



David Cameron, Prime Minister
 "We very much want to support and bolster the many small organisations which have so much to offer in helping to reduce poverty around the world. It's clear that Send a Cow is a great example in this respect."

Rachel Watson, Riverford Organic
 "We share with Send a Cow the belief that positive farming practices can have an enormous impact on local communities, helping them create a sustainable future. We remain really excited about our ongoing partnership and have received very positive feedback from customers."

Malebohang Senoko, Lesotho
 "I have improved a lot. The main thing I have learned is that I can now feed myself. I sell some of my vegetables, and I now have the means of making some money. For 57 years I've been struggling - but this year, I'm turning the corner. I don't have to wait for anybody, I'm independent."

Andrew Mitchell, Secretary of State for International Development
 "Send a Cow is a truly pioneering organisation whose work is having a demonstrable impact on thousands of lives"

Medina Nantale, Ugandan peer farmer - now responsible for training over 100 members of her community
 "It gives me great joy to be able to help others since I have been helped."

Mrs Nzamugiriyana, genocide widow, Rwanda
 "The cow is my first personal property. She gave us reason to live. When we started getting and selling milk, life became better... We bought better food and paid for school fees. We are no longer fearful, and loneliness has disappeared from our home."

Titus Sagala, Heifer Kenya
 "We have a very successful and fruitful partnership with Send a Cow and together the support we have been able to offer families in the Western province has been remarkable. Poor families, many affected by HIV/AIDS and marginalisation, are now living their lives with full stomachs and happy hearts."

Antonio Rota, International Fund for Agricultural Development (IFAD)
 "In a nutshell I have been impressed by your approach to combat food insecurity, using as an entry point the key-hole garden model, then gradually expand to home gardening in full soil and finally introduce the livestock component."

A Catalyst For Change:

Each year Send a Cow helps over **16,000 African families** grow enough food to eat, sell their produce and develop small businesses that last.

Working with groups, **we help families** make the most of the resources they already have, self-confidently taking control of their lives, by providing **training, livestock, agricultural know-how** and **ongoing support**.

Typically, we'll support each group for between **3 and 5 years** by which time we expect them to be **truly self sufficient**.

Overall Long Term Vision:

- To deliver real and relevant impact that **transforms communities** and, by expanding our programmes, reach a **greater number of families**.
- To be **known for sharing** our effective, innovative and flexible approach which becomes accepted best practice in the sector.
- To improve our **profile and visibility** and hence build our brand **as a leading and respected rural development agency**.
- To ensure **continued sustainability** through effective **partnerships and collaboration**.

Strategic Goals:

To achieve our aims, Send a Cow will seek to **grow in visibility, impact and influence**, so that for the period between 2010 and 2015 we will have assisted **55,000 families**, thereby directly impacting and **transforming the lives** of over **300,000 people** within Africa, funded by a secure and diversified annual income of at least £6m.



Overall Strategy Route Map

Mission

To enable poor families in Africa to attain food and livelihood security, by developing strong community groups and agricultural systems which integrate crops and livestock.

Strategic Goals

Send a Cow will seek to **grow in impact, visibility and influence** supporting holistic and integrated livestock and agricultural development that builds communities, preserves the environment and makes best use of local natural resources. **By 2015** we aim to be **assisting 55,000 families**, thereby **transforming the lives** of over **300,000 people in Africa**, funded by an income of **at least £6m**.

Values

Our development values underpin all our work, ensuring that we approach everything we do with diligence, sensitivity and care. They reflect both the holistic nature of our work, as we continue to integrate livestock with growing techniques, and our pledge to preserve the environment. They also highlight our commitment to working with groups and, most importantly, to ensuring that knowledge, livestock or seeds are passed on for even more families to use, benefit from and share.

Send a Cow is guided by six practical values in all its work:

Service

Providing the highest standard of service through a professional, pragmatic and common sense approach.

Quality

Taking ownership, being proactive and responding to need in a supportive way whilst continuing our quest for quality in all that we do.

Innovation

Providing versatile and innovative solutions and programmes in diverse and ever-changing environments.

Integrity

Demonstrating honesty and integrity in our working practices that contribute towards goodwill and trust in our professional relationships.

Respect

Conducting all our transactions in an ethical manner and treating our beneficiaries, staff, partners and others with respect and dignity at all times.

Knowledge

Utilising our knowledge and experience, while learning from and responding to farmers to deliver a professional, appropriate, flexible and cost-effective service.

Our 5 Strategic Priorities:

1 To deliver real and relevant impact that transforms communities and to expand our programmes to reach a greater number of families through:

- ✓ A value-led integrated and environmentally sustainable approach
- ✓ A focus on training in social development, and gender equity, and sustainable agriculture and livestock
- ✓ A maximisation of the **Pass it On** principle so that more families and communities benefit

Results:

- ✓ 55,000 families – over 300,000 people - assisted directly to grow sufficient and nutritious food, generate a surplus and build strong communities
- ✓ A further 2+ million people impacted indirectly through informal **'passing on'** of skills, knowledge and self-belief
- ✓ Groups graduating on schedule.

2 To be a learning organisation known for sharing our effective, innovative and flexible approach which becomes accepted best practice in the sector through:

- ✓ Using a flexible approach to programme length and content
- ✓ Developing a peer farmers entrepreneur model
- ✓ Developing our research and evaluation capability
- ✓ Publicising and sharing best practice from our learning and expertise
- ✓ Engaging in policy debates with governments and donors

Results:

- ✓ Cross-programme learning benefiting farmers
- ✓ Exchange visits in all programmes
- ✓ Peer farmers providing training and support
- ✓ Publication of research and evaluation findings
- ✓ Greater policy and financial support for smallholder farmers.

3 To improve our profile and visibility and hence build our brand as a leading and respected rural development charity through:

- ✓ Increasing our visibility within a broader forum
- ✓ Raising the profile of our work in new areas of public space
- ✓ Developing and protecting our brand
- ✓ Building our reputation so that we can share our best practice more effectively and increase income
- ✓ Engaging and inspiring donors so that we may retain a motivated supporter base
- ✓ Being a quality provider of development education to UK schools

Results:

- ✓ Increased media penetration
- ✓ Increased number of invites to advocacy forums and speaking engagements
- ✓ Increased demand for research reports
- ✓ Growth in active supporter database
- ✓ Increased number of children learning about development.

4 To increase our income streams and funding in a cost effective way to at least £6m by 2015 through:

- ✓ Gearing up our unrestricted income
- ✓ Broadening and increasing our income streams
- ✓ Growing our supporter base and maintaining excellent relationships with our donors
- ✓ Controlling costs and being an efficient organisation

Results:

- ✓ Increased grant income to support our work
- ✓ Expanded portfolio of fundraising propositions
- ✓ Expanded, more active supporter base
- ✓ Increased giving by high net worth individuals
- ✓ More corporate partnerships
- ✓ Cost of generating funds to be no more than 20% of income.

5 To ensure continued sustainability through effective partnerships and collaborations through:

- ✓ Effective networking and joint ventures
- ✓ Partnerships and collaboration with complementary programmes involving - for instance - water, enterprise, or credit/saving schemes
- ✓ Developing of partnerships with schools and universities.
- ✓ Supporting, training and motivating staff

Results:

- ✓ Increased number of projects through partnership and collaboration
- ✓ Increased level of collaboration with educational partners
- ✓ Effective, committed staff.