



Annual Review
July 2010 to June 2011



Welcome



This year in our programmes in Africa, something amazing has been happening.

Some **4,500 families – or roughly 27,000 people** – have ‘graduated’: the largest number we have ever seen in one year. They have worked their way to self-sufficiency and no longer need our financial support.

Their success is testament to our ethos of providing tailored support that is long-term, but finite. And it is thanks to the ongoing trust that our supporters place in us.

For those newly graduated families, our assistance has made a huge difference. It’s the difference between hunger and health; between illiterate children, and educated children with job prospects; between lives trapped in a cycle of drought and famine, and lives of security and resilience.

There are thousands more families just a few steps behind them in our programmes: we worked with some **14,500 households** this year. And we are now eager and ready to scale up.

This year, despite the tough economic climate in the UK, our income rose to **£4.1m**. Our judicious policy of diversifying and strengthening our income sources, followed over a number of years, is now bearing fruit.

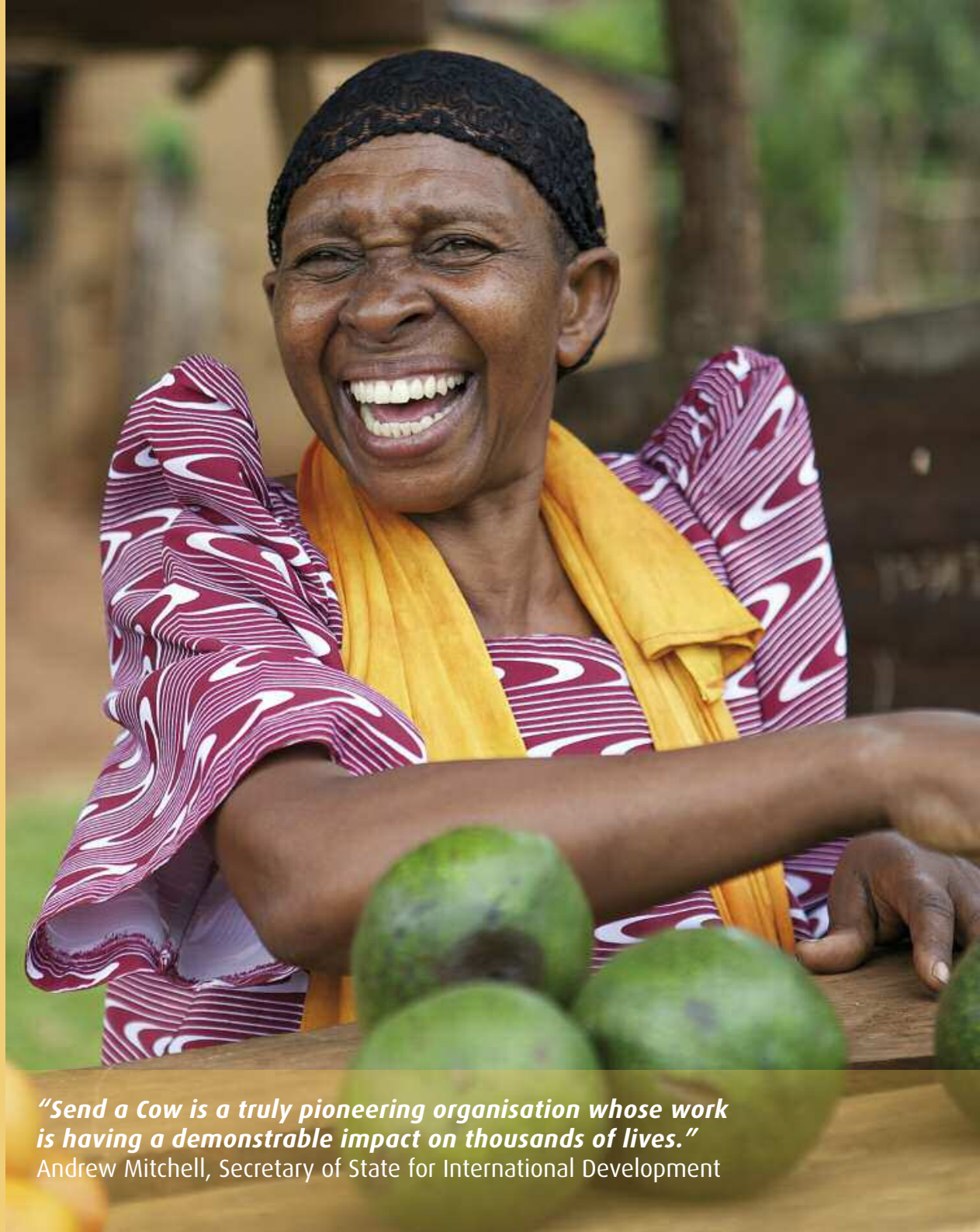
And yet our spend on fundraising and administration is low: just **20 per cent of our income**. For just as we encourage farmers in our projects in Africa to optimise their resources and invest wisely in their future, so we do back in the UK. We make absolutely sure that donations get to where they’re needed.

None of us at Send a Cow underestimates the challenges. The devastating drought in eastern Africa this summer has served as a terrible reminder of the scale of suffering in the region.

Our strategic goal is attainable but bold. We want to transform the lives of **55,000 families** between 2010 and 2015, and have a positive impact on a further **two million** people. With your support, we will do it.

Martin Geake

Martin Geake
Chief Executive



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

About us:

Send a Cow began when a group of Christian farmers in the UK sent cows to poor farming families in post-conflict Uganda in 1988. We no longer export livestock, and our programmes have matured into a holistic development model, but our original ethos, based on Christian values, lives on. We aim to provide practical assistance so that people of all faiths and none can achieve their full potential and exercise choice over their futures. www.sendacow.org.uk/our-values

Our vision:

A world without poverty and malnutrition.

Our mission:

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



We **train** smallholder farming **families** in **sustainable agriculture**, **livestock management**, **social development** and **natural resource management**

We provide **livestock tools and seeds** where needed, **plus ongoing support** and the **farmers** put in **hard work**

By **growing food, selling produce** and **investing in small businesses**, they become **self-sufficient** and no longer need our financial support

They also **pass on livestock, seeds or training** to other farming families in need, so they too can start to work their way **out of poverty for good**

Our strategic goal

Between 2010 and 2015 we aim:

to have assisted **55,000** families, thereby transforming the lives of over **300,000** people in Africa

to have indirectly impacted a further **2+ million** people through informal 'passing on' of skills and knowledge

to be funded by an income of at least **£6m** per year.

For more on our Five Year Strategy 2010-2015, see <http://www.sendacow.org.uk/vision-and-strategy>



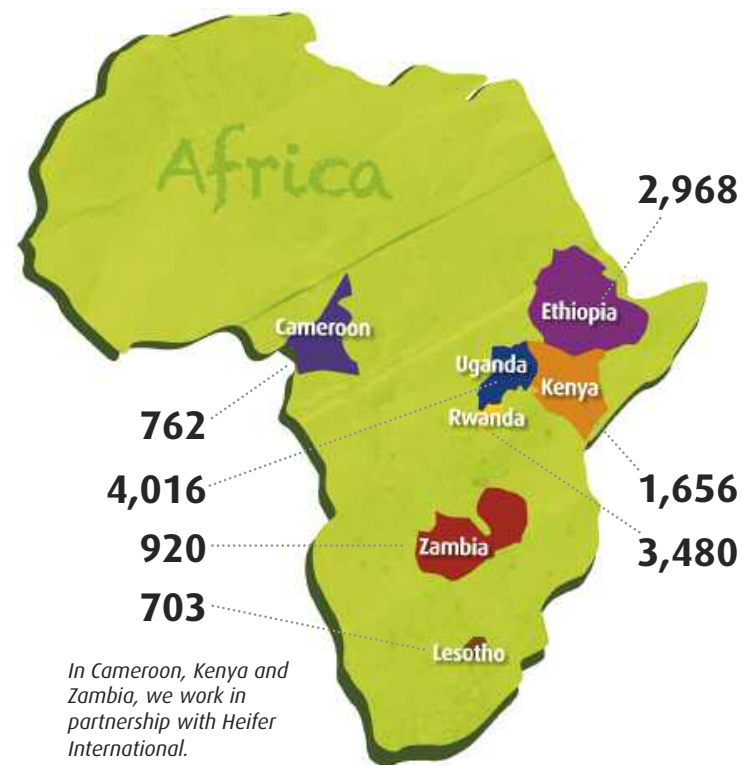
Helen Alwoch from Kica Ber group for people with HIV/Aids in Gulu, Northern Uganda shows her carrots, which were previously unknown in the area. The group was formed in a displacement camp.

The year at a glance

Targets	Achievements	Aims for 2011/12
Assist 13,000 farming families in 437 groups and graduate 96 groups	14,500 farmers in 514 groups assisted and 119 groups graduated	Assist 14,000 farmers in 500 groups. 100 new groups will begin training, while 80 groups will graduate.
To build and diversify income to £4m	Income is now at £4.1m , and income sources are more diversified – see page 13	To maintain annual income over £4m and continue to build and diversify income sources
Seek new collaborations	We have working partnerships with Heifer International, Heifer Netherlands and Self-Help Africa, among others – see page 5	Continue to explore collaborations to maximise effectiveness of our work
Build our Lesotho and Ethiopia programmes	Ethiopia continues to grow, with funding from International Fund for Agricultural Development, Big Lottery Fund and Heifer International; Lesotho had strong growth aided by an EU grant	To continue to build the Lesotho and Ethiopia programmes; and maintain the size of the other five programmes
Review how our peer farmer network could be extended and enhanced	Completed a thorough review and received funding for a pilot project in Kenya	To pilot a project encouraging and supporting peer farmers to train other communities
To enhance our profile and develop our brand	Received good publicity particularly through increasing advocacy, and invested in a Research and Development Manager	Review our brand, and develop the advocacy and campaigning element of our work based on bringing farmers' voices to Africa
To be a leading provider of development education	Our DfID funded Grow it Global project ended this year – see page 11	To review our development education in the UK and establish new initiatives

Where we work

Send a Cow works in seven countries in Africa. This map shows the numbers of families we have worked with in 2010/11.



Partnerships

We know that working in partnership is vital: that's why we always work through community groups whose members can lend one another support. And likewise, as an organisation we seek out partners who can complement our programmes and enable us to expand our reach. These include local churches, multi-national non-governmental organisations and other agencies. Key working partnerships include:

- **Heifer International**, with whom we run programmes in Kenya, Cameroon and Zambia;
- **Heifer Netherlands**, who fund some of our work in Northern Uganda;
- **Self-Help Africa**, with whom we have a joint project in Northern Uganda;
- **The Brooke**, with whom we work in the highlands of Ethiopia.

Many thanks to them, and to all our partners in the UK and Africa.

Building resilience

In 2011, much of east Africa has again suffered devastating drought and famine. Although none of our projects is located in the worst hit areas, many farmers supported by us have experienced poor harvests – and live in fear that worse is to come. Our approach helps families break free of this terrible cycle through:

- **Training in managing animals, trees, food crops, water and soil conservation, and environmental protection** so farmers can feed their families and build up a flourishing farm on even a tiny plot of land
- **Improving community and family relationships** so that people work together, and support each other in times of hardship
- **Training in food storage** to tide farmers over the 'hungry seasons' between harvests
- **Help in accessing saving, credit and micro-finance systems** so farmers can put aside some of their hard-earned income for tough times, and invest in their farming enterprises
- **Help in diversifying income sources** so farmers are not dependent on one crop, which could fail
- **Changing mindsets and developing visions** so that farmers face challenges with vigour and confidence.

Independence together

It was a proud day when the Kholera Alala Group in Western Kenya told the World Food Programme it no longer wanted handouts.

**By Titus Sagala,
Regional Coordinator for Send a Cow/ Heifer Kenya**

"It would have been easy for the Kholera Alala group to have sunk into a dependency culture. Many neighbouring communities have done just that. There are few alternatives in this very poor area: soils are tired, the climate is hot, and water is scarce. Levels of HIV are high, and levels of education and sanitation are low.

But instead, this group – which comprises mainly women with HIV, many of them caring for orphans – began training with us. That opened their minds, helped them develop a vision of where they wanted to go. Just by changing the way they farmed, their crop yields rose up to sixfold. Even before they received goats, they decided to tell the WFP they no longer wanted food aid: they found it demeaning, and wanted it to be given to those who needed it.

I identify with groups like Kholera Alala as, growing up, my family was very poor and my parents struggled to pay school fees. It is only because my mother worked hard that the cycle of poverty was broken.

There is a long way to go before Kholera Alala breaks free from poverty and reaches long lasting self-sufficiency. But members are determined to get there.

Already when you visit, you see bright people talking enthusiastically. They command respect in their community. They work really well together – the word 'alala' means 'together'. For example, they saved



money by clubbing together to buy one large tree to make goat shelters. They got their pass-on dairy goats last year, so a new chapter – of improved health and wealth – can begin.

It is now 11 years since Send a Cow and Heifer Kenya started working together, and we've supported 2,000 families in that time. It's a partnership that's really moved forward. We've shared our expertise in livestock, social development and sustainable organic agriculture. It's the combination of all three that marks us out from other NGOs.

I get such fulfilment when I see a family who were living in a state of hopelessness until our training changed everything. Being part of that process – I feel I have contributed something to humanity."

"If I am a complete man today, living in harmony with my wife and children, it is thanks to... the project. Many people in the community refer to us as a good example thanks to the gender training we received... My wife and I have joint access and control over our resources."

Lagam Kawai, farmer, Cameroon

Mapalesa Hapak and fellow Ha Paki group members build a keyhole garden, Lesotho



"To be together to get the training is the most important thing. The keyhole training has shown us that we can be rich and we can have money. Shabs [social development coordinator] taught us that we shouldn't think we are poor. We should think that we are rich. We don't think about our stigma. We are all looking forward now." Mapalesa Hapak, Ha Paki group for people with HIV/Aids, Lesotho

So much can happen with your support

95% of families in our **Lesotho** projects have three meals a day

THANKS...British Humane Association, Blandford Lake Trust, Open Gate
The Ernest Cook Trust, THANKS...Rita & David Slowe Charitable Trust
Christadelphian Meal-A-Day Fund, THANKS...The Pennsylvania Trust



**106 cows, 138 goats, 32 local cattle,
2 breeding bulls and 32 local chickens**
were placed with 191 families in Kenya

80% of farmers
in our Zambia projects
now food secure
and helping out the other 20%

**Bibury C of E Primary School
cooked an African meal to raise money**

THANKS...Holy Trinity Church, Stratford upon Avon
Miss S Morfield Charitable Trust, THANKS...N.E.W. Trust
The Ceniarth Foundation, THANKS...The Cedars Trust
THANKS...The E Alec Colman Charitable Fund Ltd

**The Kiberinka
group**
in Rwanda
built a house
for an orphan in
their community



Farmers' Weekly
and its readers held a
Christmas appeal for us

110 demonstration farms created in **Ethiopia** **UK and African media**

THANKS... European Union, Oxfam Novib, Brooke International Fund for Agricultural Development Seeds for Development, Volac International Ltd, Jersey Overseas Aid, THANKS... Isle of Man Overseas Aid, Western Union Foundation, THANKS... Government of Rwanda, Vitol, Food and Agriculture Organisation

9,258
farmer training
days were held in
Kenya

- mainly led by peer farmers

**Volunteer ambassadors
gave at least
13,000 hours
of time - saving us
£145,000 in salaries**

THANKS... The Beatrice Laing Trust, The Marr-Munning Trust, THANKS... The Salters' Company Charitable Trust, The Mackintosh Foundation, THANKS... The Payne-Gallwey Charitable Trust, The Anson Charitable Trust

**Tilly & Sol Grimshaw
aged 5 and 9
sold holly and
ivy for us**

MPs visited our projects in Kenya

**3,000+ friends on Facebook
2,000+ followers on Twitter**



213 families
started training in the
Far North of Cameroon



THANKS... OTM Consulting Ltd, innocent foundation, Africa Exclusive, THANKS... Bruce and Jackie Grave, Volac and The Betty Lawes Foundation, THANKS... Tesco Charity Trust, THANKS... John Geake, Sian Wight, THANKS... Riverford Organic, Robert and Jane Spier, The Hayes Family, THANKS... Jacky and Andrew Llewellyn, Martin and Tricia Lawrence, THANKS

*...And a huge THANK YOU
to all other farmers, staff,
volunteers and supporters
in Africa and the UK*



Peer farmers

Who better to scale up our work than the farmers themselves? We give extra training to people in our projects who have proved themselves to be excellent farmers and communicators so they can pass on their skills to others. They set up demonstration farms on their land, and work for expenses only. So new trainees get trainers they can relate to, the peer farmers themselves get improved status and skills they can use as a launchpad for small businesses, and our supporters get added value for their donations.

- We now have **500+** peer farmers (or similar) in Uganda, Rwanda, Kenya, Lesotho and Ethiopia
- In Western Kenya, peer farmers now deliver **60%** of our training
- They share skills with new farmers in our projects and the wider community, and may also be used by other agencies to deliver training – some **3,000** farmers not connected with our work are benefiting in Western Kenya

Passing it on

Nobody in our programmes remains solely a beneficiary for long. As soon as they are able, farmers become donors themselves as they pass on the resources they were given to another family in need: skills, seeds, tools, money, and the first female offspring of any livestock they received.

And our pass on principle doesn't stop there. Our training encourages farmers to contribute to their communities. They pass on skills to their children and neighbours, give milk and vegetables to other families in need, and employ people on their land. So the effects of our programmes multiply at no extra cost.

- For each farmer we help, a further **10** people go on to benefit through the multiplier effect
- A major pass-on ceremony involving five groups took place in Lesotho in January 2011, attended by the Minister of Agriculture Ralechate 'Mokose
- In Zambia alone, **210** animals were passed on this year

The ripple effect

Our pass-on principle will be crucial in helping us reach our strategic goal: to transform the lives of **55,000** families and benefit a further **2+ million people by 2015**.

Since we gave Thomas Ndagijimana a cow and training three years ago, some 40 people have benefited – and counting.

Firstly, of course, there's Thomas himself, his wife Damarie and their seven children. They're all eating well now, no longer surviving on one meal a day of beans and sweet potato. Their land in Rulindo District, north of Kigali, is full of bursting with bananas, avocado, mangoes, carrots, paw paw, peppers, onions, aubergine, mealies, potatoes, soya, groundnuts, beans and sugar cane – all fertilised with manure from the family's new cow.

Then there are the 30 neighbours to whom Thomas has already passed on his skills. So successful was he in transforming his own land that we gave him extra training to become a peer farmer. It's work that he says gives him great enjoyment.

And finally, there will soon be one especially fortunate neighbour, and his or her family. Like all farmers supported by Send a Cow, Thomas has to pass on the 'gifts' we gave him to another family in need. In Thomas' case, that means giving away an 18-month-old female calf – the first of the two offspring that his cow has produced so far.

Thomas says he is glad to pass on the cow: he wants another family to experience the changes that working with Send a Cow can bring within just a few years. Those changes are many: with money from milk and vegetable sales, Damarie and he have renovated and extended their house, bought more land, and installed a gutter to harvest water. But Thomas singles out one crucial change: schooling.

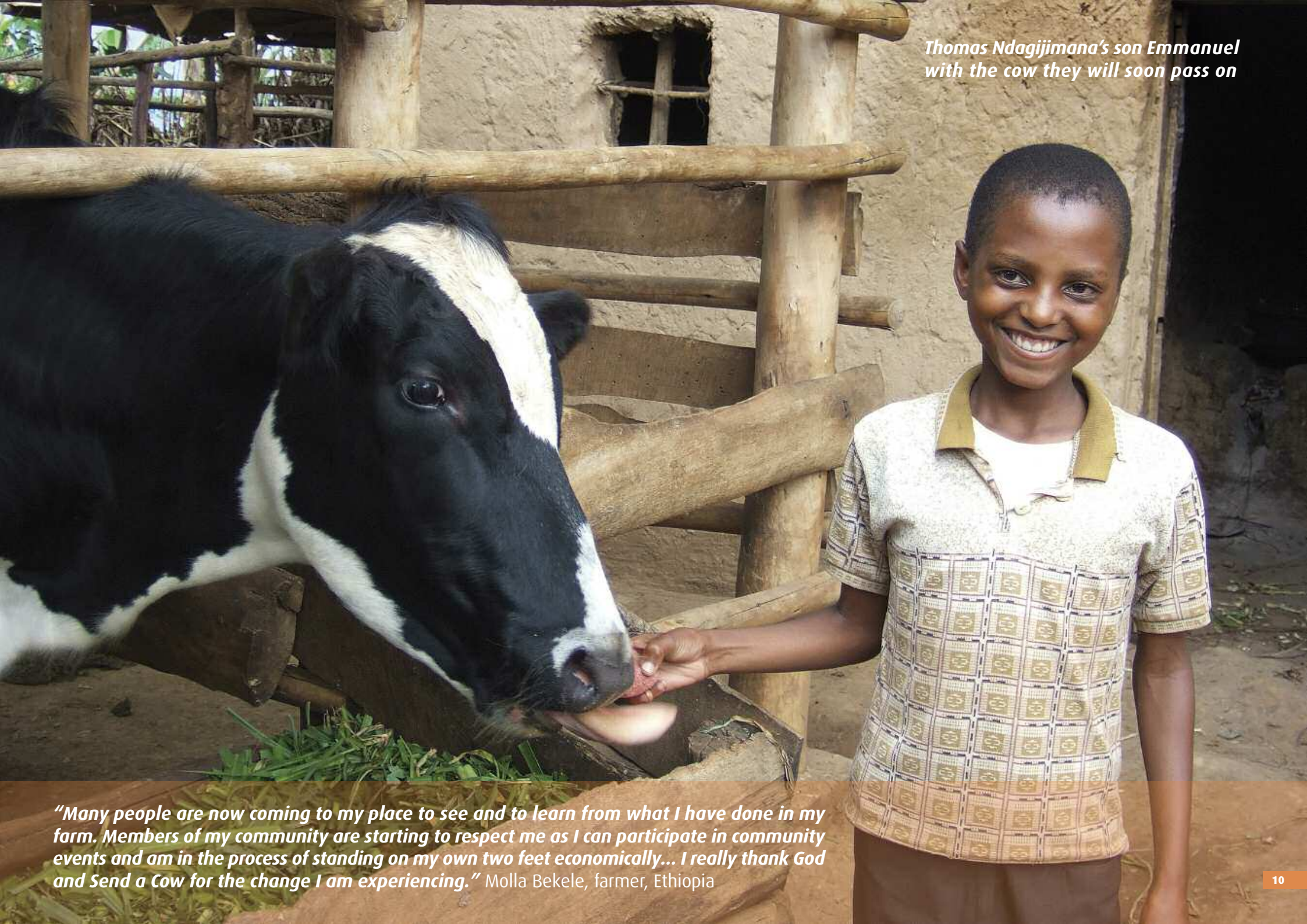


Three years ago, his children were rarely in school: their parents struggled to pay for fees or uniforms, and the children's unvaried diet meant they were frequently sick. When they did attend, they were too hungry to concentrate on lessons.

Now the five older children are all in school, while the younger two are itching to start. The eldest, 15-year-old Emmanuel, is considering becoming an entrepreneur, or maybe a nurse or doctor. He doesn't yet know which, but he does know that schooling will give him the choice. Thanks to his parents' dedication, boosted by Send a Cow's support, he has the freedom to be what he wants to be.

"The [HiCoDeP] project provides farmers with transferable knowledge that can be easily copied by other community members."

Giirma Yoseph, Monitoring and Evaluation Officer, Gamo Gofa Zone Finance and Economic Bureau, Ethiopia



Thomas Ndagijimana's son Emmanuel with the cow they will soon pass on

"Many people are now coming to my place to see and to learn from what I have done in my farm. Members of my community are starting to respect me as I can participate in community events and am in the process of standing on my own two feet economically... I really thank God and Send a Cow for the change I am experiencing." Molla Bekele, farmer, Ethiopia

Grow it Global

Thousands of UK children have got out of the classroom and onto farms to learn about global issues from some real experts: Ugandan farmers. Send a Cow's Grow it Global project brought farmers from our projects to stay on UK farms, where they built African gardens and spoke of life in Uganda and their journeys out of poverty with visiting school groups. The three-year scheme, funded by UKAid, ended in 2011.

- **8,782** young people took part in farm visits
- A total of **70,000** young people have experienced the project in some way: either directly, through farm visits and follow-up activities in schools; or indirectly, as the African gardens remain on the participating farms and are regularly visited by school groups and others
- **156** schools were directly involved
- **95%** of teachers say they will continue to use project resources, downloadable from our website
- The African and UK farmers learned techniques from each other to implement on their own land

We are now looking at developing the project and would love to work with any farm and funding partners who share our vision and values. www.sendacow.org.uk/growitglobal

Graduations

Graduation is a huge milestone in a group's journey out of poverty. It means a group has achieved its main goal, of becoming self-sufficient, and will no longer receive financial support from us. But graduation does not mean goodbye. Mature groups such as Aliasit in Uganda (see story, right) are a vital resource for us, passing on their skills to other farmers within our programmes – and without. That's cost-effective for us, a source of income and pride for the new graduates, and a wonderful inspiration for their trainees.

- In 2010-11, **119** groups comprising **4,493** families graduated from our programmes
- This year saw the biggest number of graduations so far, due to the large expansion of our programmes a few years earlier
- It takes on average 3-5 years for a group to graduate
- Our staff work with groups from the outset on exit strategies so members are always clear they must work towards self sufficiency

Graduating with honour

This year, **4,493** people graduated from our programmes. Every one of them has an extraordinary story to tell.

It is no exaggeration to say that the lives of Jane Apollot Emulai and her family have been transformed. Just a few years ago, this grandmother from Kumi, eastern Uganda, was regularly forced to beg vegetables from her neighbours to feed her eight children. Yet in May 2011, she was to be found on a farm in Herefordshire, teaching British schoolchildren how to grow food and build up a flourishing farm.

It was Jane who transformed her life – with her own hard work, plus the support of her group, Aliasit, and Send a Cow. Members of Aliasit lost family, farms, homes and livelihoods in the insurgencies in the late 1980s/ early 1990s, but were determined to come back stronger. They began getting training and cows from us in the mid 2000s.

Jane quickly displayed remarkable entrepreneurial nous. She invested the proceeds from her milk and vegetable sales in a piggery. She bought items from wholesalers and sold them on from a stall outside her home. Her standing in her community began to improve, as did her confidence and her English. She became a peer farmer, and chairperson of her group.

Jane's ability was so clear, and her ebullience so natural, that we invited her to the UK in 2009 as part of our Grow it Global project. She relished this new challenge, keeping schoolchildren spellbound with demonstrations of keyhole gardening and tales of rural life in Uganda. We invited her back in 2011.

Back home, life is rich. Her marriage, which had been buckling under the strain of poverty, is now a happy partnership of equals: Jane contributes to the household expenses and her husband helps out around the home and farm. Her children and the grandchildren she cares for are in school and even higher education. And in June, Aliasit graduated in a joyous ceremony attended by VIPs.

There are still plenty of challenges for Aliasit. Their resilience was tested by drought in eastern Africa in early 2011 – but their sustainable farming techniques, community spirit and food stores got them through. Now the group has been contracted by other agencies to provide training to new farmers. Jane and Aliasit are leaving poverty behind, but their journey has only just begun.

"It has been a real privilege to meet Zenah [Grow it Global farmer] and learn about her family and life in Uganda. The activities were an effective way to reinforce the children's learning. Thank you all."

Jo Claridge, Oldfield Park School, Bath



A peer farmer from the Kabatende Women's Group in Mubende District, central Uganda, celebrates her graduation



"The Jane in those days is very different to the Jane you see now... When I look at the days behind they now seem shocking to me. Now I have knowledge, I need more. I want to be more of a leader in the future." Jane Apolot Emulai, farmer, Uganda

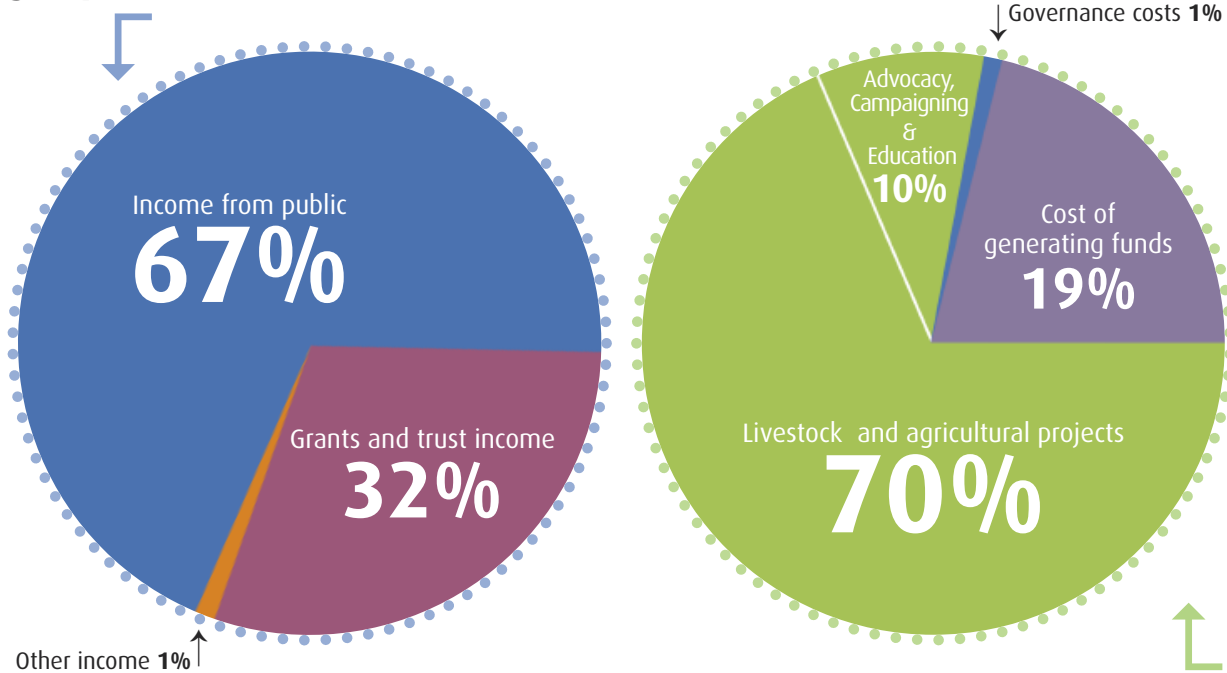
Our financial year

Incoming resources rose to **£4.1m** in the financial year – a strong performance in the current economic climate. It resulted from a strategy to diversify and build income from institutions, major donors and partnerships. Meanwhile income from the public held up well.

The Charity's costs were kept under tight control. The cost of generating funds plus minimal governance costs were reduced to 20% which compares well with the sector for charities whose main source of income is public donations. Our cost effectiveness is further enhanced by our pass-on system whereby all beneficiaries pass on the benefits of livestock, seeds and training to others in need. This year we estimate the benefit of passed-on livestock alone to be **£218,000**.

The balance sheet remains strong with a good level of reserves to protect against future uncertainties in the world economy.

In the year to June 2011, Send a Cow group **raised £4.1m** of income



In the year to June 2011, Send a Cow group **spent £3.8m**, of which **£3.1m** was spent on charitable objectives

Financial information Year ended June 2011

	12 Months to 30 June 2011	12 Months to 30 June 2010
Group incoming resources	£'000	£'000
Income from general public	2,734	2,213
Grants and Trust income	1,297	1,038
Other income	30	76
	4,061	3,327
Group outgoing resources		
Livestock & agricultural projects	2,675	2,774
Advocacy, Campaigning & Education	383	353
Governance costs	36	22
Costs of generating funds	750	861
	3,844	4,010

Group balance sheet

	Year ended June 2011 £'000
Fixed assets	147
Current assets	2,180
Creditors: amounts due within one year	(535)
Net assets	1,792
Unrestricted funds	1,444
Restricted funds	348
Total funds	1,792

Statement from Trustees

The financial information presented here for the year end June 2011 represents the Group figures. For the first time this year, the financial information shows consolidated accounts including Send a Cow Uganda. The information was taken from our full financial statements, copies of which can be obtained from our office. The comparative figures given in this review represent the incoming and outgoing resources of both Send a Cow, the UK charity, and Send a Cow Uganda as if they had been part of the same Group in the prior year. Signed on behalf of trustees

Adrian White, Treasurer, December 2011

*Earning an income by selling
vegetables, Kofele District, Ethiopia*



“Before Send a Cow came to our community, I had never stepped in a bank. Today, when I walk in with my committee members, we even have tea in the manager’s office. He says, let the women of Send a Cow come in! Our training in bookkeeping and records management has empowered us and I think our group’s account is one of the fattest!” Mary Nasejje, Treasurer of Kabatende Women’s Group, Uganda



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