



Annual Review

JULY 2020 - JUNE 2021



728,000

people were supported
by Send a Cow

85%

of families in this year's
projects achieved food security

14,400

donors from 45 countries
supported our work



President

HRH, The Prince of Wales

Patrons

Baroness Lynda Chalker
of Wallasey
Rosemary Conley CBE
Jonathan Dibleby
Nick Park CBE
Guy Singh-Watson
David Suchet CBE
Toby Buckland
Rt Revd Ruth Worsley

Trustees

Fiona Crisp
Stephanie Dennison
Simon Doherty
Chris Egitto (resigned
January 2021)
John Geake, Chairman
Andrew Gillam
Alison Griffith
Peter Hinton
Dr Andrew Magoola
Isabella Wemyss

Chief Executive

Paul Stuart

Send a Cow
The Old Estate Yard
Newton St Loe
Bath BA2 9BR
+44 (0)1225 874 222
info@sendacow.org

Send a Cow US
PO Box 40730
Arlington, VA 22204
contactus@sendacow.org



Registered charity no.299717 (England
and Wales) SC049792 (Scotland)

We are fully committed to the
Sustainable Development Goals (SDGs)
and to seeing the people we work with
and their land thriving. Our broad-
ranging approach delivers change
and contributes to the higher goals of
ending poverty in all its forms, while
ensuring healthy lives and well-being for
all and protecting the environment for
future generations.

Our mission

To inspire and equip African communities to
transform lives and protect the planet

Our vision

A confident, thriving and sustainable
rural Africa

Our values

Integrity, compassion and accountability

Contents

| | |
|--|----|
| Caroline's story | 4 |
| Meet the CEO | 6 |
| Where we work | 8 |
| Taking action on the climate crisis | 10 |
| Breadth vs depth: a strategic choice | 14 |
| Our impact on hunger | 16 |
| Responding to the pandemic | 22 |
| No-one left behind: Send a Cow and inclusion | 24 |
| The funding that supports our work | 28 |
| Financial summary | 31 |
| Our goals and achievements | 32 |
| A day in the life of project facilitator Jacinter | 34 |



Letter from the Chairman

2020-21 was an exceptional year, when Send a Cow was tested as never before. Despite the difficulties, we have come through in good order and we are proud of our achievements.

Today we are all aware of how climate change is affecting the world. In east Africa, the seasonal rains farmers rely on have become erratic and unpredictable, resulting in spoilt harvests and widespread hunger.

Helping farmers cope with climate change has long been a Send a Cow focus. In this year's annual review you will find practical examples of our work – from tree planting to pest control, water retention to soil improvement – which enable many thousands of farming families to adapt. Our role as trainers and facilitators was never more important.

Eleven projects completed, nine new projects started

The three big nutrition projects we completed in Ethiopia, Kenya and Burundi in 2020-21 again demonstrated Send a Cow's impact on hunger in east Africa (see pages 16-21). The nine new projects we started increased the number of people we reached, directly or indirectly, to almost 730,000. We also secured important new grants from our loyal institutional and corporate donors for projects starting in the new financial year 2021-22.

Send a Cow responded strongly to the pandemic

Covid-19 continues to devastate east Africa. Vaccines are still in short supply, hospitals are under pressure and many families have lost loved ones. Restrictions on movement and meetings affected our work. But we supported local pandemic prevention measures (see pages 22-23) as well as continuing to train communities in all six countries.

Our donors stood by us

In spite of coronavirus-related disruption, to our donors as well as ourselves, overall income declined only

modestly, to £6.7m in 2020-21. Individual supporters, public and private institutions, corporates, trusts and foundations all continued to show their trust in Send a Cow to spend their money wisely to achieve maximum impact. I thank them all for their support, which allows us to continue serving rural communities in east Africa.

Although lockdowns affected some income streams, careful financial management, delayed project spending and fixed cost savings meant that our unrestricted reserves actually increased. This will allow us to seed-fund further projects in the new financial year, while we secure new institutional and corporate grants to complete them.

Africa Forward

Our projects are increasingly designed and led by our senior staff in east Africa. We believe that they rather than outsiders are best placed to respond to changing conditions on the ground. Progress this year in implementing our Africa Forward plans included recruiting an experienced new Africa Director, who will run our field work from Nairobi with a team of subject specialists. Further changes will follow as we move more roles from the UK to Africa.

Our staff in east Africa, the UK and the US again showed great resource, enthusiasm and loyalty in a difficult year. Despite the risks to their own health, staff in Africa kept projects running through the pandemic. In the UK, many staff were furloughed, while others worked even harder from home. Later in the year, many took cuts to their hours and salaries to protect our finances. The Board hugely appreciates their work and their personal sacrifices.

John Geake

Chair of the Send a Cow Group Board of Trustees

Cover: In Burundi, farmer Joselyne is congratulated by Send a Cow extension worker Johnny Bukuru for securing a market for her potatoes. Above: In Uganda, poultry are a valuable source of food and fertiliser for Swafura's family.

Caroline's story

Caroline Mulongo and her husband Simon Omugogo live on their farm in Alupe in western Kenya. They have four surviving children.

"When I came here to my husband's farm the land was covered with bushes," she says. "It added no value to my life, apart from harbouring snakes. I used to sit, or go around the village begging, and sometimes do some farming for other people.

"We had lack of food, lack of income, and no peace in the homestead. I used to fight with my husband because I often had to go back to my parents' home for food."

Caroline started working with Send a Cow's Improving Nutrition project three years ago. "The first thing I gained was knowledge. I learned how to prepare my farm and plant crops like bananas which you can sell and eat. I now sell seedlings as well as the fruit.

"I was not able to prepare my land early because the rains delayed. The drought made me realise the importance of having our own water source, and that is why I decided to invest in my own water well.

"Changes in the weather have also made me not rely on one type of food. Initially, I used to plant only maize and beans, and when affected by weather changes we used to go hungry for a long time. Now I plant different crops for a rainy season and for drought."

"We decide on what is to be achieved as a family"

"Before, people would close their doors when they see me because they associated me with borrowing. Now if they don't see me for two days they come to find out what I am doing. I train them how to make a keyhole garden, and other techniques.

"My husband and I used to quarrel – he did not support the family, he could not assist in the kitchen and his money belonged to him alone.

"Now we have been trained on the cornerstones which we are applying in our marriage and our life, and my children and husband all contribute.

"My husband will sweep the compound and wash the dishes, and in the evening we discuss with the children why we did not meet our set targets. We decide on what is to be achieved by when, as a family. I know how much my husband earns and he also knows what I earn.

I have learned how to save because without saving my children cannot go to school. I do table banking with my neighbours, and now I am the treasurer. Today I have harvested bananas from my own farm and I have not borrowed from anyone. I can sell my bananas or give to my neighbours who don't have anything – as I used to be."



Meet the CEO

Paul Stuart joined Send a Cow in 2013 and was appointed CEO in 2016. Akiiki Roselyn Emuna is Programme and Partner Support Manager for Send a Cow Uganda. She has been with SAC since 2007.

Roselyn: What have been the high and low points of this last year?

Paul: The high point has been seeing how everyone came together. Existing supporters showed faith in us, often in extraordinary ways.

The teams in Africa developed new ways of working, and communities continued to build their food security despite the pandemic. Self-help groups developed businesses like selling liquid soap, and farmers who couldn't travel to markets sold produce to their neighbours.

I think the low point was the reduction of the UK Aid commitment. We had to make some hard decisions to cut back on resources, which put more pressure on staff.

Roselyn: Do you feel connected with staff in Africa without visiting in person this year?

Paul: I rely on line management because we have nearly 200 staff in east Africa, but it has been harder to feel connected since my last trip. We set up online meetings with all of our project teams and that has been really valuable: each person talked about their challenges, as well as opportunities they see.

Roselyn: How do you see the Africa Forward strategy making us more effective in our work?



Paul: We've opened the new Africa office in Nairobi and our new Africa Director Fred Ochieng has oversight of our country teams. We will have more senior staff closer to where we work, and Fred is already bringing an African perspective of the support that the country programmes need.

The centre of gravity of our strategic leadership is moving – which is a good thing. I'd like to ask you, Roselyn, how you believe the new regional office will help us?

Roselyn: I am hoping it will get us access to funding foundations in Africa. And I hope it will build staff capacities so that we are the go-to organisation amongst the international organisations working in our areas.

Roselyn: My next question is...we see donor requirements for evaluation changing every year – do we need to change our approach?

Paul: Our impact reports are generally very well received by donors, and the requirements of institutions like the FCDO for monitoring progress at household and community level have really pushed us forward. I think our reporting could be more timely. There are many important indicators, but maybe fewer, delivered faster.

Roselyn: If I ask you which of these two things is most important to our work today,

Ultimately our vision is to see thriving communities who have **choices**



would you say climate crisis or hunger?

Paul: Hunger, climate and nature really are inextricably linked. If we don't deal with the climate crisis, more and more people will be hungry, and more and more people will be affected by poverty. Both are long-term issues which the whole world must act on together.

Roselyn: Lastly, farm systems or enterprise development?

Paul: I think timing is the differentiator. In terms of putting food on the plate for good nutrition and therefore health and education, the farm system is the key starting point, and stays relevant when enterprise development becomes the next stage.

Ultimately, our vision is to see thriving communities that have choices in education, health and the assets they have around the house.

I don't think you can get there without some sort of entrepreneurial mindset, and without going beyond food for the home. ♦

[Click here to read the full interview online](#)

Where we work

PROJECTS 2020-2021

Ethiopia

1. Developing Business Women
2. Improved Livelihoods
3. Climate-Smart Pest Management
4. Grass for Cash Ethiopia
5. Youth Service Delivery
6. Improved Livelihoods
7. Improved Nutrition
8. Dairy for Nutrition and Income
9. Building Rural Resilience

Uganda

10. Disability Mainstreaming
11. Integrated Refugees Project
12. Living with Wildlife
13. Inclusive Livelihoods and Enterprise
14. Push Pull Technology
15. Inclusive Livelihoods

Kenya

16. Improving Nutrition
17. Training through Yelder App Pilot
18. Indigenous Poultry Value Chain
19. Grass to Cash
20. Improved Equine Welfare
21. Kakrao Sustainable Livelihoods
22. Enterprising Migori

Rwanda

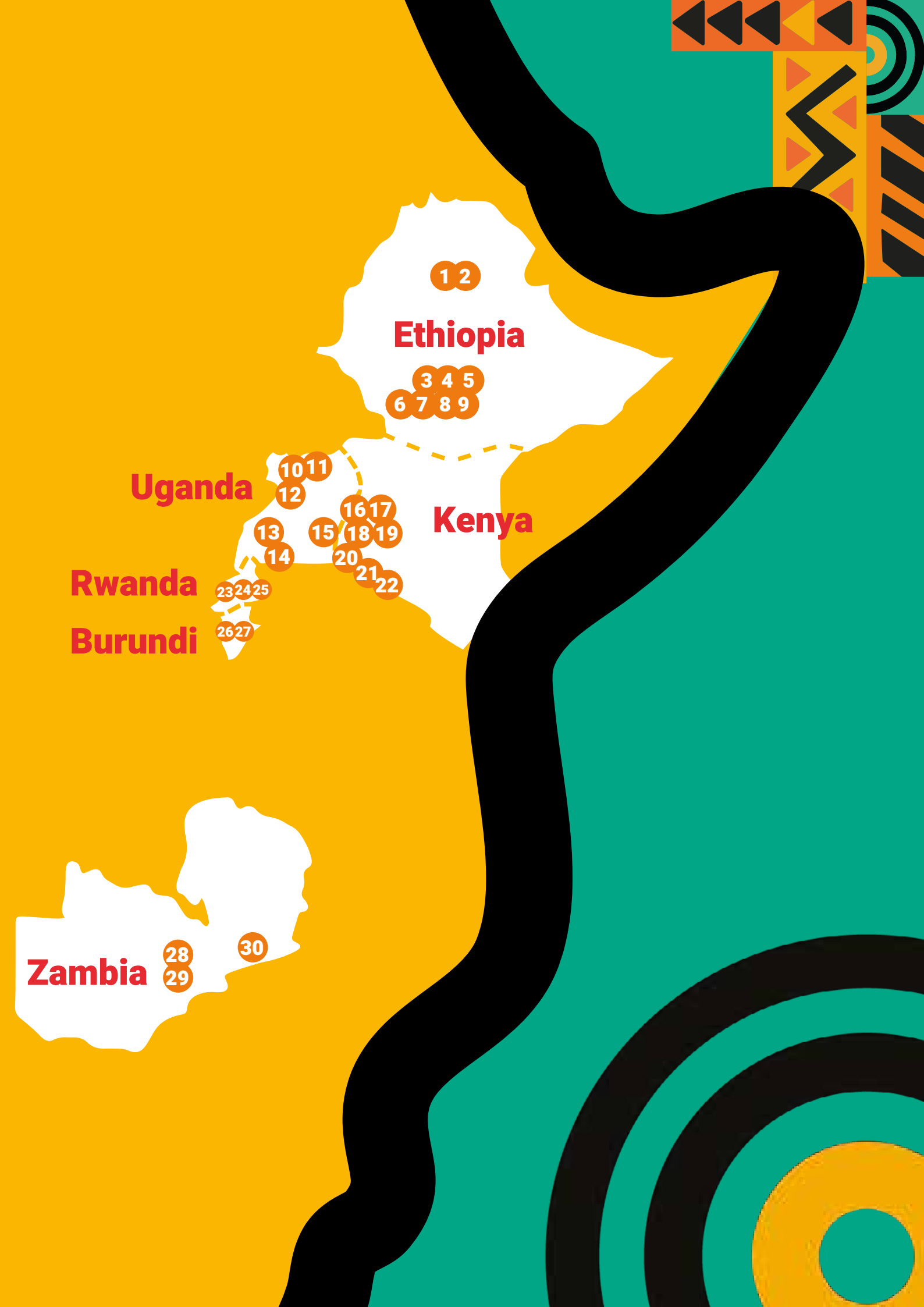
23. Inka Nziza
24. Ikawa n'Inka
25. Greening Girinka

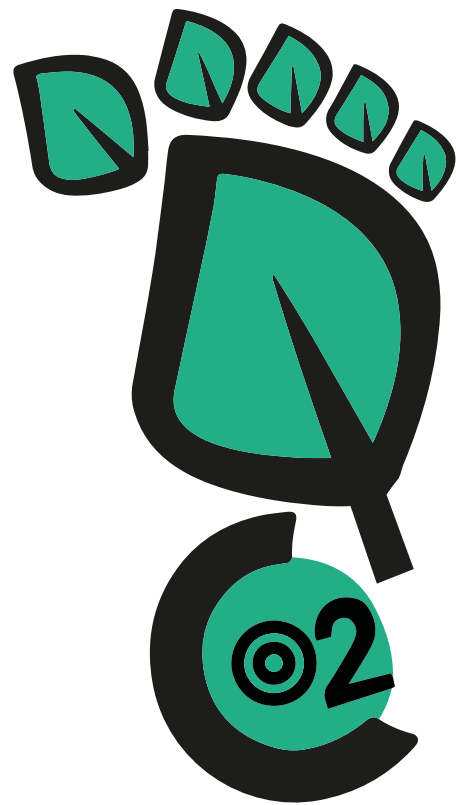
Burundi

26. Youth Enterprise and Agribusiness
27. Gender and Nutrition Centred Agriculture

Zambia

28. Gender and Nutrition
29. Hope Means Future
30. Integrated Scaling Up Nutrition





“We tend to put the environment last because we think the first thing we have to do is eliminate poverty. But you can’t reduce poverty in a vacuum. You are doing it in an environment.”

Wangari Maathai, Africa’s first female Nobel Peace Prize winner

Taking action on the climate crisis

As this annual report goes to print the COP26 climate conference has just come to an end in Glasgow. We have an initial understanding of the strength of international governments’ commitments to taking urgent action on the most significant issue facing the world today.

Climate breakdown has been the focus of our advocacy and fundraising campaigns throughout this year. But its significance is not new to us. Nearly 70% of the people in Africa rely on farming to feed their families and make a living. From the earliest days of Send a Cow, we have been working

with farmers who are experiencing every day the effects of deforestation, loss of topsoil and poor soil fertility, and increasingly extreme and unpredictable weather events.

“The poorest communities in Africa, who largely depend on rain-fed agriculture, are bearing the brunt of this crisis,” says Send a Cow Country Director for Kenya, Titus Sagala, who is our spokesperson on the climate crisis. “The impact is clear: it is increasing world inequalities.”

This is the biggest challenge we face

Earlier this year, CEO Paul Stuart asked the project teams in Africa what they thought were the biggest challenges facing the farmers we work with. “Even in the midst of the most severe wave of coronavirus in Africa,” he says, “their most common reply was the changing climate.”

It’s clear from the example of just one of the countries where we work that those who are contributing least to the climate crisis are feeling its effects first and worst. Send a Cow has a vital role to play: in establishing practices which protect the environment long-term, and working with farmers who need to adapt.



Burundi produces the lowest per capita greenhouse gas emissions on the planet. But it is highly vulnerable to climate change: it ranks as the 14th most-vulnerable country in the world.

- Rain-fed agriculture employs around 94% of the population.
- Mwaro province in central Burundi, where we have been working, has plenty of rainfall to support cultivation for long periods of the year. But more erratic and unreliable rainfall makes it difficult for farming families to plan planting and harvesting. This year drought has continued to wither crops in the field and flash floods have washed entire harvests away.
- Farmers have lacked access to drought-resilient seeds. There has been little knowledge of how to capture rainwater or prevent surface run-off, and farming techniques that would enable them to adapt to changing conditions have not been widely taught or adopted.
- Soil quality has been further degraded by free-grazing livestock that remove cover plants and compact the soil. The Burundi government is introducing a zero-grazing policy later in 2021. Send a Cow Burundi will be helping farmers to understand the benefits of stall-kept livestock, and supporting them in growing enough nutritious fodder to keep their stock healthy.





How Send a Cow works with farmers

Over the three years of the Gender and Nutrition Centred Agriculture (GANCA) project, completed in Burundi this year, 561,774 tree seedlings were planted across Gisozi and Bisoro communes in Mwaro to protect the environment.

- 60 water sources were rehabilitated, improving access to reliable, safe water for the farmers in our projects, and their whole communities.
- Sustainable agriculture techniques were introduced as part of our comprehensive Agroecological Climate Positive Approach (ACPA): they improve soil fertility and moisture retention with compost and mulching.
- Fodder grasses and trees suitable for stall-kept livestock were planted around otherwise unproductive field margins and on hillside bunds, where they stabilise soil, prevent rainwater run-off and also provide firewood.

Future work directly addressing the climate crisis

- A new project has been specifically designed to build resilience to the climate crisis in the Mwaro region. The Food and Income Security for Communities Affected by Climate Change (FISM) project started in July 2021.
- The project will scale up sustainable land management technologies and integrated natural resource management, already proven at small scale in the GANCA programme.
- 2,100 farmers will take part in training on how to adapt to and mitigate against the effects of the climate crisis.
- It includes training in sustainable livestock management, the provision of high-quality, drought-resistant seeds, and another major tree planting project.



CLIMATE combat

More examples of our work to mitigate the climate crisis



195,000 trees were planted this year by Send a Cow-trained farming communities



In Ethiopia, drought-resistant forage like brachiaria grass, desmodium and legumes were introduced. They grew well through the dry season and by the end of the year were ready for animal feeding.



In Rwanda, communities have built large underground tanks and installed household rainwater harvesting tanks in Ngoma and Bugesera.

Small-scale irrigation was introduced in Ngoma, accessing water from Lake Mugesera during the dry season.

Donors and supporters are keen to support effective action

It's vital that farmers have climate-friendly pest and weed-control solutions. Our Kyotera Push-Pull project in Uganda began in September 2020, funded by Riverford Organic Farmers, Standard Bank and the Betty Lawes Foundation (see page 29).

The FISM project in Burundi which directly addresses climate impacts is funded by a generous £1.37m award from the Isle of Man government through their International Development Partnership.

Lending our voice to high-level campaigns

We are very aware that our highly effective climate mitigation programmes will not be enough to protect the communities we work with from global climate breakdown.

We have a wealth of experience to share, along with the ability to give a platform to under-represented farmers who can describe the life-changing effects of the climate crisis they are experiencing now. We have run an online climate justice campaign, and participated in key forums making representations to the COP26 climate conference in Glasgow.

And because voices are more powerful together, this year we have also given our support to the most authoritative advocacy organisations aligned with our values, such as the Great Recovery Plan, and the Crack the Crises campaign (which addresses the three interlinked emergencies of the pandemic, the systemic injustice of global poverty, and the climate and ecological crises).



A survey of individual supporters carried out in 2020 showed that 92% believe climate crisis is a major factor in causing poverty. 93% believe urgent action is needed.

Rebecca Parford, Head of Public Fundraising, says: "Our supporters are passionate about helping farming families with practical solutions to combat the climate crisis. Understanding that has helped us to shape our communications this year." The 2021 climate appeal to individual supporters – which ended in June 2021 – raised £86k via postal mailouts and responses to email and social media.

David Cartwright Forbes, Send a Cow supporter and volunteer Ambassador, says: "It's essential that we support farming families in the fight against the climate crisis. Rising temperatures and changes to rainfall have significant consequences for those whose livelihoods depend on farming. So much of our work at Send a Cow is focused on helping people build the skills and confidence they need to derive sustainable income from their land."

Individuals, community groups, churches and schools collectively raised three million pounds for Send a Cow in 2020-21, even in the face of lockdown restrictions. And over 26,000 individual supporters signed our

climate justice petition handed in to Downing Street in October, calling on the UK government to take urgent action ahead of the COP26 summit to protect the most vulnerable communities like those in rural Africa.

Where we stand on the climate crisis

As a leading organisation working on the frontline of sustainable agriculture practice, it's essential that we're able to clearly articulate our policies on the climate crisis, and how our work relates to it.

We published our position statement in March 2021, and it has been well-received by our funders, Ambassadors, potential supporters and the media. It addresses key concerns and misconceptions – including the impact of ruminant livestock within a small farm system.

The greenhouse gas emissions produced by one cow can be offset by just 0.5 ha (1.2 acres) of trees planted for fodder around the field boundaries of an average-sized 1.5 ha smallholding.

Our position on the climate crisis can be downloaded from our website, along with two subsequent position statements published in August 2021 – on sustainable agriculture, and livestock in sustainable farming. ♦

Breadth vs Depth

A strategic choice



by Donald Mavunduse
Director of International Operations

Poverty in Africa is multi-dimensional and widespread. With Covid-19 on top of the existing impacts of the climate crisis, there is a real risk that over the next 10 years the conditions for vulnerable families will worsen, and that millions more will fall back into poverty.

Current predictions are that the majority of countries in Africa are likely to miss the 2030 Sustainable Development Goals targets set by the United Nations. If that were to be the case, there would be grave consequences for the communities where we work, and possibly a widespread loss of confidence in the ability of international organisations to address poverty in Africa effectively.

It is in this context that Send a Cow (alongside others in the development sector) has wrestled with the strategic question of whether we prioritise addressing the severity of poverty on individuals, the scale of poverty – or both.

From the regular reviews we have conducted, the overriding findings are that our programmes achieve significant positive changes in specific communities. For example, at the start of our Improving Nutrition and Livelihoods for Children and Mothers project in Western Kenya, no family ate more than a very limited diet of only three types of food a day. Three years later, 84% were eating at least seven types of food a day.

But our impact is often localised and not widespread across the six countries where we work. Replicating quality across different countries requires us to be more effective at adopting practices that have worked elsewhere. As a result we have decided upon a central, defining strategy to reach many more people than we have to date, by expanding in ways that are sustainable, keep quality intact and are relevant to different contexts.

How can we extend our reach effectively?

More collaborations: At present, 70% of our work is delivered by Send a Cow front-line staff. To reach the numbers of families we want to work with, we will be collaborating more with other organisations in areas where we don't have a direct presence.

We have good examples of the effectiveness of this approach in Ethiopia, where we are working with the Dawuro Development Association (DDA), a respected local organisation, to deliver a nutrition project. Working with them reduces our costs per family by almost one-third, compared with when we deliver training directly. What's just as important is that locally-based organisations often have a permanent presence, which means that the implementation of our training will be supported for longer.

Training up peer farmers: We plan to strengthen the skills of peer farmers so they can train more people in their communities. We will find new ways to help farmers share their skills and experience with others who are not in direct contact with our Send a Cow staff. We will also be training communities in community-led monitoring and evaluation so they can track their own progress.



Using technology effectively:

Penetration of mobile phone use across Africa is estimated to be 70 to 80%. Many farmers may not have smartphones, but there is significant potential for making

much more use of voice calls and text messaging to support face to face training. We already use mobile phone contact for internal processes such as speedier gathering of reporting and impact information. In 2020, we collaborated with the Kenyan app developer Yielder to digitise our nutrition and health training materials. This has enabled the Kenyan team to continue training peer farmers despite the travel restrictions of Covid-19. We will be extending this mobile outreach, and will also be using phone technology to help farmers making important financial decisions, such as finding the best local market prices for their produce.



Aiming to reach more people is, quite simply, good development practice"

Social enterprise: Spreading development assistance across the countries we work in is not just a question of money. There is a huge demand for high quality agricultural inputs that are affordable for farmers and friendly to the environment. We plan to develop social enterprise ventures which can offer reasonably-priced organic seeds and fertilisers.

Doing more of what we do best

Aiming to reach more people is, quite simply, good development practice. We should not be providing services at a level that can be achieved just as well by community-based organisations: that's not a wise use of resources and it can lead to dependency.

As we see it, the scale of the challenges is so vast – for example, in relatively developed Kenya, 60% of the population is still classified as 'poor' – that our main goal must be to bring Send a Cow's well-proven programmes to as many people as possible.

Our current projects already enable profound, life-changing progress in the communities where we work. So while we will continue to refine our programme delivery, we believe we should focus our resources on extending our impact more widely, creating greater breadth of engagement. ♦



Farmers from four different Send a Cow groups in Burundi come together to create contour terraces, which help prevent soil erosion.

Our impact on Hunger

A step-change in nutrition and food security in east Africa

Send a Cow completed three major projects this year in Ethiopia, Kenya and Burundi.

These three-year projects trained farmers in how to use their land productively and sustainably, so they can feed their families and look forward to healthy, positive and prosperous futures.

Together these projects demonstrate Send a Cow's ability to have a significant impact on the food insecurity experienced by so many rural communities across the region.

Right: In Mwaro, Burundi, sister-in-law farmers Patricia (left) and Generose harvest vegetables from their shared kitchen garden. Locally-grown split bamboo replaces plastic bag borders for the growing beds.

Ethiopia



Tackling poor health and malnutrition

Dawuro, in southern Ethiopia, is very remote and very beautiful. But life here is hard. In 2018 the Ethiopian government invited us to work with local communities in this zone to improve the nutrition and wellbeing of 90,000 people.

Three years on, the families we worked with in Loma, Mareka and Gena Bossa districts are eating more and better food, and 99% of them are food secure – up from just 5% at the beginning of the project.

Our project, 75% funded by a UK Aid Direct grant and match-funded by Medicor Foundation, Rabobank and the Beatrice Laing Trust, was delivered by Send a Cow Ethiopia in partnership with the highly regarded Dawuro Development Association (DDA). Working more with established partner organisations such as the DDA is a growing feature of our approach (as discussed in more detail on page 15).

The project took place in a context of severe poverty, malnutrition, extreme climate events, and traditional practices and cultural taboos around food and nutrition that harm people's welfare. These included the avoidance of eating protein-rich foods including eggs, milk, chicken and mutton, the isolation of pregnant women from nutritional and other social support, and feeding infants food with little nutritional value.

To address this, we developed a network of 180 self-help groups that built knowledge and skills among everyone from household members to local government personnel in four key areas: agricultural production; improved nutrition; water and hygiene; gender relations.

Through a combination of well-tailored training, practical demonstrations and personal follow-up, we made sure the benefits of our farm systems training spread beyond the self-help groups, with strong evidence of neighbours and the wider community sharing knowledge imparted by our trained farmers. Three years on, here's what we have achieved together...



Food security has improved

In Dawuro, 4,500 families took part in Send a Cow's training on farm management, soil conservation and composting, improved vegetable and fruit production (including drought-resistant varieties), pest management, vegetable gardening, crop rotation, water conservation and livestock rearing. Ninety percent of farmers are now putting their training into action to improve productivity, with 99% of households now food secure – a figure 29% higher than the project target.

The sale of surplus crops at market has quadrupled average annual household income from just £33.36 at the start of the project to £127.50 at the end. This was despite the impact of Covid-19, during which farmers were unable to sell surplus produce at markets and had to try to preserve or store it, or consume it themselves.

Farms are better-managed

Environmentally-friendly practices such as mulching, composting and soil and water conservation have decreased soil erosion and increased the use of rainwater for crops – techniques that have reduced the need to buy fertiliser and enabled farmers to grow produce all year round.

The project also introduced fodder crops and high-production, drought resistant fruit seedlings that are able to produce crops during previously unproductive seasons. The percentage of farming families planting vegetable and fruit tree seeds increased from 20% to 94% at the project's close – 14% above the target.

The project also enabled farmers to see their smallholdings as businesses, and to balance the production of food crops for home consumption, fodder, and sale – practices that together enable farmers to achieve 'food security'.

Farmers learned how to keep records, calculate profit and loss, identify marketing opportunities, set prices, and use the power of cooperatives.

People eat more, and a greater variety of food

The number of meals per day is up by 50%, with families now eating three meals a day instead of two. Food is shared more equitably within households, with priority given to pregnant women and breastfeeding mothers. This is the result of training on nutrition and diet that exposed these women's greater need for food, and gender sensitisation that highlighted women's unfair workload.

DAWURO
THE RESULTS IN BRIEF



Families are eating three meals a day – up from two



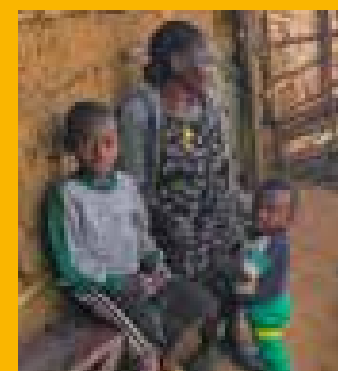
98% of women now involved in household decision-making



Annual household income increased from £33 to £128



Average young woman's weight increased by 5kg



"A model farmer and mother": Asamanech's story

Asamanech, 35, from Dawuro, used to struggle to provide food for her two children. She attended Send a Cow training in sustainable farming techniques, learned to make compost and to plant nutrient-rich vegetables. She built a

poultry shed, and used the savings from selling vegetables to buy five chickens. "Last year I won an award from my self-help group, for being a model farmer and mother," she says. "It was the happiest moment in my life."

Almost 3,000 people attended public campaigns at community events to share key nutritional messages. School children planted kitchen gardens growing onions, tomatoes and cabbages, and attended sessions on cooking meals using at least four different food groups. And school libraries were supplied with books on diet and nutrition.

By the end of the project, almost 15% more families were eating a balanced diet (up from 2.9% to 17%) – evidence of real change in the mindset and attitude of farmers who have started to move away from traditional diets with very low nutritional value. Ninety percent of families now eat cereals (up from 60%); 50% eat dark green leafy vegetables (up from 9%), and 50% eat pulses (up from 12%).

The sample group of women in our self-help groups increased their average body weight by almost 5kg over the project period, taking them into the "normal" weight category. Crucially, just 3% of children aged under five were underweight at project end (down from 20%). Breastfeeding mothers now feed infants for longer, bringing health benefits to mothers and babies.

Better water supplies and hygiene have boosted nutrition

There is no point improving a family's

diet if their health continues to be undermined by lack of access to clean water, and poor hygiene practices. Throughout the project, families learned simple ways to improve home hygiene and sanitation, and there was a high uptake of amenities such as latrines, tip-taps and drying racks. This has led to a reported fall in the incidence of water-borne diseases.

Our work in Dawuro reached 3,750 people with safe and reliable water sources, including 10 newly capped springs and 26 roof water-harvesting structures on schools and health posts. Water user committees were established and trained to maintain the springs, protect water sources from contamination and collect and manage maintenance contributions.

Traditional thinking has shifted: a fairer share of work

Women's domestic workload decreased and their decision-making power increased thanks to our transformative household methodology that enables families to understand household workloads and power dynamics.

Many men now do domestic household chores such as

cleaning and cooking, and women have gained more time to participate and engage in other productive tasks, including initiatives to earn extra family income.

The physical impact of pregnancy and the value of breastfeeding became better understood, with pregnant and breastfeeding women now eating their fair share of food. By the project's close, 94% of group members reported improved family relationships and 98% of female self-help group members reported full involvement in decision-making about the farm.

Savings are growing

Savings and loans groups have given small farmers financial independence, supporting them in developing their farm businesses and to pay medical and school fees. More than 75% of families now access village loans, with some groups establishing their own businesses by pooling their capital.

This newly established culture of saving, together with access to credit, created a social safety net for families to rely on during crises such as the ongoing Covid-19 pandemic.



Kebede and Batamo share skills with their three children in Dawuro

Burundi



Burundi: building nutrition and gender equality

Gender inequality is a significant issue in Burundi. Most of the farmers in our projects are women, including many widows.

Our Gender and Nutrition-Centred Agriculture project in Burundi aimed to tackle chronic malnutrition and poverty among 2,000 families in Bisoro and Gisozi communes in the province of Mwaro.

A key approach was to prioritise women's needs through a community network of *Mamans Lumières*. These volunteer 'role model' mothers taught women how to manage, develop, and increase the income from their farms, as well as providing child-rearing advice.

As a result:

- Family food security rose from 15% to 76%. Through farm-

management training, families sustainably increased the productivity of their land, and with greater crop yields and training in nutrition had sufficient food all year round and healthier, diverse diets.

- The project addressed the imbalances in women's workloads. Decision-making power and control over resources were also tackled. Together, this resulted in a reduction in gender-based violence in the community (which has risen during the pandemic).

- The number of families in group saving schemes almost doubled, from 45% to 88%.

Supporting farmers to save and invest through village savings and loan associations enabled them to engage in joint enterprise ventures.

A follow-on project to extend the impact

GANCA 2, partly funded by Bread for the World, is a further three-year project starting in July 2021, to extend and scale-up the work of both the GANCA project and a shorter youth-focused project that ran concurrently with it.

Twelve thousand direct participants will be involved in GANCA 2, with the wider impact extending to a further 25,200 people.

We know that men are underemployed in these villages and lack hope, and men and women rarely work together or make joint decisions.

GANCA 2 will be more community-oriented, and will work on gender equality with young couples. It will address the underlying causes of malnutrition and food insecurity, particularly for children, and pregnant or breastfeeding women.



Farmers Jean Claude and Chantal select seed potatoes in their storage shed, in the Mwaro province of Burundi.

Kenya



Kenya: strengthening family nutrition and income

Our work to improve food security and nutrition in western Kenya over the past three years has reached farming families across the region via the government's community health volunteers, and our own peer farmer network.

In the face of the climate crisis and the pandemic, these networks increased farm income up to seven times, improved safe water and sanitation, and ensured nutritional needs were met, including those of

children with disabilities and people living with HIV/AIDS. Women's lives and workloads also improved, thanks to our long-term investment in shifting mindsets.

As a result:

- Ninety-eight percent of families are food secure in Busia and Bugoma (up from 6%), and 75% have doubled the number of food types they eat each day (up from three to six).

- Fifty percent of communities are practising new farming techniques, including composting and soil conservation.

- Ninety-five percent of households are now treating their water – up from 61%. This is a result of awareness-raising and locating chlorine-dispensers next to water collection points.

[Click here to read more online](#)

"Now I am an employer" Miriam's journey to success

Miriam Minayo, 62, lives with her husband and five grandchildren on her 0.2 ha (half-acre) farm in Migori, western Kenya.

Before she became involved with Send a Cow, Miriam and her husband worked on other people's farms to get food for their orphaned grandchildren.

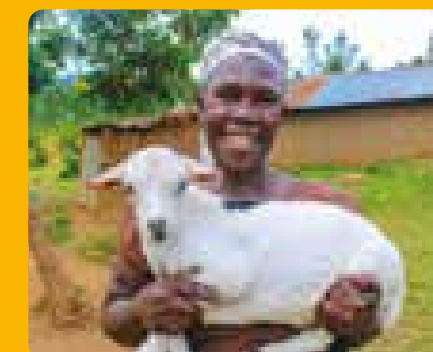
"On many occasions my grandchildren would wake up, put on their uniforms and run to school without eating anything, with the hope that when they came back in the afternoon they would find something to eat," she says.

Miriam and her husband did not believe they could grow crops

because they lacked knowledge and skills. Their yields were low because of depleted soil fertility. Send a Cow trained them in how to prepare the ground for cultivation and provided 10 banana plantlets of an improved variety.

Today, Miriam grows maize, bananas, pawpaw, cassava, potatoes, beans and hot peppers, and sells them to a company that collects produce at the farm gate.

She regularly employs one person for three days a week on her farm, and during the planting and weeding season employs three to five others. "I am happy I no longer work on other people's farms. Instead, I am an employer."



Responding to the pandemic

How Send a Cow has met the global challenge of Covid-19

We reported in last year's Review on the impact of Covid-19 on our work in the fourth quarter of 2019-20. This year all of our work has been carried out during the global pandemic.

By summer 2021, vaccination rates in the countries where we work averaged only 2.4%. Two out of 100 people infected in Africa were dying, compared with fewer than 1 in 1,000 in the UK in June 2021.

The additional human impact

The pandemic put a halt to vital vaccination programmes for other devastating diseases. The Ugandan government reported an outbreak of polio and also cases of bubonic plague.

Lockdowns have led to an increase in gender-based violence, early

marriage amongst girls who could no longer go to school, and a significant increase in teen pregnancies because contraception services couldn't be accessed. When schools reopened in Kenya, authorities reported a record number of pregnant girls sitting their exams.

This limitation of girls' life chances has a significant bearing on poverty in rural areas. In Burundi, our staff responded by running a tailoring training project for out-of-school girls which proved to be extremely popular and gave them opportunities to generate income.

Protecting our staff

Our country directors have been reporting fortnightly on pandemic infection rates and their national governments' responses.

Our primary focus had to be protecting our staff and everyone we work with. Our offices in Rwanda, Kenya and Ethiopia all closed around the same time that the UK went into lockdown, and since then all our national and regional offices have been working under different restrictions at different times.

In the countries where we work, only Rwanda offers universal health care. We felt it was vital for all our staff in Africa to have insurance for coronavirus medical treatment, and equitable cover across our six countries was rolled out in February 2021.

Rollout of coronavirus response

It's a testament to our reputation that we were asked – along with other NGOs – to quickly provide frontline prevention responses to Covid-19.

Since then, our country teams have continued to adapt with urgency, imagination and a truly admirable flexibility.

For example, Send a Cow Ethiopia secured additional funding from The Donkey Sanctuary which supported training for 600 self-help group members in:

- pandemic early warning
- household and community Covid-19 mitigation plans
- mask production (and provision of 20 sewing machines)
- the provision of 20 handwashing facilities with soap

The impact on programme delivery

Nearly all our projects experienced delays because of full or partial lockdowns, social distancing requiring smaller training groups, and erratic farming supplies.

Good relationships with institutional funders meant that in many cases we were able to reallocate funds to pay for coronavirus measures or additional programme costs.

As the pandemic spread, we looked for new ways to continue our work

despite restrictions on travel and meetings. Staff unable to visit projects have made greater use of self-help groups and our peer farmer network, supporting them by mobile phone. With the support of a Covid-19 adaptation fund we created training materials on the new Yielder mobile phone app.

The impact on our fundraising

Getting together with like-minded people to organise community events and take part in challenges is a powerful way in which supporters come to identify with Send a Cow.

When lockdown put a stop to all these activities our community fundraising and digital teams replaced them with innovative and engaging online events.

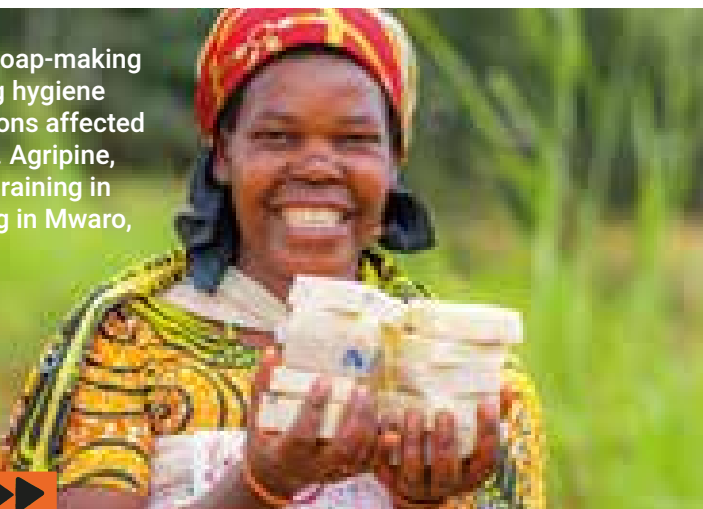
Our first virtual relay race launched in January 2021, taking individual sponsored runners, walkers and

Staff unable to visit projects have made greater use of self-help groups"

cyclists, each on their daily socially-distanced exercise, on a collective virtual challenge covering 5,400 miles from Ethiopia to Zambia. More than 150 participants joined the Relay for Hope, raising a remarkable £27,261.

Working online has offered new opportunities for staff in Africa to connect with key donor audiences, from addressing the annual gathering of UK fundraising Ambassadors (now online), to Zoom meetings with key partners. These have been powerful connections, and we plan to continue them. ♦

Training in soap-making is increasing hygiene rates in regions affected by Covid-19. Agripine, pictured, is training in soap-making in Mwaro, Burundi



Thriving in the face of crisis

by CEO Paul Stuart



Responding to a pandemic wasn't what we were planning to do last year and this year. But clearly it was work that couldn't be ignored. Our tailored Covid-19 interventions have been highly effective. But what has also been clear is that our core work – on food and nutrition, and building resilience – has been essential to communities as the pandemic hit. Our Improving Nutrition project in Kenya showed the impact of people returning to their rural communities from urban centres: there were more mouths to feed at a time when

movement restrictions limited access to local food markets. The farmers we work with produced more and could feed their extended families better. They also sold excess produce at their farm gates.

The enterprise skills we provide training for were put into action, for example by self-help groups producing soap to sell to local hotels and hospitals. Overall, the range of skills that we support helped communities to survive – and even thrive – in the face of the global health crisis.

No-one left behind

Reaching the most excluded and marginalised people is fundamental to achieving Send a Cow's impact. By **Sofanit Mesfin**, Regional Gender and Social Inclusion Coordinator

Viola from Buyende District, Uganda, lives with a physical disability. She was trained by Send a Cow in disability rights and organic farming. "Children used to laugh at me," she says, "but now everyone loves Viola."

The World Bank estimates 15% of the world's population are living with some form of disability. The prevalence is higher in developing countries, where people living in rural areas are hit hardest by malnutrition and poor access to medical care.

Ensuring our projects include everyone living with a disability is not only the morally right thing to do – because their need is greatest – but it is essential if we are to achieve the impact numbers that we commit to for our projects.

Completed: our first project focused on disability

In March 2021, Send a Cow completed its first project aimed at learning how to proactively involve people with disabilities in our programming, combined with mainstream inclusion across the organisation.

The three-year Amuru Disability Inclusion Mainstreaming Project (ADIMAP) in Uganda was funded by the UK National Lottery Community Fund, and delivered in partnership with the National Union for Women with Disabilities of Uganda.

The project has shown that with the right approach and the right training many people with disabilities can do our agricultural work.

The participants we recruited included a range of people often excluded from their communities: people with disabilities; people living with HIV; widows; the elderly; orphan-headed households.

To identify them, our staff reviewed local government data, consulted with local leaders, and also went from house to house. Families that were relatively prosperous were not overlooked: it quickly became apparent that people with disabilities might not share in the improved economic status of a household.

An inclusive approach means ensuring that meetings are truly welcoming, with the people who are often overlooked or shunned actively invited to participate and to give their views.

It requires proper accessibility: that pathways and doorways are wide enough; planting beds are raised up for people who cannot work at ground level; that adapted equipment is available.

Understanding people's life experiences

We asked people with disabilities about the barriers they face and what they see as the solutions. They told us that before the project started, they suffered from low self-esteem. Many of them lacked any sense of being valued and believed they would never be accepted because disability is traditionally viewed as a curse.

Many had been excluded from school and work and were considered a burden by their families. For some of them, begging was their only means of support.

While hardship is often widespread in the areas we target, it is even worse for people with disabilities. They told us about being left dirty and uncared for, and suffering from extreme hunger. One couple with learning difficulties, who had seven children to care for, said they could go for three days without food.

Amanda Crookes, our Global Gender and Social Inclusion Coordinator, says: "We asked community groups in Uganda what being included meant to them. They said it was



Francis (left) was one of 4,500 vulnerable people who benefitted from training in the ADIMAP project in Uganda. He says:

"I am happy because now I get invited to meetings. I am no longer excluded."



A key focus of ADIMAP was improving the confidence of people living with disabilities as well as the attitudes of the people around them.



In the past, people with disabilities were seen as useless: even my children disrespected me. Now we are no longer ashamed."

Yoranda, left, project participant

being listened to. Being greeted, invited, treated fairly and not left out. It's clear that people are not excluded by themselves; somebody is *doing* the excluding."

People living with disabilities identified practical solutions that would help them, such as assistance getting to meetings, help with communication, if that was an issue for them, and adapted tools that were easier for them to use.

Participants lead the solutions

ADIMAP changed perceptions of people living with disabilities, giving them greater control over their own lives, and helping them to become valued members of their families and their communities.

Participants designed their own adaptations to latrines and washing facilities, so they could use them more easily. Simple changes such as widening doorways, adding handrails or making stools or ramps made all the difference.

Similarly, simple adaptations to farm layouts – such as raising the height of kitchen gardens or widening the gap between rows

of crops to allow space for a wheelchair – enabled everyone to participate in farming.

Dramatic impact on daily lives

The external evaluator's assessment of the ADIMAP project reported a "tremendous improvement in social engagement" and "full, active involvement of people with disabilities at all levels".

Awareness of the rights of people with disabilities increased from a base of zero to 96%. Some people living with disabilities became group leaders and councillors representing their communities to local government.

As with other Send a Cow projects, families developed the skills to grow enough diverse and nutritious food. Food security increased from 8% to 69% three years later.

With improved agricultural production came a 15-fold increase in daily income, which enabled families to pay for healthcare, education and basic needs, as well as disability aids and adaptations.

● Daily income rose from 17p at

the start of the project to £2.57 a day by the end.

● At the start of the project, only 1% of families were saving. After three years, 40% of families were able to save 70p or more per day.

Changing our own organisational culture

The ADIMAP project not only changed the mindset of people in the communities in northern Uganda, but also challenged perceptions in our UK office. It has been a catalyst to wider organisational change, helping to mainstream inclusion at all levels.

Send a Cow UK has committed to becoming a UK government-accredited disability-confident employer, ensuring that we respond practically and tangibly to the challenge of disability inclusion.

The UK office has been working with the West of England Centre for Inclusive Living (WECIL) to drive a process raising staff awareness of disability and equality. We are reviewing our recruitment processes and our communications to ensure they are accessible. ♦



Henry, an amputee from Uganda, is selling vegetables to put his two sons through university. "I am a role model" he says. "Neighbours see what I have done and they have been inspired."

The funding that supports our work

Send a Cow's financial security rests upon a diversity of funders, from government programmes, companies and institutions to thousands of individual supporters

Regular donations give us the ability to plan and respond flexibly

We are grateful to our committed community of Kebele Giving donors, who join us year after year in helping to bring lasting change across rural Africa. (A kebele is a 'neighbourhood' in Ethiopia.)

Transformational and sustainable change takes time, continuity and investment. By pledging generous gifts on a regular basis, our Kebele Giving community is playing a major part in helping Send a Cow to achieve our long-term goal of reaching many more people. Sixty-five percent of our Kebele Giving members give unrestricted, long-term donations.

Kebele Giving members Andy and Cathy told us: "We have chosen to give regular, unrestricted donations because we understand that this allows Send a Cow to plan for the future and respond flexibly to fund the right projects. We know we can trust the organisation to use donations in the best possible way."

Donald Mavunduse, Director of International Operations, explains that unrestricted funding enables Send a Cow to be more community-led in our programme design. "It gives us the flexibility to meet the needs of different communities in different ways. And, importantly, it gives us the ability to adapt to rapidly changing situations, such as the pandemic."

"We know we can trust Send a Cow to use our donations in the best possible way."



Joselyne, a farmer in Burundi's Mwaro province, negotiates a deal for her produce with a buyer.

Corporate partners backing our climate approach

Dramatically improved harvests for maize farmers with environmentally friendly weed and pest control



In Africa, the lives of 300 million people depend on maize. But the combination of declining soil fertility, parasitic weeds and destructive pests are causing crop losses of up to 80%. The result is widespread hunger and poverty.

To address these issues, Send a Cow has been working with the International Centre of Insect Physiology and Ecology (ICIPE), headquartered in Nairobi, to roll out their Push-Pull intercropping method in Kyotera, Uganda. Push-Pull is an affordable, nature-based solution which eliminates pests

and adds nutrients to the soil, increasing maize and fodder crop yields.

The project, funded by Riverford Organic Farmers, Standard Bank and the Betty Lawes Foundation, began in September 2020 and is seeing impressive impact with farmers implementing Push-Pull increasing maize yields by 67% after only one harvest.

Project Coordinator Robert Tamuzade says: "Maize plots are already looking healthier. I anticipate that the 2021 harvests will be greater than in previous years."

Partnerships Manager Gemma Havercroft says: "We've missed not being able to meet in person with our Kebele Giving members who help to make this possible – we're so grateful to them. But we have connected in new ways online, ensuring that we bring them close to the projects they're passionate about."

Grant funding

In 2020-21 funding from governments, trusts, foundations and institutions from around the world contributed 53% of Send a Cow's income.

In this challenging year we really appreciated the support of funders who allowed us to adapt plans and re-distribute budgets, as well as delay reporting to allow our project staff to focus on field support. We're especially grateful to donors who gave us

additional funds to support Covid-19 interventions. An award from the Instiglio Covid-19 Adaptation Fund, for example, helped us to develop our training syllabus on Yelder's mobile phone app.

The funding landscape has changed significantly. We are saddened by the National Lottery Community Fund's decision to end international funding – we have benefitted greatly from their support over the years..

Like most organisations in the sector, we have also been impacted by the FCDO merger and funding cuts, though we are very fortunate that our Living with Wildlife programme can continue.

The future for fundraising is uncertain. Our response has been to continue diversifying our sources of funding and build Send a Cow's financial resilience.



Corporate partnerships

Standard Bank Group has been supporting Send a Cow for five years and their commitment is embedded across their organisation. This year, 82 staff members from Standard Bank's offices in Jersey, Isle of Man and South Africa walked, cycled and ran a collective 14,000 miles in our virtual Relay for Hope, raising £14,000.

Tim Townsend from Standard Bank, who joined the event, said: "The fact every mile and every pound raised can help families across rural Africa is incentive enough. But what is equally heartening is that many of our teams have involved their friends and family, which helps raise wider awareness of the charity."



THANK YOU

We could not deliver our highly effective programmes in Africa without the generous support of all our corporate partners, trusts, foundations and institutions.

medicor foundation
Liechtenstein

thewaterloofoundation*

USAID
FROM THE AMERICAN PEOPLE

IDEAL

THE STARBUCKS
FOUNDATION

Betty Lawes
FOUNDATION

BAILLIE GIFFORD
Investment managers

RIVERFORD
ORGANIC FARMERS

King Baudouin
Foundation

JOA
JERSEY OVERSEAS AID

COMMUNITY
FUND

Norad

Standard Bank

UKaid
from the British people

THE DONKEY
SANCTUARY

the innocent
foundation

Isle of Man
Government
Kaituma Ellen Yonkin

BROOKE
ACTION FOR WORKING
HORSES AND DONKEYS

IAC
TRUST



Our goals and achievements



2020-21 was an exceptional year, and Send a Cow has risen to the challenge.

The continuing impact of Covid-19, and the growing challenges of the climate crisis faced by communities

we work with, makes us more determined than ever to contribute to our vision of a confident, thriving and sustainable rural Africa. We will be launching our ambitious new strategy in 2022.

| Our strategic aims | Achievements in 2020-21 | Goals for 2021-22 |
|--------------------|-------------------------|-------------------|
|--------------------|-------------------------|-------------------|

Growth

Build our impact to reach more communities

We worked with 728,000 people, and completed 11 key projects, achieving significant impact on nutrition and food security and environmental degradation.

We launched 9 new projects.

Reach at least 780,000 people.

Start at least one new project in each of the countries where we work.

Achieve an income of at least £7m by attracting new donors and extending our relationships with current supporters.

Focus

Develop our areas of specialism and continue to improve their effectiveness

The significant impact of Covid-19 forced us to adapt how we deliver our sector-leading training in sustainable farming, gender and social inclusion, and business skills.

We quickly provided front-line Covid response, and developed new ways to engage with farmers including supporting training via a mobile app.

We continue to cultivate partnerships with research agencies, developing and testing new ways of helping farmers adapt to and mitigate against the effects of the climate crisis.

Build on our climate crisis response: testing and extending new approaches, such as more tree planting, and Push-Pull pest and weed control.

Develop and articulate our policies in thematic areas to share our learning and open up fundraising opportunities.

Measure the carbon footprint of the organisation for 2021-22, and create a three-year plan to maintain our decrease in fossil fuel consumption.

Our strategic aims

Achievements in 2020-21

Goals for 2021-22

Partnering

Collaborate to maximise our impact, influence and income

We refined our approach to working with delivery partners with the aim of maximising our reach, impact and influence.

We launched our Living with Wildlife project in northern Uganda following a successful UK Aid Match appeal, and have been working closely with Tusk, Uganda Conservation Foundation and Uganda Wildlife Authority.

Initiate and develop at least two new transformational partnerships.

Develop projects with organisations aiming to reduce their carbon impact, to achieve sustainable positive outcomes which benefit local ecosystems as well as farmers.

Africa Forward

Programme strategy and delivery will be driven by our African team

We opened a new regional hub office in Nairobi, Kenya which will drive programme delivery.

We appointed our first Africa Director to head up the regional office, lead engagement with key stakeholders in Africa, and provide stronger, closer leadership support to our country teams.

Complete the establishment of our regional hub, including the recruitment of new staff and introducing new processes and practices.

Continue to strengthen African leadership on our programme themes.

Influence

We will position ourselves as an authoritative voice on effecting change in African rural development

We established our commitment to climate justice by joining the authoritative UK Climate Coalition, and participated in key forums making representations to COP26.

We led a petition urging the UK government to act on climate justice.

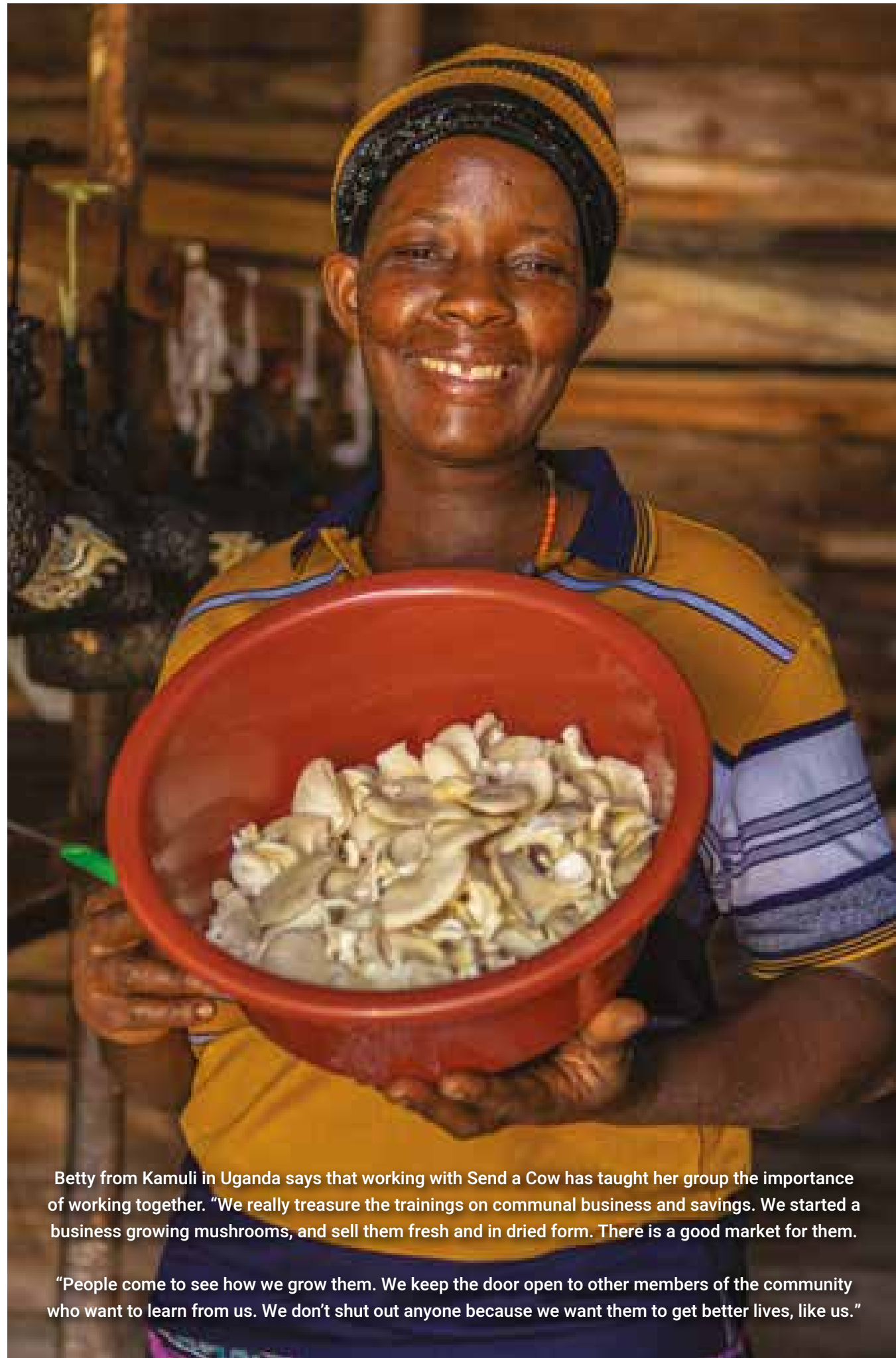
We joined Action for Animal Health (which presented at the G7 summit) to support communities working to improve animal health and wellbeing.

We worked with the Gender and Development Network to share our experience on disability inclusion from our Ugandan Amuru Disability Mainstreaming project (ADIMAP).

Review our brand and story to ensure we more effectively communicate our impact and value.

Campaign for climate justice through engagement with COP26 and representing the voices of rural farming communities at the Glasgow Dialogues.

Influence regional policy by joining Global Agenda for Sustainable Livestock and gaining UNEP accreditation.



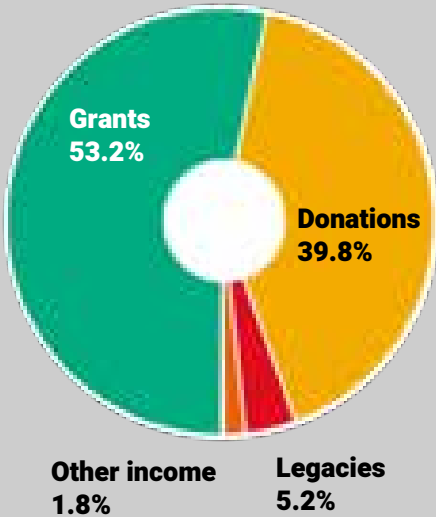
Betty from Kamuli in Uganda says that working with Send a Cow has taught her group the importance of working together. “We really treasure the trainings on communal business and savings. We started a business growing mushrooms, and sell them fresh and in dried form. There is a good market for them.

“People come to see how we grow them. We keep the door open to other members of the community who want to learn from us. We don’t shut out anyone because we want them to get better lives, like us.”

Financial summary

£6.65m income 14,400 donors across 45 countries

Income



Income declined by 7.5% in 2020-21 due to the impact of Covid-19.

£3.54m Grants (2019-20 £3.82m) Grants from public and private institutions, corporate donors, trusts and foundations accounted for 53% of total income. Many donors showed great flexibility and generosity to support our pandemic response. However delays to field projects due to in-country pandemic restrictions (see below) also slowed down many grant instalment payments. UK Aid budget cuts caused early termination of funding for a major project in Ethiopia.

£2.65m Donations (2019-20 £2.97m) Gifts from individual supporters accounted for 40% of overall income. Although face-to-face fundraising efforts were curtailed by the pandemic, which led to the cancellation of meetings and community events, unrestricted gifts held up well.

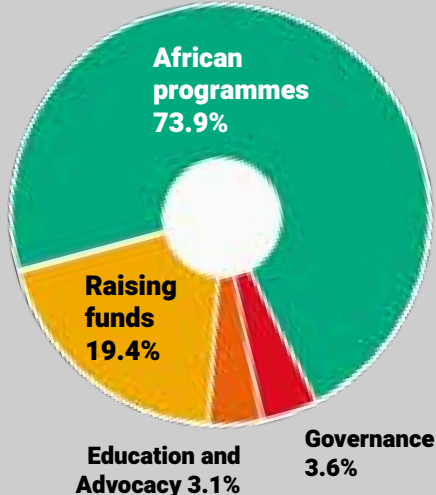
£0.35m Legacies (2019-20 £0.29m) Supporters’ legacies provide very valuable unrestricted funds. While legacies increased slightly versus last year, they remained lower than in previous years.

£0.13m Other income (2019-20 £0.11m) Mainly comprised of support from the UK Government Job Retention Scheme. This helped offset the salaries of UK staff furloughed due to the pandemic.

All figures have been rounded to within two decimal places

£6.82m expenditure funded work with 728,000 people in 6 countries

Expenditure



£5.04m Africa programmes (2019-20 £5.34m) This year many projects were severely disrupted by local restrictions on travel and self-help group meetings. But Send a Cow still completed 11 projects, started 9 new ones, undertook numerous emergency pandemic responses and worked with nearly 30% more people than last year.

£1.32m Raising funds (2019-20 £1.35m) Despite ongoing inflation, we were able slightly to reduce our cost of raising funds. This included measures to contain costs during the pandemic: many staff voluntarily reduced their hours and salaries and our landlord supported us with a rent-free period.

£0.25m Governance (2019-20 £0.26m) Governance costs relate to the overall management and control of the charity by its trustees across three countries (who are not paid) and senior management.

£0.20m Education and advocacy (2019-20 £0.21m) Our advocacy work this year focused on climate change awareness, including a national petition and participation in climate crisis forums.

All figures have been rounded to within two decimal places

Deficit and reserves £0.17m deficit (2019-20 £0.03m surplus) Despite pandemic-related project delays, spending of restricted grants received in prior years exceeded current grant income, leading to a small deficit and reducing our restricted reserves. However due to continuing high levels of unrestricted income and careful management of expenditure, unrestricted reserves actually rose slightly, to £1.07m.

A day in the life

Jacinter Omina Oduor was recruited as a peer farmer trainer by Send a Cow Kenya in 2007. She now works full time as a project facilitator in western Kenya. She lives with her family on their 1.2 ha farm where she grows vegetables and keeps 5 dairy cows and 300 chickens.

I wake up at 5am and go out to supervise milking, see to my poultry, and walk around the vegetables and bananas.

I need protein for breakfast because I often miss lunch. I may have a sausage, egg, a mixture of beans and maize, bananas or arrowroot.

At 7.30am I leave for work. If I have time I take the bus, if I'm late I take a motorbike taxi. Most days I go out to villages to do farm visits and teachings, supporting 274 households. I also train government workers and community health volunteers on subjects such as water use, tree nurseries and disaster risk reduction.

On a training day, I start by visiting families with other group members, to help them evaluate one another. Around 11am we sit down to work out our recommendations, then have a meeting – usually under trees for shade, outside someone's home.

Because of social distancing we can now only train 10-12 people at a time – it was 18 or 20. Projects start with

our principles and training on social inclusion, improving relationships, and leadership. Then we can move on to skills needed for the project.

When women start earning money and bring food for the table, men realise the wives are productive. They can grow vegetables in just 3 weeks.

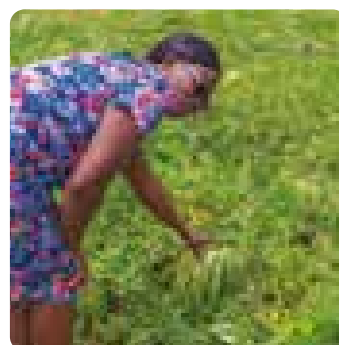
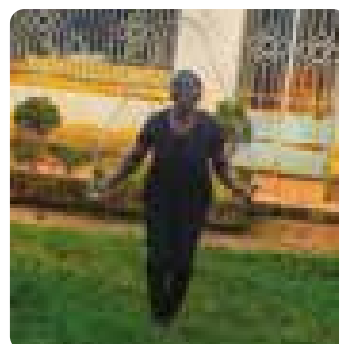
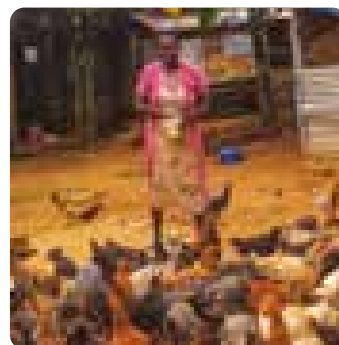
Training is a conversation, not a lecture. Some people have been to school, and others don't know how to read. We have songs about how to make compost to energise ourselves!

In the afternoon I might do another farm visit before I call a motorbike. I get home between 6 and 7pm. I check my cows and chickens, and pick vegetables to sell at the farm gate. If the house girl hasn't cooked I will prepare supper for the family.

I listen to the news and music, and then do paperwork for an hour. There may be calls from farmers if an animal is not well, or a calf has been born. I go to bed around 10.30pm.

I enjoy my work because my passion is changing the lives of people who have lost hope. I understand how they feel: I know where the shoe pinches.

[Click here to read the full interview online](#)





Legal and administrative detail

| | |
|--|--|
| Company number | 2290024 |
| Charity number (England and Wales) | 299717 |
| Charity number (Office of Scottish Regulator) | SC049792 |
| Registered address | The Old Estate Yard, Newton St Loe, Bath, BA2 9BR |
| Trustees | John Geake, Chairman Isabella Wemyss Chris Egitto (resigned 29 January 2021) Peter Hinton Fiona Crisp Stephanie Dennison Andrew Jimmy Mubeezi-Magoola Simon Doherty Andrew Gillam Alison Griffith |
| Principal staff | Paul Stuart, Chief Executive |
| Bank | Barclays Bank Plc, P.O. Box 47, 37 Milsom Street, Bath, BA1 1DW |
| Auditors | Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG |

Structure, Governance and Management

Send a Cow group consists of; Send a Cow, a company limited by guarantee (company number 2290024), Send a Cow Uganda registered as an NGO in Uganda, Send a Cow Kenya registered as an NGO in Kenya and Send a Cow branches in Burundi, Ethiopia, Rwanda and Zambia. Send a Cow also operates a US registered charity called Send a Cow incorporated. This is a separate legal entity based in Pennsylvania.

Emerge Poverty Free is a wholly owned subsidiary which we have consolidated from the date of the merger in September 2017.

All entities are considered part of Send a Cow for operational purposes. All four companies have their own Boards and reporting requirements.

Governance and management

Send a Cow is a charitable company limited by guarantee. It was established in 1988 and is governed by its Memorandum and Articles of Association. The purpose of the charity is to relieve poverty in low-income countries through training in sustainable agriculture and community development.

The overall strategy and policy for Send a Cow is agreed by the Board of Trustees, advised by the CEO and Senior Leadership Team. Send a Cow's Chief Executive is responsible for the operation of the Charity and management of all staff.

The current Board of Trustees consists of 9 elected members. A list of trustees who held office during the year can be found on page 37. Send a Cow's Memorandum and Articles of Association allow for the appointment of up to 12 trustees. The Charity has an open recruitment process for appointment of new trustees who serve an initial term of four years after which they may be appointed for a consecutive four-year term. When new trustees are appointed, they are provided with an induction programme and the opportunity to meet staff from across Send a Cow. Trustees periodically review governance arrangements to ensure that appropriate structures and mechanisms are in place as the charity evolves. They meet quarterly to review strategy, organisational performance, and risks. There are Boards in place overseeing the work in Uganda and Kenya.

Emerge Poverty Free

Since Send a Cow merged with EmERGE Poverty Free in 2017, the two organisations merged operationally but remained separate entities. Reflecting the increasingly close relationship, the trustees of Send a Cow and EmERGE Poverty Free agreed that EmERGE Poverty Free will merge fully into Send a Cow at the end of November 2021. At the end of November 2021, the assets, liabilities, and remaining activities of EmERGE Poverty Free will transfer to Send a Cow. This transfer will occur post-year and will therefore be reflected in the financial statements for the year ended 30 June 2022.

Improvements in 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 (and the organisations we work with) towards the communities we are here to serve, especially the most vulnerable.

To this end the Group, Uganda and Kenya boards have each nominated trustees with responsibility for safeguarding. At the group level Send a Cow has also appointed a Designated Safeguarding Officer.

We have made improvements to our policies and processes to embed safeguarding across the whole organisation, including:

- A short version of the Send a Cow safeguarding policy is now available in English and has been translated into local languages
- Safeguarding is a regular item on the quarterly Board agendas
- Due diligence processes for downstream partners have been tightened and a process for reviewing partners before engagement has been set up
- Levels 1 and 2 Safeguarding training has been completed by Head Office staff and staff in 5 out of 6 country programmes
- An innovative approach to help communities in Africa to lead on safeguarding has been rolled out, led by the Send a Cow Uganda team.

In this financial year there have been no reported safeguarding incidents at Send a Cow across all 8 countries where we work, including the US.

Our commitment to our supporters

The Group Board of Trustees ensures that our fundraising is guided by our core values and that it complies with legal and regulatory frameworks.

We rely on the generous donations of our supporters and each year undertake a range of activities in order to raise the funds needed to support our projects across the six African countries in which we work. This fundraising includes asking for regular and one-off donations from both new and existing supporters through a range of channels including online, via the post and, for a small group of committed supporters, over the telephone or in person. We promote legacy giving and a range of community-based fundraising activities, supporting individuals who undertake events and challenges in aid of Send a Cow. We also make applications to trusts, foundations and institutional donors for grants to fund specific projects. As part of our fundraising activity, we receive ongoing support from corporate partnerships, which in this financial year included one commercial participator which made donations to us from the sales of their products.

In 2020-2021 the majority of fundraising activity was undertaken in-house by Send a Cow employees with

the support of a group of regular volunteers. In the last financial year, we instructed one telemarketing agency to undertake fundraising on our behalf to call a small number of supporters who had opted to receive calls of this nature. We have continued to ensure regular reviews of this activity to ensure compliance with the code.

We endeavour for all our fundraising, and any fundraising undertaken on our behalf, to be conducted in a fair, transparent, and compliant manner. We are members of the Fundraising Regulator and ensure all our fundraising activity is carried out in line with the Code of Fundraising Practice, charity law and all relevant legislation including General Data Protection Regulation and Privacy and Electronic Communications Regulations. All Send a Cow employees receive training and support as appropriate and, when planning new activities, we ensure the correct processes and procedures are in place.

The volunteer fundraisers who fundraise on our behalf include our volunteer 'Ambassadors', student fundraising societies and local community groups. All fundraisers acting on behalf of Send a Cow receive thorough guidance and training based on the code and we hold regular meetings and training sessions for these groups throughout the year. We periodically ensure that our policies, procedures, and guidance that support this are reviewed and updated. We take supporter feedback and complaints very seriously always making sure it is recorded and fed into future planning helping ensure we continue to improve and put our supporters' voice at the heart of our work. Over the last year we sent out 669,540 fundraising communications across a range of channels and from this received 14 complaints in relation to our fundraising activity, all of which were investigated and successfully resolved. We publish, on our website, information regarding our approach to people who are in vulnerable circumstances and what we do should we receive a request from a third party acting on one of our supporters' behalf. This includes how we define and identify those in vulnerable circumstances. This guidance is reviewed regularly and we train our teams, particularly those who speak to our supporters, in this. As part of our review of our induction process, we are working on how we can incorporate this for all new staff. When new fundraising activity is undertaken, we mitigate the risks of fundraising with people in vulnerable circumstances. We really appreciate all the support we receive and are committed to maintaining high standards of fundraising and supporter care.

Managing risks

Managing risks effectively is integral to the achievement of our 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 reviews 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 (whistleblowing). 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.

Send a Cow's key risks are:

Maintaining our financial strength and sustainability

There is a potential for trends or changes in the general fundraising environment to impact on our ability to secure income, and to cover our core costs and programmatic obligations.

Mitigating actions

- Review of our business model and KPIs, making changes as necessary to ensure financial sustainability
- Regular forecasts of income and expenditure levels, and review of these to ensure prompt action is taken in the event of concern
- Maintain adequate levels of reserves
- Target income sources in the countries we work in
- Actively seek out alternative and innovative income sources
- Explore partnerships and collaborations
- Ensure full cost recovery

Catastrophic world event threatens our ability to work effectively

Such an event could lead to an inability to operate our programmes. Staff and communities could be at risk of fatalities or serious illness. Limitations could be placed on travel and restrictions on fundraising activities could be introduced.

Mitigating actions

- Disaster recovery plans in place which have been tested with Covid-19
- Use of technology in our programmes to reduce need for face-to-face training
- Better use of technology in our communications
- Ensure our work focuses on hygiene and the importance of this (Covid-19 related)
- Maintaining adequate levels of reserves to protect against unforeseen circumstances

Volatile political and social environment in the countries we work in

Political or social unrest, or a civil war or election related violence could disrupt our ability to deliver our mission.

Mitigating actions

- In country security plans in place that are reviewed regularly
- Regular communication between the UK based Director of International Operations and the Africa Director on political and security situations that could impact on safety of staff or delivery of projects
- Updated crisis response procedures
- Revised health and safety policies
- Enhanced travel procedures introduced

Reserves and investments

Our reserves policy is set to ensure that our work is protected from the risk of disruption at short notice due to a lack of funds, whilst at the same time ensuring that we do not retain income for longer than required.

The trustees have determined that the Charity needs free reserves for the following purposes:

- To manage the seasonality of its unrestricted income.
- To protect against unforeseen income fluctuations.
- To provide working capital for the effective running of the organisation and manage fluctuations in expenditure levels.
- To protect against unforeseen expenditure due to working in inherently risky countries and situations.
- To enable Send a Cow to invest in unforeseen opportunities, should it choose to do so.

The trustees further determined that Send a Cow should be holding sufficient cash, at its financial year end on 30 June, to cover unbudgeted fluctuations in income and/ or expenditure, equivalent to a minimum of twelve weeks

of resources to be expended from unrestricted funds at budgeted activity levels.

Based on the above policy, the trustees calculate that a desirable level of free reserves as of 30 June 2021 would be £0.5m. As of 30 June 2021, the actual level of free reserves was in excess of our policy at £1.0m (before designations). We plan to utilise our excess free reserves to further our charitable activities. Total restricted reserves were £0.6m.

Foreign exchange policy

Monetary assets, foreign exchange policy and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling based on the value obtained. Exchange differences are taken into account in arriving at the net incoming resources for the year.

Remuneration policy

In setting appropriate pay levels Send a Cow aims to make sure that we pay enough to recruit and retain people with the skills we need whilst ensuring that we use the money entrusted to us by our donors wisely and achieve the greatest impact in delivering our objectives. In setting CEO and Senior Leadership Team pay the trustees consider the skills and experience required for the roles and the remuneration levels in the sector. Pay is reviewed annually and takes into consideration affordability, economic trends, and the external pay environment.

Public benefit

We have considered the Charity Commission guidance on public benefit when reviewing our aims and objectives and in planning the future activities of the Charity.

The public benefit of Send a Cow lies in supporting those in deep need in rural Africa by providing the means whereby families in poor areas may come together in groups to learn and then work with renewed hope and confidence to overcome poverty and malnutrition and make a good living from the land. The trustees therefore confirm that Send a Cow fully satisfies the public benefit test as set out in this report.

Going concern

We have set out in this report a review of Send a Cow's financial performance, reserves position, and the principal risks and uncertainties. Despite the challenges of operating in a pandemic we have only experienced a modest reduction in income. We were able to manage this reduction within our reserves balance.

We reduced our unrestricted expenditure due to careful stewardship in a time of economic uncertainty.

The financial statements have been prepared on a going concern basis which the trustees consider to be appropriate. The trustees have prepared cash flow forecasts for a period of 12 months from date of approval of the financial statements, which consider and analyse the potential risks. Our forecasts show that we would have sufficient reserves and liquidity to manage these risks.

In light of the ongoing pandemic and funding challenges we undertake regular scenario planning exercises, including income and expenditure projections.

The trustees have concluded that there are no material uncertainties that could cast doubt over Send a Cow's ability to continue as a going concern and therefore have prepared the accounts on a going concern basis.

Trustees' responsibilities

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102: The Financial Reporting Standard applicable in the UK.

The law applicable to charities in the UK requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources for the charitable group for that period.

In preparing these financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles on the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed
- Prepare the financial statements on the basis of going concern unless it is inappropriate to presume the charity will continue.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and regulations made there under with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the group

and the parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the UK governing the preparation of the financial statements and other information included in the annual report and accounts may differ from legislation in other jurisdictions.

The trustees at the date of signing of this report are listed under Legal and Administrative Details as are the Company and Charity registered numbers of Send a Cow.

Statement of disclosure to auditors

- a) So far as the trustees are aware, there is no relevant audit information of which Send a Cow's auditors are unaware and
- b) They have taken all the steps they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that Send a Cow's auditors are aware of that information.

Auditors

Haysmacintyre LLP has indicated its willingness to be reappointed as Statutory auditors. A resolution of the appointment of auditors for the 2021-22 financial year will be proposed at a future meeting of trustees.

The charity has taken advantage of the exemptions available to small companies and has not prepared a strategic report.

This report was approved by the trustees on 4 November 2021 and signed on their behalf by



John Geake,
Chairman of the Board of Trustees

Independent auditor's report to the members and trustees of Send a Cow

Opinion

We have audited the financial statements of Send a Cow for the year ended 30 June 2021 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 30 June 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report, the Introduction from the Chairman and the Letter from the CEO. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception In the light of the knowledge and understanding of the group charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

•the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page ..., the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements (see page 40) and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, the Office of the Scottish Charity Regulator and compliance with overseas laws and regulations in the jurisdictions the group operates in, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011, Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006 and payroll taxes.

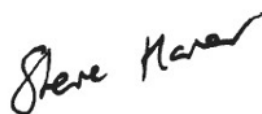
We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to grant income. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, including review of how grant income has been recognised at the year end.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place,
London, EC4R 1AG

7th December 2021

Consolidated statement of financial activities (incorporating an income and expenditure account)
For the year ended 30 June 2021

| | | 2021 | | | 2020 | | |
|--|------|-------------------|------------------|------------------|-------------------|------------------|------------------|
| | Note | Unrestricted £ | Restricted £ | Total £ | Unrestricted £ | Restricted £ | Total £ |
| Income from: | | | | | | | |
| Donations and legacies | 3 | 2,159,428 | 823,930 | 2,983,358 | 2,112,338 | 1,147,060 | 3,259,398 |
| Charitable activities | | | | | | | |
| Grants received | 2 | 229,453 | 3,309,986 | 3,539,439 | 3,878 | 3,816,453 | 3,820,331 |
| Other trading activities | 4 | 18,690 | - | 18,690 | 14,691 | - | 14,691 |
| Investments | 5 | 173 | 135 | 308 | 1,095 | 388 | 1,483 |
| Other | 6 | 100,405 | 9,220 | 109,625 | 93,470 | 2,932 | 96,402 |
| Total income | | 2,508,149 | 4,143,271 | 6,651,420 | 2,225,472 | 4,966,833 | 7,192,305 |
| Expenditure on: | | | | | | | |
| Raising funds | 7 | 1,063,248 | 304,826 | 1,368,074 | 833,832 | 565,942 | 1,399,774 |
| Charitable activities | | | | | | | |
| Sustainable Livelihood projects | 7 | 938,896 | 4,298,871 | 5,237,767 | 1,461,658 | 4,085,733 | 5,547,391 |
| Education and advocacy | 7 | 212,309 | - | 212,309 | 194,738 | 21,899 | 216,637 |
| Total expenditure | | 2,214,453 | 4,603,697 | 6,818,150 | 2,490,228 | 4,673,574 | 7,163,802 |
| Net income / (expenditure) for the year | 9 | 293,696 | (460,426) | (166,730) | (264,756) | 293,259 | 28,503 |
| Transfers between funds | | - | - | - | - | - | - |
| Net movement in funds | | 293,696 | (460,426) | (166,730) | (264,756) | 293,259 | 28,503 |
| Reconciliation of funds: | | | | | | | |
| Total funds brought forward | | 1,021,836 | 1,105,508 | 2,127,344 | 1,286,592 | 812,249 | 2,098,841 |
| Total funds carried forward | | 1,315,532 | 645,082 | 1,960,614 | 1,021,836 | 1,105,508 | 2,127,344 |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 21 to the financial statements.

A charity only Statement of Financial Activities is included in Note 26.

| | Note | The group | | The charity | |
|--|------|-------------|-----------|-------------|-----------|
| | | 2021 | 2020 | 2021 | 2020 |
| | | £ | £ | £ | £ |
| Fixed assets: | | | | | |
| Tangible assets | 14 | 265,168 | 253,233 | 68,412 | 128,838 |
| | | 265,168 | 253,233 | 68,412 | 128,838 |
| Debtors | 16 | 504,038 | 312,165 | 459,806 | 229,120 |
| Cash at bank and in hand | 23 | 2,425,140 | 1,975,333 | 2,308,190 | 1,809,820 |
| | | 2,929,178 | 2,287,498 | 2,767,996 | 2,038,940 |
| Liabilities: | | | | | |
| Creditors: amounts falling due within one year | 17 | (1,173,826) | (345,932) | (1,135,590) | (263,066) |
| | | 1,755,352 | 1,941,566 | 1,632,406 | 1,775,874 |
| Net current assets | | | | | |
| | | 2,020,520 | 2,194,799 | 1,700,818 | 1,904,712 |
| Creditors: amounts falling due after one year | 18 | (59,906) | (67,455) | (59,906) | (67,455) |
| | | 1,960,614 | 2,127,344 | 1,640,912 | 1,837,257 |
| Total net assets | | | | | |
| Funds: | | | | | |
| Restricted income funds | 21 | 645,082 | 1,105,508 | 1,079,258 | 1,537,092 |
| Unrestricted income funds: | | | | | |
| Unrestricted general funds | | 1,065,532 | 971,836 | 311,654 | 250,165 |
| Designated funds | | 250,000 | 50,000 | 250,000 | 50,000 |
| | | 1,960,614 | 2,127,344 | 1,640,912 | 1,837,257 |
| Total funds | | | | | |

The net deficit of the charity before consolidation was £196,345 (2020 surplus of £620,906), see note 26.
The notes on pages 47-67 form an integral part of the financial statements.

Approved and authorised for issue by the trustees on 4th November 2021 and signed on their behalf by



John Geake
Chairman

Consolidated statement of cash flows
For the year ended 30 June 2021

| | Note | 2021 | | 2020 | |
|--|------|-----------|------------------|---------|-----------|
| | | £ | £ | £ | £ |
| Cash flows from operating activities | | | | | |
| Net cash provided by / (used in) operating activities | 22 | | 566,568 | | 189,626 |
| Cash flows from investing activities: | | | | | |
| Proceeds from sale of fixed assets | 9 | 16,611 | | - | |
| Purchase of fixed assets | 14 | (133,372) | | (7,681) | |
| Net cash (used in) /provided by investing activities | | | (116,761) | | (7,681) |
| Change in cash and cash equivalents in the year | | | 449,807 | | 181,945 |
| Cash and cash equivalents at the beginning of the year | | | 1,975,333 | | 1,793,388 |
| Cash and cash equivalents at the end of the year | 23 | | 2,425,140 | | 1,975,333 |

Notes to the financial statements

As at 30 June 2021

1. Accounting policies

Send a Cow is a company limited by guarantee, registered in England and Wales (Company number: 2290024) and a charity registered with the Charity Commission (registered number: 299717) and the Office of the Scottish Charity Regulator (SC49792). Send a Cow's registered address is shown on page 37.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (March 2018) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of Send a Cow Uganda, Send a Cow Kenya and Emerge Poverty Free on a line by line basis, all are charitable companies and are wholly-owned subsidiaries. Transactions and balances between charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between Send a Cow and the companies are disclosed in the notes of the charitable company's balance sheet.

The accounting policies of Send a Cow Uganda and Send a Cow Kenya may vary from those adopted by the group in relation to the level of items capitalised and treated as fixed assets and the booking of pass on livestock income and expenditure. The consolidated accounts use accounting policies which are consistent for Send a Cow Uganda and Send a Cow Kenya, Send a Cow and the group. Consequently, the separate entity accounts for Send a Cow Uganda and Send a Cow Kenya show different values for certain transactions.

The financial statements are prepared in pounds sterling, rounded to the nearest pound.

b) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

c) Going concern

We have set out in this report a review of Send a Cow's financial performance, reserves position, and the principal risks and uncertainties. Despite the challenges of operating in a pandemic we have only experienced a modest reduction in income. We were able to manage this reduction within our reserves balance.

We reduced our unrestricted expenditure due to careful stewardship in a time of economic uncertainty.

The financial statements have been prepared on a going concern basis which the trustees consider to be appropriate. The trustees have prepared cash flow forecasts for a period of 12 months from date of approval of the financial statements, which consider and analyse the potential risks. Our forecasts show that we would have sufficient reserves and liquidity to manage these risks.

In light of the ongoing pandemic and funding challenges we undertake regular scenario planning exercises, including income and expenditure projections.

The trustees have concluded that there are no material uncertainties that could cast doubt over Send a Cow's ability to continue as a going concern and therefore have prepared the accounts on a going concern basis.

d) Judgements and estimates

There are no key judgements that the charitable company has made which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of social development and agricultural projects and advocacy, campaigning and education projects undertaken to further the purposes of the charity and their associated support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of staff time and the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to programme participants, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of estimated time spent on each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Support and governance costs are re-allocated to each of the activities based on estimated time spent.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500 (UK based assets only) or if the item is an overseas vehicle. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|---|-------------------|
| Equipment and leasehold improvements and database | 25% straight line |
| Overseas vehicles | 20% straight line |
| Land and buildings | 33 years |

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

n) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Redundancy and Termination costs are accounted for on an

accruals basis.

o) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

p) Pensions

The Charity has arranged a defined contribution scheme for its staff. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the Charity in the period. The outstanding contributions to be paid relates only to June 2021, and these were paid over immediately after year end.

q) Forward contracts

Forward contracts are used as an instrument to manage currency risk where necessary. Gains or losses on these contracts are recognised in line with FRS 102 guidance.

2. Income from charitable activities

| | | | 2021 | 2020 |
|---|--------------|------------|------------------|-----------|
| | Unrestricted | Restricted | Total | Total |
| | £ | £ | £ | £ |
| The National Lottery Community Fund 'People led livelihoods' | - | 79,438 | 79,438 | 207,966 |
| Brooke Equine Welfare | - | 157,578 | 157,578 | 122,581 |
| Catholic Relief Services | - | 87,156 | 87,156 | 280,463 |
| Comic Relief | - | 9,255 | 9,255 | 83,302 |
| Donkey Sanctuary | - | 64,947 | 64,947 | 35,105 |
| European Union (via Wolayita Development Association) | - | - | - | 30,453 |
| European Union (via Village Water) | - | 4,950 | 4,950 | 19,438 |
| Guernsey Overseas Aid & Development Commission | - | 24,763 | 24,763 | 61,123 |
| Innocent Foundation | 157,000 | 175,000 | 332,000 | 177,652 |
| Instiglio | - | 55,699 | 55,699 | - |
| Jersey Overseas Aid | - | 31,114 | 31,114 | 302,767 |
| Medicor Foundation | - | 150,000 | 150,000 | 150,000 |
| Ministry of Agriculture and Animal Resources (MINAGRI) Rwanda | - | 309,918 | 309,918 | 96,101 |
| Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) - VODP | - | - | - | 62,447 |
| Norwegian Agency for Development cooperation | - | 138,020 | 138,020 | 114,465 |
| Research Triangle Institute | - | 52,531 | 52,531 | 18,011 |
| Royal Jersey Agricultural and Horticultural Society (RJA&HS) | - | 185,464 | 185,464 | 349,432 |
| Send a Cow Inc (From Starbucks Foundation) | - | 94,407 | 94,407 | 116,329 |
| Sustain for Life | - | - | - | 72,144 |
| The Allan Willett Foundation | - | - | - | 120,000 |
| The Waterloo Foundation | - | 50,000 | 50,000 | 25,000 |
| UK Aid from the British people - 'Improved nutrition for children and women in Dawuro zone, southern Ethiopia.' | - | 132,839 | 132,839 | 401,022 |
| UK Aid from the British people 'Improving nutrition and livelihoods for children and mothers in Western Kenya' | - | 299,686 | 299,686 | 418,414 |
| UK Aid from the British people 'Wildlife protection and sustainable livelihoods for communities neighbouring Murchison Falls Protected Area, Northern Uganda' | - | 244,807 | 244,807 | - |
| United States Agency for International Development (USAID) - AWDA | - | - | - | 100,296 |
| World Food Programme | - | 259,924 | 259,924 | - |
| Income from other grants and trusts under £50,000 or Anonymous | 72,453 | 702,490 | 774,943 | 455,820 |
| | 229,453 | 3,309,986 | 3,539,439 | 3,820,331 |

Grant and trust income received is expended in Africa on charitable activities which include; social development and agricultural projects, advocacy and education activities. Prior year income included unrestricted income of £3,878 and restricted income of £3,816,453

3. Income from donations and legacies

| | 2021 Total £ | 2020 Total £ |
|----------|--------------------|--------------------|
| Gifts | 2,647,465 | 2,970,636 |
| Legacies | 335,893 | 288,762 |
| | 2,983,358 | 3,259,398 |

4. Income from other trading activities

| | 2021 Total £ | 2020 Total £ |
|---------------------------------|--------------------|--------------------|
| Activities for generating funds | 18,690 | 14,691 |
| | 18,690 | 14,691 |

5. Income from investments

| | 2021 Total £ | 2020 Total £ |
|------------------------|--------------------|--------------------|
| Bank interest received | 308 | 1,483 |
| | 308 | 1,483 |

6. Other income

| | 2021 Total £ | 2020 Total £ |
|----------------------------------|--------------------|--------------------|
| Coronavirus Job Retention Scheme | 85,526 | 93,470 |
| Other | 24,099 | 2,932 |
| | 109,625 | 96,402 |

7. Analysis of expenditure

| | Cost of raising funds | Charitable activities | | Governance costs | 2021 Total | 2020 Total |
|-------------------------------|-----------------------|---------------------------------|---------------------------------|------------------|------------------|------------|
| | | Sustainable Livelihood projects | Advocacy and Education projects | | | |
| | £ | £ | £ | £ | £ | £ |
| Staff costs (Note 10) | 892,196 | 2,220,434 | 137,724 | 233,880 | 3,484,234 | 3,823,198 |
| Direct Costs | 352,267 | 2,250,634 | 58,076 | - | 2,660,977 | 2,578,162 |
| Grants (Note 8) | - | 342,178 | - | - | 342,178 | 297,261 |
| Office management | 45,000 | 144,712 | 3,884 | - | 193,596 | 336,122 |
| IT and equipment | 16,863 | 70,408 | 3,359 | 10,032 | 100,662 | 93,183 |
| Legal and audit fees | 10,781 | 14,270 | 1,356 | 10,096 | 36,503 | 35,876 |
| | 1,317,107 | 5,042,636 | 204,399 | 254,008 | 6,818,150 | 7,163,802 |
| Governance costs | 50,967 | 195,131 | 7,910 | (254,008) | - | - |
| Total expenditure 2021 | 1,368,074 | 5,237,767 | 212,309 | - | 6,818,150 | |
| Total expenditure 2020 | 1,399,774 | 5,547,391 | 216,637 | - | | 7,163,802 |

Of the total expenditure, £2,214,453 was unrestricted (2020: £2,490,228) and £4,603,697 was restricted (2020: £4,673,574).

Support costs have been allocated to activities above on the basis of time spent. They include UK staff related costs, office management, IT and equipment costs and legal and audit costs. They total £669,858 (2020: £850,764).

7. Analysis of expenditure - prior year

| | Cost of raising funds | Charitable activities | | Governance costs | 2020 Total | 2019 Total |
|-------------------------------|-----------------------|---------------------------------|---------------------------------|------------------|------------------|------------|
| | | Sustainable Livelihood projects | Advocacy and Education projects | | | |
| | £ | £ | £ | £ | £ | £ |
| Staff costs (Note 10) | 902,452 | 2,535,163 | 140,837 | 244,746 | 3,823,198 | 3,935,048 |
| Direct Costs | 305,611 | 2,217,424 | 55,127 | - | 2,578,162 | 3,461,590 |
| Grants (Note 8) | - | 297,261 | - | - | 297,261 | 424,086 |
| Office management | 114,811 | 212,660 | 8,651 | - | 336,122 | 329,934 |
| IT and equipment | 15,623 | 65,287 | 3,095 | 9,178 | 93,183 | 89,052 |
| Legal and audit fees | 9,575 | 14,698 | 925 | 10,678 | 35,876 | 54,139 |
| | 1,348,072 | 5,342,493 | 208,635 | 264,602 | 7,163,802 | 8,293,849 |
| Governance costs | 51,702 | 204,898 | 8,002 | (264,602) | - | - |
| Total expenditure 2020 | 1,399,774 | 5,547,391 | 216,637 | - | 7,163,802 | |
| Total expenditure 2019 | 1,601,089 | 6,514,006 | 178,754 | - | | 8,293,849 |

8. Grant making

| | 2021 | 2020 |
|---|----------------|---------|
| | £ | £ |
| Cost | | |
| Action for Rural Womens Empowerment | 6,821 | 83,307 |
| Agri Yelder Ltd | 31,940 | - |
| Dawuro Development Association | 40,036 | 129,666 |
| Global Washington Institute | - | 17,814 |
| National Union of Women with Disabilities of Uganda | 63,083 | 59,425 |
| Send a Cow Inc | 125,456 | - |
| Total Land Care | 3,514 | 7,049 |
| Tusk Trust Ltd | 71,328 | |
| | | |
| At the end of the year | 342,178 | 297,261 |

To further the reach and impact of our work we seek to work with partners as appropriate. Measures are in place to ensure effective use of funds.

9. Net income / (expenditure) for the year

This is stated after charging / (crediting):

| | 2021 | 2020 |
|--|-----------------|---------|
| | £ | £ |
| Depreciation | 121,437 | 101,635 |
| (Gain)/ Loss on disposal of fixed assets | (16,611) | - |
| Operating leases; property | 126,437 | 190,905 |
| Auditors' remuneration (excluding VAT): | | |
| Audit | 20,700 | 21,360 |
| Other services | - | 1,500 |
| Trustees expenses | 580 | 2,882 |
| Foreign exchange gains or losses | 54,600 | 16,657 |

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

| | 2021 | 2020 |
|--|------------------|------------------|
| | £ | £ |
| Salaries and wages | 2,912,575 | 3,286,540 |
| Redundancy and termination costs | 30,980 | 29,494 |
| Social security costs | 170,275 | 175,818 |
| Pension contributions | 277,879 | 303,133 |
| Other forms of employee benefits (including holiday pay accrual) | 92,525 | 140,063 |
| | 3,484,234 | 3,935,048 |

Three employees earned between £60,000 to £69,999 during the year (2020: 2) and one employee earned between £70,000 to £79,999 (2020:1)

Total employee benefits including pension contributions and employer National Insurance contributions, for key management personnel was £329,603 (2020: £355,995)

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £580 (2020: £2,882) incurred by 10 (2020: 11) members relating to attendance at meetings of the trustees.

11. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

| | 2021 | 2020 |
|---|------------|------------|
| | No. | No. |
| Marketing and development | 38 | 37 |
| Programmes management (Inc Monitoring and evaluation) | 7 | 7 |
| Management & administration | 11 | 12 |
| Programme delivery and support (Africa based) | 177 | 197 |
| | 233 | 253 |

12. Related party transactions

Emerge Poverty Free merged with Send a Cow in September 2017, with a change of trustee membership. From September 2017, Emerge Poverty Free is included in the consolidated accounts of Send a Cow. In the year ending June 2021 transactions totalling £nil were charged by Send a Cow to Emerge Poverty Free for recharges for fundraising activities (2020: £40,174). Grants were made from Emerge Poverty Free to Send a Cow totalling £213,757 (2020: £810,713)

The balance due to Send a Cow at 30 June 2021 was £62,425 (2020: £3,561).

Send a Cow made grants totalling £707,202 (2020: £501,250) to **Send a Cow Uganda** during the year. Send a Cow transferred £55,717 (2020: £79,473) for reimbursed costs to Send a Cow Uganda for costs incurred outside the scope of their project delivery. The balance due to Send a Cow Uganda at 30 June was £419 (2020: £685).

From 1 April 2019, **Send a Cow Kenya** registered as a local NGO in Kenya therefore becoming a subsidiary to Send a Cow from this date. Send a Cow made grants totalling £621,581 to Send a Cow Kenya (2020: £688,303). Send a Cow transferred £nil for reimbursed costs to Send a Cow Kenya for costs incurred outside the scope of their project delivery during the year (2020: £16,708) Send a Cow Kenya recharged Send a Cow £2,157 (2020: £nil) for costs incurred outside the scope of their project delivery. The balance due from Send a Cow Kenya at 30 June was £2,123 (2020: £nil).

Total donations for charitable activities from trustees totalled £57,453 (2020: £54,229).

13. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

14. Tangible fixed assets

The group

| | Freehold property | Equipment and office improvements | Overseas vehicles | Total 2021 |
|--------------------------|-------------------|-----------------------------------|-------------------|------------|
| | £ | £ | £ | £ |
| Cost | | | | |
| At the start of the year | 122,482 | 174,585 | 764,274 | 1,061,341 |
| Additions in year | - | - | 133,372 | 133,372 |
| Disposals in year | - | - | (38,990) | (38,990) |
| At the end of the year | 122,482 | 174,585 | 858,656 | 1,155,723 |
| Depreciation | | | | |
| At the start of the year | 55,676 | 156,045 | 596,387 | 808,108 |
| Charge for the year | 3,712 | 8,598 | 109,127 | 121,437 |
| Eliminated on disposal | - | - | (38,990) | (38,990) |
| At the end of the year | 59,388 | 164,643 | 666,524 | 890,555 |
| Net book value | | | | |
| At the end of the year | 63,094 | 9,942 | 192,132 | 265,168 |
| At the start of the year | 66,806 | 18,540 | 167,887 | 253,233 |

All of the above assets are used for charitable purposes.

The charity

| | Equipment and office improvements | Overseas vehicles | Total 2021 |
|--------------------------|-----------------------------------|-------------------|------------|
| | £ | £ | £ |
| Cost | | | |
| At the start of the year | 174,581 | 513,742 | 688,323 |
| Additions in year | - | - | - |
| Disposals in year | - | - | - |
| At the end of the year | 174,581 | 513,742 | 688,323 |
| Depreciation | | | |
| At the start of the year | 156,045 | 403,440 | 559,485 |
| Charge for the year | 8,597 | 51,829 | 60,426 |
| Eliminated on disposal | - | - | - |
| At the end of the year | 164,642 | 455,269 | 619,911 |
| Net book value | | | |
| At the end of the year | 9,939 | 58,473 | 68,412 |
| At the start of the year | 18,536 | 110,302 | 128,838 |

15. Subsidiary undertakings

Send a Cow Uganda, a company limited by guarantee and incorporated in Uganda, is a wholly owned subsidiary of Send a Cow. Send a Cow Uganda has a Non-government Organisation registration number 1753. The accounts have been prepared and audited in Ugandan shillings for the year ended 30 June 2021. All activities have been consolidated on a line by line basis in the statement of

financial activities. A summary of the results of the subsidiary is shown below. The principal office of Send a Cow Uganda is Plot 1, Ssemawata Road Ntinda, P.O. Box 23627, Kampala. Send a Cow Uganda is treated as a subsidiary as it has a separate company registration, and separate NGO registration.

| | 2021 | 2020 |
|--|------------------|------------------|
| | £ | £ |
| Income | | |
| Income from generated funds | | |
| Voluntary income | 479 | - |
| Investment income and other similar activities | 13,599 | 100 |
| Income from charitable activities | | |
| Grants receivable | 383,405 | 411,331 |
| Grants receivable from Send a Cow | 694,616 | 501,250 |
| Total Income | 1,092,099 | 912,681 |
| Expenditure | | |
| Charitable activities | | |
| Sustainable Livelihood projects | 1,000,645 | 1,026,209 |
| Total Expenditure | 1,000,645 | 1,026,209 |
| Net income before transfers | 91,454 | (113,528) |
| Net movement in funds | 91,454 | (113,528) |
| Total assets | 251,344 | 190,550 |
| Total liabilities | (31,908) | (62,527) |
| Total funds held | 219,436 | 128,023 |

15. Subsidiary undertakings (continued)

Emerge Poverty Free, a company limited by guarantee and incorporated in UK (company number: 03019431), is a subsidiary of Send a Cow, following a merger in September 2017. The accounts have been prepared and independently examined in GBP for the year ended 30 June 2021. All activities have been consolidated on a line by line basis in the statement of financial activities from

the date of merger using the merger method of accounting. The principal office of Emerge Poverty Free is The Old Estate Yard, Newton St Loe, Bath BA2 9BR. Emerge Poverty Free is treated as a subsidiary as it has separate company and charity registration, with common control through the Board member composition.

| | 2021 | 2020 |
|--|-----------------|------------------|
| | £ | £ |
| Income | | |
| Income from generated funds | | |
| Voluntary income: Donations and Gifts | 153,634 | 220,489 |
| Voluntary income: Legacies | 83,436 | 103,758 |
| Investment income and other similar activities | - | 50 |
| Income from charitable activities | | |
| Grants receivable | 9,255 | 83,302 |
| Total income | 246,325 | 407,599 |
| Expenditure | | |
| Charitable activities | | |
| Cost of Raising funds | 24,885 | 44,661 |
| Sustainable Livelihood projects | 220,578 | 894,019 |
| Total expenditure | 245,463 | 938,680 |
| Net income before transfers | 862 | (531,081) |
| Transfers | | |
| Net movement in funds | 862 | (531,081) |
| Total Assets | 125,319 | 65,869 |
| Total Liabilities | (62,253) | (3,664) |
| Total funds held | 63,066 | 62,205 |

15. Subsidiary undertakings (continued)

Send a Cow Kenya registered locally as a local NGO effective from 1 April 2019. From this date, Send a Cow Kenya became a wholly owned subsidiary of Send a Cow. Send a Cow Kenya has a Non-government Organisation registration number 218/051/17-033/10709. The accounts have been prepared and audited in Kenya shillings for the year ended 30 June 2020. All activities have been consolidated on a line by line basis in the statement of financial activities for the

group. A summary of the results of the subsidiary is shown below for the full year ending 2020 and for the period in 2019 (1 April 2019- 30 June 2019). The principal office of Send a Cow Kenya is Kefinco Estate Hse 2., Box 1761 – 50100 Kakamega, Kenya. Send a Cow Kenya is treated as a subsidiary as it has a separate company registration, and separate NGO registration.

| | 2021 £ | 2020 £ |
|--|-----------------|-----------------|
| Income | | |
| Income from generated funds | | |
| Investment income and other similar activities | 5,448 | 23 |
| Income from charitable activities | | |
| Grants receivable | 258,509 | 153,217 |
| Grants receivable from Send a Cow | 581,536 | 688,303 |
| Total income | 845,493 | 841,543 |
| Expenditure | | |
| Charitable activities | | |
| Sustainable Livelihood projects | 908,184 | 788,004 |
| Total expenditure | 908,184 | 788,004 |
| Net income before transfers | (62,691) | 53,539 |
| Total Assets | 41,275 | 116,529 |
| Total Liabilities | (4,113) | (16,674) |
| Total funds held | 37,162 | 99,855 |

16. Debtors

| | The group | | The charity | |
|--------------------------------|-----------|---------|-------------|---------|
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Trade debtors | - | - | - | - |
| Other debtors | 36,111 | 30,633 | 35,209 | 17,078 |
| Tax recoverable | 35,372 | 29,383 | 26,522 | 24,873 |
| Prepayments and accrued income | 432,555 | 252,149 | 398,075 | 187,169 |
| | | | | |
| | 504,038 | 312,165 | 459,806 | 229,120 |

17. Creditors: amounts falling due within one year

| | The group | | The charity | |
|-------------------------------|-----------|---------|-------------|---------|
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Trade creditors | 78,355 | 28,341 | 78,318 | 28,002 |
| Accruals and other creditors | 229,988 | 229,456 | 123,459 | 68,214 |
| Deferred Income | 800,482 | - | 800,482 | - |
| Other tax and social security | 65,001 | 88,135 | 133,331 | 166,850 |
| | | | | |
| | 1,173,826 | 345,932 | 1,135,590 | 263,066 |

17a. Deferred Income

| | The group | | The charity | |
|---------------------------------------|-----------|------|-------------|------|
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Balance at the beginning of the year | - | - | - | - |
| Amount released to income in the year | - | - | - | - |
| Amount deferred in the year | 800,482 | - | 800,482 | - |
| Balance at the end of the year | 800,482 | - | 800,482 | - |

Send a Cow received a grant of £800,482 in June 21 which did not meet the criteria for recognition of income in 2020/21. The grant will be recognised as income in 2021/22.

18. Creditors: amounts falling due after more than one year

| | The group | | The charity | |
|---------------------|-----------|--------|-------------|--------|
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Severance provision | 59,906 | 67,455 | 59,906 | 67,455 |
| | 59,906 | 67,455 | 59,906 | 67,455 |

The severance provision relates to end of service benefit payable in jurisdictions where there is a legal obligation to do so.

19. Pension scheme

The Charity has a defined contribution scheme for its staff. Pension costs charged in the Statement of Financial activities represent the contributions payable by the Charity in the period, any outstanding contributions relate only to June 2021 and these were paid over immediately after the year end. These amounted to £18,530 (2020: £27,700).

20. Analysis of group net assets between funds

| | General unrestricted | Restricted funds | Total funds |
|-----------------------------------|----------------------|------------------|------------------|
| | 2021 | 2021 | 2021 |
| | £ | £ | £ |
| Tangible fixed assets | 265,168 | - | 265,168 |
| Current assets | 2,284,096 | 645,082 | 2,929,178 |
| Current liabilities | (1,173,826) | - | (1,173,826) |
| Long term liabilities | (59,906) | | (59,906) |
| Net assets at the end of the year | 1,315,532 | 645,082 | 1,960,614 |

| | General unrestricted | Restricted funds | Total funds |
|-----------------------------------|----------------------|------------------|------------------|
| | 2020 | 2020 | 2020 |
| | £ | £ | £ |
| Tangible fixed assets | 253,233 | - | 253,233 |
| Current assets | 1,181,990 | 1,105,508 | 2,287,498 |
| Current liabilities | (345,932) | - | (345,932) |
| Long term liabilities | (67,455) | | (67,455) |
| Net assets at the end of the year | 1,021,836 | 1,105,508 | 2,127,344 |

21. Movement in funds

| 2021 | At the start of the year | Income & gains | Expenditure & losses | Transfers | At the end of the year |
|--|-----------------------------|------------------|-------------------------|-----------|---------------------------|
| | £ | £ | £ | £ | £ |
| Restricted funds: | | | | | |
| Burundi projects | 56,676 | 252,621 | (309,297) | - | - |
| Emerge Poverty Free projects | 4,999 | 9,255 | (14,254) | - | - |
| Ethiopia projects | 350,920 | 529,591 | (677,143) | - | 203,368 |
| Kenya projects | 163,722 | 543,794 | (634,483) | - | 73,033 |
| Rwanda projects | 177,682 | 771,887 | (848,242) | - | 101,327 |
| SACUK Projects | 73,991 | 439,061 | (314,272) | - | 198,780 |
| Uganda projects | 217,962 | 1,021,153 | (1,215,622) | - | 23,493 |
| UK Aid from the British people - 'Improve nutrition for children and women in Dawuro zone, southern Ethiopia.' | 28,882 | 145,469 | (174,351) | - | - |
| UK Aid from the British people 'Improving nutrition and livelihoods for children and mothers in Western Kenya | 17,843 | 299,686 | (317,529) | - | - |
| Zambia projects | 12,831 | 130,754 | (98,504) | - | 45,081 |
| Total restricted funds | 1,105,508 | 4,143,271 | (4,603,697) | - | 645,082 |
| Unrestricted funds: | | | | | |
| General funds | 971,836 | 2,508,149 | (2,214,453) | (200,000) | 1,065,532 |
| Designated reserves | | | | | |
| Foreign exchange | 50,000 | - | - | - | 50,000 |
| Africa programmes growth | - | | | 200,000 | 200,000 |
| Total unrestricted & designated funds | 1,021,836 | 2,508,149 | (2,214,453) | - | 1,315,532 |
| Total funds | 2,127,344 | 6,651,420 | (6,818,150) | - | 1,960,614 |

Purposes of restricted funds

Restricted funds are used for the specific purposes as laid out by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds can be used in accordance with the charitable objects at the discretion of the trustees.

Purposes of designated funds

Designated reserves were set for the purpose of investment into future projects in Africa and foreign exchange reserve.

21. Movement in funds (continued)

| 2020 | At the start of the year | Income & gains | Expenditure & losses | Transfers | At the end of the year |
|--|-----------------------------|----------------|-------------------------|-----------|---------------------------|
| | £ | £ | £ | £ | £ |
| Restricted funds: | | | | | |
| Burundi projects | 32,433 | 254,217 | (229,974) | - | 56,676 |
| Emerge Poverty Free projects | 37,119 | 83,302 | (115,422) | - | 4,999 |
| Ethiopia projects | 74,495 | 649,222 | (372,797) | - | 350,920 |
| Kenya projects | 79,274 | 431,957 | (347,509) | - | 163,722 |
| Rwanda projects | 198,854 | 809,019 | (830,191) | - | 177,682 |
| SACUK Projects | 71,229 | 389,218 | (386,456) | - | 73,991 |
| Uganda projects | 196,587 | 1,257,466 | (1,236,091) | - | 217,962 |
| UK Aid from the British people - 'Improve nutrition for children and women in Dawuro zone, southern Ethiopia.' | 52,203 | 401,022 | (424,343) | - | 28,882 |
| UK Aid from the British people 'Improving nutrition and livelihoods for children and mothers in Western Kenya | 12,353 | 418,414 | (412,924) | - | 17,843 |
| Zambia projects | 57,702 | 272,996 | (317,867) | - | 12,831 |
| Total restricted funds | 812,249 | 4,966,833 | (4,673,574) | - | 1,105,508 |
| Unrestricted funds: | | | | | |
| General funds | 936,592 | 2,225,472 | (2,490,228) | 300,000 | 971,836 |
| Designated reserves | | | | | |
| Foreign exchange | 200,000 | | | (150,000) | 50,000 |
| Investments for growth | 150,000 | | | (150,000) | - |
| Total unrestricted funds | 1,286,592 | 2,225,472 | (2,490,228) | - | 1,021,836 |
| Total funds | 2,098,841 | 7,192,305 | (7,163,802) | - | 2,127,344 |

Purposes of restricted funds

Restricted funds are used for the specific purposes as laid out by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds can be used in accordance with the charitable objects at the discretion of the trustees.

22. Reconciliation of net income / (expenditure) to net cash flow from operating activities

| | 2021 £ | 2020 £ |
|---|-----------|-----------|
| Net income / (expenditure) for the reporting period (as per the statement of financial activities) | (166,730) | 28,503 |
| Depreciation charges | 121,437 | 101,635 |
| (Profit)/loss on the disposal of fixed assets | (16,611) | - |
| (Increase)/decrease in debtors | (191,873) | 104,735 |
| Increase/(decrease) in creditors | 827,894 | (50,803) |
| Increase/(decrease) in long term creditors | (7,549) | 5,556 |
| Net cash provided by / (used in) operating activities | 566,568 | 189,626 |

23. Analysis of cash and cash equivalents

| | Group | | |
|--|---------------------|-----------------|----------------------|
| Analysis of cash and cash equivalents | At 1 July 2020 £ | Cash flows £ | At 30 June 2021 £ |
| Overseas accounts | 370,675 | (145,014) | 225,661 |
| Current account and petty cash | 1,604,658 | 594,821 | 2,199,479 |
| Total cash and cash equivalents | 1,975,333 | 449,807 | 2,425,140 |

| | Charity | | |
|--|---------------------|-----------------|----------------------|
| Analysis of cash and cash equivalents | At 1 July 2020 £ | Cash flows £ | At 30 June 2021 £ |
| Overseas accounts | 267,484 | (76,671) | 190,813 |
| Current account and petty cash | 1,542,336 | 575,041 | 2,117,377 |
| Total cash and cash equivalents | 1,809,820 | 498,370 | 2,308,190 |

24. Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

| | Land and buildings | | Land and buildings | |
|--------------------|--------------------|---------|--------------------|---------|
| | Group | | Charity | |
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Less than one year | 128,526 | 151,632 | 117,890 | 140,199 |
| One to five years | 407,088 | 448,725 | 402,255 | 437,567 |
| | 535,614 | 600,357 | 520,145 | 577,766 |

25. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10 each, there are 10 guarantees held.

26. Parent statement of financial activities

| | 2021 | | | 2020 | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| | Unrestricted | Restricted | Total | Unrestricted | Restricted | Total |
| | £ | £ | | £ | £ | £ |
| Income from | | | | | | |
| Donations and legacies | 2,005,786 | 823,459 | 2,829,245 | 1,788,091 | 1,147,060 | 2,935,151 |
| Charitable activities | | | | | | |
| Grants received | 345,048 | 2,673,544 | 3,018,592 | 666,536 | 3,316,658 | 3,983,194 |
| Other trading activities | 18,690 | - | 18,690 | 14,691 | - | 14,691 |
| Investments | 173 | 135 | 308 | 1,095 | 387 | 1,482 |
| Other | 81,358 | 9,220 | 90,578 | 93,297 | 2,932 | 96,229 |
| Total income | 2,451,055 | 3,506,358 | 5,957,413 | 2,563,710 | 4,467,037 | 7,030,747 |
| Expenditure on: | | | | | | |
| Raising funds | 1,046,393 | 304,826 | 1,351,219 | 789,170 | 564,609 | 1,353,779 |
| Charitable activities | | | | | | |
| Agriculture projects | 931,177 | 3,659,366 | 4,590,543 | 1,461,658 | 3,377,767 | 4,839,425 |
| Education and advocacy | 211,996 | - | 211,996 | 194,738 | 21,899 | 216,637 |
| Total expenditure | 2,189,566 | 3,964,192 | 6,153,758 | 2,445,566 | 3,964,275 | 6,409,841 |
| Net income / (expenditure) for the year | 261,489 | (457,834) | (196,345) | 118,144 | 502,762 | 620,906 |
| Reconciliation of funds: | | | | | | |
| Total funds brought forward | 300,165 | 1,537,092 | 1,837,257 | 182,021 | 1,034,330 | 1,216,351 |
| Total funds carried forward | 561,654 | 1,079,258 | 1,640,912 | 300,165 | 1,537,092 | 1,837,257 |



Legal and administrative detail

| | |
|--|--|
| Company number | 2290024 |
| Charity number (England and Wales) | 299717 |
| Charity number (Office of Scottish Regulator) | SC049792 |
| Registered address | The Old Estate Yard, Newton St Loe, Bath, BA2 9BR |
| Trustees | John Geake, Chairman Isabella Wemyss Chris Egitto (resigned 29 January 2021) Peter Hinton Fiona Crisp Stephanie Dennison Andrew Jimmy Mubeezi-Magoola Simon Doherty Andrew Gillam Alison Griffith |
| Principal staff | Paul Stuart, Chief Executive |
| Bank | Barclays Bank Plc, P.O. Box 47, 37 Milsom Street, Bath, BA1 1DW |
| Auditors | Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG |

Structure, Governance and Management

Send a Cow group consists of; Send a Cow, a company limited by guarantee (company number 2290024), Send a Cow Uganda registered as an NGO in Uganda, Send a Cow Kenya registered as an NGO in Kenya and Send a Cow branches in Burundi, Ethiopia, Rwanda and Zambia. Send a Cow also operates a US registered charity called Send a Cow incorporated. This is a separate legal entity based in Pennsylvania.

Emerge Poverty Free is a wholly owned subsidiary which we have consolidated from the date of the merger in September 2017.

All entities are considered part of Send a Cow for operational purposes. All four companies have their own Boards and reporting requirements.

Governance and management

Send a Cow is a charitable company limited by guarantee. It was established in 1988 and is governed by its Memorandum and Articles of Association. The purpose of the charity is to relieve poverty in low-income countries through training in sustainable agriculture and community development.

The overall strategy and policy for Send a Cow is agreed by the Board of Trustees, advised by the CEO and Senior Leadership Team. Send a Cow's Chief Executive is responsible for the operation of the Charity and management of all staff.

The current Board of Trustees consists of 9 elected members. A list of trustees who held office during the year can be found on page 37. Send a Cow's Memorandum and Articles of Association allow for the appointment of up to 12 trustees. The Charity has an open recruitment process for appointment of new trustees who serve an initial term of four years after which they may be appointed for a consecutive four-year term. When new trustees are appointed, they are provided with an induction programme and the opportunity to meet staff from across Send a Cow. Trustees periodically review governance arrangements to ensure that appropriate structures and mechanisms are in place as the charity evolves. They meet quarterly to review strategy, organisational performance, and risks. There are Boards in place overseeing the work in Uganda and Kenya.

Emerge Poverty Free

Since Send a Cow merged with EmERGE Poverty Free in 2017, the two organisations merged operationally but remained separate entities. Reflecting the increasingly close relationship, the trustees of Send a Cow and EmERGE Poverty Free agreed that EmERGE Poverty Free will merge fully into Send a Cow at the end of November 2021. At the end of November 2021, the assets, liabilities, and remaining activities of EmERGE Poverty Free will transfer to Send a Cow. This transfer will occur post-year and will therefore be reflected in the financial statements for the year ended 30 June 2022.

Improvements in 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 (and the organisations we work with) towards the communities we are here to serve, especially the most vulnerable.

To this end the Group, Uganda and Kenya boards have each nominated trustees with responsibility for safeguarding. At the group level Send a Cow has also appointed a Designated Safeguarding Officer.

We have made improvements to our policies and processes to embed safeguarding across the whole organisation, including:

- A short version of the Send a Cow safeguarding policy is now available in English and has been translated into local languages
- Safeguarding is a regular item on the quarterly Board agendas
- Due diligence processes for downstream partners have been tightened and a process for reviewing partners before engagement has been set up
- Levels 1 and 2 Safeguarding training has been completed by Head Office staff and staff in 5 out of 6 country programmes
- An innovative approach to help communities in Africa to lead on safeguarding has been rolled out, led by the Send a Cow Uganda team.

In this financial year there have been no reported safeguarding incidents at Send a Cow across all 8 countries where we work, including the US.

Our commitment to our supporters

The Group Board of Trustees ensures that our fundraising is guided by our core values and that it complies with legal and regulatory frameworks.

We rely on the generous donations of our supporters and each year undertake a range of activities in order to raise the funds needed to support our projects across the six African countries in which we work. This fundraising includes asking for regular and one-off donations from both new and existing supporters through a range of channels including online, via the post and, for a small group of committed supporters, over the telephone or in person. We promote legacy giving and a range of community-based fundraising activities, supporting individuals who undertake events and challenges in aid of Send a Cow. We also make applications to trusts, foundations and institutional donors for grants to fund specific projects. As part of our fundraising activity, we receive ongoing support from corporate partnerships, which in this financial year included one commercial participator which made donations to us from the sales of their products.

In 2020-2021 the majority of fundraising activity was undertaken in-house by Send a Cow employees with

the support of a group of regular volunteers. In the last financial year, we instructed one telemarketing agency to undertake fundraising on our behalf to call a small number of supporters who had opted to receive calls of this nature. We have continued to ensure regular reviews of this activity to ensure compliance with the code.

We endeavour for all our fundraising, and any fundraising undertaken on our behalf, to be conducted in a fair, transparent, and compliant manner. We are members of the Fundraising Regulator and ensure all our fundraising activity is carried out in line with the Code of Fundraising Practice, charity law and all relevant legislation including General Data Protection Regulation and Privacy and Electronic Communications Regulations. All Send a Cow employees receive training and support as appropriate and, when planning new activities, we ensure the correct processes and procedures are in place.

The volunteer fundraisers who fundraise on our behalf include our volunteer 'Ambassadors', student fundraising societies and local community groups. All fundraisers acting on behalf of Send a Cow receive thorough guidance and training based on the code and we hold regular meetings and training sessions for these groups throughout the year. We periodically ensure that our policies, procedures, and guidance that support this are reviewed and updated. We take supporter feedback and complaints very seriously always making sure it is recorded and fed into future planning helping ensure we continue to improve and put our supporters' voice at the heart of our work. Over the last year we sent out 669,540 fundraising communications across a range of channels and from this received 14 complaints in relation to our fundraising activity, all of which were investigated and successfully resolved. We publish, on our website, information regarding our approach to people who are in vulnerable circumstances and what we do should we receive a request from a third party acting on one of our supporters' behalf. This includes how we define and identify those in vulnerable circumstances. This guidance is reviewed regularly and we train our teams, particularly those who speak to our supporters, in this. As part of our review of our induction process, we are working on how we can incorporate this for all new staff. When new fundraising activity is undertaken, we mitigate the risks of fundraising with people in vulnerable circumstances. We really appreciate all the support we receive and are committed to maintaining high standards of fundraising and supporter care.

Managing risks

Managing risks effectively is integral to the achievement of our 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 reviews 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 (whistleblowing). 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.

Send a Cow's key risks are:

Maintaining our financial strength and sustainability

There is a potential for trends or changes in the general fundraising environment to impact on our ability to secure income, and to cover our core costs and programmatic obligations.

Mitigating actions

- Review of our business model and KPIs, making changes as necessary to ensure financial sustainability
- Regular forecasts of income and expenditure levels, and review of these to ensure prompt action is taken in the event of concern
- Maintain adequate levels of reserves
- Target income sources in the countries we work in
- Actively seek out alternative and innovative income sources
- Explore partnerships and collaborations
- Ensure full cost recovery

Catastrophic world event threatens our ability to work effectively

Such an event could lead to an inability to operate our programmes. Staff and communities could be at risk of fatalities or serious illness. Limitations could be placed on travel and restrictions on fundraising activities could be introduced.

Mitigating actions

- Disaster recovery plans in place which have been tested with Covid-19
- Use of technology in our programmes to reduce need for face-to-face training
- Better use of technology in our communications
- Ensure our work focuses on hygiene and the importance of this (Covid-19 related)
- Maintaining adequate levels of reserves to protect against unforeseen circumstances

Volatile political and social environment in the countries we work in

Political or social unrest, or a civil war or election related violence could disrupt our ability to deliver our mission.

Mitigating actions

- In country security plans in place that are reviewed regularly
- Regular communication between the UK based Director of International Operations and the Africa Director on political and security situations that could impact on safety of staff or delivery of projects
- Updated crisis response procedures
- Revised health and safety policies
- Enhanced travel procedures introduced

Reserves and investments

Our reserves policy is set to ensure that our work is protected from the risk of disruption at short notice due to a lack of funds, whilst at the same time ensuring that we do not retain income for longer than required.

The trustees have determined that the Charity needs free reserves for the following purposes:

- To manage the seasonality of its unrestricted income.
- To protect against unforeseen income fluctuations.
- To provide working capital for the effective running of the organisation and manage fluctuations in expenditure levels.
- To protect against unforeseen expenditure due to working in inherently risky countries and situations.
- To enable Send a Cow to invest in unforeseen opportunities, should it choose to do so.

The trustees further determined that Send a Cow should be holding sufficient cash, at its financial year end on 30 June, to cover unbudgeted fluctuations in income and/ or expenditure, equivalent to a minimum of twelve weeks

of resources to be expended from unrestricted funds at budgeted activity levels.

Based on the above policy, the trustees calculate that a desirable level of free reserves as of 30 June 2021 would be £0.5m. As of 30 June 2021, the actual level of free reserves was in excess of our policy at £1.0m (before designations). We plan to utilise our excess free reserves to further our charitable activities. Total restricted reserves were £0.6m.

Foreign exchange policy

Monetary assets, foreign exchange policy and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling based on the value obtained. Exchange differences are taken into account in arriving at the net incoming resources for the year.

Remuneration policy

In setting appropriate pay levels Send a Cow aims to make sure that we pay enough to recruit and retain people with the skills we need whilst ensuring that we use the money entrusted to us by our donors wisely and achieve the greatest impact in delivering our objectives. In setting CEO and Senior Leadership Team pay the trustees consider the skills and experience required for the roles and the remuneration levels in the sector. Pay is reviewed annually and takes into consideration affordability, economic trends, and the external pay environment.

Public benefit

We have considered the Charity Commission guidance on public benefit when reviewing our aims and objectives and in planning the future activities of the Charity.

The public benefit of Send a Cow lies in supporting those in deep need in rural Africa by providing the means whereby families in poor areas may come together in groups to learn and then work with renewed hope and confidence to overcome poverty and malnutrition and make a good living from the land. The trustees therefore confirm that Send a Cow fully satisfies the public benefit test as set out in this report.

Going concern

We have set out in this report a review of Send a Cow's financial performance, reserves position, and the principal risks and uncertainties. Despite the challenges of operating in a pandemic we have only experienced a modest reduction in income. We were able to manage this reduction within our reserves balance.

We reduced our unrestricted expenditure due to careful stewardship in a time of economic uncertainty.

The financial statements have been prepared on a going concern basis which the trustees consider to be appropriate. The trustees have prepared cash flow forecasts for a period of 12 months from date of approval of the financial statements, which consider and analyse the potential risks. Our forecasts show that we would have sufficient reserves and liquidity to manage these risks.

In light of the ongoing pandemic and funding challenges we undertake regular scenario planning exercises, including income and expenditure projections.

The trustees have concluded that there are no material uncertainties that could cast doubt over Send a Cow's ability to continue as a going concern and therefore have prepared the accounts on a going concern basis.

Trustees' responsibilities

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102: The Financial Reporting Standard applicable in the UK.

The law applicable to charities in the UK requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources for the charitable group for that period.

In preparing these financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles on the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed
- Prepare the financial statements on the basis of going concern unless it is inappropriate to presume the charity will continue.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and regulations made there under with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the group

and the parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the UK governing the preparation of the financial statements and other information included in the annual report and accounts may differ from legislation in other jurisdictions.

The trustees at the date of signing of this report are listed under Legal and Administrative Details as are the Company and Charity registered numbers of Send a Cow.

Statement of disclosure to auditors

- a) So far as the trustees are aware, there is no relevant audit information of which Send a Cow's auditors are unaware and
- b) They have taken all the steps they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that Send a Cow's auditors are aware of that information.

Auditors

Haysmacintyre LLP has indicated its willingness to be reappointed as Statutory auditors. A resolution of the appointment of auditors for the 2021-22 financial year will be proposed at a future meeting of trustees.

The charity has taken advantage of the exemptions available to small companies and has not prepared a strategic report.

This report was approved by the trustees on 4 November 2021 and signed on their behalf by



John Geake,
Chairman of the Board of Trustees

Independent auditor's report to the members and trustees of Send a Cow

Opinion

We have audited the financial statements of Send a Cow for the year ended 30 June 2021 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 30 June 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report, the Introduction from the Chairman and the Letter from the CEO. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception In the light of the knowledge and understanding of the group charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

•the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page ..., the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements (see page 40) and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, the Office of the Scottish Charity Regulator and compliance with overseas laws and regulations in the jurisdictions the group operates in, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011, Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006 and payroll taxes.

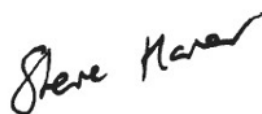
We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to grant income. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, including review of how grant income has been recognised at the year end.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place,
London, EC4R 1AG

7th December 2021

Consolidated statement of financial activities (incorporating an income and expenditure account)
For the year ended 30 June 2021

| | | 2021 | | | 2020 | | |
|--|------|-------------------|------------------|------------------|-------------------|------------------|------------------|
| | Note | Unrestricted £ | Restricted £ | Total £ | Unrestricted £ | Restricted £ | Total £ |
| Income from: | | | | | | | |
| Donations and legacies | 3 | 2,159,428 | 823,930 | 2,983,358 | 2,112,338 | 1,147,060 | 3,259,398 |
| Charitable activities | | | | | | | |
| Grants received | 2 | 229,453 | 3,309,986 | 3,539,439 | 3,878 | 3,816,453 | 3,820,331 |
| Other trading activities | 4 | 18,690 | - | 18,690 | 14,691 | - | 14,691 |
| Investments | 5 | 173 | 135 | 308 | 1,095 | 388 | 1,483 |
| Other | 6 | 100,405 | 9,220 | 109,625 | 93,470 | 2,932 | 96,402 |
| Total income | | 2,508,149 | 4,143,271 | 6,651,420 | 2,225,472 | 4,966,833 | 7,192,305 |
| Expenditure on: | | | | | | | |
| Raising funds | 7 | 1,063,248 | 304,826 | 1,368,074 | 833,832 | 565,942 | 1,399,774 |
| Charitable activities | | | | | | | |
| Sustainable Livelihood projects | 7 | 938,896 | 4,298,871 | 5,237,767 | 1,461,658 | 4,085,733 | 5,547,391 |
| Education and advocacy | 7 | 212,309 | - | 212,309 | 194,738 | 21,899 | 216,637 |
| Total expenditure | | 2,214,453 | 4,603,697 | 6,818,150 | 2,490,228 | 4,673,574 | 7,163,802 |
| Net income / (expenditure) for the year | 9 | 293,696 | (460,426) | (166,730) | (264,756) | 293,259 | 28,503 |
| Transfers between funds | | - | - | - | - | - | - |
| Net movement in funds | | 293,696 | (460,426) | (166,730) | (264,756) | 293,259 | 28,503 |
| Reconciliation of funds: | | | | | | | |
| Total funds brought forward | | 1,021,836 | 1,105,508 | 2,127,344 | 1,286,592 | 812,249 | 2,098,841 |
| Total funds carried forward | | 1,315,532 | 645,082 | 1,960,614 | 1,021,836 | 1,105,508 | 2,127,344 |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 21 to the financial statements.

A charity only Statement of Financial Activities is included in Note 26.

| | | Note | The group | | The charity | |
|--|--|------|-------------|-----------|-------------|-----------|
| | | | 2021 | 2020 | 2021 | 2020 |
| | | | £ | £ | £ | £ |
| Fixed assets: | | | | | | |
| Tangible assets | | 14 | 265,168 | 253,233 | 68,412 | 128,838 |
| | | | 265,168 | 253,233 | 68,412 | 128,838 |
| Debtors | | 16 | 504,038 | 312,165 | 459,806 | 229,120 |
| Cash at bank and in hand | | 23 | 2,425,140 | 1,975,333 | 2,308,190 | 1,809,820 |
| | | | 2,929,178 | 2,287,498 | 2,767,996 | 2,038,940 |
| Liabilities: | | | | | | |
| Creditors: amounts falling due within one year | | 17 | (1,173,826) | (345,932) | (1,135,590) | (263,066) |
| | | | 1,755,352 | 1,941,566 | 1,632,406 | 1,775,874 |
| Net current assets | | | | | | |
| | | | 2,020,520 | 2,194,799 | 1,700,818 | 1,904,712 |
| Creditors: amounts falling due after one year | | 18 | (59,906) | (67,455) | (59,906) | (67,455) |
| | | | 1,960,614 | 2,127,344 | 1,640,912 | 1,837,257 |
| Total net assets | | | | | | |
| Funds: | | | | | | |
| Restricted income funds | | 21 | 645,082 | 1,105,508 | 1,079,258 | 1,537,092 |
| Unrestricted income funds: | | | | | | |
| Unrestricted general funds | | | 1,065,532 | 971,836 | 311,654 | 250,165 |
| Designated funds | | | 250,000 | 50,000 | 250,000 | 50,000 |
| | | | 1,960,614 | 2,127,344 | 1,640,912 | 1,837,257 |
| Total funds | | | | | | |

The net deficit of the charity before consolidation was £196,345 (2020 surplus of £620,906), see note 26.
The notes on pages 47-67 form an integral part of the financial statements.

Approved and authorised for issue by the trustees on 4th November 2021 and signed on their behalf by



John Geake
Chairman

Consolidated statement of cash flows
For the year ended 30 June 2021

| | Note | 2021 | | 2020 | |
|--|------|-----------|------------------|---------|-----------|
| | | £ | £ | £ | £ |
| Cash flows from operating activities | | | | | |
| Net cash provided by / (used in) operating activities | 22 | | 566,568 | | 189,626 |
| Cash flows from investing activities: | | | | | |
| Proceeds from sale of fixed assets | 9 | 16,611 | | - | |
| Purchase of fixed assets | 14 | (133,372) | | (7,681) | |
| Net cash (used in) /provided by investing activities | | | (116,761) | | (7,681) |
| Change in cash and cash equivalents in the year | | | 449,807 | | 181,945 |
| Cash and cash equivalents at the beginning of the year | | | 1,975,333 | | 1,793,388 |
| Cash and cash equivalents at the end of the year | 23 | | 2,425,140 | | 1,975,333 |

Notes to the financial statements

As at 30 June 2021

1. Accounting policies

Send a Cow is a company limited by guarantee, registered in England and Wales (Company number: 2290024) and a charity registered with the Charity Commission (registered number: 299717) and the Office of the Scottish Charity Regulator (SC49792). Send a Cow's registered address is shown on page 37.

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (March 2018) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of Send a Cow Uganda, Send a Cow Kenya and Emerge Poverty Free on a line by line basis, all are charitable companies and are wholly-owned subsidiaries. Transactions and balances between charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between Send a Cow and the companies are disclosed in the notes of the charitable company's balance sheet.

The accounting policies of Send a Cow Uganda and Send a Cow Kenya may vary from those adopted by the group in relation to the level of items capitalised and treated as fixed assets and the booking of pass on livestock income and expenditure. The consolidated accounts use accounting policies which are consistent for Send a Cow Uganda and Send a Cow Kenya, Send a Cow and the group. Consequently, the separate entity accounts for Send a Cow Uganda and Send a Cow Kenya show different values for certain transactions.

The financial statements are prepared in pounds sterling, rounded to the nearest pound.

b) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

c) Going concern

We have set out in this report a review of Send a Cow's financial performance, reserves position, and the principal risks and uncertainties. Despite the challenges of operating in a pandemic we have only experienced a modest reduction in income. We were able to manage this reduction within our reserves balance.

We reduced our unrestricted expenditure due to careful stewardship in a time of economic uncertainty.

The financial statements have been prepared on a going concern basis which the trustees consider to be appropriate. The trustees have prepared cash flow forecasts for a period of 12 months from date of approval of the financial statements, which consider and analyse the potential risks. Our forecasts show that we would have sufficient reserves and liquidity to manage these risks.

In light of the ongoing pandemic and funding challenges we undertake regular scenario planning exercises, including income and expenditure projections.

The trustees have concluded that there are no material uncertainties that could cast doubt over Send a Cow's ability to continue as a going concern and therefore have prepared the accounts on a going concern basis.

d) Judgements and estimates

There are no key judgements that the charitable company has made which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of social development and agricultural projects and advocacy, campaigning and education projects undertaken to further the purposes of the charity and their associated support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of staff time and the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to programme participants, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of estimated time spent on each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Support and governance costs are re-allocated to each of the activities based on estimated time spent.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500 (UK based assets only) or if the item is an overseas vehicle. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|---|-------------------|
| Equipment and leasehold improvements and database | 25% straight line |
| Overseas vehicles | 20% straight line |
| Land and buildings | 33 years |

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

n) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Redundancy and Termination costs are accounted for on an

accruals basis.

o) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

p) Pensions

The Charity has arranged a defined contribution scheme for its staff. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the Charity in the period. The outstanding contributions to be paid relates only to June 2021, and these were paid over immediately after year end.

q) Forward contracts

Forward contracts are used as an instrument to manage currency risk where necessary. Gains or losses on these contracts are recognised in line with FRS 102 guidance.

2. Income from charitable activities

| | | | 2021 | 2020 |
|---|--------------|------------|------------------|-----------|
| | Unrestricted | Restricted | Total | Total |
| | £ | £ | £ | £ |
| The National Lottery Community Fund 'People led livelihoods' | - | 79,438 | 79,438 | 207,966 |
| Brooke Equine Welfare | - | 157,578 | 157,578 | 122,581 |
| Catholic Relief Services | - | 87,156 | 87,156 | 280,463 |
| Comic Relief | - | 9,255 | 9,255 | 83,302 |
| Donkey Sanctuary | - | 64,947 | 64,947 | 35,105 |
| European Union (via Wolayita Development Association) | - | - | - | 30,453 |
| European Union (via Village Water) | - | 4,950 | 4,950 | 19,438 |
| Guernsey Overseas Aid & Development Commission | - | 24,763 | 24,763 | 61,123 |
| Innocent Foundation | 157,000 | 175,000 | 332,000 | 177,652 |
| Instiglio | - | 55,699 | 55,699 | - |
| Jersey Overseas Aid | - | 31,114 | 31,114 | 302,767 |
| Medicor Foundation | - | 150,000 | 150,000 | 150,000 |
| Ministry of Agriculture and Animal Resources (MINAGRI) Rwanda | - | 309,918 | 309,918 | 96,101 |
| Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) - VODP | - | - | - | 62,447 |
| Norwegian Agency for Development cooperation | - | 138,020 | 138,020 | 114,465 |
| Research Triangle Institute | - | 52,531 | 52,531 | 18,011 |
| Royal Jersey Agricultural and Horticultural Society (RJA&HS) | - | 185,464 | 185,464 | 349,432 |
| Send a Cow Inc (From Starbucks Foundation) | - | 94,407 | 94,407 | 116,329 |
| Sustain for Life | - | - | - | 72,144 |
| The Allan Willett Foundation | - | - | - | 120,000 |
| The Waterloo Foundation | - | 50,000 | 50,000 | 25,000 |
| UK Aid from the British people - 'Improved nutrition for children and women in Dawuro zone, southern Ethiopia.' | - | 132,839 | 132,839 | 401,022 |
| UK Aid from the British people 'Improving nutrition and livelihoods for children and mothers in Western Kenya' | - | 299,686 | 299,686 | 418,414 |
| UK Aid from the British people 'Wildlife protection and sustainable livelihoods for communities neighbouring Murchison Falls Protected Area, Northern Uganda' | - | 244,807 | 244,807 | - |
| United States Agency for International Development (USAID) - AWDA | - | - | - | 100,296 |
| World Food Programme | - | 259,924 | 259,924 | - |
| Income from other grants and trusts under £50,000 or Anonymous | 72,453 | 702,490 | 774,943 | 455,820 |
| | 229,453 | 3,309,986 | 3,539,439 | 3,820,331 |

Grant and trust income received is expended in Africa on charitable activities which include; social development and agricultural projects, advocacy and education activities. Prior year income included unrestricted income of £3,878 and restricted income of £3,816,453

3. Income from donations and legacies

| | 2021 Total £ | 2020 Total £ |
|----------|--------------------|--------------------|
| Gifts | 2,647,465 | 2,970,636 |
| Legacies | 335,893 | 288,762 |
| | 2,983,358 | 3,259,398 |

4. Income from other trading activities

| | 2021 Total £ | 2020 Total £ |
|---------------------------------|--------------------|--------------------|
| Activities for generating funds | 18,690 | 14,691 |
| | 18,690 | 14,691 |

5. Income from investments

| | 2021 Total £ | 2020 Total £ |
|------------------------|--------------------|--------------------|
| Bank interest received | 308 | 1,483 |
| | 308 | 1,483 |

6. Other income

| | 2021 Total £ | 2020 Total £ |
|----------------------------------|--------------------|--------------------|
| Coronavirus Job Retention Scheme | 85,526 | 93,470 |
| Other | 24,099 | 2,932 |
| | 109,625 | 96,402 |

7. Analysis of expenditure

| | Cost of raising funds | Charitable activities | | Governance costs | 2021 Total | 2020 Total |
|-------------------------------|-----------------------|---------------------------------|---------------------------------|------------------|------------------|------------|
| | | Sustainable Livelihood projects | Advocacy and Education projects | | | |
| | £ | £ | £ | £ | £ | £ |
| Staff costs (Note 10) | 892,196 | 2,220,434 | 137,724 | 233,880 | 3,484,234 | 3,823,198 |
| Direct Costs | 352,267 | 2,250,634 | 58,076 | - | 2,660,977 | 2,578,162 |
| Grants (Note 8) | - | 342,178 | - | - | 342,178 | 297,261 |
| Office management | 45,000 | 144,712 | 3,884 | - | 193,596 | 336,122 |
| IT and equipment | 16,863 | 70,408 | 3,359 | 10,032 | 100,662 | 93,183 |
| Legal and audit fees | 10,781 | 14,270 | 1,356 | 10,096 | 36,503 | 35,876 |
| | 1,317,107 | 5,042,636 | 204,399 | 254,008 | 6,818,150 | 7,163,802 |
| Governance costs | 50,967 | 195,131 | 7,910 | (254,008) | - | - |
| Total expenditure 2021 | 1,368,074 | 5,237,767 | 212,309 | - | 6,818,150 | |
| Total expenditure 2020 | 1,399,774 | 5,547,391 | 216,637 | - | | 7,163,802 |

Of the total expenditure, £2,214,453 was unrestricted (2020: £2,490,228) and £4,603,697 was restricted (2020: £4,673,574).

Support costs have been allocated to activities above on the basis of time spent. They include UK staff related costs, office management, IT and equipment costs and legal and audit costs. They total £669,858 (2020: £850,764).

7. Analysis of expenditure - prior year

| | Cost of raising funds | Charitable activities | | Governance costs | 2020 Total | 2019 Total |
|-------------------------------|-----------------------|---------------------------------|---------------------------------|------------------|------------------|------------|
| | | Sustainable Livelihood projects | Advocacy and Education projects | | | |
| | £ | £ | £ | £ | £ | £ |
| Staff costs (Note 10) | 902,452 | 2,535,163 | 140,837 | 244,746 | 3,823,198 | 3,935,048 |
| Direct Costs | 305,611 | 2,217,424 | 55,127 | - | 2,578,162 | 3,461,590 |
| Grants (Note 8) | - | 297,261 | - | - | 297,261 | 424,086 |
| Office management | 114,811 | 212,660 | 8,651 | - | 336,122 | 329,934 |
| IT and equipment | 15,623 | 65,287 | 3,095 | 9,178 | 93,183 | 89,052 |
| Legal and audit fees | 9,575 | 14,698 | 925 | 10,678 | 35,876 | 54,139 |
| | 1,348,072 | 5,342,493 | 208,635 | 264,602 | 7,163,802 | 8,293,849 |
| Governance costs | 51,702 | 204,898 | 8,002 | (264,602) | - | - |
| Total expenditure 2020 | 1,399,774 | 5,547,391 | 216,637 | - | 7,163,802 | |
| Total expenditure 2019 | 1,601,089 | 6,514,006 | 178,754 | - | | 8,293,849 |

8. Grant making

| | 2021 | 2020 |
|---|----------------|---------|
| | £ | £ |
| Cost | | |
| Action for Rural Womens Empowerment | 6,821 | 83,307 |
| Agri Yelder Ltd | 31,940 | - |
| Dawuro Development Association | 40,036 | 129,666 |
| Global Washington Institute | - | 17,814 |
| National Union of Women with Disabilities of Uganda | 63,083 | 59,425 |
| Send a Cow Inc | 125,456 | - |
| Total Land Care | 3,514 | 7,049 |
| Tusk Trust Ltd | 71,328 | |
| | | |
| At the end of the year | 342,178 | 297,261 |

To further the reach and impact of our work we seek to work with partners as appropriate. Measures are in place to ensure effective use of funds.

9. Net income / (expenditure) for the year

This is stated after charging / (crediting):

| | 2021 | 2020 |
|--|-----------------|---------|
| | £ | £ |
| Depreciation | 121,437 | 101,635 |
| (Gain)/ Loss on disposal of fixed assets | (16,611) | - |
| Operating leases; property | 126,437 | 190,905 |
| Auditors' remuneration (excluding VAT): | | |
| Audit | 20,700 | 21,360 |
| Other services | - | 1,500 |
| Trustees expenses | 580 | 2,882 |
| Foreign exchange gains or losses | 54,600 | 16,657 |

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

| | 2021 | 2020 |
|--|------------------|------------------|
| | £ | £ |
| Salaries and wages | 2,912,575 | 3,286,540 |
| Redundancy and termination costs | 30,980 | 29,494 |
| Social security costs | 170,275 | 175,818 |
| Pension contributions | 277,879 | 303,133 |
| Other forms of employee benefits (including holiday pay accrual) | 92,525 | 140,063 |
| | 3,484,234 | 3,935,048 |

Three employees earned between £60,000 to £69,999 during the year (2020: 2) and one employee earned between £70,000 to £79,999 (2020:1)

Total employee benefits including pension contributions and employer National Insurance contributions, for key management personnel was £329,603 (2020: £355,995)

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £580 (2020: £2,882) incurred by 10 (2020: 11) members relating to attendance at meetings of the trustees.

11. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

| | 2021 | 2020 |
|---|------------|------------|
| | No. | No. |
| Marketing and development | 38 | 37 |
| Programmes management (Inc Monitoring and evaluation) | 7 | 7 |
| Management & administration | 11 | 12 |
| Programme delivery and support (Africa based) | 177 | 197 |
| | 233 | 253 |

12. Related party transactions

Emerge Poverty Free merged with Send a Cow in September 2017, with a change of trustee membership. From September 2017, Emerge Poverty Free is included in the consolidated accounts of Send a Cow. In the year ending June 2021 transactions totalling £nil were charged by Send a Cow to Emerge Poverty Free for recharges for fundraising activities (2020: £40,174). Grants were made from Emerge Poverty Free to Send a Cow totalling £213,757 (2020: £810,713)

The balance due to Send a Cow at 30 June 2021 was £62,425 (2020: £3,561).

Send a Cow made grants totalling £707,202 (2020: £501,250) to **Send a Cow Uganda** during the year. Send a Cow transferred £55,717 (2020: £79,473) for reimbursed costs to Send a Cow Uganda for costs incurred outside the scope of their project delivery. The balance due to Send a Cow Uganda at 30 June was £419 (2020: £685).

From 1 April 2019, **Send a Cow Kenya** registered as a local NGO in Kenya therefore becoming a subsidiary to Send a Cow from this date. Send a Cow made grants totalling £621,581 to Send a Cow Kenya (2020: £688,303). Send a Cow transferred £nil for reimbursed costs to Send a Cow Kenya for costs incurred outside the scope of their project delivery during the year (2020: £16,708) Send a Cow Kenya recharged Send a Cow £2,157 (2020: £nil) for costs incurred outside the scope of their project delivery. The balance due from Send a Cow Kenya at 30 June was £2,123 (2020: £nil).

Total donations for charitable activities from trustees totalled £57,453 (2020: £54,229).

13. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

14. Tangible fixed assets

The group

| | Freehold property | Equipment and office improvements | Overseas vehicles | Total 2021 |
|--------------------------|-------------------|-----------------------------------|-------------------|------------|
| | £ | £ | £ | £ |
| Cost | | | | |
| At the start of the year | 122,482 | 174,585 | 764,274 | 1,061,341 |
| Additions in year | - | - | 133,372 | 133,372 |
| Disposals in year | - | - | (38,990) | (38,990) |
| At the end of the year | 122,482 | 174,585 | 858,656 | 1,155,723 |
| Depreciation | | | | |
| At the start of the year | 55,676 | 156,045 | 596,387 | 808,108 |
| Charge for the year | 3,712 | 8,598 | 109,127 | 121,437 |
| Eliminated on disposal | - | - | (38,990) | (38,990) |
| At the end of the year | 59,388 | 164,643 | 666,524 | 890,555 |
| Net book value | | | | |
| At the end of the year | 63,094 | 9,942 | 192,132 | 265,168 |
| At the start of the year | 66,806 | 18,540 | 167,887 | 253,233 |

All of the above assets are used for charitable purposes.

The charity

| | Equipment and office improvements | Overseas vehicles | Total 2021 |
|--------------------------|-----------------------------------|-------------------|------------|
| | £ | £ | £ |
| Cost | | | |
| At the start of the year | 174,581 | 513,742 | 688,323 |
| Additions in year | - | - | - |
| Disposals in year | - | - | - |
| At the end of the year | 174,581 | 513,742 | 688,323 |
| Depreciation | | | |
| At the start of the year | 156,045 | 403,440 | 559,485 |
| Charge for the year | 8,597 | 51,829 | 60,426 |
| Eliminated on disposal | - | - | - |
| At the end of the year | 164,642 | 455,269 | 619,911 |
| Net book value | | | |
| At the end of the year | 9,939 | 58,473 | 68,412 |
| At the start of the year | 18,536 | 110,302 | 128,838 |

15. Subsidiary undertakings

Send a Cow Uganda, a company limited by guarantee and incorporated in Uganda, is a wholly owned subsidiary of Send a Cow. Send a Cow Uganda has a Non-government Organisation registration number 1753. The accounts have been prepared and audited in Ugandan shillings for the year ended 30 June 2021. All activities have been consolidated on a line by line basis in the statement of

financial activities. A summary of the results of the subsidiary is shown below. The principal office of Send a Cow Uganda is Plot 1, Ssemawata Road Ntinda, P.O. Box 23627, Kampala. Send a Cow Uganda is treated as a subsidiary as it has a separate company registration, and separate NGO registration.

| | 2021 | 2020 |
|--|------------------|------------------|
| | £ | £ |
| Income | | |
| Income from generated funds | | |
| Voluntary income | 479 | - |
| Investment income and other similar activities | 13,599 | 100 |
| Income from charitable activities | | |
| Grants receivable | 383,405 | 411,331 |
| Grants receivable from Send a Cow | 694,616 | 501,250 |
| Total Income | 1,092,099 | 912,681 |
| Expenditure | | |
| Charitable activities | | |
| Sustainable Livelihood projects | 1,000,645 | 1,026,209 |
| Total Expenditure | 1,000,645 | 1,026,209 |
| Net income before transfers | 91,454 | (113,528) |
| Net movement in funds | 91,454 | (113,528) |
| Total assets | 251,344 | 190,550 |
| Total liabilities | (31,908) | (62,527) |
| Total funds held | 219,436 | 128,023 |

15. Subsidiary undertakings (continued)

Emerge Poverty Free, a company limited by guarantee and incorporated in UK (company number: 03019431), is a subsidiary of Send a Cow, following a merger in September 2017. The accounts have been prepared and independently examined in GBP for the year ended 30 June 2021. All activities have been consolidated on a line by line basis in the statement of financial activities from

the date of merger using the merger method of accounting. The principal office of Emerge Poverty Free is The Old Estate Yard, Newton St Loe, Bath BA2 9BR. Emerge Poverty Free is treated as a subsidiary as it has separate company and charity registration, with common control through the Board member composition.

| | 2021 | 2020 |
|--|-----------------|------------------|
| | £ | £ |
| Income | | |
| Income from generated funds | | |
| Voluntary income: Donations and Gifts | 153,634 | 220,489 |
| Voluntary income: Legacies | 83,436 | 103,758 |
| Investment income and other similar activities | - | 50 |
| Income from charitable activities | | |
| Grants receivable | 9,255 | 83,302 |
| Total income | 246,325 | 407,599 |
| Expenditure | | |
| Charitable activities | | |
| Cost of Raising funds | 24,885 | 44,661 |
| Sustainable Livelihood projects | 220,578 | 894,019 |
| Total expenditure | 245,463 | 938,680 |
| Net income before transfers | 862 | (531,081) |
| Transfers | | |
| Net movement in funds | 862 | (531,081) |
| Total Assets | 125,319 | 65,869 |
| Total Liabilities | (62,253) | (3,664) |
| Total funds held | 63,066 | 62,205 |

15. Subsidiary undertakings (continued)

Send a Cow Kenya registered locally as a local NGO effective from 1 April 2019. From this date, Send a Cow Kenya became a wholly owned subsidiary of Send a Cow. Send a Cow Kenya has a Non-government Organisation registration number 218/051/17-033/10709. The accounts have been prepared and audited in Kenya shillings for the year ended 30 June 2020. All activities have been consolidated on a line by line basis in the statement of financial activities for the

group. A summary of the results of the subsidiary is shown below for the full year ending 2020 and for the period in 2019 (1 April 2019- 30 June 2019). The principal office of Send a Cow Kenya is Kefinco Estate Hse 2., Box 1761 – 50100 Kakamega, Kenya. Send a Cow Kenya is treated as a subsidiary as it has a separate company registration, and separate NGO registration.

| | 2021 £ | 2020 £ |
|--|-----------------|-----------------|
| Income | | |
| Income from generated funds | | |
| Investment income and other similar activities | 5,448 | 23 |
| Income from charitable activities | | |
| Grants receivable | 258,509 | 153,217 |
| Grants receivable from Send a Cow | 581,536 | 688,303 |
| Total income | 845,493 | 841,543 |
| Expenditure | | |
| Charitable activities | | |
| Sustainable Livelihood projects | 908,184 | 788,004 |
| Total expenditure | 908,184 | 788,004 |
| Net income before transfers | (62,691) | 53,539 |
| Total Assets | 41,275 | 116,529 |
| Total Liabilities | (4,113) | (16,674) |
| Total funds held | 37,162 | 99,855 |

16. Debtors

| | The group | | The charity | |
|--------------------------------|-----------|---------|-------------|---------|
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Trade debtors | - | - | - | - |
| Other debtors | 36,111 | 30,633 | 35,209 | 17,078 |
| Tax recoverable | 35,372 | 29,383 | 26,522 | 24,873 |
| Prepayments and accrued income | 432,555 | 252,149 | 398,075 | 187,169 |
| | | | | |
| | 504,038 | 312,165 | 459,806 | 229,120 |

17. Creditors: amounts falling due within one year

| | The group | | The charity | |
|-------------------------------|-----------|---------|-------------|---------|
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Trade creditors | 78,355 | 28,341 | 78,318 | 28,002 |
| Accruals and other creditors | 229,988 | 229,456 | 123,459 | 68,214 |
| Deferred Income | 800,482 | - | 800,482 | - |
| Other tax and social security | 65,001 | 88,135 | 133,331 | 166,850 |
| | | | | |
| | 1,173,826 | 345,932 | 1,135,590 | 263,066 |

17a. Deferred Income

| | The group | | The charity | |
|---------------------------------------|-----------|------|-------------|------|
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Balance at the beginning of the year | - | - | - | - |
| Amount released to income in the year | - | - | - | - |
| Amount deferred in the year | 800,482 | - | 800,482 | - |
| | | | | |
| Balance at the end of the year | 800,482 | - | 800,482 | - |

Send a Cow received a grant of £800,482 in June 21 which did not meet the criteria for recognition of income in 2020/21. The grant will be recognised as income in 2021/22.

18. Creditors: amounts falling due after more than one year

| | The group | | The charity | |
|---------------------|-----------|--------|-------------|--------|
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Severance provision | 59,906 | 67,455 | 59,906 | 67,455 |
| | | | | |
| | 59,906 | 67,455 | 59,906 | 67,455 |

The severance provision relates to end of service benefit payable in jurisdictions where there is a legal obligation to do so.

19. Pension scheme

The Charity has a defined contribution scheme for its staff. Pension costs charged in the Statement of Financial activities represent the contributions payable by the Charity in the period, any outstanding contributions relate only to June 2021 and these were paid over immediately after the year end. These amounted to £18,530 (2020: £27,700).

20. Analysis of group net assets between funds

| | General unrestricted | Restricted funds | Total funds |
|-----------------------------------|----------------------|------------------|------------------|
| | 2021 | 2021 | 2021 |
| | £ | £ | £ |
| Tangible fixed assets | 265,168 | - | 265,168 |
| Current assets | 2,284,096 | 645,082 | 2,929,178 |
| Current liabilities | (1,173,826) | - | (1,173,826) |
| Long term liabilities | (59,906) | | (59,906) |
| Net assets at the end of the year | 1,315,532 | 645,082 | 1,960,614 |

| | General unrestricted | Restricted funds | Total funds |
|-----------------------------------|----------------------|------------------|------------------|
| | 2020 | 2020 | 2020 |
| | £ | £ | £ |
| Tangible fixed assets | 253,233 | - | 253,233 |
| Current assets | 1,181,990 | 1,105,508 | 2,287,498 |
| Current liabilities | (345,932) | - | (345,932) |
| Long term liabilities | (67,455) | | (67,455) |
| Net assets at the end of the year | 1,021,836 | 1,105,508 | 2,127,344 |

21. Movement in funds

| 2021 | At the start of the year | Income & gains | Expenditure & losses | Transfers | At the end of the year |
|--|-----------------------------|------------------|-------------------------|-----------|---------------------------|
| | £ | £ | £ | £ | £ |
| Restricted funds: | | | | | |
| Burundi projects | 56,676 | 252,621 | (309,297) | - | - |
| Emerge Poverty Free projects | 4,999 | 9,255 | (14,254) | - | - |
| Ethiopia projects | 350,920 | 529,591 | (677,143) | - | 203,368 |
| Kenya projects | 163,722 | 543,794 | (634,483) | - | 73,033 |
| Rwanda projects | 177,682 | 771,887 | (848,242) | - | 101,327 |
| SACUK Projects | 73,991 | 439,061 | (314,272) | - | 198,780 |
| Uganda projects | 217,962 | 1,021,153 | (1,215,622) | - | 23,493 |
| UK Aid from the British people - 'Improve nutrition for children and women in Dawuro zone, southern Ethiopia.' | 28,882 | 145,469 | (174,351) | - | - |
| UK Aid from the British people 'Improving nutrition and livelihoods for children and mothers in Western Kenya | 17,843 | 299,686 | (317,529) | - | - |
| Zambia projects | 12,831 | 130,754 | (98,504) | - | 45,081 |
| Total restricted funds | 1,105,508 | 4,143,271 | (4,603,697) | - | 645,082 |
| Unrestricted funds: | | | | | |
| General funds | 971,836 | 2,508,149 | (2,214,453) | (200,000) | 1,065,532 |
| Designated reserves | | | | | |
| Foreign exchange | 50,000 | - | - | - | 50,000 |
| Africa programmes growth | - | | | 200,000 | 200,000 |
| Total unrestricted & designated funds | 1,021,836 | 2,508,149 | (2,214,453) | - | 1,315,532 |
| Total funds | 2,127,344 | 6,651,420 | (6,818,150) | - | 1,960,614 |

Purposes of restricted funds

Restricted funds are used for the specific purposes as laid out by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds can be used in accordance with the charitable objects at the discretion of the trustees.

Purposes of designated funds

Designated reserves were set for the purpose of investment into future projects in Africa and foreign exchange reserve.

21. Movement in funds (continued)

| 2020 | At the start of the year | Income & gains | Expenditure & losses | Transfers | At the end of the year |
|--|-----------------------------|----------------|-------------------------|-----------|---------------------------|
| | £ | £ | £ | £ | £ |
| Restricted funds: | | | | | |
| Burundi projects | 32,433 | 254,217 | (229,974) | - | 56,676 |
| Emerge Poverty Free projects | 37,119 | 83,302 | (115,422) | - | 4,999 |
| Ethiopia projects | 74,495 | 649,222 | (372,797) | - | 350,920 |
| Kenya projects | 79,274 | 431,957 | (347,509) | - | 163,722 |
| Rwanda projects | 198,854 | 809,019 | (830,191) | - | 177,682 |
| SACUK Projects | 71,229 | 389,218 | (386,456) | - | 73,991 |
| Uganda projects | 196,587 | 1,257,466 | (1,236,091) | - | 217,962 |
| UK Aid from the British people - 'Improve nutrition for children and women in Dawuro zone, southern Ethiopia.' | 52,203 | 401,022 | (424,343) | - | 28,882 |
| UK Aid from the British people 'Improving nutrition and livelihoods for children and mothers in Western Kenya | 12,353 | 418,414 | (412,924) | - | 17,843 |
| Zambia projects | 57,702 | 272,996 | (317,867) | - | 12,831 |
| Total restricted funds | 812,249 | 4,966,833 | (4,673,574) | - | 1,105,508 |
| Unrestricted funds: | | | | | |
| General funds | 936,592 | 2,225,472 | (2,490,228) | 300,000 | 971,836 |
| Designated reserves | | | | | |
| Foreign exchange | 200,000 | | | (150,000) | 50,000 |
| Investments for growth | 150,000 | | | (150,000) | - |
| Total unrestricted funds | 1,286,592 | 2,225,472 | (2,490,228) | - | 1,021,836 |
| Total funds | 2,098,841 | 7,192,305 | (7,163,802) | - | 2,127,344 |

Purposes of restricted funds

Restricted funds are used for the specific purposes as laid out by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds can be used in accordance with the charitable objects at the discretion of the trustees.

22. Reconciliation of net income / (expenditure) to net cash flow from operating activities

| | 2021 £ | 2020 £ |
|---|-----------|-----------|
| Net income / (expenditure) for the reporting period (as per the statement of financial activities) | (166,730) | 28,503 |
| Depreciation charges | 121,437 | 101,635 |
| (Profit)/loss on the disposal of fixed assets | (16,611) | - |
| (Increase)/decrease in debtors | (191,873) | 104,735 |
| Increase/(decrease) in creditors | 827,894 | (50,803) |
| Increase/(decrease) in long term creditors | (7,549) | 5,556 |
| Net cash provided by / (used in) operating activities | 566,568 | 189,626 |

23. Analysis of cash and cash equivalents

| | Group | | |
|--|---------------------|-----------------|----------------------|
| Analysis of cash and cash equivalents | At 1 July 2020 £ | Cash flows £ | At 30 June 2021 £ |
| Overseas accounts | 370,675 | (145,014) | 225,661 |
| Current account and petty cash | 1,604,658 | 594,821 | 2,199,479 |
| Total cash and cash equivalents | 1,975,333 | 449,807 | 2,425,140 |

| | Charity | | |
|--|---------------------|-----------------|----------------------|
| Analysis of cash and cash equivalents | At 1 July 2020 £ | Cash flows £ | At 30 June 2021 £ |
| Overseas accounts | 267,484 | (76,671) | 190,813 |
| Current account and petty cash | 1,542,336 | 575,041 | 2,117,377 |
| Total cash and cash equivalents | 1,809,820 | 498,370 | 2,308,190 |

24. Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

| | Land and buildings | | Land and buildings | |
|--------------------|--------------------|---------|--------------------|---------|
| | Group | | Charity | |
| | 2021 | 2020 | 2021 | 2020 |
| | £ | £ | £ | £ |
| Less than one year | 128,526 | 151,632 | 117,890 | 140,199 |
| One to five years | 407,088 | 448,725 | 402,255 | 437,567 |
| | 535,614 | 600,357 | 520,145 | 577,766 |

25. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10 each, there are 10 guarantees held.

26. Parent statement of financial activities

| | 2021 | | | 2020 | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| | Unrestricted | Restricted | Total | Unrestricted | Restricted | Total |
| | £ | £ | | £ | £ | £ |
| Income from | | | | | | |
| Donations and legacies | 2,005,786 | 823,459 | 2,829,245 | 1,788,091 | 1,147,060 | 2,935,151 |
| Charitable activities | | | | | | |
| Grants received | 345,048 | 2,673,544 | 3,018,592 | 666,536 | 3,316,658 | 3,983,194 |
| Other trading activities | 18,690 | - | 18,690 | 14,691 | - | 14,691 |
| Investments | 173 | 135 | 308 | 1,095 | 387 | 1,482 |
| Other | 81,358 | 9,220 | 90,578 | 93,297 | 2,932 | 96,229 |
| Total income | 2,451,055 | 3,506,358 | 5,957,413 | 2,563,710 | 4,467,037 | 7,030,747 |
| Expenditure on: | | | | | | |
| Raising funds | 1,046,393 | 304,826 | 1,351,219 | 789,170 | 564,609 | 1,353,779 |
| Charitable activities | | | | | | |
| Agriculture projects | 931,177 | 3,659,366 | 4,590,543 | 1,461,658 | 3,377,767 | 4,839,425 |
| Education and advocacy | 211,996 | - | 211,996 | 194,738 | 21,899 | 216,637 |
| Total expenditure | 2,189,566 | 3,964,192 | 6,153,758 | 2,445,566 | 3,964,275 | 6,409,841 |
| Net income / (expenditure) for the year | 261,489 | (457,834) | (196,345) | 118,144 | 502,762 | 620,906 |
| Reconciliation of funds: | | | | | | |
| Total funds brought forward | 300,165 | 1,537,092 | 1,837,257 | 182,021 | 1,034,330 | 1,216,351 |
| Total funds carried forward | 561,654 | 1,079,258 | 1,640,912 | 300,165 | 1,537,092 | 1,837,257 |