Pre-application Requirements

Please be advised that this application form must be completed in one session. You will **NOT** be able to save your progress and return at a later date. If your screen remains idle for too long the page will timeout and you will have to start the application from the beginning. We therefore strongly advise that you read through the Small Grant Guidance document and ensure that you have all the required information ready prior to commencing the application.

The following supplementary documents must also be included with your application. Please ensure these are completed **prior to completing** the online application form. You will be asked to **attach these documents at the end of the application**. You can find a template for each document at the below links:

Project Delivery Plan

Project Budget

Risk Assessment

Communications Plan

Safeguarding Plan

If your charity's application is successful and you plan to carry out your project in a high risk jurisdiction, please be aware that in accordance with Anti-Money Laundering Compliance, the details of your charity and proposed project will be provided to the Isle of Man's Financial Intelligence Unit (FIU) for their information. Please be advised that the FIU is able to provide advice and guidance on money laundering risks or terrorist financing risks in that jurisdiction if required.

The **deadline for submission** of Small Grant funding is **5pm Friday 15 February 2019**. Funding decisions will be made by the Cabinet Office Political Group at its meeting in **February** and applicants will be notified shortly afterwards.

If you have any queries regarding this application please contact internationaldevelopment@gov.im or phone (01624) 687168.

Charity Information

Are you applying as a single charity or making a joint application by multiple charities?*

Single Charity

Single Charity Application

Name of Organisation*
Name of Main Contact*
Position in organisation*
Telephone Number*
Email address*
Isle of Man Charity Registration Number(s)*
Isle of Man Registered Address
Address line 1*
Address line 2*
Address line 3
Postcode*
Is your Charity registered as a Specified Non-Profit Organisation (SNPO) with the Isle of Man's Financial Services Authority*

Please state and provide details of how the Charity has a physical presence on the Isle of Man*

Send a Cow
███████████
Programme Funding Contracts Manager
███████████
███████████
1164

SAC's relationship with the Isle of Man spans a decade, with the International Development Committee supporting our work in 6 different countries: Lesotho, Burundi, Rwanda, Zambia, Kenya and Cameroon. In particular, we received three consecutive multi-year grants to fund our work in Lesotho from 2009-2018. Over the course of that time SAC has had a charity committee on the island and a number of SAC Ambassadors have represented us to 12 schools, 6 churches and 7 community groups by giving talks, providing resources and delivering practical hands-on

activities through our African Garden Days.

SAC has a long-established presence at Tynwald Day in July with, most recently, ███████ the Director of Programme Funding, and ███████████ the Community and Events Fundraising Assistant, running a well-received stall in 2018. As part of their trip, ████ and ██████ gave presentations at two primary schools in Douglas.

The SAC Community Team supports the One World Challenge for secondary schools, held annually, and several schools representing us have won the competition in previous years. This year, we will be represented by Ballakermeen High School at the final on 27th March.

Organisation Background

Please outline your organisational structure, governance and administrative framework. In the interests of accountability the names of the Chairman, Board of Directors and Trustees must be provided. Please also include a brief description of how your organisation is run.*

SAC Board of Trustees: ███████████ – Chairman; ███

SAC consists of a Group structure based in the UK and six country programmes in Ethiopia, Uganda, Rwanda, Burundi, Kenya, and Zambia. Each country programme is independently registered with their own national authorities but is governed by the policies and procedures of SAC Group. As well as providing overall leadership, SAC Group also supports country programmes with technical, financial, fundraising, contract management, donor liaison and communications expertise and use of a centralised IT and communication system.

Decision making within SAC is an iterative process involving continuous gathering and sharing of information from the community level, right through the organisation to the Group Senior Leadership Team (GSLT) and the Board of Trustees. Decision-making is not top down and staff and community members are encouraged to input into decisions at all times.

The SAC Board guides the decision-making process by setting the overall direction of the organisation using the information shared by staff and community members. The Board meets on a quarterly basis and is responsible for the preparation of the annual report and financial statements and ensuring that proper accounting records are kept.

The GSLT meets informally once a week and formally once a month. Guidance from the SAC Board of Trustees enables GSLT to define thematic and funding priorities, using information from country programmes, as well as an assessment of the organisation's capacity and developments within the sector. One of GSLT's primary responsibilities is to review organisational risks on a regular basis to ensure that internal control measures are in place and adequate and to assess progress against mitigating actions. Through their day-to-day activities, the GSLT ensures that risk management processes are embedded across the organisation through the effective implementation of relevant policies and procedures. The SAC Board of Trustees reviews the strategic risks and internal control measures annually.

In each SAC country programme, the Senior Management Team is responsible for setting their country strategy in line with direction received from GSLT, local government priorities and the findings of community needs assessments, with consideration of the

	social, economic and political context in their countries. GSLT approve country plans and budgets and the Board of Trustees review and ratify the decisions made by GSLT.
Charity Vision & Mission*	Vision: A confident and thriving rural Africa. Mission: To give communities and families the hope and the means to secure their own futures from the land.
Has your organisation(s) completed projects on this scale previously	Yes
Details of past and current projects	Send a Cow was set up in 1988 and celebrated its 30th anniversary last year. Send a Cow delivers sustainable, integrated, community based agricultural projects in East Africa and to date has helped over two million people to lift themselves out poverty. A series of detailed impact reports available on our website https://www.sendacow.org/impact-reports consistently demonstrate that our projects bring about transformational change through an integrated programme of gender and social development training, agricultural skills training, livestock and farming systems advisory services, enterprise development and the provision of inputs such as livestock, seeds or water technologies. Send a Cow works through groups and not individuals, which has proven to be an extremely effective approach as it creates a sustainable network for farmers that provides mutual support, encouragement, friendship and accountability and gives members valuable experience of participation, decision making and leadership. Send a Cow Rwanda (SACR) was established in 2001, and will be the implementing partner for the proposed project. Over the past 17 years, SACR has supported more than 20,000 families (100,000 people), and is currently working with 15,310 families (76,550 people) in six districts: Kayonza, Rwamagana, Bugesera, Rulindo, Nyanza and Nyaruguru. The SACR team includes trained agronomists, veterinarians with technical knowledge of sustainable farm and livestock management, and gender and social experts as well as staff with project, grant and financial management experience. Send a Cow Rwanda (SACR) has a strong track record of delivering successful, multi-year projects financed by international institutional donors. Some recent examples include: - Inka Nziza ("Good Cow") project. This two-year project, supported by Jersey Overseas Aid with a grant of £620,000, saw SACR form a partnership with the Royal Jersey Agricultural and Horticultural Society to review and improve the Rwandan national dairy herd. SACR worked at a grassroots level with 12,000 smallholder farmers to improve the feeding and breeding regimes of their cows, and improve the productivity of their farms. After just two years, milk production has increased by 50%, and the number of farmers using artificial insemination (and therefore aware of the benefits of crossbreeding their cows to improve genetics) has increased fourfold. The project will begin its second phase, supported by another grant of £734,000 from Jersey Overseas Aid, in February 2019. - The Jyambere project ran from 2014-17, supported by a grant of £550,000 from the UK Department for International Development (DFID). Its twin aims were to take farmers out of poverty and hunger by promoting sustainable farming methods to maximise the potential of the land and by establishing small farm businesses for increased food, nutrition and income. The number of people who were classified as food secure (on the Household Food Insecurity Access Scale) doubled and the time people went hungry fell from 6 months to just 6 weeks a year. By diversifying their production and selling surplus produce, project participants trebled the number

of ways they generate an income and increased their income five-fold.

The monitoring of both projects was informed by a project delivery plan that included specific targets and key milestones related to relevant impact indicators from SAC's organisational impact framework. At the start of each project we conducted a baseline survey so that we could understand our starting point against these indicators and therefore our achievements at each stage of the project. The same survey questionnaire was used annually and at the end of each project to assess progress towards achieving the indicators and milestones. Findings from these surveys allowed the project delivery teams to adapt their plans regularly so that they could address any particularly challenging areas. Qualitative data gathered through monthly monitoring trips and regular beneficiary focus group discussions complemented the quantitative data collected through the surveys. All data was analysed by the country programme's M&E officers and the Group M&E team.

Safeguarding Vulnerable Persons

Please describe how your organisation demonstrates the above four points

1. Send a Cow (SAC) provides a safe and trusted environment that safeguards everyone the organisation has contact with, including staff, trustees, volunteers, beneficiaries and supporters. SAC's work involves long term development, rather than a humanitarian response so trust is built over time between local in-country staff and community members. Formal and informal information feedback loops are developed for learning and accountability at a range of different levels. Interactions between staff and beneficiaries are rarely, if ever, conducted on a 1:1 basis, greatly reducing safeguarding risks. Any UK-based staff or volunteers travelling to Africa are required to follow rigorous procedures related to their activities and are accompanied by in-country staff at all times. Staff and volunteers in the UK and in-country always undertake a comprehensive induction process, during which they meet other staff members based in their location and learn about the organisation's culture and values. Along with relevant policies and procedures, this helps to create and maintain a safe and trusted environment in which staff and volunteers feel valued, protected and supported by their colleagues. With the General Data Protection Regulation (GDPR) becoming enforceable from 25th May 2018, SAC is also working to ensure full compliance with all the principles of the GDPR and that personal data is safeguarded for beneficiaries, supporters and staff. With beneficiaries this includes policies and procedures to ensure beneficiaries understand how Send a Cow will use their data, collecting informed consent for the use of images and case study material, setting time limits for the use of case studies, providing secure storage, anonymisation for data analysis purposes and upholding all privacy rights of the individual.

2. SAC has a culture based on Christian values and upholds three key values: integrity, stewardship and accountability. A set of 'cornerstone values' are used across our projects and promote a culture in which staff and beneficiaries feel confident that their voices matter and their safety is our concern. Reinforced by relevant policies and procedures, this culture ensures that people feel able to come forward to report incidents or

concerns, trusting that they will be dealt with in confidence and with sensitivity. Although SAC has not had to deal with any safeguarding allegations, when occasional incidents of fraud have occurred, SAC has supported staff who have raised concerns and acted promptly and appropriately in line with our zero-tolerance policy. The same approach would be taken with regard to any safeguarding allegations and appropriate structures are in place so that issues can be reported and addressed.

3. SAC has a Child and Vulnerable Adult (CAVA) policy and procedures in place for safeguarding staff, volunteers and beneficiaries. This forms part of the staff handbook and is shared with all staff as part of their induction – all staff sign to say they have read and understood the safeguarding policy and it is reviewed and recirculated on an annual basis. This policy includes a clear explanation of what constitutes abuse and inappropriate behaviour and outlines SAC's code of conduct when working with CAVA. This includes the fact that project staff and volunteers do not spend time in private with CAVA or communicate with them without a parent/guardians' consent. SAC recruitment processes are thorough, with a requirement for two references - one of which must be a recent employer - and consideration of a candidate's fit with SAC's values alongside their ability to carry out the role.

4. Should an incident be reported Send a Cow would follow these procedures:
Report: Any actual or alleged incidents would be referred to appropriate senior staff and Trustees within SAC who would take immediate action to prevent or minimise further harm. The incident would also be reported by Trustees to external authorities, including police, the charity commission, local authorities and regulators, where appropriate. Funding partners would be informed of the allegations and updated regularly on the progress of investigations and any actions taken.
Investigate: Any actual or alleged incidents would be investigated internally to ascertain what happened and to substantiate allegations, under the direction of the Country Director, Safeguarding Officer and Trustees, and external authorities if necessary. Appropriate action would then be taken to deal with perpetrators and to support those affected, with the support and guidance of relevant authorities.
Record: Any actual or alleged incidents would be recorded and the information would be stored securely for a specified period of time.
Review: Senior management and Trustees would review what happened to assess whether any additional internal controls or procedures are required to prevent any further incidents from occurring.

Project Information

Project Name*	Ikawa N'Inka ("Coffee and Cows")
Project Manager Name*	██████████
Anticipated Project Start Date*	01 Jul 2019
Anticipated Completion Date for the activities for which funding is requested*	30 Jun 2021
Which Sustainable Development Goal or Goals are being targeted by the project?*	

- [x] SDG1 No poverty
- [x] SDG2 Zero hunger
- [ ] SDG3 Good health and well-being
- [ ] SDG4 Quality education
- [x] SDG5 Gender equality
- [ ] SDG6 Clean water and sanitation
- [ ] SDG7 Affordable
- [ ] SDG8 Decent work and
- [ ] SDG9 Industry,

and clean energy	economic growth	innovation and infrastructure
☐ SDG10 Reduced inequalities	☐ SDG11 Sustainable cities and communities	☐ SDG12 Responsible consumption and production
☐ SDG13 Climate action	☐ SDG14 Life below water	☐ SDG15 Life on on land
☐ SDG16 Peace, justice and strong institutions	☐ SDG17 Partnership for the goals	

Will a partner organisation be used in the beneficiary country

No

Project Objectives

Project Objectives/key outcomes of the project:

What the project aims to achieve*

Overall project outcome: To empower 6,600 smallholder farmers and their families with the knowledge, skills and means to live healthily and sustainably from the land.

Objective 1: 420 smallholder farmers trained in sustainable agriculture

Objective 2: 420 smallholder farmers trained in improved animal management

Objective 3: 420 smallholder farmers trained in gender-sensitive business development

Overview of project activities:

What the planned activities will be to ensure the objectives are met. More detail on the project activities should be provided in the Project Delivery Plan*

SACR's Programme Manager and Programme Development & Quality Manager have planned the project activities to respond directly to the needs and challenges identified by stakeholders (farmers, community leaders, District officials) who participated in a community assessment conducted by SACR in May 2018. The project was designed to make the best use of the human and natural resources that they discovered were available within the target area.
SACR will organise 420 farmers into 12 self-help groups (SHG) to take part in an intensive training programme. SACR works through SHG rather than individuals as this is key to the impact and transformation of our approach, building sustainable networks of farming families and providing them with mutual support, encouragement and friendship throughout the project duration and beyond. SHG members develop hope and increased self-esteem and confidence, which prepares them well to participate fully so the project's activities create maximum impact.
Objective 1: 420 smallholder farmers trained in sustainable agriculture. SHG farmers will take part in training on sustainable agriculture to increase production from their land. Training topics will include: creating an integrated crop/livestock farm system; how to establish kitchen gardens; natural pest and weed control techniques; improving soil fertility through composting and intercropping. Special attention will be paid to making agricultural production successful in the face of environmental challenges such as erratic weather patterns and widespread erosion e.g. through training on rainwater harvesting, mulching and controlling flooding and erosion through contouring. In this way, families will be able to enjoy year-round production, growing more coffee to sell (SDG 1) as well as having increased access

to a wider variety of nutritious crops, fruit and vegetables to eat (SDG 2). The most vulnerable SHG farmers will be provided with drought-resistant vegetable seeds and fruit tree seedlings to ensure they have the means, as well as the skills, to improve their production, and in turn their families' nutrition. SACR will also deliver nutrition training for the 12 SHG so that members can get the maximum nutritional benefit from the food they produce. Training topics will include: food groups; where local foods fit within these groups; dietary needs of different family members e.g. lactating women and children of weaning age; safe food preparation. SHG farmers will be able to visit other communities that have previously taken part in SACR projects, to see the techniques they learn about in practice and to understand from their peers the positive changes brought about by adopting them. Within each SHG, three Peer Farmer Trainers (PFT) will be identified and participate in additional training so they can support their SHG peers to implement improved farming techniques in the most efficient and effective way. These PFT will visit other successful SACR farmers in the area to increase their understanding of the new techniques and to feel motivated that real change in food security and livelihoods is possible. PFT will also organise community open days on their farms in order to pass knowledge and skills on to other farmers in the community and raise widespread awareness about the benefits of sustainable agriculture and how it can build resilience against environmental stresses such as erratic weather patterns. Through building a network of experts in sustainable agriculture, who will remain in the community once the project ends, knowledge and skills can continue to be shared with farming families for the long-term.

Objective 2: 420 smallholder farmers trained in improved animal management. SHG farmers will take part in training on improved animal management so that their livestock and land are more productive. Training topics will include: animal nutrition and feeding; shelter; detecting and preventing disease. Again, special attention will be paid to environmental challenges, such as new pests and diseases brought about by climate change and erosion of the land caused by free-ranging livestock. Through building their knowledge of animal welfare, farmers will be able to keep their livestock healthy, which in turn will ensure that animals are able to produce more and better quality manure, which can be used for composting (see Objective 1), and greater yields of milk, eggs and meat to feed their families and to sell (SDG 1&2). They will also be able to control the spread of disease and protect their land by housing their animals well and employing zero-grazing feeding systems. Where appropriate, the most vulnerable families will be provided with pass-on goats (identified by the communities themselves as the most suitable livestock for the terrain) and supported to keep them in good condition through the provision of pesticides and spraying equipment, mineral licks and any necessary drugs. Within each SHG, two farmers who demonstrate excellence in animal management will be trained to become Community Animal Health Workers (CAHW). CAHW will showcase new tools and techniques on their demonstration farms and mentor their SHG peers to put their training into practice. These CAHW will shadow government livestock extension workers and local veterinary specialists to increase their understanding of the new techniques and learn how to apply them in their specific context. They will also deliver training more widely through community open days to support more wide scale adoption and extend project impact to more families. In this way, expertise in animal welfare will

remain in the community long after the project ends.

Objective 3: 420 smallholder farmers trained in gender-sensitive business development. Improved agricultural techniques and animal management will result in higher yields so that, after feeding themselves, families have surplus produce to sell. SHG members will take part in training on post-harvest management and value addition so they are able to attract the best possible price for their produce at market (SDG 1). They will learn how to successfully store their produce in order to prevent it from rotting and going to waste. In this way, they will be able to hold it back to sell during periods where there is less competition and higher demand. Through training on value addition, farmers will be able to obtain even higher prices for their produce by processing and packaging it to respond to the needs of local consumers. SHG members will learn how to manage their income and expenditure through training in basic accounting and how to create an identity for their business through training in marketing. In this way they will be able to build good reputations and attract repeat customers. SACR recognises that for business activities (and indeed the initial farm production) to be successful, all members of the family must play an equal role in decision-making and control of resources and income. Therefore SHG members will participate in gender training, where specially trained SACR Project Facilitators will initiate discussions between male and female family members using SAC's contextually adaptable Transformative Household Methodology tool. Together household members will identify inequalities in household roles, workloads and decision-making and agree changes to create a better gender balance so that women are empowered to contribute to productive and economic activities (SDG 5). In other SAC projects, this approach has been proven to lead to more effective decision-making about spending, e.g. on medicine and school fees, which has led to improvements in the long-term well-being of families, as well as investment of financial resources, which has resulted in an even greater increase in household income.

| Please provide details of how project activities will be monitored | SACR will develop an M&E plan to monitor the progress of project activities. The plan is based on SAC's Theory of Change and Impact Framework and will allow us to measure the results of this intervention whilst comparing it with previous and current SAC projects in Rwanda and other countries. Monitoring will take place at all levels of project implementation to measure the delivery of outcomes and objectives. The tools used include: Monthly SHG meetings: SHG members will meet regularly to review progress and group leaders will report to their SACR Project Facilitators so they can discuss and revise project activities accordingly. Quarterly farm visits: SACR Project Facilitators and the Project Manager will visit each SHG every quarter to see the implementation levels and quality and to give additional advice and guidance to farmers as necessary. Quarterly stakeholder meetings: SACR Project Facilitators, the Project Manager, SHG leaders, government staff and community leaders will come together quarterly to review monitoring reports and results to make sure the project is on track to deliver the intended objectives and outcomes. Annual surveys: SACR staff and enumerators will use SAC's household (HH) survey to collect data from families by statistically sampling SHG members, community members and indirect beneficiaries from within the project area. The surveys will be taken at the start of the project and end of each year in order to measure change. The HH survey draws from established M&E tools including USAID Household Food Insecurity Access Scale (HFIAS) and Household Dietary Diversity Score (HDDS), the World |

Health Organization (WHO) Joint Monitoring Framework, and the Women's Empowerment in Agriculture Index (WEAI), as well as utilizing indicators specially developed by SAC. Data will be collected on tablets and uploaded directly to Akvo Flow software from which the data will be analysed by the SAC Research & Impact team. The results will be included in annual project reports alongside a report narrative and case study stories. Final Evaluation: At the end of the project, SACR will lead a final evaluation process involving all stakeholders to measure the impact by gathering together all reports and survey results, carrying out farm visits, holding focus group discussions with members of SHG, community members, informant interviews with government, leaders and key personnel. A final report will collate all findings and be shared with interested stakeholders.

The SACR Project Manager will be responsible for day to day monitoring of the project with input from the SACR Project Facilitators; they will be supported in this by the SACR Programme Manager and by the SAC Head of Programmes.

Please indicate the approximate number of beneficiaries relating to the requested donation only.*	6600
Description of beneficiaries (please differentiate direct and indirect)*	6,600 beneficiaries in total.

3,000 direct beneficiaries:
- 420 beneficiaries will be members of Self Help Groups and receive the full package of training and support
- 1,680 beneficiaries will be household members of SHG members, based on an average household size of 5
- 900 beneficiaries will be community members attending community open days organised by PFT and CAHW

3600 indirect beneficiaries:
- household members of the community beneficiaries, based on an average household size of 5

The Ikawa N'Inka project will reach 6,600 people in Nyanza District, through 12 self-help groups (SHG) and 'pass-on' of knowledge, skills and resources by Peer Farmer Trainers (PFT) and
Community Animal Health Workers (CAHW) to at least 900 community members.
All of the project beneficiaries are particularly susceptible to the harmful effects of climate change, which is unpredictable and severely limiting their potential to make a viable living from the land in an area where agriculture and coffee production are the predominant sources of household income.

420 SHG members will be the most vulnerable, poor and food insecure people from the community, identified by SACR in collaboration with community leaders and local officials. Typically, these people will be experiencing extreme levels of poverty and malnutrition. Disabled people, people living with HIV/AIDs, pregnant women, the elderly and other marginalised groups, such as the Batwa, will be prioritised for SHG support. The Rwandan government uses a poverty reduction system known locally as 'Ubudehe' to support communities to engage in collective problem solving and decision-making for their own development. Within this system, households identify themselves as poor (or otherwise) according to a set of criteria and consequently fall into one of four categories, which reflects their degree of social and economic vulnerability (category 1 being the most vulnerable). SACR and local leaders refer to category 1 data to select the poorest households for SHG membership. At least 60% of SHG members will be women, in recognition of the fact that they are often the most disadvantaged members within their categories. The families of these 420 SHG members (a further 1,680

people, based on an average household size of 5) are also direct beneficiaries as their health, living conditions and future opportunities will improve as a result of increased agricultural production and income at household level.

900 community members will be other vulnerable people identified by SACR in collaboration with community leaders, using the category 1 and 2 Ubudehe data, and those referred to the project by PFT and CAHW. The community assessment conducted by SACR in May 2018 indicates that these people also experience high levels of poverty, very scarce opportunities for income generation and poor nutrition.

It is essential that the project is sustainable after funding has been utilised.

Please describe the planned continuity of the project in the beneficiary country once funding ceases, including details of any continued operation and maintenance of project facilities.*

The project focuses on training and education in practical skills for life, giving community members the skills, knowledge and means to develop their own futures – in line with the SAC approach. Self-help groups will be supported to establish leadership structures and to plan, save and work together so that they will remain a peer-support structure after the project has finished. In addition, the project will train peer farmers to provide a community based resource to help farmers with implementation of trained agricultural techniques after SACR has stopped working in the area. All community members will also be encouraged to embrace the SAC cornerstone values and "pass on the gift" by sharing the knowledge they gain with others, providing neighbours with seeds and passing on the first born from any donated livestock. To ensure community ownership and sustainability, the project will train, build capacities and work with local structures including community health workers and government agricultural extension agents. All of the agricultural techniques promoted are sustainable, replicable and encourage the rejuvenation and improved management of natural resources (soil, water, trees, and land) to ensure their availability for future generations. Furthermore, the gender training will result in increased leadership and management skills, more equitable gender relations and increased participation of women in decision making. This will enable community members, particularly women, to fulfil their potential and contribute positively to the development of their community. SACR will work closely with existing committees/structures responsible for community infrastructure to agree what infrastructure the project provides and how it will be maintained and managed by the community during and after the project to ensure local ownership.

The Country and Region of Project

Country and Region of the Project *
A description of the current situation in the region being targeted is required. This should detail why the location is requiring international development work and the importance of the work for the region.

Nyanza District, Rwanda
In the 2018 UN Human Development Index, which scores countries using a composite statistic of life expectancy, education and income per capita indicators, Rwanda ranked at 158 out of 185. In a country with a population of 12.2 million, 473,847 households are food insecure, and of these, 63,696 are severely food insecure (Comprehensive Food Security and Vulnerability Analysis, 2015). Of particular concern, the same report indicates that the consumption of nutrient-rich food items high in protein and iron is conspicuously low, and 45% of severely food insecure households rarely consumed any protein-rich foods.

Food insecure households are typically rural households with few adult household members. They are dependent on agriculture, daily agricultural labour, or external support for their livelihoods. Low-income agriculture is

the most common livelihood type in Rwanda, highlighting the importance of agricultural production in achieving household food security. Food insecure households have less livestock, less agricultural land, and grow fewer crops. They are less likely to have a vegetable garden, generally have low food stocks or stores and therefore consume more of their own produce at home, living at or just above subsistence level.

Within Rwanda, the level of food insecurity is particularly high in the western and northern parts of the country, with 35% of the households within the Western Province (population 2,471,348 at the 2012 census) considered food insecure. Although the Western Province holds 22% of the country's households, 42% of all severely food insecure households in Rwanda are found there.

Some 37% of Rwandan children under five are stunted, an indicator of chronic malnutrition (CFSVA, 2015). Although this is an improvement on the findings of the 2012 report, when the indicator was at 43%, this level still demands urgent attention and suggests that stunting is still a key nutritional issue across Rwanda.

The nationwide spread of food insecurity and poor nutrition highlights the urgent need for more focused interventions to help build food production systems across Rwanda, particularly in low cost, nutrient-rich commodities high in protein.

Please explain what risks are associated with working in this country and how these have been addressed*	A comprehensive risk assessment template has been completed for the Ikawa N'Inka project, and is included with this proposal as a supporting annex. In summary, there are three broad categories of likely risk, split as follows: - Operational risk. Given the strong project focus on gender equality, there is a risk that men and the wider community withhold their traditional views and society remains male-dominated, with women holding the burden of work, but without the respect or influence on decision-making that status should bring. - Financial risk. Given the geographical location of the project, in a relatively economically volatile state, currency fluctuations are always a risk, potentially impacting activity implementation. Fraud or mismanagement of funds is a present risk, though extremely rare at Send a Cow, given our extremely rigorous safeguards - External risk. These are wider, environmental risks linked to climate, pests, disease and market volatility. They can be guarded against by instilling resilience in project planning, and being flexible to adapt to changing situations, but cannot be eliminated entirely. Rwanda is a stable country and there are no concerns about the security situation in the proposed project area.
Is the country ranked as 'Low Development' by the United Nations? *	Yes

Total Project Budget

Total Project Budget*	£150073.00
Requested Donation (£10,000 minimum request, £100,000 Maximum request) (maximum of 90% of total project budget)*	£60772.00
Please set out how you aim to raise the remainder of the project budget (minimum 10%) providing details of any donors, partners or fund raising activities that will be involved or have already taken place.*	Send a Cow Rwanda began the Ikawa N'Inka project in Nyanza district in 2018 with a donation from Starbucks EMEA, sufficient to fund the first 15 months of operation. Further funding proposals have been submitted to a range of Trusts and Foundations and corporate donors in the UK, including both Starbucks EMEA and the Starbucks Foundation, to support Send a Cow's thematic work in this region of Rwanda, which will

Please describe the method used to transfer the funds from the charity's bank account to the beneficiary country or any partner organisation(s), when transfers will take place and how these will be safeguarded from loss.*

potentially include the fundraising gap on years two and three of the Ikawa N'Inka project in Nyanza, as well as the final three months from July to September 2021. Funds will be transferred into the SACR bank account monthly, in local currency and at SACR's request. All requests for disbursements are made to the SAC Group finance team and must be justified and approved by the Director of Resource and Finance prior to transfer. Reconciliations between the funds transferred and received are completed by the SAC Group finance team on a monthly basis. Transfers are facilitated through a FX specialist and routes are tested before large amounts are sent.

Supporting Documents

Project Budget

Your Project Budget*   Isle of Man Application Budget IKAWANINKA 150219.docx

Project Delivery Plan

Your Project Delivery Plan*   Isle of Man Application Project Delivery Plan IKAWANINKA 150219.docx

Project Risk Assessment

Your Project Risk Assessment*   Isle of Man Application Risk Assessment IKAWANINKA 150219.docx

Project Communications Plan

Your Project Communications Plan*   Isle of Man Application Communications Plan IKAWANINKA 150219.doc

Project Safeguarding Plan

Your Project Safeguarding Plan*   Isle of Man Application Safeguarding Plan IKAWANINKA 150219.docx

Additional Information

Additional Information

Data Protection

Your data will be processed in accordance with the Data Protection Act 2018 and the GDPR and LED Implementing Regulations 2018.

The International Development Privacy Notice can be viewed here.

For data queries, please contact the CO Data Protection Officer: DPO-CabOff@gov.im Tel: 01624 686779

Declaration

I declare that the information provided in this application is, to the best of my knowledge and belief, the most accurate and up-to-date information available.
I agree with the above statement*   ☑

I confirm that this organisation has a legal authority to operate in the country concerned and understand that   ☑

proof of this may be requested. *

I declare that the administration costs will be contained within reasonable limits at no more than 10% of the total funding and as much of the requested funding as possible will go directly to meeting the project objectives. * ☑

I confirm that the charity or charities applying are registered as Specified Non-Profit Organisations with the Isle of Man Financial Services Authority. ☑

I understand that the project is required to produce a 12 month report before release of Year 2 funding and that a final report MUST be submitted no later than 24 months after the agreed project start date and that this will be published in full on the Isle of Man Government website* ☑

I understand that the Isle of Man Government may request financial information or an interim report at any stage of the project. * ☑

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Budget Template

Project title	Ikawa N'Inka
Project Reference No	
Applicant organisation(s)	Send a Cow

Description	Unit Cost	Quantity	Total Cost
Objective 1 – 420 smallholder farmers trained in sustainable agriculture			
Activity 1.1 Training in sustainable organic agriculture (SOA) for 420 smallholder farmers	84	36	3035
Activity 1.1 Training in soil conservation and erosion control for 420 smallholder farmers	72	36	2578
Activity 1.1 Training in nutrition for 420 smallholder farmers	82	24	1979
Activity 1.1 Farmer study and exchange visits	632	3	1896
Activity 1.2 Peer Farmer Trainer (PFT) exchange visits and study tours	49	40	1979
Activity 1.3 Community sensitization meetings on SOA and environmental resilience	34	72	2423
Objective 1 Subtotal			**13,890**
Objective 2 – 420 smallholder farmers trained in improved animal management			
Activity 2.1 Training in improved animal management (IAM) for 420 smallholder farmers	95	36	3414
Activity 2.1 Training in environmentally sensitive IAM techniques	81	36	2902
Activity 2.2 Training for Community Animal Health Workers	99	24	2390
Activity 2.2 Community Animal Health Worker (CAHW) exchange visits and study tours	92	20	1849
Activity 2.3 Community sensitization meetings on IAM	80	20	1600
Objective 2 Subtotal			**12,156**
Objective 3 – 420 smallholder farmers trained in gender-sensitive business development			
Activity 3.1 Training in gender and social inclusion (GSI) for 420 smallholder farmers	102	24	2453
Activity 3.2 Training in post-harvest management and value addition for 420 smallholder farmers	180	24	4327

Activity 3.2 Income generation and marketing training for 420 smallholder farmers	93	24	2233
Activity 3.2 Cooperative and financial management training	180	24	4327
Activity 3.3 Establish and strengthen local marketing hubs	1539	1	1539
Activity 3.3 Support youth to establish IGAs in basic processing	836	3	2507
Activity 3.3 Community sensitization meetings on gender	34	72	2423
Objective 3 Subtotal			**19,809**
Direct project staff			
Project Manager	███████		
Subtotal	███████		
M&E and Administration			
Send a Cow Rwanda office rent and safeguarding costs	n/a	n/a	5867
Subtotal			5,867
		Total Budget:	**£60,772**

SAC has a Minimum Financial Standards Manual (MSFM) which draws extensively on best practice developed by MANGO (Management Accounting for NGOs) and other organisations and sets out the key requirements for the management of budgets and financial transactions. All staff and partners must adhere to the MSFM, which includes segregation of duties, procurement procedures, banking mandates and restrictions, monitoring, reporting and audit requirements. Day to day management and expenditure of the project budget will be carried out by the Project Manager, with all transaction requests approved by the SAC Rwanda Country Director and Finance and Administration Officer. SACR uses a computerised double entry accounting system which identifies the receipt and expenditure of funds separately for each grant / contract. Quotes will be obtained for larger or regular expenditure items to ensure that the best value for money (not necessarily the cheapest) is being received and the decision on which supplier to use will be taken by a purchasing committee with at least three members. The Finance and Administration Officer will send monthly expenditure reports to SAC's Finance Business Partner, a qualified accountant, who has ultimate responsibility for managing the project budget. She will review reports and complete reconciliations between bank statements and accounting records and update inventory records as required. She will also prepare donor reports in collaboration with SAC's Contract Manager and visit the project annually to audit project accounts. SAC operates a zero tolerance policy towards the misuse of funds, supported by a stringent Fraud and Whistle Blowing policy. Irregularities will be dealt with immediately and firmly. Accordingly the probability of fraud or mismanagement of funds has been assessed as low on the project Risk Assessment document. An external audit of the whole Rwanda programme and SAC Group also take place on an annual basis.

INTERNATIONAL DEVELOPMENT PARTNERSHIPS
Project Delivery Plan Template

Project title	Ikawa N'Inka
Project Reference No	
Applicant organization (s)	Send a Cow

Project Objective	Description of activities to achieve objective	Timeframe for activities	Monitoring mechanisms	Person/Area Responsible(s)
Objective 1: 420 smallholder farmers trained in Sustainable Organic Agriculture	Activity 1.1 Farm systems training 420 SHG members trained in Sustainable organic agriculture, soil conservation and erosion control, and nutrition. 3 farmer study and exchange visits will be held to high-performing farms	Year 1-2	Training logs, quarterly farm visits	Project Manager, Project Facilitators and lead volunteers (Peer Farmers, Community Animal Health Workers). SAC Farm Systems Manager, based n UK
	Activity 1.2 Capacity building for farm systems volunteers 42 PFT will be trained and engage in study tours and exchange visits	Year 1 and 2	Quarterly project reports	
	Activity 1.3 Community mobilization on farm systems 900 Community members trained in SOA	Year 1 and 2	Training logs, quarterly project reports	

Objective 2: 420 smallholder farmers trained in improved animal management	Activity 2.1 Animal husbandry training 420 SHG members will be trained in improved animal management, including environmentally sensitive management techniques	Year 1-2	Training logs, quarterly farm visits	Project Manager, Project Facilitators and lead volunteers (Peer Farmers, Community Animal Health Workers). SAC Farm Systems Manager, based n UK
	Activity 2.2 Capacity building for farms systems volunteers 28 Community Animal Health Workers will be trained and engage in study tours and exchange visits	Year 1 and 2	Quarterly project reports	
	Activity 2.3 Community mobilization on Improved Animal Management 900 community members trained in IAM	Year 1 and 2	Training logs, quarterly project reports	
Objective 3: 420 smallholder farmers trained in gender-sensitive business development	Activity 3.1 SHG training on gender 420 SHG members trained in gender and social inclusion	Gender: Years 1-2	Training logs, quarterly monitoring visits, quarterly project reports	Project Manager, Project Facilitators and lead volunteers (Peer Farmers, Community Animal Health Workers). SAC Gender and Social Inclusion Coordinator, based in UK
	Activity 3.2 Establishment of VSLAs and finance management training 12 SHG trained in post harvest management and value addition, financial management and income generation and marketing	Year 1	Training logs, SHG records, quarterly project reports	
	Activity 3.3 Community mobilization on financial management and gender 900 Community members trained, including one youth group One local marketing hub established	Year 1-2	Training logs, quarterly project reports	

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Risk Assessment Template

Project title	Ikawa N'Inka ("Coffee and Cows")
Project Reference No	
Applicant organisation(s)	Send a Cow

Identified Risks	Potential impact on project	Severity	Probability	Steps Taken	Risk Owner
	How would this impact on the project's ability to carry out its activities and meet its objectives?	How severe would the impact be? (High, Medium or Low)	How likely is this to occur? (High, Medium or Low)	What steps have been taken, or will be taken during the project, to minimise the risk?	Who is responsible for preventing/ managing this risk?
Operational Risks e.g. delays in procurement, change in project scope, failure by partner organisations, 'on-the-ground' risks					
Gender inequalities and stereotypes prevent men from fully participating in training and/or women from benefiting from project impacts.	At present, women carry out the majority of the work without controlling the fruits of their labour. If this is not tackled the project benefits (improved production and income) will not be distributed evenly or necessarily improve the nutrition and poverty levels of the target families.	High	Low	The project has been designed to engage both men and women. It uses proven tools to address household gender inequality and will also engage with community leaders. The SACR and SAC UK teams have considerable expertise tackling gender inequalities. Gender training will tackle these challenges and provide avenues for women to express and address any challenges or issues.	Project Manager
Challenging behaviours around gender (GBV and attitudes towards family planning) result in a lack of community/ leadership support for the project.	Without community/leadership support the behaviour changes within the self-help groups may be unsustainable, and it would also be harder to disseminate changes to the wider community.	Medium	Medium	During project planning, SACR spoke to key community leaders who all identified gender issues in the community and their suggested methods to tackle the issue, which have been included in the project plan. The project also engages with existing structures (such as the Isange one stop center for GBV, women's councils, etc.) and community leaders. The project will use tools specifically designed and	Project Manager

Cultural and religious beliefs become barriers to the adoption of new suggested practices, approaches and innovations, particularly family planning.	A key aim of the project is to change how family planning decisions are made, however some church leaders in the community do not welcome interventions in this area that may undermine adoption of new practices.	Low	Medium	The project will engage with church leaders and other opinion leaders including teachers on these activities and promote diverse methods of family planning. The project will work with existing community structures including community health workers, peer farmers and community animal health workers to mobilize community members for mindset change.	Project Manager
Identified community trainers are not motivated/do not support project activities.	Community health workers and agriculture extension agents are among those who will be used by the project to disseminate key messages around gender, nutrition, sanitation and agriculture to the community.	Medium	Low	During the community assessment SACR identified the structures interested in collaborating on the project and activities have been designed in a manner which supports their models/approaches. Peer farmers and community animal health workers and local agricultural extension agents will be actively involved in the implementation of the project.	Project Manager
Financial Risks e.g. fluctuations in currency exchange rates, delays in receipt of funding from partner agencies, risks in the transfer of funds from the Isle of Man to project location, cash handling					
Currency fluctuations and price changes lead to project activities (inputs) being under budgeted.	Depending on the level of currency fluctuations this could undermine SACR's ability to implement the project.	Low	Low	Project budgets include a 5% annual inflation rate to account for expected currency depreciation and rising costs. SAC also uses a provider with an annual fixed transfer rate to reduce the risk of fluctuation.	Finance and Administration Officer

Fraud or mismanagement of funds by staff.	Fraud or fund mismanagement would undermine SAC's values and reputation among all stakeholders.	High	Low	Rigorous controls are in place as part of SAC's Finance Manual which reduce the risk of fund mismanagement and fraud through the separation of duties, approval processes, required supporting documentation and procurement guidelines. All staff with financial responsibilities receive appropriate training on these procedures. Financial reports will be checked by SAC staff in the UK on a monthly basis and reconciliations completed between bank statements and accounting records. Inventory records will be kept and updated quarterly. In addition, both SAC and SACR have annual external audits. There is a stringent Fraud and Whistle Blowing policy in place. SACR use a computerised double entry accounting system which identifies the receipt and expenditure of funds separately for each grant / contract.	SAC UK Head of Finance
External Risks e.g. political situation in the region, potential impact of events such as poor weather, natural disasters, outbreak of disease					
Post-harvest losses reduce yields and contribute to food insecurity.	Post-harvest losses would undermine the benefits of increased production on both food security and poverty reduction.	Low	Medium	Project activities include the provision of quality training in post-harvest handling and management and the establishment /rehabilitation of community food storage facilities.	Project Manager
Extreme weather conditions/climate changes affect production.	Poor weather conditions would reduce agricultural production and impact on farmers' food security and income.	Medium	Medium	Training in techniques to improve farmers' resilience to poor weather and climate change through water conservation, rainwater harvesting and use, land contouring, planting fodder trees, etc. will minimise the impact of climate change. Drought resilient seeds and varieties (e.g. tubers) will be promoted. The team will monitor the Famine Early Warning systems (FEWS) network weather	Project Manager

Crop and livestock diseases cause loss of productivity.	Crop and livestock diseases could reduce productivity, negatively impacting on food security and income.	Medium	Medium	Farmers will be trained in animal disease control and provided with the equipment/inputs to implement these techniques e.g. sprayers/ acaricide to prevent tic borne diseases. Procured livestock will be good quality and vaccinated against common diseases. Peer farmers & community animal health workers will be trained in animal management and provide a community based resource for animal health care and disease identification. They refer cases that need specialized care to local veterinary officers and agronomists also involved in the project. Farmers and peer farmers will be trained in making organic pesticide and the use of push:pull technology to control Fall Army Worm and Stem-borers in maize.	Project Manager
Market volatility negatively affects farmers' incomes.	High market prices will impact on those farmers still purchasing food during hunger months, but is likely to benefit those who have surplus production.	Low	Medium	The project will link farmers to improved market information to ensure they gain a good price for their products. The project also aims to move target farmers from buyers to producers that will minimize the impact of this risk. Overall increases in food production in the community through use of improved farming methods will also help to smooth market price fluctuations at the local level. Many of the farmers we work with are producers and will be able to produce more food stuff and sell their surplus produce on the markets.	Project Manager

INTERNATIONAL DEVELOPMENT PARTNERSHIPS
Communications Plan Template

Project title	Ikawa N'Inka ("Coffee and Cows") in Rwanda
Project Reference No	
Applicant organisation(s)	Send a Cow

Communications Activity	Reach	Objective	Timeframe
Communications activities in the Isle of Man			
Press releases including case studies of project farmers sent to The Courier, Manx Independent, Isle of Man Examiner; Manx Radio, 3 FM; www.isleofman.com, BBC. Potential for interviews on request.	Readership, users and viewers of publications listed	Ensure that people on the Isle of Man are aware of the project being funded, the need it addresses and the impact it has on individual farmers' lives. Foster links between SAC and the Isle of Man to encourage further cooperation in future.	Annually, at the start and end of the project.
Send a Cow is launching a new coffee-focused community coffee morning pack in May. Aimed at Ambassadors and Volunteers, the pack will encourage local SAC supporters to organise African themed coffee mornings celebrating the diverse culture of Rwanda and other coffee-growing SAC countries. We anticipate launching the new campaign in Bath and London, but could hold a co-launch on the island.	Ambassadors, Volunteers and the general public		May / June / July
Send a Cow will have a stall at Tynwald Day in July, potentially with a stand celebrating the launch of the Ikawa N'Inka project, and related	Tynwald Day attendees		July

activities including African coffee tasting			
Send a Cow supports the One World Challenge and will be present at the Meet the Charities Day in October 2019. We are interested in running a roadshow targeting 10-15 island primary schools in the run up to this event, to publicise the Ikawa N'Inka project and our broader work	Primary and secondary school children and their parents		October
Engage with existing contacts in Isle of Man	2 Inner Wheel Clubs, 8 schools, 4 churches and community groups.		July onwards
Communications activities in the project region			
All materials produced during the project will include Isle of Man and SAC logos (including on individual savings books and training posters).	1,540 farmers and community members	Increase visibility of the project and Isle of Man funding within the target community.	Training materials and savings books will be printed in year 1.
Stakeholder meetings with farmer groups and local authorities to share project plans, objectives and progress against both.	1,540 farmers and community members Government extension workers and livestock specialists	Ensure community members and local leaders are aware of the project, its objectives and Isle of Man funding. This will help the local community to hold SAC to account for project delivery.	Meetings will be organised on a quarterly basis.
Meetings with other NGOs operating in the target communities under the Joint Action Development Forum (JADF) umbrella, local and national government officials to share project plans, objectives and progress against both.	25 local leaders 4 NGOs 2 national leaders	This will enable government officials to hold SAC to account for project delivery and enable SAC to identify opportunities for joint working with local agencies, improving sustainability.	SACR will participate in meetings organised by officials on a quarterly basis, and JADF open days.

Community outreach activities, including: promotion of WASH, improved gender relations and more equitable family workload sharing	1,540 farmers and community members	Disseminate the key WASH and gender messages beyond families participating directly in the project.	In line with project plan – with a minimum of one outreach activity a quarter.
Other communications activities			
Social media - sharing updates, photos and case studies	Facebook (10,000 followers), Twitter (6,150 followers) and Instagram (575 followers).	We will promote the project through social media, throughout its course, including the fact that it is funded by the Isle of Man. Send a Cow's social media channels have proved to be very effective with information about previous projects and campaigns being tweeted by vlogger Zoella (12.2 million followers), Nigella Lawson (2.5 million) and Stephen Fry (12 million).	Our strategy is to have daily interactions with our followers, and to pinpoint specific projects / campaigns throughout the year in which we will reach out to celebrities and influencers to amplify our message and reach new audiences.
Ambassador talks undertaken by our regional Ambassadors who are spread throughout the UK and are engaged in their local communities.	122 Ambassadors	The project will be included in talks and awareness raising activities to share project successes with supporters.	Approximately 200 community talks per year.
Prayer update for churches who receive a copy of Send a Cow's quarterly publication Prayer Lifeline that includes an update on projects and case studies.	200 churches	Our updates include information about new projects and their funders so that churches can follow progress of our work and engage with the communities in Africa.	Quarterly
Schools, Rotary/Inner Wheel clubs, Universities and other clubs	630 school, 115 Rotary/Inner Wheel clubs, 581 universities and other clubs	Regular engagement to update people on our work, including new projects, donors, major successes, challenges.	At least twice a year

INTERNATIONAL DEVELOPMENT PARTNERSHIPS
Safeguarding Template

Project title	Ikawa N'Inka (Coffee and Cows)
Project Reference No	
Applicant organisation(s)	Send a Cow

Identified Persons at Risks	Steps Taken	Risk Owner	Procedure for Reporting/ Dealing with Misconduct
e.g. vulnerable adults due to financial circumstances, disability etc. persons under18 years of age.	What steps have been taken, or will be taken during the project, to minimise the risk?	Who is responsible for preventing/ managing this risk?	What procedures are in place to report or deal with allegations of Misconduct?
Due to the high poverty levels in the target community many project participants can be deemed at additional risk of abuse. Therefore the following steps help to protect all project participants (additional measures for specific groups are detailed below).	Project activities will be delivered at group/community level to minimize one-on-one contact of project implementers (including Facilitators, Peer Farmers and community trainers) with project participants. Where project implementers do visit individual households (e.g. to carry out surveys, or collect case studies) they will follow SAC's code of behavior (outlined in the safeguarding policy). They are encouraged to sit with household members outside, or with the outer door open and to make the visits in pairs (e.g. Project Facilitator with a local official or Peer Farmer). New project staff will undergo background checks involving the collection of two references, of which one must be from their most recent employer. SAC's safeguarding policy clearly outlines what SAC defines as abuse, how to raise concerns and SAC's code of behavior. All existing staff are aware of this policy, and new and existing staff will be trained again on the policy before project inception.	Country Director, overseen by UK Head of Programmes	Within the Safeguarding policy the reporting procedure is as follows: to listen to the vulnerable person carefully and reassure them that they are doing the right thing by telling someone. Not to promise confidentiality. To raise the issue with the Country Director, or the SAC CEO as soon as possible and complete a "cause for concern" log. SAC take safeguarding seriously and will investigate all concerns and decide the necessary steps following such a report – this may include reporting abuse to local authorities as well as taking staff disciplinary action. All incidents will be logged and policies and procedures reviewed to ensure they are still fit for purpose. All staff are aware of these policies and SAC fosters a culture of openness and honesty to encourage whistleblowing on any behavior which does not reflect our values of integrity, stewardship and accountability.

Vulnerable women, including those experiencing gender based violence.	Project implementers (staff and community trainers/leaders) will receive training on gender and gender based violence so they understand the additional vulnerabilities of women experiencing abuse, can recognise the signs of abuse, understand signposting procedures and SAC reporting mechanisms. The project will link in to local government authorities and the government of Rwanda's Isange one stop centre for GBV to signpost women in need of support. Rwanda Local police staff are trained to prevent, identify, and support women experiencing violence. They will be involved in project activities as much as possible.	Country Director, supported by the Gender and Social Inclusion Advisor and overseen by UK Head of Programmes	As above - SAC will help women to access community sources of support, e.g. Isange One stop center for GBV available at local health establishments and police posts. Where a woman is deemed to be at immediate risk SAC may report cases of abuse directly to authorities.
Children within target households and community.	Project implementers (staff and community trainers/leaders) will be trained in SAC's Code of Behaviour within its safeguarding policy - this explains appropriate touch, inappropriate contact (including use of technology) and that project staff should not be alone with children in private. As children are indirect beneficiaries there is limited contact between project implementers and children. Project staff will however be trained in what constitutes abuse and encouraged to report any causes for concern.	Country Director, overseen by UK Head of Programmes	As above – cause of concern may also be reported to the local authorities in charge of social affairs and police station staff.
Disabled people	Project implementers (staff and community trainers/leaders) will be trained to understand and address the additional vulnerabilities faced by disabled people and necessity to report any suspected cases of abuse.	Country Director, overseen by UK Head of Programmes	As above – cause of concern may also be reported to the local authorities in charge of social affairs and police station staff.