of feeding the world whilst protecting both people and the environment.



Nusula, Uganda

With the strapline *'Live Life on the Veg'*, Riverford is passionate about growing nutritious, healthy food. It's what they've been doing in the UK for 30 years and, through their partnership with Send a Cow, it's what they help families in rural Africa to do every day. Riverford founder, Guy Singh-Watson, also serves as a Patron for Send a Cow, helping to raise the profile of the charity while also offering expertise on our approach to sustainable farming. Over the past year alone, Riverford has raised over £55,000 for Send a Cow through sponsored challenge events,

inviting customers to add donations when ordering their vegetable boxes and through fundraising at their Pumpkin Days.

The funds raised have supported Send a Cow's Orphans Project in Rakai, Uganda, and have enabled more than 2,500 people to benefit from Send a Cow training. In October 2018, three Riverford employees travelled to Uganda to see the project first-hand and to meet families who are being supported. On their return to the UK, the employees shared their experiences and the quality of the work that they witnessed with Riverford's Board of Directors, engaging other people in the company with Send a Cow's work and impact.

Fuelled by shared values, our partnership with Riverford continues to grow and develop, proving that corporate partnerships can be so much more than a financial transaction and can deliver real change whilst also engaging staff and inspiring customers along the way.



Like us, they (Send a Cow) believe in good farming as the source of food, lives and communities. They work practically at a human scale and really understand the communities where they work, helping make them more resilient through their 'pass it on' principle. Send a Cow work patiently for sustainable solutions rather than short-term fixes, giving people the tools to help themselves instead of becoming dependant on aid." - Riverford



Claire, Rwanda



Jeanette, Rwanda

## Case study: eradicating poverty with the Jersey cow

**In one of our most ambitious projects ever, Send a Cow is working with Jersey Overseas Aid and The Royal Jersey Agricultural and Horticultural Society (RJAHS) to introduce the benefits of the Jersey cattle breed to Rwanda.**

The Inka Nziza project, which means 'Good Cow' in Kinyarwanda, is working with 12,000 farmers across south east Rwanda with the long-term goal of improving the quality and welfare of Rwanda's entire cattle breed.

Jersey cows are smaller than traditional cow breeds, yet produce high yields of nutritious milk. In fact, a Jersey cow uses 30% less water and 20% less feed to produce the same amount of milk as a Holstein, freeing up land that can be cultivated for food crops and conserving water.

The first phase of the project has focused on raising awareness of the Jersey breed, and its benefits for farmers, and improving farmers' access to good quality Jersey semen through artificial insemination. Alongside this, Send a Cow has been delivering training to farmers in animal management and good feeding practices, ensuring that animals are well cared for and producing good levels of high-quality milk. This has resulted in monthly milk

production increasing from 167 to 247 litres per farm over the last year, benefiting farmers with additional milk to drink and sell.

With most people in Rwanda relying on small-scale farming for their livelihoods and with 37% of children under five stunted due to malnutrition, the Jersey breed provides a practical solution which can boost farming families' income and nutrition. Furthermore, Send a Cow's holistic farm systems approach, which includes activities such as tree planting, means that even with the placement of cows, small farms capture more carbon than they emit, minimising their environmental impact.

“

My oldest Jersey bred cow is called 'The Famous One!' I think that Jersey cows are easier to look after, consume less fodder and produce a better quality and creamier milk than Friesians. My children and nieces and nephews much prefer the Jersey milk, too.”

Jeanette, Send a Cow farmer, Rwanda

# Looking back on the year

In last year's Annual Review, we identified **five priority areas** for the charity. Here is an overview of our five key aims and what we did to achieve them:

2018 – priority areas	2019 – progress made
We will invest in the expansion of our programmes in Burundi and Zambia in order to create sustainable impact.	In Burundi we launched a major new project supporting 24,000 people in Mwaro province. In Zambia, the effects of climate change have been particularly challenging. We have therefore implemented new technologies and extended the length of the current project in order to best support the families we are working with. Our commitment to the communities we serve means staying as long as it takes for families to lift themselves out of poverty and really thrive.
We will begin a pilot project in Uganda in partnership with Emerge Poverty Free, providing training and support to refugees from South Sudan.	In October, we launched an 18-month pilot project in the Lamwo district of Uganda supporting 6,250 people living in and around the Palabek refugee settlement. Though Send a Cow already works in northern Uganda, supporting displaced people is a new area of work for us and we look forward to the learnings that come from this pilot project as well as being able to support thousands of vulnerable people.
We will aim to grow our income by prioritising investment in our fundraising and digital marketing activities.	We have grown our income this year by almost £700,000. In the past year, we have invested in innovative digital fundraising techniques in order to engage with new and younger audiences. This included launching a new, more functional website to help deliver the foundations for future digital growth. We also increased staffing capacity in our partnership fundraising team.
We will train our staff to maximise full cost recovery in order to continue to build a sustainable organisation fit for the future.	All fundraising and programme leadership staff across Africa and in the UK have been trained in how to identify, quantify and communicate the full activities and costs involved in delivering a project. In the longer term, this will enable more of our income to be spent on our social development and agriculture projects in Africa.
We will continue to embed learning and development into all our activities and prioritise the wellbeing of our staff.	The Learning and Development Team have been working on a mentoring programme, launched online training programmes for our staff and are exploring how we continuously learn and evaluate as an organisation.



## This year Send a Cow will:

- Strengthen the climate resilience of the families we work with through various Send a Cow techniques and training methods
- Explore new ways to deliver our mission at scale, including social finance opportunities such as Development Impact Bonds and social enterprise models, which have the potential to raise millions for new projects
- Assess our systems and processes to become more efficient and ensure we deliver excellent value for money for our donors
- Explore technology opportunities that can be used to complement our existing programme delivery across Africa, including mobile phone technology
- Develop a wellbeing strategy and build the skills of Send a Cow's greatest resource: our staff
- Begin fundraising in the US in an effort to maximise global funding opportunities. This will include recruitment of a full time fundraiser based in the US who will be supported by an already established US Board of Trustees

# Financial summary

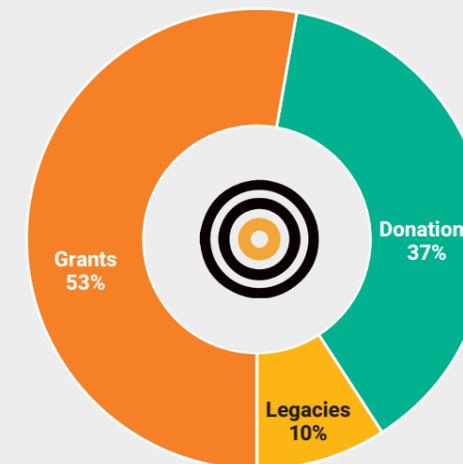
**£8.3m** income

▶▶▶▶▶▶▶▶ 10% increase from last year

**£6.7m** spent on delivering and supporting our programmes

▶▶▶▶▶▶▶▶ 15% increase from last year

## Income



### £3.1m Donations

Once again we are thrilled and humbled by the generosity of our supporters. Our regular supporters raised £500k towards our vital work, so a huge thank you to every one of them. Gifts purchased from our Christmas catalogue exceeded £400k this year. Across the board we also recovered £400k in tax, highlighting the importance of ticking the gift aid box.

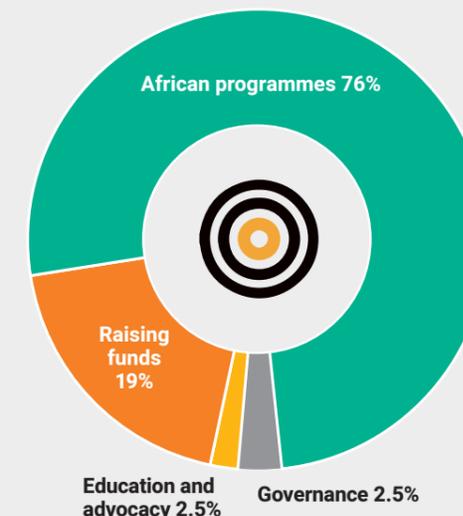
### £0.8m Legacies

Gifts in wills increased by a massive 63% this year. A significant proportion of this was from Emerge Poverty Free supporters. This source of income is invaluable to our work and has allowed us to fund projects, such as the Developing Business Women in Kutaber District Project.

### £4.4m Grants

Our grant income rose by 20% this year. A total of £1.5m was received from UK Aid from the British people. This went towards improving nutrition for women and children and increasing resilience for marginalised communities in Ethiopia, as well as improving nutrition for women and children in Western Kenya.

## Expenditure



### £6.3m African programmes

We have spent more than ever before on supporting and delivering our programmes in Africa. We spent £0.7m more than in 2018 which meant we were able to work with a record number of people. It also enabled us to develop ambitious projects such as the Inka Nziza Jersey Cow project in Rwanda and the pilot project in Uganda working with South Sudanese refugees.

### £0.2m Governance

We have spent more this year on governance as we strengthen our procedures regarding safeguarding. This year we also registered as an NGO in Kenya and took the first steps in the development of our bold new strategy for the next ten years.

### £0.2m Education and advocacy

One of the projects we have supported this year is the continuation of the pioneering programme in partnership with XLVets, leading training programmes on animal husbandry across our country programmes.

### £1.6m Raising funds

This figure has increased from last year due to changes in the allocation methods to incorporate costs of raising institutional and trust income. We have also invested in fundraising capacity as well as trialling innovative new approaches to digital fundraising.

The figures presented above are a summarised extract from the accounts of Send a Cow for the year ended 30 June 2019, and do not constitute the full accounts. These figures may not contain sufficient information to allow for a full understanding of the financial affairs of the Charity and the accounting policies adopted in their preparation. The full accounts were audited by Haysmacintyre LLP and an unmodified opinion was issued on the financial statements. Copies can be obtained at [sendacow.org](http://sendacow.org) or by applying to our UK office in Bath. The annual accounts have been submitted to the Charity Commission and Companies House.

# Principal risks

Managing risks effectively is integral to the achievement of Send a Cow's vision. Structures are in place to ensure that key risks are identified and mitigated. The Trustees are ultimately responsible for risk management and the effectiveness of Send a Cow's internal control systems.

The following framework is in place to identify and manage risk;

■ The Senior Leadership Team review the significant organisational risks on a regular basis and ensures that internal control measures are in place and adequate. They regularly consider new and emerging risks, review internal best practice reports and assess progress against mitigating actions. Through their day-to-day activities the Senior Leadership Team ensure that risk management processes are embedded across the organisation through the effective implementation of relevant policies, procedures and ways of working

■ The Trustees review the strategic risks and the internal control measures. They regularly monitor performance against objectives and the management of major risks

■ There are policies and procedures in place for raising complaints and concerns (whistle-blowing). There is also an anti-fraud and anti-bribery policy in place, which clearly stipulates that Send a Cow has a zero tolerance approach to such activities in all circumstances

■ A best practice review plan is in place, the results of which are shared with the Senior Leadership Team and the Trustees. The country offices are supported in the development and regular review of risks, mitigation strategies and country specific risk registers

Main risks	Mitigation
<b>Trends in the general fundraising environment impact on our ability to secure income</b>	<ul style="list-style-type: none"> <li>Monitor fundraising trends</li> <li>Networking, including collaborations and partnerships</li> <li>Further explore and develop in-country fundraising sources</li> <li>Introduce country programme income targets</li> <li>Explore new funding streams including social finance opportunities</li> </ul>
<b>External economic environment, e.g. exchange rate fluctuations or changes in policy/employment legislation</b>	<ul style="list-style-type: none"> <li>Actively pursue potential merger partners</li> <li>Maintain adequate levels of reserves and ensure adherence to our reserves policy</li> <li>Focus on full cost recovery and roll out stage two of the programme of training across the UK and country programmes</li> </ul>
<b>External economic environment, e.g. exchange rate fluctuations or changes in policy/employment legislation</b>	<ul style="list-style-type: none"> <li>Monitor the foreign exchange market carefully and make considered and informed choices about the method of disbursement to country programmes</li> <li>Take out forward exchange contracts that lock in a rate for a set period of time</li> <li>Seek funding in alternative currencies as appropriate</li> <li>Work closely with the in-country teams to monitor legislation changes and analyse their impact</li> </ul>
<b>Volatile political and social environment in the countries we work in</b>	<ul style="list-style-type: none"> <li>Updated crisis response procedures</li> <li>Revised health and safety policies</li> <li>Introduced enhanced travel procedures</li> </ul>
<b>Reduction in income or change in the mix of income</b>	<ul style="list-style-type: none"> <li>In country security plans in place that are reviewed regularly</li> <li>Regular communication between Director of International Operations and the Country Directors on political and security situations that could impact on safety of staff or delivery of projects</li> <li>Proactively seek new income streams</li> <li>Ensure we have the systems and processes in place to support change and growth</li> <li>Invest in fundraising activities</li> <li>Monthly review of income, risks, and restriction levels and introduction of KPIs</li> <li>Greater visibility across the organisation of the required mix of income</li> <li>Maintaining the highest standards of donor contract management</li> </ul>
<b>Programmes stop achieving high impact or lack relevance</b>	<ul style="list-style-type: none"> <li>Recruitment of thematic coordinators will ensure that we adequately resource this area and promote learning across the organisation</li> <li>Develop excellent project designs based on thorough community needs assessments</li> <li>Robust project sign off with clear criteria and framework</li> <li>Ensure that staff are fully trained and supported with sufficient knowledge to complete quality project designs</li> <li>Maintain good monitoring and evaluation systems and impact reporting</li> <li>Ensure that programme focus plays to our strengths and experience and considers ability to deliver</li> </ul>

# Safeguarding



**At Send a Cow we believe it is never acceptable for children or vulnerable adults to experience abuse of any kind. We operate a zero-tolerance approach to abuse from our staff or organisations**

**towards the communities we are here to serve, especially the most vulnerable.**

Nowhere in the world is immune from safeguarding incidents, but our solemn commitment is to ensure incidents come to light speedily, support those involved (especially any victims), investigate and deal with all such incidents appropriately.

During the past 12 months we have made a number of steps to improve our processes and provide a working environment to support our commitment to safeguarding.

We have fully reviewed our safeguarding and whistle-blowing

policies and, as a result, have issued these to all our staff. We have also identified Trustees of the Group, Uganda and Kenya Boards to have safeguarding responsibilities and appointed a Designated Safeguarding Officer.

## Safeguarding incidents

During the financial year no safeguarding incidents occurred at Send a Cow in the UK. One incident was raised and investigated within our African programme, with those involved supported through the process. This was reported through the established channels, through management to national and group boards. All relevant agencies, including the Charity Commission, were promptly informed.

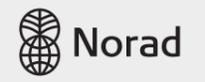
Our key internal learning is the importance of staff induction and the link with the Staff Code of Conduct.

We will strengthen this in the year ahead.



# THANK YOU

Special thanks to our key corporate partners, trusts, foundations and institutional funders for all of their support.





# SEND A COW

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