

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 [International Development Partnerships document](#) and ensure that you have all 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](#)

Please also prepare a summary of your organisational structure, governance and administrative framework – no template is provided for this but you can submit your own document.

The **deadline for submission** of International Development Partnerships is **29 January 2021**.

Shortlisted applicants may be invited to present details on their project to a Panel convened by the Executive Director Crown and External Relations, and answer questions if necessary. This may be done in person or via videolink if necessary.

Final funding decisions will be made by the Cabinet Office in **February/March** and applicants will be notified shortly afterwards.

If you have any queries regarding this application please contact internationaldevelopment@gov.im We regret that we are unable to answer telephone queries at this time however it may be possible to request a phone or video call via the above email address.

Charity Information

You must read the of [International Development Partnerships document](#) **carefully** before completing this application form.

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*

Please confirm email address

Isle of Man or UK Charity Registration Number(s)*

Isle of Man or UK Registered Address

Address line 1*

Address line 2*

Address line 3

Postcode*

If Isle of Man registered, Is your Charity Registered as an Specified Non-Profit Organisation (SNPO) with the Isle of Man's Financial Services Authority*

If United Kingdom registered, does your charity comply with the relevant Charity Commissions requirements

Send a Cow (SAC)

[REDACTED]

Director of Programme Funding

[REDACTED]

[REDACTED]

Isle of Man registration number 1164 and UK Charity Registration Number 299717

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

around AML/CFT legislation?*

Organisation Background

Please upload 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. Audited / examined accounts for your most recently completed financial year must be submitted.

Organisation Structure*

Send a Cow Organisational Structure and Governance.pdf

Audited/Examined Accounts*

Send a Cow Annual Review and Accounts 2020.pdf

Charity Vision & Mission*

Vision: A confident thriving and sustainable Rural Africa

We want to see an Africa which is full of life and joy. Where families do more than simply survive and really live. Where children go to school, people chase their dreams and poverty is a distant memory. We want to see that same energy and positivity reflected in the land itself. Where the planet is respected and communities decide together how best to protect and utilise the natural resources around them.

Mission: To inspire and equip African communities to unlock their potential, transforming lives and protecting the planet

We see potential, not just problems, in Africa. We know that with the right support, people can create new opportunities for themselves. That is why we provide practical, down-to-earth solutions that are developed by, and for, the African communities we work with.

We help families regain their self-belief and innovation so they have the confidence, as well as the skills, to grow food and earn a decent living. Families we work with pass on what they know to their neighbours, so success quickly multiplies, unlocking the potential of individuals, families and whole communities. We plan to go a step further by influencing the decision-making and actions of government, partners and stakeholders, thereby unlocking our potential to spread our work more widely. In this way, we can directly and indirectly ensure individual families and communities use their land and resources well to create a better future for themselves – and ensure institutions can play their part.

Has your organisation(s) completed projects on this scale Yes previously

Please demonstrate your experience with this type of project by providing details of past and current projects that your organisation has implemented successfully. Please include the following details:

- Overall project budget including any funds raised
- Project timeframe including start date
- A brief description of the aims of the project
- A brief description of the main project activities
- Details of monitoring activities undertaken
- A brief description of the outcomes/key results of the project

Send a Cow (SAC) has over 32 years' experience of delivering successful multi-year projects across 6 country programmes in East Africa, at a comparable scale to the proposed project both in terms of budgets (projects range from £500,000 to £2 million) and timeframes (2 to 3 years). SAC has built an excellent reputation with donors - including FCDO (previously DFID) (scoring a number of A+ and A++ scores for our work), USAID, EU, National Lottery Community Fund, Norad, JOA and GOADC - for completing projects to a high standard, undertaking robust monitoring, meeting impact targets and providing detailed reports on outcomes. Similar projects in Burundi include:

1. Creating employment opportunities, small businesses and sustainable livelihoods for vulnerable smallholder farming

families (Jyambere Project)

Overall project budget including any funds raised:

SAC Burundi (SACB) has previously delivered a joint 3-year project with SAC Rwanda, with a total budget of £1,308,341, supported by a grant from the Isle of Man International Development Committee (SG010.14 £78,250), together with funding from DFID (£1,015,794) and Jersey Overseas Aid (£214,297).

Project timeframe including start date:

3 years - 01 January 2015 to 31 December 2017

A brief description of the aims of the project:

This project aimed to improve the lives of 2000 vulnerable smallholder farming households (12,000 people) in Rwanda and Burundi (Bujumbura Rural and Mwaro Provinces), by enabling them to lift themselves out of poverty through sustainable farming methods to increase food security and nutrition and establishing small agri-businesses for increased income.

A brief description of the main project activities:

30 self-help groups were established (average 25 members per group) to deliver the project activities. The main activities to increase farm production included: training in Regenerative Agriculture and Integrated Natural Resource Management (composting, vegetable gardens, natural pesticides, agro-forestry, and environmental protection of natural resources - soil, water and trees). Other activities included provision of seeds for crop diversification and enhanced bio-diversity, and the establishment of plant nursery beds. Groups were also trained in climate smart Improved Animal Management including stall feeding, fodder establishment, breeding, clean milk production, and disease prevention. To increase income, groups were trained in post-harvest storage to maximize yields and profit, value addition processing, then in marketing, business development, financial management, savings and credit and record keeping. Support was given for farm-based business development and establishment of marketing cooperatives. Gender workshops helped facilitate dialogue between men and women on gender issues and solutions.

Details of monitoring activities undertaken:

The project was monitored against a set of baseline data collected at the start of the project and subsequently through quantitative and qualitative data collected annually through sample household surveys captured digitally on tablets. Quarterly stakeholder review meetings, ad hoc farm visits by staff, focus group discussions and individual farmer feedback all helped to ensure the project activities were delivered, appropriate and understood. Monthly reports were submitted by field staff to the project manager to ensure all activities were on track, alongside financial reports detailing expenditure according to budget. At the end of the project, an external consultant undertook a final evaluation to verify and report on the data and collate learning for future project design.

A brief description of the outcomes/key results of the project:

The project scored an A+ from DFID. Farmers benefitted from increased crop and livestock production in a way that also regenerated and protected the environment. By the end of the project, 93% of households were classified as food secure or only mildly food insecure on the Household Food Insecurity Access Scale and the number of months people went hungry fell from 6 months per year to just 6 weeks. By the end of the project 97% of farmers were implementing four or more sustainable agriculture techniques and 98% were implementing three or more Improved Animal Management techniques. By diversifying their production and selling surplus produce, project participants trebled their income streams and average daily income rose from £0.23 to £2.23. Farmers saved an average of £85, giving them a reserve fund so they are more resilient to the impacts of climate change and other external shocks. Gender inequalities were also addressed as women's participation in decision making increased and they took on leadership roles, with 60% of self-help groups being led by women.

2. Gender and Nutrition Centred Agriculture (GANCA) Project, Burundi

Overall project budget including any funds raised:

SACB is currently delivering this project in Mwaro Province of Burundi with a total budget of £831,474 supported by GOADC and a range of trusts and foundations.

Project timeframe including start date:

3 years - 1 July 2018 to 31 June 2021

A brief description of the aims of the project:

This project aims to improve nutrition, food security, natural resource management and gender relations in 4 zones of Bisoro commune and Gisozi commune, by working directly with 800 vulnerable households (4,800 people) in 32 Self Help Groups, and 1,200 households (7,200 people) through related community activities.

A brief description of the main project activities:

Key project activities include training farmer groups in Regenerative Agriculture and Integrated Natural Resource Management. Alongside these techniques, the provision of seeds will initiate local seed multiplication plots for long-term community access to resilient/drought resistant seed varieties. Households have been trained in rainwater harvesting technologies and the construction of energy saving stoves, and farmers have been shown how to construct terraces to protect land from soil run off. Agroforestry and community afforestation including fruit trees will increase tree coverage, and messages around protecting marshland sustainably are being shared. Farmers are also being trained in climate smart Improved Animal Management, and livestock has been provided to the most vulnerable group members. Training in construction of food storage facilities will improve availability of crops year-

round. Establishment of village savings and loans associations and credit services will allow farmers to invest in their farms and set up small businesses. Farmers will link to local markets for sale of surplus produce. Training in gender and social inclusion will involve both men and women and bring greater equity to workloads, participation in decision-making and access to resources. Key health and nutrition messages including cookery demonstrations, construction of latrines, tip taps and drying racks are also being disseminated. Community support in the form of Peer Farmer Trainers, Champion Teachers and Community Health Agents will remain after the project ends for long-term sustainability and roll out.

Details of monitoring activities undertaken:

The project is monitored against a set of baseline data collected at the start of the project, and subsequently through quantitative and qualitative data collected annually through sample household surveys captured digitally on tablets. Quarterly stakeholder review meetings, ad hoc farm visits by staff, focus group discussions and individual farmer feedback will ensure the project activities are delivered, appropriate and understood. Monthly reports are submitted by field staff to the project manager to ensure all activities are on track, alongside financial reports detailing expenditure according to budget. A final evaluation will be conducted by an external consultant at the end of the project to evaluate progress against objectives and collate any learning for future programme strategy and project design.

A brief description of the outcomes/key results of the project:

Thirty months into the project, the results are extremely positive. The self-esteem of community members has increased dramatically, with 95% scoring 15 or higher on the Rosenberg scale (15-25 being normal range), up from just 22%. Farmers' confidence that their land can provide for all of their food and income needs has increased considerably, from 6% at baseline to 87%. This is in part because the percentage of project families who are now food secure, or only mildly food insecure as measured by the Household Food Insecurity Access Scale (HFIAS), has increased from 9% to 84%, and families with good dietary diversity (eating 4 or more food types a day) has gone up from 15% to 76%. The agricultural practices used on farms have become more sustainable with 65% implementing 4 or more Integrated Natural Resource Management practices and 37% practising 6 or more Regenerative Agriculture techniques. All self-help groups have established Village Saving & Loan Associations (VSLAs), resulting in the percentage of project families engaging in joint saving schemes increasing from 45% to 88% and other community groups replicating saving and loan practices in their villages. Gender training has resulted in families recognising the value of including women in household decision making, so women's involvement has increased from 40% to 61%, and enabled them to take up leadership positions within self-help groups and the wider community. Given the level of gender inequality at baseline, these are significant changes which we expect to see increase further in the later stages of the project.

please upload any evidence

Isle of Man Connection

Please state and provide details of any connection between the charity or project and the Isle of Man*

Send a Cow Burundi Impact Report.pdf

SAC is formally registered (number 1164) as an Isle of Man charity, and appears on the Index of Registered Isle of Man Charities. We are legally represented in the Isle of Man by SMP Partners Ltd, and by a charity committee, currently undergoing reappointment, made up of staff, local volunteers and high-profile supporters. Our relationship with the Isle of Man spans more than 10 years, and the International Development Committee has previously supported our work in 6 different African countries: Lesotho, Burundi, Rwanda, Zambia, Kenya and Cameroon. In particular, we received three consecutive multi-year grants from 2009-2018 to fund our work with vulnerable families in Lesotho to boost their social and economic resilience. Most recently, in April 2019, SAC was awarded a small grant in support of the Ikawa N'Inka (Coffee and Cows) project in Rwanda (SG 0319).

We know that climate change mitigation and, in particular, tree planting is well supported on the island. We therefore plan to match the Isle of Man Government's 2019 pledge to offset CO2 emissions by planting 85,000 trees on the island (one for each member of the population), by planting 85,000 trees within our planned project in Mwaro. To promote this link on the Isle of Man we plan to team up with the IOM Woodland Trust and collaborate on a number of initiatives both on the island and via social media in order to raise awareness of one another's activities, publicise the support of the Isle of Man Government for the project in Burundi and highlight the global effort required to mitigate climate change. One activity under consideration is a celebrity tree-planting ceremony, jointly coordinated by SAC, The Woodland Trust, and the One World Centre, reflecting the Isle of Man government's commitment to plant 85,000 trees and the project's commitment to plant the same number of trees in Burundi. Another initiative under consideration is the

twinning of an area of land on the island with an area of land in the project so that the communities living there and involved in tree planting activities can share updates and messages of support via video and other media. We also hope to attend Woodland Trust events and support tree planting activities on the island depending on the situation with COVID-19 restrictions at that time, and engage in joint media and social media activities around these events.

SAC has a long-established relationship with the One World Centre and supports the One World Centre's Global Village during Tynwald Day, holding a popular and well-attended stall with fun activities for families, information about our work in Africa and African goods for sale. We were hoping to attend this year's event and will do so if it is re-scheduled following the lifting of COVID-19 restrictions. We also have plans with the One World Centre to hold a photographic exhibition at Ronaldsway Airport, documenting Send a Cow's work in East Africa. This space was booked to host the exhibition during April 2020, but was delayed by the COVID-19 outbreak so we plan to reschedule in 2021. In December 2020, SAC recruited an Ambassador based in Douglas, who used to volunteer for the One World Centre and brings her knowledge of both the local community and the One World Centre to support our work and build on SAC's strong links to the Isle of Man.

SAC is one of the One World Charity Challenge charities. We have provided student teams from different schools each year with resources and information to support their presentations. Some of the teams that selected SAC have got through to the final and won it on several occasions. Through this we have built strong links with 12 schools on the island, both secondary and primary, supporting them with resources for lesson planning for different key stages and giving age-appropriate presentations whenever invited to do so.

Currently, a team of six students from Ballakermeen High School are fundraising for Send a Cow as part of the One World Charity Challenge. Ballakermeen High School is also taking part in Send a Cow's Relay for Hope. SAC also has links with 6 churches and 7 community groups in the Isle of Man, many of whom have hosted talks from guest speakers, fundraised on our behalf, and delivered practical, hands-on activities such as African Garden Days.

In September 2019, SAC's Country Director for Uganda, Patrick Sambaga, travelled to Douglas to address 150 Standard Bank staff, as part of their organisation-wide strategy day. SAC has an established corporate partnership with Standard Bank, who are long-term supporters of our work in Uganda, and senior staff visited SAC projects in Uganda in September 2019, solidifying our relationship as the bank's main strategic charity partner. Patrick gave Standard Bank staff in Douglas an overview of our project work and described the impact of the bank's ongoing donations. We are also hoping to run a photographic exhibition (in parallel with the Ronaldsway Airport exhibition) at the Standard Bank offices in Douglas for their staff and invited guests later this year. If successful, we will share information about our proposed project with audiences at these partner organisations, raising awareness of the challenges facing communities in Burundi, our work to address them and the donors who support us. From previous experience we know this kind of interaction generates financial support, both from organisations and individuals.

The Standard Bank Isle of Man office have recently

entered a team of 20 into SAC's virtual event, Relay for Hope (January-March 2021). Together with their international colleagues, the team have challenged themselves to running, cycling and walking the 5,400 mile distance between SAC's Ethiopian and Zambian programmes starting on 1 February 2021. As a company, Standard Bank Wealth International are committed to supporting Send a Cow for the next three years.

Safeguarding Vulnerable Persons

Please describe how your organisation demonstrates the following four points.

1. That you provide a safe and trusted environment which safeguards anyone who your organisation has contact with, including beneficiaries, staff and volunteers
2. That you set an organisational culture that prioritises safeguarding, so that it is safe for those affected to come forward, and to report incidents and concerns with the assurance they will be handled sensitively and properly
3. That you have adequate safeguarding policies, procedures and measures to protect people and these are shared and understood
4. That you have absolute clarity as to how incidents and allegations will be handled should they arise, including reporting to the relevant authorities and to funding partners such as Isle of Man Government.

In the case of joint application, all organisations must explain how they demonstrate the four points.

Please describe how your organisation demonstrates the above four points

1. That you provide a safe and trusted environment which safeguards anyone who your organisation has contact with, including beneficiaries, staff and volunteers

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. We operate a zero tolerance approach to abuse of any kind from our staff or organisation towards the communities we are here to serve, and especially the children and vulnerable adults within those communities. We believe that it is never acceptable for children or vulnerable adults to experience abuse of any kind. SAC culture insists on non-discriminatory and respectful behaviour from each other, where poor behaviour is not accepted, and where power is not abused.

We expect all our staff and volunteers to operate in a manner that protects and enables a safeguarding culture within SAC. We follow safeguarding procedures when recruiting staff, trustees, consultants, associates and volunteers and carry out regular safeguarding awareness training with all staff, together with sharing guidance on how to respond to any concerns. Levels 1 and 2 Safeguarding training has been completed by Trustees, Head Office staff and staff in 5 out of 6 country programmes. Training in Zambia was planned to take place in May/June but is now on hold due to COVID-19. All Country Programmes now have a designated safeguarding officer in post. From February 2021, a monthly call will be held between the UK and all six country programme safeguarding representatives to identify communal activities or projects and share best practice and common need. Country Directors hold responsibility to ensure that their Programmes are at the level of compliance required. Work is ongoing to finalise an easy read version of the code of conduct per country

that also formally captures their specific, contextual safeguarding systems and processes, as well as the global requirements.

SAC also follows GDPR compliance for data to uphold all privacy rights of the individual, this includes requiring informed consent for the use of images and case study material alongside setting parameters for their use in terms of time limits, secure storage, and anonymisation of individuals.

SAC's work involves long term development, rather than a humanitarian response so trust is built over time between local in-country staff, beneficiaries 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 one to one basis, greatly reducing safeguarding risks. Any UK-based staff or volunteers travelling to Africa are required to complete a DBS check and follow rigorous procedures related to their activities and are accompanied by in-country staff at all times.

2. That you set an organisational culture that prioritises safeguarding, so that it is safe for those affected to come forward, and to report incidents and concerns with the assurance they will be handled sensitively and properly

SAC maintains an organisational culture that prioritises safeguarding and makes it safe for concerns to be reported. SAC Group and each country programme office has a trained Designated Safeguarding Officer, and those with their own Boards also have a safeguarding lead at Trustee level. There is a clear process in place for how to raise a concern including providing easy access to the Cause for Concern form to all staff and associates. SAC always adopts a survivor-centric approach that respects the confidentiality and decision-making rights of survivors where possible and appropriate to do so. SAC ensures all concerns or allegations of abuse, including sexual harassment and exploitation, are responded to in a sensitive, timely and appropriate manner and there are multiple channels through which staff and other stakeholders can raise concerns. SAC offers support to survivors and victims and holds those responsible to account. We prioritise transparency around safeguarding issues occurring within SAC where our strict code of confidentiality allows us to; and we are sensitive in our communications about our practices and open to learning and improving.

SAC does not discriminate against anyone in the communities in which we work. We are committed to safeguarding all children and vulnerable adults, irrespective of their gender and gender identity, ethnicity, age, disability, sexual orientation or religion or faith expression.

3. That you have adequate safeguarding policies, procedures and measures to protect people and these are shared and understood

SAC's Safeguarding Policy is designed to ensure that we take every possible measure to prevent abuse and is regularly reviewed and updated. All new and current staff and associates must confirm that they have read and understood the policy, procedures and Code of Conduct and agree to abide by them. All job descriptions highlight the responsibility everyone has for safeguarding across the organisation.

The Safeguarding Policy aims to ensure that none of SAC's staff, associates or partners engage in behaviour that could allow abuse to occur, or actions that could be misinterpreted by children, their families, other adults or staff as constituting, or leading to, abuse. The policy applies to all staff and associates at all times and these individuals also have to complete a DBS check before visiting any projects. Associates include volunteers, trustees, patrons, ambassadors, consultants, and supporters, including donors, who may visit our programmes. Staff and volunteers may sometimes work with children and vulnerable adults in schools, community groups and churches where other adults will ultimately be responsible for their welfare and safety, such as teachers, parents and group leaders. In these situations, SAC will take due diligence measures to ensure that our staff and volunteers are aware of their specific safeguarding responsibilities, including to safeguard the organisation in their actions and behaviours. Anyone engaging with these groups, or visiting projects overseas, is also required to have a DBS check.

SAC takes a 'Do No Harm' approach, including in the communities in which we work, towards the staff and associates within SAC, and as an organisation within the charitable sector. This principle underpins our organisational approach to safeguarding, including our approach to managing and monitoring safeguarding risks. This policy is guided by the UNCRC, the Keeping Children Safe Standards, the Inter-Agency Standing Committee PSEA Minimum Operating Standards, the UK DFID's Enhanced Due Diligence (June 2018), Charity Commission guidelines and other good practice guidelines recognised within the sector.

4. That you have absolute clarity as to how incidents and allegations will be handled should they arise, including reporting to the relevant authorities and to funding partners such as International Development, Isle of Man Cabinet Office.

The need to report arises in the following instances: abuse is observed or suspected; an allegation of abuse is made; a child or vulnerable adult discloses abuse.

SAC has a standard safeguarding reporting form and is clear that any concerns, allegations or disclosures should be written down as soon as possible. Records should be detailed and precise, focusing on what was said or observed, who was present and what happened. Any concern, disclosure or allegation is noted as alleged rather than proven at this point. All such records should be treated as extremely confidential, however in certain instances there will be an obligation for SAC, its staff and others to report concerns to the appropriate external bodies.

SAC commits to following high standards in any investigations and ensures a compassionate response at all times. SAC will contract experienced and qualified professionals trained in sensitive investigations to support our investigations where necessary, and particularly where incidents include allegations of Sexual Exploitation and Abuse (SEA). SAC aims to complete investigations within three months and information relating to the outcome will be shared with the complainant. Substantiated complaints will result in either disciplinary action or contractual consequences. In the event that they do not, SAC will explain clearly why.

No member of staff or associate will prejudice their own position or standing with SAC by responsibly reporting

potential or suspected child or vulnerable adult abuse. SAC has a Whistleblowing Policy outlining what to do and how to report any issues, including a simple reporting flowchart. These are adapted for each context in which we operate, and accessible to staff and community members to access clearly in the event of an incident. The overall guiding principle is that the safety of the child or vulnerable adult is always the overriding consideration.

Send a Cow Uganda led an exciting research project looking at Community Led Safeguarding Reporting Mechanisms (2020). The consultants employed to supervise the project have developed a 'how to guide' to engage communities with safeguarding/reporting, and we are now pre-testing this approach in a project in Kamuli, helping communities to identify and mitigate specific, local risk. This approach will be rolled out across Send a Cow, enabling the communities we work with to understand what safeguarding looks like for them, in their own, specific context, identifying existing safety net(s) and how they can be strengthened. We hope to hold a launch event for the Community Led Safeguarding Approach in 2021, and are currently considering ways to best share this with other INGOs and key stakeholders. The tools emerging from the Community Led Safeguarding approach will inform the development of levels 3 and 4 of the Send a Cow safeguarding training. All SAC staff have now received levels 1 and 2 training, which will be reviewed and updated for consistency. Send a Cow Safeguarding Policy.pdf

Please upload any supporting documents

Total Project Budget

Total Project Budget*	£1,516,869
Requested Donation (£600,000-£1.5 million over 2 years) (maximum of 90% of total project budget)*	£1,370,235

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.*

SAC has a comprehensive fundraising plan to raise the remainder of the project budget. Applications are being prepared to the following Trusts and Foundations, some of which are currently funding the Gender And Nutrition Centred Agriculture (GANCA) project also in Mwaro Province, Burundi and have expressed an interest in continuing to fund the area:

Blandford Lake Trust £15,000; Austin Bailey Foundation £10,000; Cyril and Eve CT £30,000, over 2 years; Anonymous Family Trust £20,000; Eddie Dinshaw Foundation £15,000; Waterloo Foundation £50,000.

We are also planning a carbon offsetting package for corporate donors, including Standard Bank based in the Isle of Man, of which the tree planting component of this project could be a part.

All charity trustees are responsible for ensuring the charity's money is used properly for legitimate charitable purposes and safeguarded from loss.

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.*

Funds will be transferred from the Send a Cow Group bank account to the SAC Burundi bank account monthly, in local currency and at SAC Burundi's request. All requests for disbursements will be made to the SAC Group finance team and must be justified and approved by the Director of Finance and Resources prior to transfer. Reconciliations between the funds transferred and received are completed by the SAC Group finance team on a monthly basis. Transfers will be facilitated through a foreign exchange specialist and Send a Cow tests routes to verify reliability before large amounts are sent.

The Country and Region of Project

Country and Region of the Project *

Please describe why this geographic region is being targeted. Please outline why the Charity has chosen to target this region and whether any research and/or surveys have been undertaken to identify areas of need.

The project will take place in rural Mwaro Province in Burundi, specifically within seven zones of two communes of the province: Munago, Kibungere, Nyabihanga and Muyange zones of Nyabihanga Commune, and Kanka, Rorero and Bisoro zones of Bisoro Commune.

Burundi is considered the world's hungriest country, with more than 50% of the population being chronically food insecure and more than 65% living in poverty (WFP, 2019). Access to water and sanitation remains very low and only 2% of rural households have access to electricity (World Bank, 2019). Despite having the lowest per capita greenhouse gas emissions in the world, Burundi is highly vulnerable to global climate change, ranking 171 out of 181 countries in the ND-GAIN index for climate vulnerability (Climate Change Profile: Burundi, Government of Netherlands, 2019). The population is highly dependent on climate sensitive economic sectors including rain-fed agriculture, which employs around 94% of the population, constitutes 95% of the country's food supply, and generates 45% of the country's GDP (UNDP, 2020).

According to the Government of the Netherlands, expected changes in rainfall will significantly threaten food security and water availability. Floods expected as a result of heavier rainfall will damage crops, soil and infrastructure, while also increasing the proliferation of pests or diseases that affect food crops and livestock. Increased temperatures will result in bush fires, increased water requirements and increased evapotranspiration rates. Simultaneously, prolonged periods of drought will lead to lower water levels and therefore decreased crop and livestock productivity, as well as increased livestock mortality (Government of Netherlands). Food and energy insecurity are further threatened by the fragile environmental situation in Burundi, caused by three major problems: degradation and exhaustion of soils, degradation of forestry resources (approximately 95% of the country's energy is derived from wood UNDP), and human environmental degradation.

In Mwaro Province, climate change has already had a direct impact on productivity and livelihoods, leaving families unable to grow enough food to eat, and no surplus to sell for money to buy basic necessities. The impact of further changes in the climate could tip them into famine. In order to understand their specific hardships, SAC carried out a series of participatory community assessments in the area. The key findings are summarised below:

Food and income security: The majority of the community are struggling to feed themselves and their families, barely surviving on what they can produce from small plots of land. SAC found that on average people only eat one meal a day, largely consisting of just cassava and beans. 80% of the people who spoke to SAC said they were worried about not having enough food and 58% had recently gone to bed hungry. Most families who took part in the survey are classified as 'severely food insecure', meaning they do not have enough to eat most of the time. Eating the little they can grow leaves them with no surplus produce to sell and therefore very little income. Poverty levels in the province are high: average annual income is extremely low at 36,423 BIF (£15.37, or just 4 pence a day) and 35% of families told SACB they had nothing to sell. With few sources of income and a lack of local savings/credit

facilities the vast majority of families have no savings (96%) and no household assets (only 58%), leaving them extremely vulnerable to climate related shocks.

Agricultural production and natural resources: Food shortages are primarily caused by low agricultural productivity linked to climate change. In particular, climate change is having a significant impact on two critical elements required for productivity – water availability and good quality soil.

There is enough rainfall in the area to support cultivation for long periods of the year, however climate change triggers extreme/unpredictable weather events resulting in increasingly erratic and unreliable rainfall patterns, making it difficult to plan harvests and planting seasons. In recent years, droughts have ruined crops and flash floods have washed entire crops away, particularly those on riverbanks where the force of the water has undercut and eroded the banks. Farmers lack access to drought resilient seeds and farming techniques that would enable them to adapt to these conditions are not widely taught or adopted. Similarly, the lack of techniques to prevent surface run-off and capture rainwater means farmers not making use of this key natural resource. Safe water access varies by location, but is a severe problem in some communes due to poorly maintained infrastructure. Watersheds are not protected meaning that water sources, even if managed well individually, cannot guarantee a safe and reliable supply for domestic or farm use.

Climate change is also affecting the quality of soil in the area. Mwaro is a hilly region and small holder farmers' land is characterised by steep slopes that are vulnerable to erosion, particularly during heavy rains. The situation is exacerbated by deforestation, which removes the trees anchoring the soil. Much of the deforestation results from local people's dependency on firewood for cooking, exacerbated by the fact that the forests around Mwaro provide one of the main sources of firewood for Bujumbura City. Soil quality is further degraded by free grazing livestock that remove cover plants and compact the soil, hindering the flow of water and air through it and stifling the development of nutrients. Carbon is also released as the soil is trampled and turned over. In a bid to reduce these impacts, the Government of Burundi plans to introduce a zero-grazing policy later in this year 2021, however this will be hard to implement as people struggle to grow enough fodder for their cows and keeping animals in sheds is at odds with Burundian culture. Further challenges are presented by increasing incidences of pests and diseases that thrive under certain extreme climatic conditions. For example the fall armyworm, which is destroying maize crops in the area, multiply in hot and dry conditions, while some crop diseases spread more easily in damp conditions.

Gender: Widespread gender inequality in Mwaro Province exacerbates the negative impacts of climate and other environmental challenges on rural communities. Women are the primary users and managers of natural resources, since they are charged with providing food, water and energy for their households as well as the community. Therefore, they are disproportionately affected by loss and damage caused by climatic shocks and poor management. Since food supplies are stretched as a result of poor agricultural productivity and social hierarchies dictate that men and children should be fed first, women are often obliged to eat last (or not at all) and suffer inadequate nutrition, including during pregnancy/breastfeeding when their nutrition needs are

greater. As water and firewood sources dwindle, women and girls are forced to travel longer distances to collect water and firewood, leaving the safety of their communities and often travelling in the dark, which puts them at greater risk of violence. Despite being the primary managers of natural resources, women are prevented from participating in decision-making in Mwaro and have no influence over the management or protection of land, livestock, water or trees. The SAC community assessment revealed that only a quarter of couples surveyed made any joint decisions and just 36% of women felt able to make their own decisions.

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.

The Government of Burundi has ratified all major global climate change related agreements and prepared two National Communications for the UNFCCC. The government has also prepared a National Action Plan for Adaptation, which prioritises erosion control mechanisms, drought resistant food crops, rainwater harvesting techniques for agricultural or domestic use, improved techniques for use of wood and renewable energies, zero grazing techniques, community capacity building on climate adaptation and improved seasonal early warning climate forecasts. Of these priorities, only the improvement of early warning climate forecasts has been addressed. All others remain unfunded (Government of Netherlands). It is critical that international development organisations support Burundians, especially in rural communities, in their fight against climate change, for which they are least responsible but from which they face the greatest threat.

SAC is well placed to respond to these needs because of our technical expertise and extensive experience in helping communities affected by climate change. The Send a Cow Burundi team has a thorough understanding of the local context and well established links in the area through the implementation of the Jyambere project (2015-2017) and the GANCA project (2018-2021), both in Mwaro province. We have built a strong relationship and reputation for success with the local government and have built trust with local leaders and communities, which will increase support for and commitment to the project.

For the Climate Change theme only projects working in a country, or countries, ranked as "Low Development" on the United Nations Human Development Index (HDI) can be supported by International Development Partnerships funding. HDI rankings can be found in Section 3 above and at <http://hdr.undp.org/en/countries>.

For the Displaced Persons funding stream projects supporting displaced persons in countries not ranked as "Low Development" will be considered eligible. Priority will be given in the 2021-23 funding cycle to applications for projects which seek in part, or in their entirety, to support persons displaced by the conflict in Syria. Normal OECD funding regulations apply.

Please explain what risks are associated with working in this country and how these have been addressed*

(Burundi is ranked at 185 of 189 countries on the UN Human Development Index 2020).

Risks associated with working in Burundi:
Like the majority of countries around the world, Burundi is dealing with an outbreak of Covid-19. To date (Jan 2021) number of declared cases remain relatively low with 80% in the capital Bujumbura and the Government has closed borders and imposed restrictions on movement to slow the spread of the virus. Although the impact on our projects has been minimal so far, SAC is preparing for any potential change and will adapt project delivery accordingly while ensuring overall outcomes are still achieved. In our existing projects, we have adapted our approach as a result of Covid-19 over the last few months including using different ways of communicating with our communities while movement is restricted (mobile phone training via Group Leaders and Peer Farmers). We have revised some timelines for the delivery of inputs to ensure farmers have access to

seeds so the next harvest is not affected. We are also using our existing presence in the area and work with community structures to support and relay government messaging around good sanitation and hygiene to avoid the spread of the disease.

Burundi has faced political unrest and violence in recent years but this has centered around Bujumbura as opposed to the rural locations where SAC works. We have also benefitted from a strong relationship with the Government of Burundi, which has allowed SAC to continue operations during difficult periods despite restrictions being placed on the vast majority of international NGOs. SAC is committed to continuing its work in Burundi and takes the safety and security of its staff and beneficiaries seriously. Updates are made to our security plan regularly in response to information acquired through contact with local authorities, UN agencies and the communities within which we operate. If the situation worsens, project staff will submit weekly work plans, which will be reviewed against security information and adjusted as necessary.

Burundi is significantly affected by climate change and has experienced both drought and flooding in recent years. Weather patterns, particularly rainfall, are predicted to become more erratic and temperature rises resulting from global warming will present further challenges. Other environmental challenges include pests and diseases, particularly the recent arrival of the fall armyworm, which is destroying maize crops. Project activities will enable farmers to adapt to these conditions with improved techniques and inputs, including natural pest control methods. New techniques and technologies will also help communities mitigate climate change, reversing and preventing adverse impacts, while financial security through livelihood and financial services interventions will increase their resilience to climate-related shocks and stresses.

SAC is also aware and mindful of the social and cultural barriers that exist to the adoption of new practices in relation to gender, natural resource management and agriculture in rural Burundi. Building on learning from previous projects, we have developed a comprehensive training programme around Gender and Social Inclusion, which ensures the involvement of all members of the household and places marginalised groups at the forefront of community activities. This universal participation breaks down communication barriers, tackles discrimination and ensures buy in and ownership from all participants. The project has also been designed to work with local leaders and utilise existing structures such as the Agriculture and Rural Development Sector Group to facilitate messaging around the project's main components and objectives. The involvement of these stakeholders and project participants in project design will ensure their support and commitment to the project and add weight to the project's objectives.

Burundi is considered to be at higher risk of money laundering or terrorist financing by the Isle of Man Financial Services Authority. Send a Cow complies with the relevant UK Charity Commission requirements around AML/CFT legislation. In order to mitigate any risk to project finances, SAC will employ strict financial processes, guided by its organisational Minimum Financial Standards Manual and a Fraud & Whistleblowing Policy, to which all staff must adhere. Asset registers and asset tracking systems are in place and financial reports will be reviewed monthly, alongside unscheduled checks and internal and external audits. Money will only pass through the hands of SAC staff and strict procurement

procedures will be overseen by a Procurement Committee comprised of senior staff to ensure purchases are appropriate, represent good value for money and are essential for the project. SAC has experience of transferring money to Burundi successfully over many years including current experience for existing projects.

Project Information

Project Name*

Food and Income Security for Communities Affected by Climate Change in Mwaro Province, Burundi

Project Manager Name*

[REDACTED]

Anticipated Project Start Date*

01 Jul 2021

Anticipated Completion Date for the activities for which funding is requested*

30 Jun 2023

Which of the following two themes will the project be addressing *

Climate Change – either by helping communities or groups affected by climate change or helping communities or groups to reduce their carbon footprint or emissions.

The Isle of Man Government's policy objective is to ensure that international development funding is targeted to support charities and projects that meet the UN's 17 Sustainable Development Goals.

Which of the SDGs are being targeted by the project?*

- ☒ SDG1 No poverty
- ☒ SDG2 Zero hunger
- ☐ SDG3 Good health and well-being
- ☐ SDG4 Quality education
- ☒ SDG5 Gender equality
- ☐ SDG6 Clean water and sanitation
- ☐ SDG7 Affordable and clean energy
- ☐ SDG8 Decent work and economic growth
- ☐ SDG9 Industry, 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 land
- ☐ SDG16 Peace, justice and strong institutions
- ☐ SDG17 Partnership for the goals

Please explain how the project is addressing the SDGs identified above.*

SDG 1 – No Poverty: This project will help farmers to raise their income above the poverty line (\$1.90 / £1.50 a day) by equipping them with the skills to increase farm productivity and establish successful agribusinesses (SDG target 1.2). It will also work with communities to ensure that all men and women have equal rights to economic resources, as well as equitable access to, ownership and control over land, natural resources and appropriate financial services (SDG target 1.4). The project will build the resilience of poor rural communities and reduce their exposure and vulnerability to climate-related and other economic, social and environmental shocks by addressing gender inequalities; regenerating and protecting natural resources; and providing financial security through the establishment of successful

agribusinesses and savings and loan associations (SDG target 1.5).

SDG 2 – Zero Hunger: As the text of this goal states, “If done right agriculture can provide nutritious food for all and generate decent incomes, while supporting people-centered rural development and protecting the environment”. Using our Regenerative Agriculture approach, which replenishes and protects natural resources while increasing productivity, this project will ensure poor and vulnerable people in Mwaro have access to safe, sufficient and nutritious food all year round (target 2.1). We expect participants to at least double their agricultural productivity and income as a result of the project’s approach (target 2.3), while at the same time ensuring that food production systems are sustainable and resilient, maintain local ecosystems and improve soil and land quality, and enable communities to adapt to extreme weather and climate-related shocks (target 2.4).

SDG 5 – Gender Equality: Project participants will build their understanding of the value of each individual, their potential and their right to equality and protection without discrimination by taking part in Gender and Social Inclusion training (target 5.1). Through SAC’s Transformative Household Methodology, project participants and their families will identify gender inequalities in decision-making, workloads and access to and control over economic and natural resources. With an understanding of how women’s full and effective participation improves the lives of everyone as well as the environment, men and women will work together to address these inequalities (target 5.5 and 5.A). Women will also be encouraged to take on leadership positions within self-help groups (target 5.5) and they will gain access to financial services through the establishment of Village Savings and Loan Associations (target 5.A). Furthermore, we have recently been working with the Global Women’s Institute of George Washington University to understand the impact of our projects on gender relations and we now have evidence that our gender transformative approach, in combination with our economic empowerment interventions, contributes to a reduction in gender based violence for project participants (target 5.2).

SDG 13 – Climate Action: The techniques taught under the Regenerative Agriculture and Integrated Natural Resource Management components of the project will enable participants to adapt to the conditions caused by climate change in order to increase their agricultural productivity and resilience to it (target 13.1). These activities, alongside regular multi-stakeholder meetings and open days, attended by local officials, government extension workers, community leaders and other members of the community will also raise awareness and build institutional capacity around climate change mitigation, adaptation and impact reduction (target 13.3).

SDG 15 – Life on Land: Through the implementation of SAC’s Regenerative Agriculture and Integrated Natural Resource Management practices, the project will contribute to the conservation, restoration and sustainable use of local ecosystems in Mwaro (target 15.1) and restore degraded land and soil (target 15.3). The planting of 85,000 trees and the proliferation of agroforestry techniques through the community and beyond the life of the project will also contribute to local afforestation efforts (target 15.2).

At a local level, the project will be implemented by four Project Facilitators (PF). All are qualified to Diploma level

It is important that you are able to demonstrate you have sufficient technical expertise to carry out project

activities effectively therefore, please provide details of qualified project staff being used

and experienced to work with rural communities, particularly in relation to sustainable agriculture and natural resource management. One PF will be responsible for supporting self-help group activities and one for community activities in each commune.

They will join a highly experienced technical team at SAC Burundi (SACB), who in addition to degree level qualifications have also benefitted from technical capacity building in the thematic areas of Regenerative Agriculture, Integrated Natural Resource Management, Enterprise Development and Gender and Social Inclusion. These staff supported the successful delivery of the Jyambere project - a DFID funded project that received an A+ score (£1.3m budget, 800 HH, 2015-2017) and are currently delivering the GANCA project which ends this year (£830k budget, 2000 HH, 2018-2021), both in Mwaro province. They will share their knowledge of the local area including challenges and opportunities, an understanding of potential entry points to behaviour change and existing relationships with local stakeholders. New staff will participate in a comprehensive induction programme to ensure complete understanding of SAC's approach and training methods.

The project will be overseen by [REDACTED] as Project Manager. [REDACTED] has a Masters Degree in Public Health and over 10 years' experience in delivering multi-sectoral projects for international NGOs. He is currently leading the team implementing the 3-year GANCA project in Mwaro Province as the Project Manager. He has the skills to deliver complex project plans, in line with an agreed budget and M&E framework. He also has excellent reporting skills to ensure that project progress, challenges and learning are captured and conveyed to colleagues and donors in a timely manner. [REDACTED] has experience of collaborating with government institutions at both local and national level. A driver, experienced in supporting the work of international NGOs will also be recruited to support the team to negotiate the difficult local roads and terrain and maintain the vehicle to ensure ease of access to the project area.

Apart from SACB project staff, government extension workers, responsible for agricultural activities, livestock, environmental protection, gender and family development, nutrition, health and hygiene, will participate in capacity building in SAC's approach so that they can also support local farmers. They will receive transport and communication allowances to enable them to visit project participants three times a week. Up-skilled government extension workers will remain in the area beyond the life of the project, increasing sustainability and scaling impact by reaching communities beyond its original scope.

Yes

Send a Cow will work through its local delivery partner Send a Cow Burundi.

Send a Cow Burundi is Send a Cow's in country delivery arm and falls under Send a Cow's governance, due diligence checks and audit cycles. Send a Cow undertakes extensive due diligence and risk assessments of all our country programmes, and adherence to established financial best practice is a major consideration within this process.

Will a partner organisation be used in the beneficiary country

Details of the partner organisation(s) used in the beneficiary country where the project is run

Details of due diligence checks your organisation has carried out on the partner organisation

Project Objectives

Project Objectives /key outcomes of the project

What the project aims to achieve*

The project objectives are:

1. 2,100 households engage in Regenerative Agriculture practices to improve farm productivity so that at least 70% are classed as food secure or only mildly food insecure on the Household Food Insecurity Access Scale
2. 2,100 households adopt at least 4 Integrated Natural Resource Management practices in order to adapt to and mitigate climate change
3. 2,100 households engage in agribusiness activities so that at least 60% of participants earn over \$1.90 (£1.50) a day, and save an average of £3 a month in order to increase their financial security and resilience to climatic shocks
4. 2,100 households address gender imbalance at household and community level so that 70% of women report increased involvement in decision making and control over economic and natural resources and participate in the response to climate change

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.*

SAC believes that Africa's potential lies in its natural resources and, most importantly, in the resourcefulness of its people, and that it is poverty that prevents this potential from being unlocked. We understand that poverty is often a reflection of a poor environment, limited capacity and unfair relationships. Through our integrated blend of Regenerative Agriculture, Integrated Natural Resource Management, Enterprise Development and Gender and Social Inclusion, we aim to create rejuvenated, abundant environments where ALL members of society decide together how best to protect and utilise the natural resources around them, in order to create a better future for themselves and the planet.

1. 2,100 households engage in Regenerative Agriculture practices to improve farm productivity so that at least 70% are classed as food secure or only mildly insecure on the Household Food Insecurity Access Scale

Regenerative Agriculture (RA) – as part of SAC's RA approach, farmers will engage in learning and see their farms as part of a system, which includes their livestock, the local environment and its natural resources. They will learn that rather than working against one another, these components can work together for mutual benefit and that this is particularly critical in order to adapt to and mitigate climate change. In order to understand the potential of their existing resources, farmers engage in a process of farm mapping, envisioning and planning. By understanding the resources they have and the potential of their farms, external dependency will be reduced and they will build confidence in their farm's ability to support their family's food and income needs in a climate positive way.

To help them adapt to the negative impact of climate change and extreme weather events on soil quality, and therefore on agricultural productivity, farmers learn specific techniques to help them improve the quality and resilience of their soil. These climate-smart techniques include composting, mulching and inter-cropping, all of which prevent soil depletion, reduce soil erosion, increase soil fertility and water retention and reduce the need for chemical fertilizers. To kick start productivity in these improved soils, farmers will be provided with improved seeds, including vegetable and crop seeds adapted for drought conditions, which will enable them to grow sufficient food all year round, both for consumption and sale. To help farmers reduce losses caused by pests and diseases that thrive in extreme climatic conditions, particularly the fall armyworm, they will also learn about natural pest control methods including Push:Pull technology. Push:Pull was developed

by the International Centre of Insect Physiology and Ecology (ICIPE) and involves an innovative companion planting system, which not only eliminates pests but adds nutrients to and stabilises the soil, as well as providing fodder for livestock. It also negates the need for expensive and environmentally harmful chemical pesticides.

To reduce the impact of livestock on the environment and help mitigate climate change, the RA approach also includes training in climate-smart Integrated Animal Management (IAM), which covers animal welfare, feeding, breeding, disease detection and hygiene. Farmers will learn how to integrate livestock into their farm system by growing fodder grass and forage trees so they can stall feed animals. This will reduce the impact of free grazing on soil quality and carbon release and support the Government's Zero Grazing policy. Fodder grasses have also been proven to reduce methane emissions from livestock, further mitigating climate change by reducing greenhouse gases. Furthermore, by increasing the biomass on their farms by growing fodder and forage, farmers will be able to capture even more carbon in the ground – a win-win for air and soil quality. Farmers will learn how to collect animal manure for composting and use in biogas digesters (see objective 2), thereby reducing greenhouse gas emissions from unmanaged waste. Healthier animals will benefit project participants by providing a source of protein for better nutrition and income, either through direct sale or sale of their products.

To encourage and support the replication of RA techniques among project participants and the wider community, two excelling farmers from each group will be chosen as Peer Farmer Trainers (PFT) and one will be chosen as a Community Animal Health Worker (CAHW). They will provide ongoing support to local farmers by explaining, demonstrating and adapting RA techniques as appropriate and will roll out training to community members.

2. 2,100 households adopt at least 4 Integrated Natural Resource Management practices in order to adapt to and mitigate climate change

Integrated Natural Resource Management (INRM) - In order to address the irregular water supplies and soil erosion caused by climate change and erratic weather patterns in Mwaro, and therefore to improve the potential for food production, farmers will learn about INRM so they are able to manage these resources more effectively.

To adapt to increasingly erratic rainfall patterns and water shortages, farmers will be trained in how to construct rainwater harvesting systems to collect rainwater from around their homes, store it and use it efficiently during dry periods, both domestically and for farming. In order to conserve and stabilise soils to prevent damage from heavy rainfall and to channel ground and surface water effectively, farmers (organised into self-help groups (SHG, see Objective 4)), along with 3,100 community members, will be trained in watershed management. This will include erosion control using progressive terraces; infiltration holes, which will facilitate water movement within the soil rather than on top of it to improve production and help regulate the water supply; and bamboo plantation on the banks of rivers, which will hold soil back and prevent water from undercutting the banks. People will employ these practices on both communal and privately owned land, using the increased availability of water and improved

soil health to increase productivity for food and livelihood purposes. To ensure community ownership and sustainability of communal activities such as these, the project will establish Watershed Committees, comprising 5 members in each colline (smallest administrative unit in Burundi). Members will be chosen by their peers and receive training to enable them to address issues related to land and water management within the local watershed. During the project they will follow up and support community terracing and agroforestry activities and report on natural resource management activities. The project will ensure that the Committees have the buy-in of local leaders and develop their own governance procedures in order to operate effectively beyond the project.

To mitigate climate change, as well as further stabilising the soil and providing a source of income for the community, the project will plant 85,000 trees (to match the number that will be planted in the Isle of Man). Fruit trees will be planted for the consumption and sale of a range of nutritious fruits, fodder trees will be planted for the consumption and sale of animal fodder and timber trees will be planted to provide shade and shelter for both animals and crops. All species used will be native. SHG and community members will be provided with seedlings and trained in the establishment of community tree nursery beds to ensure multiplication and a sustainable supply of tree seedlings for agroforestry and afforestation in the community. Tree nurseries will eventually become an income generating activity for the SHG managing them. By increasing the number of trees planted in the target zones, the project will contribute to carbon sequestration (approximately 30,000 tonnes CO₂ over a 10 year period) and improvements in soil fertility by fixing much needed carbon into the soil.

Further mitigation will result from the introduction of renewable energy technologies. In order to reduce air pollution from wood smoke caused by burning firewood, which provides the main source of energy in Mwaro, and to reduce greenhouse gases emitted during the natural decomposition of animal waste, SHG will be trained in how to construct and use firewood-efficient cook stoves, as well as biogas digesters that convert animal waste into fuel. Based on previous projects we expect a significant number of families to invest income and/or savings generated through the project in these technologies as they see the long term benefits for the environment, their health and reductions in time spent collecting firewood (particularly women and girls). We will also work with private companies in the local area to increase understanding of the importance of these technologies and encourage them to offer subsidies on the required materials.

To encourage learning and replication of INRM techniques in the wider community, the project will organise open days and farmers' fora, where farmers and community members can come together to showcase experiences and best practices in natural resource management.

To improve institutional capacity the project will also work closely with the Agriculture and Rural Development Sector Group, a government-led forum for stakeholders to address issues and challenges around agriculture, to build their capacity in INRM and RA messaging. The project will host regular community and multi-stakeholder meetings for discussion and dissemination of information on these issues in order to raise awareness and maintain the momentum for behaviour change.

3. 2,100 households engage in agribusiness activities so that at least 60% of participants earn over \$1.90 (£1.50) a day, and save an average of £3 a month in order to increase their financial security and resilience to climatic shocks

Enterprise Development - Economic resilience is vital for farming communities facing climate change because their livelihoods are so vulnerable to climate related shocks and stresses. The project will work with farmers to generate an income from their surplus produce so they can better meet their essential needs and save money to fall back on in the event of a climate-related, environmental or social disaster. As their productivity improves following the implementation of RA and INRM practices, we will work with them to identify potential value chains and income generating activities around their new practices. For example, through the provision of inputs and advice, we will support farmers to engage in the production, multiplication and sale of seeds, trees and fodder planting materials, and in more climate-resilient cereal based businesses common to the area. We will also support agrivet businesses that will improve animal health across the community and reduce the impact of livestock on the environment through the promotion of climate smart IAM practices. Training in post-harvest management (e.g. storage and preservation) will reduce crop losses and ensure that farmers have produce to sell during the so-called 'hunger months' or during prolonged dry periods, where others' crops may fail, meaning they can ask for a higher price to meet demand. Farmers will also learn value addition techniques (e.g. processing and packaging) so that they can improve the market value of their produce.

When farmers work together they are able to access larger markets and fetch higher prices for their produce. Their collective collateral also increases resilience to shocks as pooled resources provide a safety net for the most vulnerable, enabling them to continue operations during difficult periods. The project will therefore mobilise and support farmers to form Cluster Level Associations (CLA), through which they will bulk their produce and engage in joint income generating and marketing activities. In order to further increase financial security and resilience, farmers will be trained in and supported to establish their own Village Savings and Loans Associations. These will facilitate investment in their businesses at an individual and CLA level and encourage savings so that farmers do not have to sell off vital assets when they experience shocks and stresses. Some families may also choose to invest their savings or loans in the renewable energy technologies promoted through the project, which will also contribute to mitigation efforts.

4. 2,100 households address gender imbalance at HH and community level so that 70% women report increased participation in the response to climate change and involvement in decision making and control over economic and natural resources for inclusive and equitable access to their benefits

Gender and Social Inclusion - 2,100 farmers will be organised into 84 self-help groups (SHG), each with 25 members. SAC works through SHG because they are a cost effective and sustainable way of delivering training and sharing knowledge and resources. They also foster commitment and provide a mutually supportive environment for members, which we know from research carried out into the impact of SAC's projects on resilience, increases their ability to recover from shocks and stresses, particularly those related to the climate.

SHGs will be guided through a process of envisioning in which they will be encouraged to look at their existing resources, explore their potential and set goals for what they hope to achieve over the course of the project. They will also be trained in leadership, record keeping and group management enabling them to establish sustainable group structures and manage their own affairs. In order to shift unhelpful gender and social norms and increase women's participation in decision-making and resource control we will engage all SHG households in an adapted version of SAC's Transformative Household Methodology, focusing specifically on the role women can play in adapting to and mitigating climate change. This illiterate friendly tool will enable families to understand the existing role of women in decision-making, their workloads and access to and control over natural resources, and training will convey the benefits of greater equality for the family, the community and the environment. Families will then work together to address inequalities and change existing dynamics. The impact of these changes will be considerable, for both the project participants and the environment. For example, women may choose to plant fruit trees and create kitchen/vegetable gardens, resulting in enhanced nutrition for the whole family and improved soil quality and carbon capture, rather than focusing purely on income as men tend to. They may also choose to invest in items such as water harvesting units and biogas digesters, so they can save time collecting water and firewood and use renewable, clean energy for cooking, which will positively impact their health, reduce pressure on dwindling water and firewood sources and reduce the time spent collecting them, along with associated risks to personal security. Key messaging on Gender and Social Inclusion will also be shared at multi-stakeholder meetings and community dialogues held throughout the project to reinforce and sustain these changes.

Send a Cow Project Delivery Plan, Burundi, Climate Change.docx

Upload supporting documents

Please provide details of how project activities will be monitored.

A Monitoring and Evaluation Framework will set out impact targets against outcome and output objectives on a Logframe to guide all monitoring activities. This is informed by SAC's Impact Framework, which combines SAC's own impact indicators, and internationally recognised indicators, to measure changes in agricultural practices, natural resource management, financial security and gender equality for project participants.

Quantitative data will be collected through annual household surveys, savings logbooks, income records, and training registers. Farm visit forms will monitor the application of SAC's RA and INRM approaches, using a checklist to review the number of associated techniques being practised. Farm and community records will record the number of trees planted and the number of renewable energy technologies in use. Enumerators will be trained to collect baseline data using impact surveys and enter data directly into Akvo Flow survey software uploaded onto Android tablets. The same survey questionnaire will be used annually to assess progress towards achieving project indicators and milestones. The survey includes the Washington Group Short Set of questions to capture data on the number of disabled people participating in the project and the type of impairments that affect them, as well as assessing the impact the project has on disabled beneficiaries.

Qualitative data will be collected through on farm observations, focus group discussions and individual farmer/community feedback to ensure the project activities are delivered and implemented correctly.

Quarterly stakeholder meetings will check progress against key areas (agriculture, natural resource management, financial security and gender equality) and share challenges and learning. Monthly project review and planning meetings will identify any challenges or delays and ensure a quick response. Updates and information from these meetings will feed into reports submitted by field staff to the project manager to ensure all activities are on track. SACB staff will conduct regular farm observations as they travel to the community to deliver training and facilitate project activities for informal monitoring at household level. Beneficiaries will also have the contact details of project staff and be encouraged to share any feedback, concerns or learning.

An external evaluation at the end of the project will provide independent analysis of whether the project has delivered expected outcome and outputs, as well as assessing unexpected results, successes and challenges, value for money and recommendations for future SAC project planning. A final report will summarise these findings.

The Finance and Administration Assistant will monitor project expenditure to ensure it is as planned, reporting monthly to SACB's Finance Manager, who will prepare monthly, quarterly and annual reports for SAC's Finance Business Partner in the UK. SAC Group staff including the Head of Programmes and the Finance Business Partner will have regular contact with SACB, review monthly, quarterly and annual reports and visit the project annually to monitor progress.

Overall total direct and indirect beneficiaries - 31,500

Direct beneficiaries:

- SHG activities (household level) – 2,100 individual SHG members
- Community activities – 3,150 individual household heads

Total: 5,250

Indirect beneficiaries:

- 10,500 SHG household members (average 5 additional family members per household excluding the household head).
- 15,750 community household members (average 5 additional family members per household excluding the household head).

Total: 26,250

Description of beneficiaries:

2,100 SHG members will be chosen from the most vulnerable sections of the community. Community members, local leaders and extension workers will assist in the selection process using existing data and their understanding of the local context to identify the most vulnerable. Selection criteria will include access to land (even if small), level of vulnerability according to the local authority's Communal Vulnerability Map and membership of a marginalised group, including women, people with disabilities or HIV/AIDS, Batwa. Commitment to the project's objectives and to remaining in the local area beyond the life of the project will also be taken into account. We expect SHG members to be comprised of the following:

Women – 70% – women are the primary users / managers of natural resources and are disproportionately affected by their degradation, caused in part by climate change.

Men – 30% – although one of the key objectives of the project is to increase the participation of women, men are still extremely vulnerable and our learning from

Please indicate the approximate number of beneficiaries relating to the requested donation only.*

Description of beneficiaries (please differentiate direct and indirect).*

previous projects demonstrates the importance of including men in the project to ensure buy in, joint decision-making and universal impact.

Youth – 10% – these include young people who are over school age but under 26, even if they have completed their education, livelihood opportunities are extremely limited and many do not appreciate the value of their family's land. They are also in a position to champion the environment, ensuring it is valued, understood and protected by future generations.

People living with disabilities – 4%, this is based on the Government figures for the number of people living with disabilities in Burundi.

People living with HIV/AIDS – 1% – as a result of stigma, people do not disclose their HIV status making it difficult to target this group specifically but based on national prevalence rates we estimate that 1% of SHG members will be affected.

3,150 community members who live close to SHG members will be selected to participate in community activities. Their proximity to SHG members will encourage replication of the techniques taught to SHG members, evidenced by previous projects, and the environmental improvement of communal land will complement improvements on individual farms and vice versa. We expect community members to be comprised of the following:

Women – 70%

Men – 30%

Youth – 10%

People living with disabilities – 4%

Batwa – 2%

People living with HIV/AIDS – 1%

Other individuals who will benefit from capacity building and participation in multi-stakeholder forum meetings and community dialogues during the project include:

6 Government Extension Workers:

- 2 agricultural technicians
- 2 veterinary technicians
- 1 Provincial Director of Agriculture and Livestock
- 1 Monitoring and Evaluation Officer

36 Community Leaders:

- 28 Heads of Collines (smallest administrative unit in Burundi)
- 7 Zone Leaders
- 2 Commune Administrators
- 2 Commune Technical Advisors responsible for communal development
- 1 Provincial Technical Advisor responsible for provincial development

11 Government staff:

- 7 zonal Health Technicians
- 4 zonal Family Development technicians

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.*

Sustainability is at the heart of SAC's approach. We focus on attitudinal and behaviour change, capacity building and the establishment of community led structures with a view to self-management and self-sufficiency, while facilitating the regeneration, conservation and protection of natural resources so they can continue to provide people with food security and livelihoods in the long term.

The project will build the skills and capacity of farmers so that they can increase their productivity, manage their own natural resources, and establish successful

agribusinesses in spite of the challenges posed by climate change. Ecosystems will be strengthened by the implementation of SAC's RA and INRM practices, enabling them to provide food, water and income generating opportunities for communities, giving farmers and communities the motivation to pursue these practices long after the project has finished. Livelihoods, particularly those involving seed multiplication, will focus on the proliferation of resources to support continued environmental improvements and sustainable productivity in the face of climate change. Changes in gender roles and responsibilities will be sustained because they will be driven by family and community members themselves in response to recognition of the level of existing inequality and the barrier this presents for climate change adaptation and mitigation. The importance of the role of women in the response to climate change will be demonstrated by significant improvements to food security and livelihoods, solidifying positive attitudes towards them and creating space for more participatory roles in the community going forward.

These changes will be supported by the establishment of community resources and structures that will remain in place after the project has finished. Peer Farmer Trainers and Community Animal Health Workers are chosen because of their commitment to the community, they will continue to provide support to farmers, demonstrating taught techniques to ensure their ongoing and effective replication. SHGs established by the project will provide a constant support network for farmers and foster commitment to achieve common and individual goals after the project has finished. Similarly, Watershed Committees will be established with effective management structures, enabling them to continue providing support and follow up on issues related to natural resources in the community, with the support of local leaders who will be engaged by the project. Cluster Level Associations will be established with effective governance structures and sufficient training to enable them to continue to support joint income generating activities and help farmers achieve greater market access and prices. VSLAs established by the project will be self-managed and self-funded, enabling them to continue beyond the project. Based on previous projects we expect them to expand their services as income and capital increase and members of the wider community see the importance of savings for resilience to climate change. The project will also build the capacity of government Extension Workers, who play an important role in influencing the practices and behaviour of rural communities, particularly in relation to gender, agriculture and natural resource management. Extension Workers live in the local area and usually work with the same community over many years and based on previous experience we expect them to continue to advocate for and support the implementation of SAC's approach beyond the life of the project.

Supporting Documents

Files must be no larger than **15MB** and must be in **PDF or Microsoft Word** format.

Please refer to the '[International Development Partnerships Application Guidance](#)' for more information relating to supporting documents.

Project Budget

A project budget **MUST** be attached with this application, if a project budget is not submitted the application will not be considered.

This should include details of other donor/source(s) of funding relating to this project, and the amount(s) received.

The budget should **clearly** show how, where and on what the funding sought from the Isle of Man will be spent, noting that no more than 10% of allocated funding may be used for administrative purposes.

Please also **include a budget narrative** including how you will manage the budget appropriately and transparently. For example, will there be a dedicated accountant and/or annual external audits?

Your Project Budget*

Send a Cow Project Budget, Burundi, Climate Change.pdf

Project Delivery Plan

A delivery plan **should outline a schedule for the project**, indicating targets and completion dates, including details of any key milestones and assigned responsibilities to key persons to allow for better monitoring to help ensure the project is run in line with the anticipated timescale.

Your Project Delivery Plan*

Send a Cow Project Delivery Plan, Burundi, Climate Change.docx

Project Risk Assessment

The risk assessment **should identify any potential risks** that have the potential to impact the project and cause delays, blockades or impede the achievement of projects objectives.

Your Project Risk Assessment*

Send a Cow Project Risk Assessment, Burundi, Climate Change.docx

Project Communications Plan

Applications will need to include a communications plan **setting out specifically how they will publicise any project funded on the Island** by the Isle of Man Government.

In particular, the plan should set out how it will communicate the partnership message and clearly identify what IOM Government funding is achieving.

Your Project Communications Plan*

Send a Cow Project Communications Plan, Burundi, Climate Change.doc

Project Safeguarding Plan

Applications will need to include a safeguarding plan setting out **specifically how they will protect vulnerable persons**.

Your Project Safeguarding Plan*

Send a Cow Project Safeguarding Plan, Burundi, Climate Change.docx

Additional Information

You may upload up to **three additional documents** in order to provide any additional information to support your application

Additional InformationPlease provide any additional information in support of your application.

Project Theory of Change uploaded

Project Summary uploaded

Send a Cow Burundi Project Theory of Change, Climate Change.pdf

Send a Cow Burundi, Project Summary, Climate Change.pdf

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 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. *



Do the charity/charities applying need to be registered as No Specified Non-Profit Organisations and 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. *



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



I understand that, if successful, this application and supporting documents will be published on the Isle of Man Government website*



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](#)

For data queries, please contact the CO Data Protection Officer: DPO-CabOff@gov.im Tel: +44 1624 685519

Send a Cow Budget Food and Income Security for Communities Affected by Climate Change in Mwaro Province, Burundi

	Unit Description	Unit Cost (£)	Quantity	Frequency / Proportion		Y1 Total	Y1 Total	Y2 Total	Year 2 Total	Total Budget £	IOM Total	SAC Total	Notes
				Y1	Y2	£	IOM	£	IOM				
Project Activities													
1. Regenerative Agriculture													
1.1 Identify and train PFT and Extension Workers at zone and colline level in Regenerative Agriculture	Hall rent	21	3	10	4	626	626	-	250	250	-	876	876
	Lunch	3	173	10	4	5,050	5,050	-	2,020	2,020	-	7,070	7,070
	Transport	4	173	10	4	7,214	7,214	-	2,886	2,886	-	10,100	10,100
	Materials	13	1	10	4	125	125	-	50	50	-	175	175
1.2 Organise study tours for PFT and Extension Workers	Lunch	3	173	2	2	1,010	1,010	-	1,010	1,010	-	2,020	2,020
	Transport	4	173	2	2	1,443	1,443	-	1,443	1,443	-	2,886	2,886
	Bus rent and fuel	209	3	2	2	1,251	1,251	-	1,251	1,251	-	2,502	2,502
	Training fees	33	1	2	2	67	67	-	67	67	-	133	133
1.3 Identify and train CAHW in Improved Animal Management	Hall rent	21	2	6	4	250	250	-	167	167	-	417	417
	Lunch	3	89	6	4	1,559	1,559	-	1,039	1,039	-	2,598	2,598
	Transport	4	89	6	4	2,227	2,227	-	1,485	1,485	-	3,711	3,711
1.4 Organise study tours for CAHW, Extension Workers and agrivet staff	Lunch	3	89	2	2	520	520	-	520	520	-	1,039	1,039
	Transports	4	89	2	2	742	742	-	742	742	-	1,485	1,485
	Bus rent and fuel	209	2	2	2	834	834	-	834	834	-	1,668	1,668
	Training fees	33	1	2	2	67	67	-	67	67	-	133	133
1.5 Train farmers on improved nutrition, food groups and safe cooking	Hall rent	21	3	10	7	626	626	-	438	438	-	1,063	1,063
	Lunch	3	173	10	7	5,050	5,050	-	3,535	3,535	-	8,585	8,585
	Transport	4	173	10	7	7,214	7,214	-	5,050	5,050	-	12,264	12,264
	Materials	13	1	10	7	125	125	-	88	88	-	213	213
1.6 Regenerative Agriculture Workshop for SACB staff													
Farm Systems Coordinator Facilitation	Days	420	1	24	24	10,088	10,088	-	10,088	10,088	-	20,177	20,177
RA Total						46,088	46,088	33,029	33,029	79,116	79,116		
2. Integrated Natural Resource Management													
2.1 Train SHGs on the importance of afforestation, nursery bed establishment and management	Hall rent	63	1	8	6	500	500	-	375	375	-	876	876
	Lunch	505	1	8	6	4,040	4,040	-	3,030	3,030	-	7,070	7,070
	Transports	721	1	8	6	5,771	5,771	-	4,329	4,329	-	10,100	10,100
	Materials	13	1	8	6	100	100	-	75	75	-	175	175
2.2 Train SHGs in rainwater harvesting techniques and use	Hall rent	63	1	8	6	500	500	-	375	375	-	876	876
	Lunch	505	1	8	6	4,040	4,040	-	3,030	3,030	-	7,070	7,070
	Transports	721	1	8	6	5,771	5,771	-	4,329	4,329	-	10,100	10,100
	Materials	13	1	8	6	100	100	-	75	75	-	175	175
2.3 Train SHGs in how to make and use energy saving cook stoves	Hall rent	63	1	4	2	250	250	-	125	125	-	375	375
	Lunch	505	1	4	2	2,020	2,020	-	1,010	1,010	-	3,030	3,030
	Transports	721	1	4	2	2,886	2,886	-	1,443	1,443	-	4,329	4,329
	Materials	13	1	4	2	50	50	-	25	25	-	75	75
2.4 Community meetings around environmental challenges and resilience techniques		-	-	-	-	-	-	-	-	-	-	-	-
	Person	4	50	12	12	2,502	2,502	2,502	2,502	5,004	5,004	-	-
Lunch	Person	3	50	12	12	1,751	1,751	1,751	1,751	3,503	3,503	-	-
2.5 Capacity needs assessment for the communal GSADR in GSI, INRM and RA		-	-	-	-	-	-	-	-	-	-	-	-
Transport and lunch for participants	Person	11	6	8		540	540	-	-	540	540	-	-
Per diem for office based SACB staff	Person	23	4	8		734	734	-	-	734	734	-	-
Fuel for SACB Vehicle	litre	1	150	2		295	295	-	-	295	295	-	-
Facilitator fees	Person	2,919	1	1		2,919	2,919	-	-	2,919	2,919	-	-
2.6 Organise and facilitate communal multistakeholders forum meetings talk on specific themes including SLM, INRM, Food security, Nutrition, Peaceful conflict resolution and GSI key advocacy messages.													60 stakeholders, including extension workers, agronomists, government vets, local administration staff, other NGOs and officials from the Ministry of Agriculture will take part in quarterly forums in each commune where key themes and messaging around the project will be shared and discussed
	Meeting room	Room	42	1	8	8	334	334	-	334	334	-	667
	Transport and lunch for participants	Person	11	60	8	8	5,405	5,405	-	5,405	5,405	-	10,809
	MINEAGRIE officials (lunch transport)	Person	25	4	8	8	801	801	-	801	801	-	1,601
	Fuel for SACB Vehicle	litre	1	70	4	4	276	276	-	276	276	-	551
	Fuel for MINEAGRIE Vehicle	litre	1	70	4	4	276	276	-	276	276	-	551
	Per diem for office based SACB staff	Person	25	4	8	8	801	801	-	801	801	-	1,601
Materials	Piece	4	2	4	4	34	34	-	34	34	-	68	
2.7 Identify and establish Watershed Committees (WC)													6 Extension Workers and 2 SACB staff will undertake a 2 day visit to Boro Commune and 3 day visit to Nyabihanga Commune to assess local capacities and identify WC members. 6 local administrative officials will guide their visit in Nyabihanga and 5 in Boro.
Extension Worker transport and lunch	Person	11	6	5		338	338	-	-	338	338	-	-
WC member transport and lunch	Person	11	140	6	3	9,458	9,458	-	4,729	4,729	-	14,187	14,187
Fuel for SACB Vehicle	litre	1	68	2	-	134	134	-	-	134	134	-	-
Meeting room	Room	21	4	3		250	250	-	-	250	250	-	-
Per diem for office based SACB staff	Person	23	2	6		275	275	-	-	275	275	-	-
Transport allowance for local administrative officials	person	11	34	6		2,297	2,297	-	-	2,297	2,297	-	-
2.8 Workshop to design WC rules and bylaws and capacity building													80 WC members, 3 extension workers, 1 commune representative and 12 colline leaders in each commune will attend an initial training for 3 days to establish WCs and formalise governance structures, with refresher training taking place to ensure continued effectiveness throughout Y1 and 2
transport and lunch	Person	7	196	5	4	6,947	6,947	-	5,558	5,558	-	12,505	12,505
Meeting Room	Room	21	5	5	4	521	521	-	417	417	-	938	938
Training Fees	Fee	1,460	1	5	4	7,298	7,298	-	5,838	5,838	-	13,136	13,136
Materials	piece	13	1	5	4	63	63	-	50	50	-	113	113
2.9 Open days and farmer fora to showcase experiences and best practices on INRM.													2 colline leaders, 12 technical staff (extension workers, health and gender agents), Ministry of Agriculture staff 2 province representatives and commune representatives take part in the open days times a year
Vists for identifying the best farmers	Person	11	6	8		540	540	-	-	540	540	-	-
Accommodation breakfast lunch dinner for SACB	Person	25	3	8		601	601	-	-	601	601	-	-
Transport accommodation lunch for MINEAGRIE	Person	25	4	4		400	400	-	-	400	400	-	-
Entertainment Group	Person	63	1	4		250	250	-	-	250	250	-	-
Provincial authorities and technical staffs	Person	11	12	4		540	540	-	-	540	540	-	-
Sound system fees	Fee	83	1	4		334	334	-	-	334	334	-	-

Prize for the best farmer per colline	Fee	100	28	4		11,209	11,209	-	-	-	-	11,209	11,209	-	
Other stakeholders participants	Fee	11	15	4		676	676	-	-	-	-	676	676	-	
INRM Total						84,828	84,828		46,991	46,991		131,819	131,819		
3. Enterprise Development															
3.1 Train SHGs in how to organise themselves to self-supply food products at the community level (communities markets), including identification of potential value chain, joint IGAs and marketing.	Hall rent	21	3	7	7	438	438	-	438	438	-	876	876	-	2 PFT from each SHG and 5 Extension Workers (173 participants in total) will attend the workshop.
	Lunch	3	173	7	7	3,535	3,535	-	3,535	3,535	-	7,070	7,070	-	Alongside SAC staff these individuals will then roll out learning to all remaining SHG members, using communal land for group meetings. days initial training will be delivered followed by refresher training throughout Y1 and Y2
	Transport	4	173	7	7	5,050	5,050	-	5,050	5,050	-	10,100	10,100	-	
	Materials	13	1	7	7	88	88	-	88	88	-	175	175	-	
3.2 Train SHGs on marketing and benefits of group IGAs (e.g. bulking)	Hall rent	21	3	7	7	438	438	-	438	438	-	876	876	-	2 PFT from each SHG and 5 Extension Workers (173 participants in total) will receive initial hall based training. A alongside SAC staff these individuals will then roll out the training to all remaining SHG members. days initial training will be delivered followed by refresher training throughout Y1 and Y2
	Lunch	3	173	7	7	3,535	3,535	-	3,535	3,535	-	7,070	7,070	-	
	Transport	4	173	7	7	5,050	5,050	-	5,050	5,050	-	10,100	10,100	-	
	Materials	13	1	7	7	88	88	-	88	88	-	175	175	-	
3.3 Training SHGs in how to request and use communal/rented land to grow potential market orientated and fodder crops for income	Hall rent	21	3	7	7	438	438	-	438	438	-	876	876	-	2 PFT from each SHG and 5 Extension Workers (173 participants in total) will receive initial hall based training. A alongside SAC staff these individuals will then roll out the training to all remaining SHG members, using their own farms and communal land as demonstration sites. days initial training will be delivered followed by refresher training throughout Y1 and Y2
	Lunch	3	173	7	7	3,535	3,535	-	3,535	3,535	-	7,070	7,070	-	
	Transport	4	173	7	7	5,050	5,050	-	5,050	5,050	-	10,100	10,100	-	
	Materials	13	1	7	7	88	88	-	88	88	-	175	175	-	
3.4 Train SHGs in post-harvest management techniques	Hall rent	21	3	2	4	125	125	-	250	250	-	375	375	-	2 PFT from each SHG and 5 Extension Workers (173 participants in total) will receive initial hall based training. A alongside SAC staff these individuals will then roll out the training to all remaining SHG members. 6 days initial training will be delivered followed by refresher training throughout Y1 and Y2
	Lunch	3	173	2	4	1,010	1,010	-	2,020	2,020	-	3,030	3,030	-	
	Transport	4	173	2	4	1,443	1,443	-	2,886	2,886	-	4,329	4,329	-	
	Materials	13	1	2	4	25	25	-	50	50	-	75	75	-	
3.5 Organise study tours for Peer Farmers and local government extension staff on post-harvest management	Lunch	3	173	4	4	2,020	2,020	-	2,020	2,020	-	4,040	4,040	-	168 PFT and 5 Extension Workers will take part in the study tours which will take place across 6 days in Y1 and 5 days in Y2
	Transport	4	173	4	4	2,886	2,886	-	2,886	2,886	-	5,771	5,771	-	
	Bus rent and fuel	209	3	4	4	2,502	2,502	-	2,502	2,502	-	5,004	5,004	-	
	Training fees	33	1	4	4	133	133	-	133	133	-	267	267	-	
3.6 Training of potential marketing hub managers	Hall rent	21	2		10	-	-	-	417	417	-	417	417	-	35 people will be trained across 12 days (6 in each commune)
	Lunch	3	89		10	-	-	-	2,598	2,598	-	2,598	2,598	-	
	Transport	4	89		10	-	-	-	3,711	3,711	-	3,711	3,711	-	
3.7 Train SHGs on savings and credit schemes and support the establishment of VSLAs to facilitate investment at individual and group level	Hall rent	21	3	8	6	500	500	-	375	375	-	876	876	-	2 PFT from each SHG and 5 Extension Workers (173 participants in total) will receive initial hall based training. A alongside SAC staff these individuals will then roll out the training to all remaining SHG members. 6 days initial training will be delivered followed by refresher training throughout Y1 and Y2
	Lunch	3	173	8	6	4,040	4,040	-	3,030	3,030	-	7,070	7,070	-	
	Transport	4	173	8	6	5,771	5,771	-	4,329	4,329	-	10,100	10,100	-	
	Materials	13	1	8	6	100	100	-	75	75	-	175	175	-	
3.8 Competition at communal level		-	-	-	-	-	-	-	-	-	-	-	-	-	Competitions are used for motivation, there will be 6 competition days with 16 of the best performing farmers invited to participate each day. Winners will receive one of the items listed.
Transport and lunch for the best farmers	visit	11	2	-	96	-	-	-	2,162	2,162	-	2,162	2,162	-	
Soaps	piece	0	3,150	-	4	-	-	-	3,573	3,573	-	3,573	3,573	-	
buckets	piece	2	315	-	4	-	-	-	2,753	2,753	-	2,753	2,753	-	
Hoes	piece	3	840	-	4	-	-	-	8,407	8,407	-	8,407	8,407	-	
Pens	piece	0	1,051	-	4	-	-	-	1,051	1,051	-	1,051	1,051	-	
Copybooks	piece	0	630	-	4	-	-	-	841	841	-	841	841	-	
ED Total						47,888	47,888		73,401	73,401		121,289	121,289		
4. Gender and Social Inclusion															
4.1 Establish and assess the status and capacities of Self-Help Groups (SHG)															8 SHG members, 32 technical participants (local administration, local leaders, extension workers, agrivets), 2 colline leaders and 6 Provincial and Communal leaders in each commune will attend these start up workshops to establish SHGs
Sensitization meetings at Commune level	Person	11	60	3		2,027	2,027	-	-	-	-	2,027	2,027	-	
Transport and lunch for technical participants	Person	11	32	3		1,081	1,081	-	-	-	-	1,081	1,081	-	
Fuel for SACB vehicle	litre	1	70	2		138	138	-	-	-	-	138	138	-	
Transport and lunch for Colline leaders	Person	11	28	3		946	946	-	-	-	-	946	946	-	
Transport and lunch for Provincial and Communal authorities	Person	11	6	3		203	203	-	-	-	-	203	203	-	
Per diem for office based SACB staff	Person	23	3	3		206	206	-	-	-	-	206	206	-	
4.2 Train SHGs in leadership, envisioning, governance, record keeping and democratic structures	Hall rent	42	1	10	4	417	417	-	167	167	-	584	584	-	2 PFT and 1 group leader from each SHG (252 participants in total) will receive initial hall based training. Alongside SAC staff these individuals will then roll out the training to all remaining SHG members, using communal land for group meetings. days initial training will be delivered followed by refresher training throughout Y1 and Y2
4.3 Train SHGs on THM and GSI	Meetings with stakeholders	11	65	6		4,391	4,391	-	-	-	-	4,391	4,391	-	2 PFT and 1 group leader from each SHG (252 participants in total) will receive initial hall based training. Alongside SAC staff these individuals will then roll out the training to all remaining SHG members, using communal land for group meetings. days initial training will be delivered followed by refresher training throughout Y1 and Y2
4.4 Train SHGs and local extension agents on group management and conflict resolution	Hall rent	42	1	20	8	834	834	-	334	334	-	1,168	1,168	-	2 PFT and 1 group leader from each SHG (252 participants in total) will receive initial hall based training. Alongside SAC staff these individuals will then roll out the training to all remaining SHG members, using communal land for group meetings and working with households individually. days initial training will be delivered followed by refresher training throughout Y1 and Y2
4.5 Train 25 local leaders/opinion leaders on gender issues and land related conflict resolution	Hall rent	21	1	10	4	209	209	-	83	83	-	292	292	-	25 local leaders from each commune will receive days initial training followed by refresher training throughout Y1 and Y2
4.6 GSI Workshop for SACB staff		-	-	-	-	-	-	-	-	-	-	-	-	-	SAC Gender and Social Inclusion Coordinator will provide a refresher training and ongoing support for all project staff, updating them with learning from other country programmes and working with them to ensure the project activities respond appropriately and effectively to local contextual challenges and observations
Gender and Social Inclusion Coordinator Facilitation	Days	420	1	24	24	10,088	10,088	-	10,088	10,088	-	20,177	20,177	-	
GSI Total						79,889	79,889		32,969	32,969		112,858	112,858		
Inclusion Activities	Month	-	1	12	12	17,309	17,309	-	9,547	9,547	-	26,856	26,856	-	Inclusion of disabled participants is very important to SAC so we allocate a small proportion of all our budgets to accessible resources, adaptation, sign language interpreters, additional costs for guides and additional transport costs to enable those with disabilities to participate. This is a flexible amount adapted to the specific needs of participants once identified.
Visibility	Month	-	1	12	12	5,770	5,770	-	3,182	3,182	-	8,952	8,952	-	A contribution towards the costs associated with communicating OM and SAC's work to the UK public in order to raise awareness. Costs include contribution towards a grassroots with IOM/SAC logo at project site, t-shirts with IOM/SAC logo, printing, software, fees for professional services (e.g. copywriting/editing, digital editing, branding), event expenses (venue hire, speaker fees, catering etc.)
Fuel costs for implementation of activities	Month	894	1	12	12	10,724	10,724	-	11,260	11,260	-	21,984	21,984	-	Fuel costs for implementation
Project Activities Total						33,803	33,803		23,989	23,989		57,792	57,792		
5. Agricultural Inputs															
5.1 Provide PFT with Kits															Each PFT will receive a tool kit to help them carry out their role
Raincoat	item	15	168	1		2,452	2,452	-	-	-	-	2,452	2,452	-	
Boots	item	10	168	1		1,681	1,681	-	-	-	-	1,681	1,681	-	
Decimeter	item	10	168	1		1,611	1,611	-	-	-	-	1,611	1,611	-	
Record book	item	17	168	1		2,802	2,802	-	-	-	-	2,802	2,802	-	
Branded t-shirt	item	17	168	1		2,802	2,802	-	-	-	-	2,802	2,802	-	

Branded notepad	Item	3	168	1		560	560	-	-	-	-	560	560	-	
5.2 Provide improved seeds to SHGs		-				-	-	-	-	-	-	-	-	-	Each group will receive a combination of seeds enabling them to fulfil farm plans. More Irish potato seeds are required due to the amount required to plant one hectare (1,500-2000kg) compared to other vegetable seeds (1kg).
African eggplants	KG	54	84	1	0	2,732	2,732	-	1,822	1,822	-	4,554	4,554	-	
Tomatoes	KG	63	84	1	0	3,153	3,153	-	2,102	2,102	-	5,254	5,254	-	
Cabbage Copenhagen	KG	54	84	1	0	2,732	2,732	-	1,822	1,822	-	4,554	4,554	-	
Red on on	KG	54	84	1	0	2,732	2,732	-	1,822	1,822	-	4,554	4,554	-	
Carrots	KG	58	84	1	0	2,942	2,942	-	1,962	1,962	-	4,904	4,904	-	
Irish potatoes	KG	1	84,000	1	0	37,832	37,832	-	25,221	25,221	-	63,053	63,053	-	
Maize	KG	1	8,400	1	0	3,573	3,573	-	2,382	2,382	-	5,955	5,955	-	
Wheat	KG	1	8,400	1	0	3,363	3,363	-	2,242	2,242	-	5,605	5,605	-	
Biofortified Beans	KG	1	8,400	1	0	3,993	3,993	-	2,662	2,662	-	6,656	6,656	-	
5.3 Provide inputs (desmodium, napier grass and improved maize seeds) to establish push-pull on farm as demonstration plots for group members															Inputs will be provided to two demonstration plots, one in each commune
Desmodium	cutting	0	1,050,000	2		17,515	17,515	-	-	-	-	17,515	17,515	-	
Napier grass	cutting	0	1,050,000	2		17,515	17,515	-	-	-	-	17,515	17,515	-	
Improved maize seeds	KG	1	336	2		476	476	-	-	-	-	476	476	-	
5.4 Provide CAHWs with kits		-				-	-	-	-	-	-	-	-	-	Each CAHW will receive a tool kit to help them carry out their role
Surgical measure kit	Item	354	84	1	-	29,775	29,775	-	-	-	-	29,775	29,775	-	
Weight	Item	7	84	1	-	595	595	-	-	-	-	595	595	-	
Measure tape	Item	8	84	1	-	666	666	-	-	-	-	666	666	-	
Sprayers	Item	40	84	1	-	3,328	3,328	-	-	-	-	3,328	3,328	-	
Thermometer	Item	7	84	2	-	1,191	1,191	-	-	-	-	1,191	1,191	-	
Raincoat	Item	15	84	1	-	1,226	1,226	-	-	-	-	1,226	1,226	-	
Boots	Item	10	84	1	-	841	841	-	-	-	-	841	841	-	
Branded teshirt	Item	17	84	2	-	2,802	2,802	-	-	-	-	2,802	2,802	-	
Notepad	Item	3	84	2	-	560	560	-	-	-	-	560	560	-	
5.5 Establish community contours/progressive terracing working community members, local leaders and local extension agents															SHGs and community members will be dividing into working groups and each group will receive tools and cuttings
File and c/sal	Piece	8	30	1	1	250	250	-	250	250	-	500	500	-	
Hoes	Piece	4	300	1	1	1,251	1,251	-	1,251	1,251	-	2,502	2,502	-	
Pickaxes	Piece	4	300	1	1	1,251	1,251	-	1,251	1,251	-	2,502	2,502	-	
Shovels	Piece	5	300	1	1	1,501	1,501	-	1,501	1,501	-	3,003	3,003	-	
Bana grass and pennisetum	cutting	0	1,200,000	1	1	22,519	22,519	-	22,519	22,519	-	45,038	45,038	-	
Labour	BIF/KM	834	45	1	1	37,531	37,531	-	37,531	37,531	-	75,063	75,063	-	
5.6 Establish infiltration holes across community land and SHG land															Community labour will be provided at no cost
5.7 Bamboo plantations on the banks of rivers and in ravines	Cuttings	0	30,000	1	1	6,255	6,255	-	6,255	6,255	-	12,510	12,510	-	5,000 bamboo cuts will be planted across both communes over the course of the project
5.8 Seeds and materials for the establishment of community nursery beds for agroforestry and afforestation															SHGs and community members will be divided into working groups and each group will receive tools and seedlings/cuttings
Mangoes	Seedling	1	2,000	1	0	1,001	701	300	667	467	200	1,668	1,168	500	
Banana	Seedling	1	19,200	1	0	9,608	5,765	3,843	6,405	3,843	2,562	16,013	9,608	6,405	
Tangerine	Seedling	1	4,000	1	0	1,601	961	641	1,068	641	427	2,669	1,601	1,068	
Orange	Seedling	1	10,600	1	0	4,509	2,705	1,804	3,006	1,804	1,202	7,515	4,509	3,006	
Avocado	Seedling	1	39,500	1	0	14,825	8,895	5,930	9,883	5,930	3,953	24,708	14,825	9,883	
Lemon	Seedling	0	17,400	1	0	4,354	2,612	1,741	2,902	1,741	1,161	7,256	4,354	2,902	
Tree tomato	Seedling	0	10,600	1	0	2,785	1,671	1,114	1,857	1,114	743	4,641	2,785	1,857	
Passion	Seedling	0	8,000	1	0	1,301	781	520	867	520	347	2,168	1,301	867	
Pineapple	Seedling	0	24,000	1	0	1,802	1,081	721	1,201	721	480	3,003	1,802	1,201	
Eucalyptus	Kg	6	140	1	0	473	284	189	315	189	126	788	473	315	
Graevola	Kg	21	140	1	0	1,751	1,051	701	1,168	701	467	2,919	1,751	1,168	
Calandra	Kg	9	140	1	0	788	473	315	525	315	210	1,314	788	525	
Leucena	Kg	7	140	1	0	578	347	231	385	231	154	963	578	385	
Cedrela	Kg	10	140	1	0	820	492	328	546	328	219	1,366	820	546	
Mesopsis Emni	Kg	3	140	1	0	280	168	112	187	112	75	467	280	187	
Neem	Kg	21	140	1	0	1,751	1,051	701	1,168	701	467	2,919	1,751	1,168	
Bags	Kg	6	4,540	1	0	17,039	10,224	6,816	11,359	6,816	4,544	28,399	17,039	11,359	
Watering cans	Kg	5	520	1	0	1,561	937	625	1,041	625	416	2,602	1,561	1,041	
5.9 Materials for demonstration of simple rainwater harvesting units															Each group will build their own demonstration unit ensuring that everyone understands how it works
Cement	Bag	13	5	-	84	-	-	-	5,254	5,254	-	5,254	5,254	-	
Bamboos	Piece	0	70	-	84	-	-	-	1,226	1,226	-	1,226	1,226	-	
Gutters	Piece	7	3	-	84	-	-	-	1,786	1,786	-	1,786	1,786	-	
Tap	Piece	3	2	-	84	-	-	-	490	490	-	490	490	-	
5.10 Materials for demonstration of biogas units															Each group will build their own demonstration unit ensuring that everyone understands how it works
Cement	Bag	13	9	-	84	-	-	-	9,458	9,458	-	9,458	9,458	-	
Tiles	Piece	23	14	-	84	-	-	-	26,972	26,972	-	26,972	26,972	-	
Concrete Iron	Piece	9	5	-	84	-	-	-	3,818	3,818	-	3,818	3,818	-	
Pipes	Piece	7	3	-	84	-	-	-	1,786	1,786	-	1,786	1,786	-	
5.11 Identify suitable land/farmers and facilitate establishment of local seed multiplication plots for sustainable community access to improved value chain seeds	Land rent	626	1	1	1	626	626	-	626	626	-	1,251	1,251	-	Land will be rented over the course of the project, after which community members will cover this themselves using income generated by the multiplication plots
5.12 VSLA Kits															Each SHG will receive a kit to help them run their own VSLA
Meta ic Box	Item	17	84	2	-	2,802	2,802	-	-	-	-	2,802	2,802	-	
Lockpad	Item	2	252	2	-	1,051	1,051	-	-	-	-	1,051	1,051	-	
Record book	Item	17	252	2	-	8,407	8,407	-	-	-	-	8,407	8,407	-	
Plastic bowl	Item	2	336	2	-	1,121	1,121	-	-	-	-	1,121	1,121	-	
Pens	Item	0	336	2	-	140	140	-	-	-	-	140	140	-	
Calculator	Item	4	84	2	-	701	701	-	-	-	-	701	701	-	
Stamp and ink	Item	1	84	2	-	140	140	-	-	-	-	140	140	-	
5.13 Input support for marketing hubs, including agrivet businesses															Inputs will be provided according to the preference of each marketing hub and in line with market demand
African eggplants	Kg	54	2	-	2	-	-	-	217	217	-	217	217	-	
Tomatoes	Kg	63	2	-	2	-	-	-	250	250	-	250	250	-	

Cabbage Copenhagen	Kg	54	2	-	2	-	-	-	217	217	-	217	217	-
Red onion	Kg	54	2	-	2	-	-	-	217	217	-	217	217	-
Carrots	Kg	58	2	-	2	-	-	-	234	234	-	234	234	-
Premix	Kg	6	120	-	2	-	-	-	1 401	1 401	-	1 401	1 401	-
turrets	Kg	1	300	-	2	-	-	-	500	500	-	500	500	-
Oxytetracycline 20%	piece	3	20	-	2	-	-	-	133	133	-	133	133	-
Penicillin holands	piece	7	20	-	2	-	-	-	267	267	-	267	267	-
Sulfadiazine	piece	3	20	-	2	-	-	-	133	133	-	133	133	-
Multivitamin	piece	4	20	-	2	-	-	-	150	150	-	150	150	-
Phenylbutazone	piece	5	20	-	2	-	-	-	183	183	-	183	183	-
Butarex 50 ml	piece	14	20	-	2	-	-	-	567	567	-	567	567	-
Bloc à licher	piece	5	20	-	2	-	-	-	217	217	-	217	217	-
Amiraz/Intra (acaricide d'un litre)	piece	4	20	-	2	-	-	-	150	150	-	150	150	-
Thermomètre digital	piece	2	40	-	2	-	-	-	167	167	-	167	167	-
Agricultural Inputs Total						303,826	277,195	26,631	213,567	195,813	17,754	517,393	473,008	44,385
Project Staff														
Project Manager	Month							-			-			-
Project Facilitator	Month													-
Driver	Month													-
Government Extension Workers	Month													-
Fuel for Project Facilitators	Month	601	1	12	12	7,206	7,206	-	7,566	7,566	-	14,772	14,772	-
Project Staff Total						62,663	62,663		65,797	65,797		128,460	128,460	
Capital														
Tablet	Item	834	5	1		4,170	4,170	-	-	-	-	4,170	4,170	-
Laptop	Item	1,168	4	1		4,671	4,671	-	-	-	-	4,671	4,671	-
Motorcycles	Item	4,587	4	1		18,349	18,349	-	-	-	-	18,349	18,349	-
Vehicle	Item	35,446	1	1		35,446	35,446	-	-	-	-	35,446	35,446	-
Office materials	Item	500	2	1		1,001	1,001	-	-	-	-	1,001	1,001	-
Capital Total						63,636	63,636					63,636	63,636	
Monitoring and Evaluation														
Baseline														
Enumerators allowance	Person	23	12	20		5 505	5 505	-	-	-	-	5 505	5 505	-
Fuel for SAC Vehicle	litre	1	70	8		551	551	-	-	-	-	551	551	-
Per diem for office based SACB staff	Person	23	4	20		1,835	1,835	-	-	-	-	1,835	1,835	-
Meeting room	Room	42	1	3		125	125	-	-	-	-	125	125	-
Lunch for Project Facilitators	Person	5	4	20		400	400	-	-	-	-	400	400	-
Fuel for Motorcycles for Project Facilitators	litre	1	38	20		761	761	-	-	-	-	761	761	-
Project inception (launch)														
Meeting room	Room	63	1	1		63	63	-	-	-	-	63	63	-
Broadcasting (radio & television)	Fee	209	1	1		209	209	-	-	-	-	209	209	-
Transports for participants	Person	6	80	1		500	500	-	-	-	-	500	500	-
MINEAGRIE officials (lunch & transport)	Person	23	5	1		115	115	-	-	-	-	115	115	-
Fuel for MINEAGRIE Vehicle	litre	1	65	1		64	64	-	-	-	-	64	64	-
Per diem for office based SACB staff	Person	23	6	1		138	138	-	-	-	-	138	138	-
Fuel for SAC Vehicle	litre	1	65	2		128	128	-	-	-	-	128	128	-
Banner	piece	104	3	1		313	313	-	-	-	-	313	313	-
Printings	Lump sum	104	1	1		104	104	-	-	-	-	104	104	-
Communication	Lump sum	52	1	1		52	52	-	-	-	-	52	52	-
Quarterly group reviews	Hall rent	42	1	8	8	334	334	-	334	334	-	667	667	-
	lunch	260	1	8	8	2 078	2 078	-	2 078	2 078	-	4 157	4 157	-
	transport	371	1	8	8	2 969	2 969	-	2 969	2 969	-	5 938	5 938	-
Monitoring visits - data collection / HH surveys						-	-	-	-	-	-	-	-	-
Fuel	litre	1	600	12	12	7 206	7 206	-	7 206	7 206	-	14 412	14 412	-
Final evaluation														
Enumerators allowance	Person	23	12		16	-	-	-	4 404	4 404	-	4 404	4 404	-
Fuel for SAC Vehicle	litre	1	81		4	-	-	-	318	318	-	318	318	-
Per diem for office based SACB staff	Person	23	4		16	-	-	-	1 468	1 468	-	1 468	1 468	-
Meeting room	Room	42	1		2	-	-	-	83	83	-	83	83	-
Lunch for Project Facilitators	Person	5	4		16	-	-	-	320	320	-	320	320	-
Fuel for Motorcycles for Project Facilitators	litre	1	38		12	-	-	-	456	456	-	456	456	-
Data presentation on meeting participants	Person	11	60		1	-	-	-	676	676	-	676	676	-
Room rent	Room	63	1		1	-	-	-	63	63	-	63	63	-
Broadcasting (radio & television)	Lump sum	209	1		1	-	-	-	209	209	-	209	209	-
acc lunch dinner breakfast for SACB	Person	23	5		1	-	-	-	115	115	-	115	115	-
MINEAGRIE officials (lunch & transport)	Person	23	4		1	-	-	-	92	92	-	92	92	-
Fuel for MINEAGRIE Vehicle	litre	1	70		1	-	-	-	69	69	-	69	69	-
Fuel for SACB Vehicle	litre	1	70		1	-	-	-	69	69	-	69	69	-
External consultant fees	Lump sum	1	1		1	-	-	-	4 170	4 170	-	4 170	4 170	-
Technical support from SAC Group M&E Officer	Days	280	1	12	12	3,363	3,363	-	3,363	3,363	-	6,726	6,726	-
Data analysis and project learning from SAC Director of Research and Impact	Days	280	1	24	24	6,726	6,726	-	6,726	6,726	-	13,451	13,451	-
Learning and Best Practice Monitoring Visits		4,091	1	1	1	4,091	4,091	-	2,635	2,635	-	6,726	6,726	-

Monitoring and Evaluation Total						37,628	37,628		37,821	37,821		75,449	75,449		
Other staff and Administration Costs															10% of the total OM budget applied for may be used for salaries of non-vital project personal and administration costs, the amount put to IOM be low is 9% of the total amount applied for.
Country Director															The Director will dedicate a portion of work time to the project. As head of the organization the Director will hold overall responsibility and accountability for the project implemented in Burundi. Responsibilities include: attending monitoring events, making sure the project is in line with the strategic direction of their organization, ensuring projects are in line with national rules, regulations and strategies, resolving any conflicts between staff if they arise, presenting the project at different fora in-country and abroad.
Finance manager															The Finance and Admin Manager will dedicate a portion of work time to this project. Roles and responsibilities are: management of financial transactions, ensure financial activities at all levels are in line with manuals and procedures, supervision of financial reporting, financial monitoring and supervision, facilitation of external audit, co-ordinate head office purchase activities, assist human resource management.
Fin Admin Assistant															The Finance and Admin Officer will dedicate a portion of work time to this project. The Officer's roles and responsibility will be: filing and storing of financial data, assist at financial report preparation, assist purchase procedures, settlement of head office staff expenses, petty cash administration.
Office in Mwaro		125	1	12	12	1,501	1,351	150	1,501	1,351	150	3,003	2,702	300	Contribute on to a project office based in Mwaro providing a head quarters for project delivery for all direct project staff. Cost includes rent and utilities - communal office space.
Contribution towards SAC Burundi office costs		1,376	1	12	12	16,508	14,857	1,651	17,334	15,600	1,733	33,842	30,457	3,384	Contribute on to SAC Burundi office costs, that provides: finance support, Governance, Safeguarding, Contract Management and reporting.
Business Partner															The Business Partner oversees the financial accounting for the project and supports the finance team member's in-country. They review quarterly finance reports, assesses expenditure and checks that SAC finance policy and procedures are adhered to, as well as working with the Programme Funding Executive to support grant contract management. Budget includes a monthly contribution.
HR advisor															The HR Advisor supports the country programme office to recruit project staff and monitor their welfare, performance and professional development throughout the life of the project. Budget includes a monthly contribution. HR support will include induction, learning and development for project staff to ensure they have the skills and competence they need to train others, ensure safeguarding policies and processes are understood and adhered to, and maintain high quality project delivery through continuous professional development.
Head of Programmes															The Head of Programmes has oversight of project delivery in Burundi, reviewing reports and working with the project team to address challenges and ensure delivery meets objectives and expectations.
Programme Funding Executive															The Programme Funding Executive is responsible for the day-to-day management of the grant contract, working with the project Business Partner to monitor expenditure and prepare financial reports & expenditure claims for the donor, and with the M&E Officer and project staff in-country to prepare narrative project reports. She also writes funding applications to other donors to secure match funding for the project. Budget includes a monthly contribution.
Information Systems Support															The Information Systems Manager and a contribution towards the cost of developing and maintaining the IT systems that support information management across all SAC country programmes. Costs include: software and hardware, contractor fees, licences and travel expenses for staff training and monitoring visits to SAC country programme offices. Budget includes a monthly contribution.
Contribution towards SAC Group office costs		1,023	1	12	12	12,273	3,682	8,591	7,904	2,371	5,533	20,177	6,053	14,124	A contribution towards the cost of keeping the UK office running, recognising the role that UK-based staff play in the running of projects in SAC country programmes. Costs include: rent, utilities (water, electricity, gas), building insurance & maintenance, office equipment (e.g. computers, photocopier, telephones), stationery, postage etc.
Contribution towards Safeguarding costs		962	1	12	12	11,540	3,462	8,078	6,364	1,909	4,455	17,904	5,371	12,533	A contribution towards Safeguarding policies and procedures, including Code of Conduct training and compliance for all staff including roll out of policies and reporting procedures, regular policy and procedure reviews and updates, and GDPR compliance for all personal data/cases/studies/images. Includes due diligence and DBS checks for anyone visiting projects.
Governance		1,364	1	12	12	16,364	4,909	11,455	10,538	3,162	7,377	26,902	8,071	18,832	A contribution towards the costs associated with being able to operate as an international NGO and the strategic direction of the organisation as a whole, which informs the direction of SAC country programmes. Costs include: legal advice, annual external audit fees, subscriptions to professional bodies (e.g. BOND), CEO and PA salaries and travel expenses, and international Board meeting expenses (travel, venue hire, refreshments, accommodation etc.)
Other Staff and Administration Costs Total						128,351	66,864	61,487	100,705	59,943	40,762	229,056	126,807	102,249	
Total Costs						888,600	800,482	88,118	628,269	569,753	58,516	1,516,869	1,370,235	146,634	Send a Cow will raise 10% of the total budget from other fundraising, and warm Trusts and Foundations with an interest in funding Burundi.

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Project Delivery Plan

Project title	Food and Income Security for Communities Affected by Climate Change in Mwaro Province, Burundi
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: 2,100 HHs engage in Regenerative Agriculture practices to improve farm productivity so that at least 70% are classed as food secure or only mildly food insecure on the Household Food Insecurity Access Scale	<p>1.1 Identify and train Peer Farmer Trainers (PFT) and Extension Workers at zone and colline level to support communities to implement Regenerative Agriculture techniques for environmental sustainability</p> <p>1.2 Organise study tours for PFT and Extension Workers so they can learn from best practice in previous SACB projects</p> <p>1.3 Identify and train Community Animal Health Workers (CAHW) to support communities to implement Improved Animal Management techniques for environmental sustainability</p> <p>1.4 Organise study tours for CAHW, Extension Workers and agrivet staff so they can learn from best practice in previous SACB projects</p> <p>1.5 Train farmers on improved nutrition, food groups and safe cooking so they can maximize the nutritional benefits of improved, sustainable agricultural productivity</p> <p>1.6 Regenerative Agriculture Workshop for SACB staff – technical capacity building so they can train communities, PFT, CAHW and Extension Workers in the 'how' and 'why' of Regenerative Agriculture techniques</p> <p>Inputs: 5.1 PFT tool kits to facilitate their community training activities</p>	<p><u>Year 1:</u> Regenerative Agriculture Workshop for SACB staff (1.6) – this is a foundational activity to prepare trainers to train others.</p> <p><u>Year 1&2:</u> All other activities (1.1-1.5) – adoption, implementation and adaptation of new agricultural techniques takes time, therefore initial sensitisation and trainings will begin in year 1 with follow-up support and refresher training in year 2.</p>	<p><u>Annual HH survey:</u> Quantitative data collected against key indicators around adoption/ implementation of regenerative agriculture techniques and food security.</p> <p><u>Reports from Project Facilitators:</u> Report the number of community members reached, key messages and any successes/ challenges/ learning.</p> <p><u>Farm/Group Visits:</u> Observational data collected on implementation of new techniques/technologies/ practices. Qualitative data collected in case studies.</p> <p><u>Focus group discussions and key informant interviews:</u> Collected at the baseline and end of project to monitor impact.</p>	Under the Project Manager, Project Facilitators will lead these activities.

	<p>5.2 Improved seeds to enhance crop yield and quality</p> <p>5.3 Desmodium, napier grass and improved maize seeds for Push-Pull demonstration plots</p> <p>5.4 CAHW tool kits to facilitate their community training activities</p>			
<p>OBJECTIVE 2: 2,100 HHs adopt at least 4 Integrated Natural Resource Management practices in order to adapt to and mitigate climate change</p>	<p>2.1 Train self-help groups (SHG) on the importance of afforestation for adaptation to and mitigation against climate change, plus training on tree nursery establishment and management for environmental sustainability</p> <p>2.2 Train SHG in rainwater harvesting techniques and use for adaptation to climate change</p> <p>2.3 Train SHG in how to make and use energy saving cook stoves for mitigation against climate change</p> <p>2.4 Community meetings around environmental challenges and resilience techniques to raise awareness of harmful environmental practices and equip communities to cope with future climatic and environmental shocks</p> <p>2.5 Capacity needs assessment for the communal Agriculture and Rural Development Sector Group GSADR in Integrated Natural Resource Management (INRM)</p> <p>2.6 Organise and facilitate communal multistakeholders forum meetings talk on specific themes including INRM, RA and GSI key advocacy messages to engage key local players in the fight against climate change and promote a coordinated approach to tackling challenges</p> <p>2.7 Identify and establish Watershed Committees (WC) for the sustainable management of rehabilitated watersheds</p> <p>2.8 Workshop to design WC rules and bylaws and capacity building for effective leadership, administration and management</p> <p>2.9 Open days and farmer fora to showcase experiences and best practices on INRM</p> <p>Inputs:</p> <p>5.5 Tools for contouring and terracing</p> <p>5.7 Bamboo cuttings for watershed stabilisation</p> <p>5.8 Seeds and materials for the establishment of</p>	<p><u>Year 1:</u> Training on rainwater harvesting (2.2) – access to water is crucial for improving agricultural productivity so will be done as a foundational activity; Capacity needs assessment for the communal GSADR (2.5) – early identification of capacity building needs is important to give the SACB team enough time to respond in the project lifetime; Identify and establish Watershed Committees (2.7) – early establishment will allow for effective coordination of activities throughout the project.</p> <p><u>Year 1&2:</u> All other activities (2.1, 2.3, 2.4, 2.6, 2.8, 2.9) – adoption, implementation and adaptation of new techniques/ technologies/ attitudes/practices takes time, therefore initial sensitisation and trainings will begin in year 1 with follow-up support and refresher training in year 2.</p>	<p><u>Annual HH survey:</u> Quantitative data collected against key indicators around adoption/ implementation of INRM techniques.</p> <p><u>Reports from Project Facilitators:</u> Report the number of community members reached, key messages and any successes/ challenges/ learning.</p> <p><u>Farm/Group Visits:</u> Observational data collected on implementation of new techniques/ technologies /practices. Qualitative data collected in the form of case studies.</p> <p><u>Focus group discussions and key informant interviews:</u> Collected both at the baseline and end of the project to monitor impact.</p> <p><u>Meeting minutes and records:</u> Progress reports and evidence of new policies/decision-making/change in attitude from community groups and committees.</p>	<p>Project Facilitators, overseen by the Project Manager, will manage these activities. PFT will be crucial to their delivery and chosen for their ability to implement techniques and motivation to share them with others.</p>

	community nursery beds for agroforestry and afforestation 5.9 Materials for demonstration of simple rainwater harvesting units 5.10 Materials for demonstration of biogas units			
OBJECTIVE 3: 2,100 HHs engage in agribusiness activities so that at least 60% of participants earn over \$1.90 (£1.50) a day, and save £3 a month in order to increase their financial security and resilience to climatic shocks	<p>3.1 Training to identify potential value chains and income generating activities</p> <p>3.2 Train SHGs on joint income generating and marketing activities and establish CLAs</p> <p>3.3 Train SHG in how to request and use communal/rented land to grow market orientated crops to increase earning potential</p> <p>3.4 Train SHG in post-harvest management techniques so they can reduce losses and increase earning potential</p> <p>3.5 Organise study tours for PFT and local government extension staff on post-harvest management so they can learn from best practice in previous SACB projects</p> <p>3.6 Train potential marketing hub managers for effective and sustainable management</p> <p>3.7 Train SHG on savings and credit schemes and support the establishment of Village Savings & Loan Associations (VSLA) to facilitate investment in climate change adaptive technologies, future business opportunities and resilience funds</p> <p>3.8 Competition at communal level</p> <p>Inputs:</p> <p>5.11 Plots of land (rented) to establish local seed multiplication plots for sustainable community access to improved seeds</p> <p>5.12 VSLA kits (lockable cash boxes, record books, calculators, stamps etc.) to support the administration of savings schemes</p> <p>5.13 Agricultural inputs (seeds, vaccines, acaricides etc.) as start-up capital support for agri-businesses</p>	<p><u>Year 1:</u> Enterprise development workshop for SACB staff (3.9) – this is a foundational activity to prepare trainers to train others.</p> <p><u>Year 1&2:</u> Most other activities (3.1, 3.2, 3.3, 3.4, 3.5, 3.7) – theoretical and business skills trainings will take place in year 1 to prepare participants for practical application with follow-up support and refresher training in year 2, once they have produce to sell.</p> <p><u>Year 2:</u> Training marketing hub managers (3.6) – this can only happen later in the project once SHG have organised themselves into selling groups and marketing hubs are established.</p>	<p><u>Annual HH survey:</u> Quantitative data collected against key indicators around income sources, income amounts and savings.</p> <p><u>Reports from Project Facilitators:</u> Report the number of community members reached, key messages and any successes/challenges/learning.</p> <p><u>Farm/Group Visits:</u> Qualitative data collected in the form of case studies, focus group discussions and key informant interviews.</p> <p><u>Farmers' own records:</u> Sales/profit/loss logbooks, VSLA savings books, group sales records</p>	Project Facilitators, overseen by the Project Manager, will manage these activities. PFT will be crucial to their delivery and chosen for their ability to implement learning and motivation to share learning with others.
OBJECTIVE 4: 2,100 HHs address gender imbalance at HH	4.1 Establish self-help groups (SHG) as mutual support networks (crucial to building resilience in times of environmental, social or financial shocks) and conduct capacity assessment to identify areas of capacity building	Year 1: Establishing SHG (4.1) – all trainings will be delivered through SHG structures so this is part of the project set-up; GSI	<u>Annual HH survey:</u> Quantitative data collected against key indicators around family relations, resource control and the	Project Facilitators, overseen by the Project Manager, will manage these

and community level so that 70% women report increased participation in the response to climate change and involvement in decision making and control over economic and natural resources for inclusive and equitable access to their benefits	<p>needs</p> <p>4.2 Train SHG in leadership, envisioning, governance, record keeping and democratic structures for effective and sustainable management</p> <p>4.3 Train SHG and local extension agents on group management and conflict resolution for effective and sustainable management</p> <p>4.4 Train SHG on Transformative Household Methodology (THM) and Gender & Social Inclusion (GSI) to facilitate inclusion of marginalized groups, empowerment of women and equitable decision-making, control over resources and benefit sharing</p> <p>4.5 Train 25 local leaders/opinion leaders on gender issues and land related conflict resolution to encourage more inclusive/equitable access to land for climate change adaptation and mitigation (e.g. establishment of tree nurseries and seed multiplication plots)</p> <p>4.6 GSI Workshop for SACB staff - technical capacity building so they can train communities, PFT and Extension Workers in the 'how' and 'why' of gender & social inclusion</p>	<p>workshop for SACB staff (4.6) – this is a foundational activity to prepare trainers to train others.</p> <p><u>Year 1&2:</u> All other activities (4.2-4.5) – behaviour and attitude change takes time, therefore initial sensitisation and trainings will begin in year 1 with follow-up support and refresher training in year 2.</p>	<p>confidence of women to contribute to decision making within the home and community.</p> <p><u>SHG reports:</u> Groups report on training received and any successes/challenges/learning.</p> <p><u>Farm/Group visits:</u> Observational data collected on demonstrated behavior/attitudinal change. Qualitative data collected during farm visits, including farmer case studies.</p> <p><u>Focus group discussions and key informant interviews:</u> Collected at the baseline and at end of the project to monitor impact.</p>	<p>activities. PFT will be crucial to their delivery and chosen for their ability to implement learning and motivation to share learning with others.</p>
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Project Procurement:

Send a Cow will ensure that any sourcing of raw materials (water infrastructure, seeds, tool kits, livestock, food storage facilities, rainwater harvesting units and equipment for value addition activities) represents good value for money – for example by obtaining competitive quotes, ensuring livestock are immunised and of good quality, sourcing high quality seed, and tendering for goods over £1,500. Any procurement of goods using Project Funds will comply with established procurement policy and procedures, meet international good practice, demonstrate optimum value for money, be untied and free of narrow national self-interest, use transparent processes, use fair and open competition, and good contract management, including prevention of malpractice. Send a Cow will only source goods and services from suppliers that offer value for money, and whose work place practices meet corporate social responsibility standards. Send a Cow will establish and maintain an inventory of all items of equipment purchased (above £500) under the Project. All assets purchased with Project Funds are to be used wholly and exclusively for the implementation of the Project. A procurement committee will oversee vehicle, motorbike and equipment tendering and purchase to ensure we get good value for money.



Isle of Man
Government

Reillys Eilan Vannin

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Risk Assessment Template

Project title	Food and Income Security for Communities Affected by Climate Change in Mwaro Province
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 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 agency or control over the outputs of their labour. If this is not tackled the project benefits (improved production, income, natural resources and ecosystems) will not be accessed and managed equitably.	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 and resource people (e.g. Peer Farmer Trainers and Community Animal Health Workers). The SACB 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 environmental and agricultural practices 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, SACB spoke to key community leaders who all identified environmental 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 and community leaders. The project will use tools specifically designed and proven to encourage communities to see the individual and community benefits of change.	Project Manager
Identified community trainers are not motivated/do not support project activities.	Agriculture extension agents, Peer Farmer Trainers (PFT) and Community Animal Health Workers (CAHW) are among those who will be used by the project to disseminate key messages around Regenerative Agriculture and INRM to the community.	Medium	Low	During the community assessment, SACB identified the local government structures interested in collaborating on the project and activities have been designed to support their models/approaches. PFT and CAHW will benefit from skills development, which may enhance their future employment or further education opportunities, as well as their status in their communities.	Project Manager
Land shortages prevent activities around agriculture and natural resource management.	Both agricultural and natural resource management activities rely on the availability of land and the resulting productivity is key to the livelihoods component.	High	Low	RA and INRM approaches have been specifically designed to maximize productivity on small plots of land, through inclusion of multi-purpose crops/trees/grasses and use of drought tolerant and improved seeds. The project will also promote the use of communal/rented land for natural resource regeneration and protection, including tree planting, and for cultivation of market-oriented and fodder crops for income.	Project Manager
Good quality seeds are unavailable in sufficient quantities.	If seeds are unavailable farmers will be unable to implement taught techniques and increase their productivity in order to improve food security and livelihoods.	High	Low	The project will collaborate with the National Office for Seed Control and Certification to ensure that farmers can set up their own multiplication sites and control seed supply themselves.	Project Manager
<u>Financial Risks</u> 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 SACB'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
Funds or assets provided are not used for the intended project or misappropriated	Misappropriation of funds or assets would undermine SAC's values and reputation among all stakeholders and threaten the delivery of project outcomes.	High	Low	SAC has strong financial processes in place, guided by a Minimum Financial Standards Manual, and a strict Fraud and Whistleblowing policy that all SAC staff adhere to. SAC conducts annual internal and external audits. Asset registers and asset tracking systems are in place and all staff receive a thorough asset management induction and follow-up training.	SACB Finance Team and UK Head of Finance
Financial loss, fraud, money laundering	Fraud or fund mismanagement would undermine SAC's values and reputation among all stakeholders and threaten the delivery of project outcomes.	High	Low	SAC has strong financial processes in place, guided by a Minimum Financial Standards Manual that all SAC staff adhere to and all staff with financial responsibilities receive appropriate training to ensure they understand policies, procedures and responsibilities. Regular best practice reviews are undertaken to ensure internal controls are followed and SAC collects regular financial reports and conducts unscheduled checks and audits, in addition to external audits.	SACB Finance Team and UK Head of Finance
Burundi is considered to be at higher risk of money laundering and international transfers are therefore vulnerable to diversion	Funds would be diverted away from the project and misappropriated	High	Low	SAC has strict procedures in place for international transfers and uses a reputable company to manage transactions and a reputable bank to receive and hold them. We have held relationships with both organisations for many years with no issue.	SACB Finance Team and UK Head of Finance
<u>External Risks</u> e.g. political situation in the region, potential impact of events such as poor weather, natural disasters, outbreak of disease					

The COVID-19 pandemic restricts movement and prevents gatherings in groups	Staff may not be able to access the project area due to restrictions on movement delaying project activities, self help groups may not be able to meet for training and support, project inputs are delayed due to transport disruptions.	High	Medium	Send a Cow Burundi has a detailed COVID response plan that is regularly updated in line with the changing situation. To date, the vast majority of cases are in the capital of Bujumbura, and currently there are no cases in Mwaro. The SACB team have gained experience over the past 9 months of flexing their project delivery around changing restrictions, avoiding unnecessary movement and operating a safety plan. Staff are familiar with following and promoting prevention measures, including ensuring all staff have masks and hand sanitisers. SACB is ensuring safety measures are followed when in the field and can deliver training in smaller, socially distanced groups. SACB can use mobile phones to relay key messages and work through the local Peer Farmer Trainers and Extension Workers if necessary.	Project Manager
Extreme weather conditions/climate changes affect production.	Poor weather conditions and environmental damage caused by climate change would reduce agricultural production and impact on farmers' food security and income, as well as the availability of natural resources.	Medium	Medium	Training in Regenerative Agriculture and Integrated Natural Resource Management techniques to improve farmers' resilience to climate change and regenerate, preserve and protect natural resources will minimise the impact of extreme weather events. Drought resilient seeds and varieties (e.g. tubers) will be promoted and the team will monitor the Famine Early Warning systems (FEWS) network weather announcements and respond accordingly.	Project Manager
Political instability / conflict in Burundi delays project implementation.	SACB has operated throughout recent political upheaval and has procedures in place which enable staff to operate safely during low level instability (e.g. restricted travel). If instability worsened then project implementation or activities may be delayed to ensure project participants / staff safety.	Low	Medium	SACB monitor the situation regularly through contact with local authorities and through UN updates. Project Facilitators will communicate with local community members / officials regularly to establish the current situation on the ground. If the situation worsens project staff will submit weekly work plans which will be reviewed against security information and adjusted where necessary. The security plan is updated and circulated to staff regularly.	Project Manager

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 management and optimal storage, and the establishment /rehabilitation of community food storage facilities.	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 Improved Animal Management, which includes disease control, and they will be provided with the equipment/inputs to implement these techniques. Community Animal Health Workers will also provide support for animal health care and disease identification. SHGs will be trained in making organic pesticides and encouraged to adopt ICIPE's Push-Pull bio-control method to control Fall Army Worm and Stem borers in cereal crops.	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 establish marketing hubs and encourage joint income generating activities and joint marketing initiatives, to increase individual resilience and improve market access and pricing. The project also aims to move farmers from being buyers to producers which will minimize the impact of this risk. Overall increases in food availability in the community will also help to smooth market price fluctuations at the local level.	Project Manager
Compliance with laws and regulations in the Isle of Man	Funding would be withdrawn and the project would not go ahead.	High	Low	SAC is formally registered as an Isle of Man charity (number 1164), and appears on the Index of Registered Isle of Man Charities. All of our policies and procedures comply with the laws and regulations in the Isle of Man and we have strict measures in place to ensure the adherence of all staff members.	Contract Manager

INTERNATIONAL DEVELOPMENT PARTNERSHIPS

Communications Plan Template

Project title	Food and Income Security for Communities Affected by Climate Change in Mwaro Province, Burundi
Project Reference No	
Applicant organisation(s)	Send a Cow

Communications Activity	Reach	Objective	Timeframe
Communications activities in the Isle of Man			
Press releases about the project including case studies of project farmers will be sent to The Courier, Manx Independent, Isle of Man Examiner; Manx Radio, 3 FM; www.isleofman.com , BBC. Potential for interviews and virtual link ups to the Send a Cow Burundi team on request.	Readership, users and viewers of media listed	Ensure that people on the Isle of Man are aware of what IOM Government funding is achieving, the need it addresses and the impact it will have on individual farmers' lives in terms of food and income security, how it will help whole communities and how it will help protect the local natural resources in the area.	Annually, at the start and end of the project.
Send a Cow, in partnership with the One World Centre, Isle of Man, will host a photographic exhibition at Ronaldsway Airport documenting SAC's work in East Africa. We have a provisional booking with the airport for October 2021.	The general public	Foster links between SAC and the Isle of Man to encourage further cooperation in future.	TBC post-COVID-19 restrictions
We hope to run a parallel exhibition at the Standard Bank	Standard Bank employees and		

offices in Douglas for their staff and invited guests. Local and social media engagement.	guests		Summer 2021 and ongoing
Support One World Centre Isle of Man in its promotional work (on the Sustainable Development Goals, climate change, Africa and women in development, where we have considerable overlap) through social media posts and press releases, and potentially coordinating joint activities and supplying speakers for events.	General public		TBC post-COVID-19 restrictions
Send a Cow will have a stall at Tynwald Day in July (depending on COVID-19 restrictions), potentially with a stand celebrating the launch of the Mwaro project, and related activities including African coffee tasting. Local and social media engagement.	Tynwald Day attendees		Autumn / Winter 2021
A celebrity tree-planting ceremony, coordinated by Send a Cow, The Woodland Trust Isle of Man, and the One World Centre, reflecting the Isle of Man government's commitment to plant 85,000 trees by 2024 to offset the island's Carbon Dioxide emissions. Send a Cow will plant the same number of trees in Burundi throughout the	Invited dignitaries, Woodland Trust volunteers, and the general public		Ongoing

project as part of its focus on Integrated Natural Resource Management. Local and social media engagement.			March 2021
Ongoing engagement with the Woodland Trust, raising awareness of each other's activities through social media posts (Facebook, Twitter etc) and sharing updates about the project.	WT volunteers and general public		Ongoing
Send a Cow supports the One World Challenge and will be represented in the 2021 finals by Ballakermeen High School. We will support and encourage the team to talk about the Mwaro project and its linkages to the Isle of Man, as well as the work of Send a Cow more broadly.	Primary and secondary school children and their parents		
Engage with existing contacts in Isle of Man	2 Inner Wheel Clubs, 12 schools, 6 churches and 7 community groups.		
Communications activities in the project region			
Sign boards with Isle of Man logo at project locations	Communities and visitors to project locations	Increase visibility of the project and Isle of Man funding within the target community.	Year 1 (2021)
All materials produced during the project will include Isle of Man and SAC logos (including on project participant t-shirts, individual savings books and training posters).	2,100 farmers and community members	Increase visibility of the project and Isle of Man funding within the target community.	T-shirts, training materials and savings books will be printed in year 1.

Isle of Man funding will be communicated to all stakeholders at project launch and at regular stakeholder meetings with farmer groups and local authorities.	2,100 farmers and community members Government extension workers, local government officials and community leaders	Increase visibility of the project and Isle of Man funding within the target community.	An initial project launch followed by monthly stakeholder meetings
Isle of Man funding will be communicated at all community tree planting events.	Community members, leaders and local dignitaries attending tree planting events	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.
Isle of Man funding will be communicated at meetings with other NGOs operating in the target communities under the Joint Action Development Forum (JADF) umbrella, as well as at meetings with local and national government officials.	25 local leaders 4 NGOs 2 national leaders	Raise awareness of Isle of Man funding and share learning of the project with other actors in the area so that activities are complemented and not duplicated. It will also 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.	SAC will participate in meetings organised by officials on a quarterly basis, and JADF open days.
Other communications activities			

Social media - sharing updates, photos and case studies	Facebook (11,270 followers), Twitter (6,960 followers) and Instagram (2,470 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. We have recently recruited an active new Ambassador on the Isle of Man who is based in Douglas, and hope that they will lead 4/5 of these talks in key locations across the island.	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

Send a Cow

Safeguarding Policy

Approved by Board of Trustees July 2018

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Appendix 1: The Welfare and Rights of Children and Vulnerable Adults Statement

Appendix 2: Reporting Child or Vulnerable Adults Concerns Form

Appendix 3: Plain Language Poster of the Safeguarding Policy

Appendix 4: SAC Guidelines on the use of images

1. Policy Statement

Send a Cow is committed to safeguarding the welfare of children and vulnerable adults and protecting them from all abuse.

We believe that it is never acceptable for children or vulnerable adults to experience abuse of any kind. We expect all our staff to operate in a manner that protects and enables a safeguarding culture within Send A Cow. Safeguarding children and vulnerable adults is everyone's responsibility within our organisation. **It is not the responsibility of staff to decide whether abuse has occurred or to investigate this. It is the responsibility of all staff and associates to raise any concerns they have or any concerns which are reported to them, in line with this policy.**

It is the responsibility of all managers to uphold the views of this policy, to hold themselves and others to account for its delivery, and to promote a culture of safeguarding across Send A Cow.

We operate a zero tolerance approach to abuse of any kind from our staff or organisation towards the communities we are here to serve, and especially the children and vulnerable adults within those communities.

For the purpose of this policy:

- **a child** is any person under 18 years old, regardless of the age of majority or consent in any given country;
- **a vulnerable adult**, or adult at risk, is a person aged 18 years or older who by reason of disability (physical or mental), age, illness or circumstance is unable to care for themselves, or is unable to protect themselves against harm or exploitation;
- **safeguarding** refers to the actions we take to keep all children and vulnerable adults we come into contact with safe, including the proactive measures we put in place to ensure children and vulnerable adults do not come to harm as a result of our contact with them;
- **child protection** refers to the actions we take when we have specific concerns that a particular child is at risk of significant harm.

We will endeavour to safeguard children and vulnerable adults by having:

1. A written Code of Conduct that explains specific behavioural standards for all adults in their interaction with children and vulnerable adults
2. The requirement that all new and current staff and associates acknowledge that they have read and understood the policy, procedures and Code of Conduct and agree to abide by them
3. The inclusion in all job descriptions of the responsibility everyone has for safeguarding
4. A clear understanding of the definitions of abuse
5. A risk management tool within our programme design, monitoring and evaluation

6. Clear procedures to:

- a. Communicate clearly our responsibility to safeguard children and vulnerable adults within the communities we work with
- b. Communicate clearly the process for raising a concern, including providing easy access to the Cause for Concern form to all staff and associates
- c. Ensure appropriate implementation in all locations
- d. Guide acceptable behaviour towards children and vulnerable adults
- e. Guide acceptable gathering, storing and publishing of data relating to children and vulnerable adults
- f. Safely recruit staff, trustees, consultants, associates and volunteers
- g. Carry out regular safeguarding awareness training with all staff
- h. Guide on responding to concerns

We will endeavour to ensure Send A Cow commits to a working environment that includes the following safeguarding principles:

- Creating of a safe working culture for all those whom SAC serves, as well as those working for, associated with, and representing the organisation
- Ensuring all concerns or allegations of abuse, including sexual harassment and exploitation, are responded to in a timely and appropriate manner and there are multiple channels through which staff and other stakeholders can raise concerns.
- Ensuring a zero tolerance approach to all abuse in our organisation through robust prevention and response work, offering support to survivors and victims and holding those responsible to account
- Always adopting a survivor-centric approach that respects the confidentiality and decision-making right of survivors where possible and appropriate to do so.
- Building a culture where all those whom SAC serves and who work for SAC feel empowered to insist on non-discriminatory and respectful behaviour from each other, where poor behaviour is not accepted, and where power is not abused.
- Prioritising transparency about safeguarding issues occurring within SAC where our strict code of confidentiality allows us to; and being sensitive in our communications about our practices and open to learning and improving.

2. Introduction

This policy is designed to ensure that Send a Cow takes every possible measure to prevent abuse. It aims to ensure that none of its staff, associates or partners engage in behaviour that could allow abuse to occur, or actions that could be misinterpreted by children, their families, other adults or staff as constituting, or leading to, abuse.

This policy applies to all staff and associates at all times. Associates include volunteers, trustees, patrons, ambassadors, consultants, and supporters, including donors, who may visit our programmes. Staff and volunteers may sometimes work with children and vulnerable adults in schools, community groups and churches where other adults will ultimately be responsible for their welfare and safety, such as teachers, parents and group leaders. In these situations, Send A Cow will take due diligence measures to ensure that our staff and volunteers are aware of their specific safeguarding responsibilities in this situation, including to safeguard the organisation in their actions and behaviours.

Send A Cow does not discriminate against anyone in the communities in which we work. We are committed to safeguarding all children and vulnerable adults, irrespective of their gender and gender identity, ethnicity, age, disability, sexual orientation or religion or faith expression.

Send A Cow take a 'Do No Harm' approach, including in the communities in which we work, towards the staff and associates within Send A Cow, and as an organisation within the charitable sector. This principle underpins our organisational approach to safeguarding, including our approach to managing and monitoring safeguarding risks. This policy is guided by the UNCRC, the Keeping Children Safe Standards, the Inter-Agency Standing Committee PSEA Minimum Operating Standards, the UK DFID's Enhanced Due Diligence (June 2018), Charity Commission guidelines and other good practice guidelines recognised within the sector.

3. Definitions of Abuse

Defining abuse is never easy and at a global level it could be argued that children and vulnerable adults are being 'abused' wherever their lives do not reflect the minimum standard set out in the 1989 UN Convention on the Rights of the Child. Although Send a Cow will use its influence and advocate for children and vulnerable adult's rights at this level by implementing projects to have a measurable impact at reducing poverty, we recognise that we cannot do everything.

This policy is concerned with specific incidents of maltreatment as defined in this policy, as a child, vulnerable adult or staff member comes into contact with a Send a Cow member of staff, associate, partner or programme.

It should never be an individual's responsibility to decide whether someone has been abused, but it is the responsibility of all who represent Send a Cow in whatever capacity to safeguard the communities we work with, our staff and associates, and our organisation by adhering to the commitments we make in this policy and to report any concerns appropriately, using the framework set out in section 8 of this policy.

Both adults and other children may abuse children and vulnerable adults. Abuse can take place within a family, community, an institutional setting or by a stranger. The following definitions are useful for all of our work (this list is not exhaustive):

- **Child abuse:** is anything done or not done by individuals, organisations, institutions, or processes that cause harm to a child, either directly or indirectly, or compromise their health or safety for the future.
- **Physical abuse:** this may involve hitting, shaking, throwing, poisoning, restraining, inappropriate physical sanctions, burning, drowning or suffocating. Domestic violence can include physical abuse. Physical harm may also be caused when a parent or carer deliberately causes ill health to a child or vulnerable adult they are looking after. Physical abuse is not accidental.
- **Neglect and acts of omission:** the persistent failure to meet a child or vulnerable adult's basic physical and psychological needs which is likely to result in serious impairment to health and development. It may involve a carer failing to protect a child or vulnerable adult from exposure to any kind of danger, including ignoring medical, emotional or physical care needs, failing to provide access to appropriate health care and support or educational services, or the withholding of medication, adequate nutrition and heating. Neglect may be unintentional harm, where a carer does not have the capacity to protect a child or vulnerable adult, but it can cause serious, long-term damage, including death.
- **Sexual exploitation and abuse of a child:** is child sexual abuse and a criminal offence. Send A Cow take a zero tolerance approach to sexual activity with a child by a staff member or associate, irrespective of whether the child is above the legal age of consent/ majority or of local cultural practice, including child marriage. Sexual exploitation and abuse of a child doesn't always involve physical contact and can happen online e.g. online virtual sex or the sexualised manipulation of original images.
- **Sexual exploitation and abuse (SEA):** is forcing or enticing a vulnerable adult to take part in sexual activities, including rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts, and sexual assault or sexual acts. Send A Cow considers the purchasing of sex or transactions for sex (such as sex in exchange for aid or services) to be sexual exploitation and abuse and we take a zero tolerance approach.
- **Protection from Sexual Exploitation and Abuse (PSEA)** is a common term used by the UN and NGO community to refer to the measures taken to protect vulnerable people from exploitation and abuse by international humanitarian staff and associates. This includes the sexual exploitation and/or abuse of children or adults in communities in which an NGO works, or the exchange of money, employment, goods or services for sex. This policy includes the Minimum Operating Standards and Send A Cow is committed to these.
- **Psychological and emotional abuse:** is persistent emotional ill treatment which is likely to cause harm to a child or vulnerable adult's emotional development and wellbeing. This may involve conveying to a child or vulnerable adult that they are worthless, unloved and inadequate, and/or the unjustified withdrawal of services, deprivation of contact or supportive networks leading to isolation. This includes verbal abuse which can take the

form of humiliation, blaming, controlling, intimidation, coercion, harassment and bullying; causing a child or vulnerable adult to feel frightened or in danger.

- **Spiritual abuse:** is linked with psychological abuse, which is an abuse of power often done in the name of religion, involving the manipulation or coercion of someone into thinking, saying or doing things without respecting their right to choose for themselves.
- **Witchcraft and/or Ritualistic Abuse:** includes practices designed to rid people of evil spirits which are believed to possess the individual and bring bad luck on the family and community around them. This can be particularly targeted at children and can result in violent and cruel treatment towards individuals, including sadistic treatment of children. The beliefs of 'possession' by spirits and of 'witchcraft' are widespread across cultures, countries and religions. It can be more likely to occur when an adult or child is viewed as 'different', e.g. ill, behaving differently, unresponsive to discipline, or living with disabilities. This abuse can be linked to other abuse such as emotional, physical and sexual abuse.
- **Financial or material abuse:** including theft, fraud, coercion in relation to the financial affairs or arrangements of children, vulnerable adults or the organisation, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits.
- **Modern slavery:** encompasses slavery, human trafficking, forced labour, and domestic servitude. Send A Cow consider forced labour to include the worst forms of child labour as defined by the ILO (1999) Worst Forms of Child Labour Convention No. 182. Perpetrators of modern slavery, including traffickers, use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane, exploitative treatment. Send A Cow recognise child marriage as a form of modern slavery.
- **Discriminatory abuse:** including forms of harassment, slurs or similar treatment, the denial of opportunities, advancement, or fair treatment, and the intentional or unintentional exclusion of individuals including through passive aggressive means, because of gender and gender identity, ethnicity, age, disability, sexual orientation or religion or faith expression. This includes discrimination of staff to staff.
- **Disability and abuse:** Living with disability can make children and adults more vulnerable to abuse. What might be considered harmful or abusive treatment of an individual who is not living with a disability is sometimes seen as OK for a child or adult who is living with a disability e.g. forceful restraining, being detained indoors for long periods of time, etc. Awareness of how society treats people living with disabilities is critical to avoiding reinforcing abusive attitudes and behaviours, and to promoting the rights of all inclusively.
- **Domestic abuse:** is any incident or pattern of abuse, including controlling, coercive or threatening behaviour, physical or non-physical violence or abuse, affecting those aged 16 or over who are, or have been, intimate partners or family members, irrespective of gender or sexuality.
- **Abuse of trust:** is the distortion by fear or favour of a relationship of trust, in which one party is in a position of power or influence over the other by virtue of their work, their status or the nature of their activity e.g. an abuse of trust could be committed by a teacher, an NGO worker, sports coach, scout leader, faith leader, etc.

4. Welfare and Rights of Children and Vulnerable Adults Statement

Send a Cow will endeavour to ensure that the welfare and rights of children and vulnerable adults are paramount in all policies and procedures. All actions on child safeguarding are taken in the best interests of the child. Safeguarding the best interests of the communities we work with is our priority at all times.

In particular we recognise that a key element in working to safeguard the welfare of children and vulnerable adults is the promotion of their rights. We affirm our belief in the right of all children and vulnerable adults to be protected from all forms of abuse, neglect, exploitation and violence as set out in the UN Convention on the Rights of the Child, which states: “Parties shall protect children from all forms of physical or mental violence, injury or abuse, neglect, maltreatment or exploitation, including sexual abuse” (Article 19).

Please see Appendix 1: for a summary of these rights.

5. Recognising the International Context of our work

Working with local organisations

Send A Cow are committed to upholding global standards of safeguarding across the Send A Cow Group, in all contexts in which we work, and with our local partners, staff and associates. We also recognise the importance of participation and ownership over safeguarding tools and procedures at a community level and we are committed to locally-led development in all we do. Every effort will be made to work alongside national offices and local organisations in a culturally appropriate way. Specific measures will be taken to embed appropriate safeguarding measures across each context in which we work.

This may include:

- Agreeing common basic definitions of abuse and adapting national Safeguarding Policies accordingly
- Distinguishing clearly between children and vulnerable adults in need of protection due to poverty, conflict or crises, and specific acts of maltreatment towards children and vulnerable adults
- Establishing specific country Codes of Conduct to include rules of appropriate and proper behaviour based on local sensitivities, and ensure local ownership over the behaviour of national staff and associates, and all external visitors
- Requiring all visitors, including colleagues based in different SAC Group offices, to read and sign the national Safeguarding Policy, including the specific Code of Conduct, on arrival in country

Legal matters and processes

The following will be taken into consideration:

- UK citizens must comply with UK law e.g. it is a criminal offence for a UK citizen to travel abroad for the purpose of sex tourism. Where a UK citizen commits such an offence they are liable for prosecution in the UK.
- There may be no equivalent to the UK statutory agencies to ensure an external independent and thorough enquiry across the countries in which we work. Inaction by local authorities does not mean that the organisation will not deal with an issue. We will compile and update our own list of local resources and use this to guide our response to any safeguarding incident which may arise.
- The standards of operating in the UK will be applied. For instance, if it is judged that the UK police would act, and the local police will not or cannot act, then Send a Cow will undertake its own independent internal review as appropriate to the circumstances.

Gathering local information

The following checklist is helpful for gathering local information. The Designated Safeguarding Officer (DSO) in each country will be responsible for compiling and updating this resource list regularly:

- Contact details of any government bodies or agencies with statutory responsibility for safeguarding children or vulnerable adults, including community level social workers
- Contact details of any non-state body or agency with capacity for safeguarding children or vulnerable adults, including community based child protection committees
- Contact details of local hospitals that can provide care for children – boys and girls – and vulnerable adults requiring healthcare, urgent or otherwise
- Contact details of local medical centres that provide sexual assault services, including to boys, girls, women and men where locations may differ for each
- Contact details of trusted local legal counsel that can provide legal advice, including in an emergency
- Possible implications of reporting, including risk factors to children or vulnerable adults if reported to government bodies
- The capacity of the local police to pursue a criminal investigation
- Specific national legislation and how it is implemented
- Legal age of consent and age of criminal responsibility
- Other local practices or customs to be aware of, such as early marriage, initiation ceremonies, female genital mutilation
- What other local professionals are available – counsellors, doctors, NGOs
- What local resources are available – projects, churches, missions, advocacy groups.

6. Recruitment Processes

Safe recruitment is vital because it greatly reduces the likelihood of someone being able to work with children or vulnerable adults who could pose a risk to them.

A formal, thorough and safe recruitment process for Send a Cow personnel should be adopted across all hiring country offices, including the UK. In the best interests of children and vulnerable adults, Send a Cow will seek not to employ (in any paid or voluntary position) anyone with a prior conviction for child abuse or related offences for any position working with or having regular direct or indirect contact with children, young people, vulnerable adults or their data. We will support this commitment by requiring DBS certificates for all trustees, senior management, staff and visitors with direct or indirect contact with children and vulnerable adults.

When recruiting paid and voluntary workers, the following will apply for those working with children and vulnerable adults. In addition, Send a Cow acknowledges that there is a strong possibility that staff working in country are in a position of trust and will therefore have access to children, whether or not their specific role is working directly with children.

Pre application

- Each role is assessed for its impact on, access to, and contact with, children and vulnerable adults and where applicable, DBS/criminal checks should be made clear in adverts
- All potential staff will be informed of Send a Cow's safeguarding policy at the start of the recruiting process
- All posts will have job descriptions, key selection criteria and person specification against which to judge an applicant, to improve the likelihood of attracting the right person for the job
- All relevant safeguarding responsibilities are included in the job description

Application

- A self-declaration should be completed as part of the application
- Relevant qualifications and work history should be verified
- The Code of Conduct will be made clear in the recruitment process as expected behaviour for the role holder, with sanctions of misconduct clearly explained

References and Background Checks

- These should be authenticated with a preference for organisations over individuals and any offer of employment made dependent on the satisfactory receipt of these
- Relevant staff will have restricted access to beneficiary data, and access to communities through travel or otherwise, until Send A Cow receive a DBS certificate

- Send A Cow will adjust their reference checks where necessary to meet sector standards as these improve and develop over time

Interviews

- The interviewing of an applicant should be handled sensitively making sure questions are relevant
- The interview should include questions about previous work with children and vulnerable adults
- When appropriate, interviews will include questions regarding knowledge of local safeguarding procedures
- Interviews will include specific questions around safeguarding relevant to the post

Contracts

- Signing a commitment to the Safeguarding Policy is a contractual obligation. All staff and associates including volunteers, trustees, patrons, ambassadors, consultants, and supporters, including donors, who may visit our programmes, are required to read and sign the Safeguarding Policy, either at the start of their contract or prior to their travel with Send A Cow
- Contracts for roles considered to require a DBS certificate will be dependent on the receipt of a DBS certificate and it's successful update every 2 years
- Clauses will be included in all contracts, including with consultants, clearly communicating the sanctions of misconduct accompanying behaviour that Send A Cow consider to be at odds with its Code of Conduct
- Adherence to the Code of Conduct is critical to passing the probationary period for all staff
- Participation in safeguarding training and adherence to the Code of Conduct is included in performance appraisals

Induction of New Staff and Associates

- Reading, signing and understanding the Safeguarding Policy, Code of Conduct and Whistleblowing policy are a critical part of new staff and associate induction
- New staff will undergo Safeguarding Training as a priority, either as part of Send A Cow's regular staff training or as a standalone induction training, depending on SAC's capacity, on the regular training dates and the numbers of new staff involved. Induction training will include training on SAC's Whistleblowing Policy.

7. Managing Risk

Send A Cow is committed to doing everything possible to eliminate the risk of harm to children and vulnerable adults. We will seek to do this through the following processes:

- Ensuring an organisational culture that prioritises, understands and enables safeguarding, including:
 - Regular staff training
 - Clear and intentional communication of our policy and procedures
 - Changes in roles and responsibilities to clearly articulate staff responsibility
 - Commitment in time and resources to a continuous strategy of improvement
- Ensuring safe programmes, including
 - Identifying the scope of impact SAC has on children and vulnerable adults
 - Using a risk management tool within our programme design, monitoring and evaluation to ensure safe programme design and implementation
 - Seeking feedback from children and vulnerable adults in our monitoring and evaluation
 - Requiring country offices to develop minimum safeguarding standards, including a Code of Conduct, and procedures for safeguarding and child protection
- Monitoring and managing risks, including
 - Clear and regular analysis of the specific contextual risks to Send A Cow
 - Including safeguarding risks within our organisational risk register and updating these regularly, including reporting to the Board quarterly
 - Managing a standalone Children and Vulnerable Adults Risk Register to identify specific risks, evaluate the likelihood and seriousness of risk, and identify specific mitigation and response strategies to implement as relevant. This will be reviewed regularly and updated as risks change.
 - Updating relevant staff DBS checks every 2 years

8. What to do if a concern is raised, or you witness something that causes you concern

Within the UK there is a legal responsibility to report all abuse regardless of who the alleged perpetrator is. In all countries in which we work, Send A Cow are committed to safeguarding all children, vulnerable adults, staff and associates with whom we come into contact with, whether or not they are directly benefiting from our organisation or employed by it.

To clarify, the purpose of this policy is to ensure:

- That children, vulnerable adults, their families or other adults within the communities with which we work, are safeguarded from harm and abuse, whether directly or indirectly caused by Send A Cow
- That staff, associates including volunteers, trustees, patrons, ambassadors, consultants, supporters or partners are kept safe and do not, either intentionally or unintentionally, engage in behaviour that could allow abuse to occur or actions that could be

misinterpreted by children, vulnerable adults, their families or other adults as constituting or leading to abuse.

- All staff, volunteers and partners know how to report a concern and be familiar with the process for dealing with such a concern

This section is to ensure that staff and others are clear as to what steps to take where concerns arise regarding the safety of children and vulnerable adults which relate directly to a Send a Cow member of staff, volunteer or partner. See Send A Cow's Whistleblowing Policy for further information.

Responsible reporting is defined as being in accordance with this policy. Any allegation or concern regarding the abuse will be treated seriously and for this reason it is important for anyone raising a concern to strictly follow the reporting model detailed above. Particular care should be taken in regard to confidentiality and the sharing of information with appropriate people.

Reporting Abuse

The need to report arises in the following instances:

- Abuse is observed or suspected
- An allegation of abuse is made
- A child or vulnerable adult discloses abuse.

Making a report

- A standard reporting form is given in Appendix 2,
- Any concerns allegations or disclosures should be written down as soon as possible,
- Records should be detailed and precise, focusing on what was said or observed, who was present and what happened,
- Any concern, disclosure or allegation is noted as alleged rather than proven at this point,
- All such records should be treated as extremely confidential,
- In certain instances there will be an obligation for Send a Cow and its staff and others to report concerns to the appropriate external bodies.

Our response to a report

We commit to the following standards in our investigations:

- We will ensure a compassionate response at all times.
- We will contract experienced and qualified professionals trained in sensitive investigations to support our investigations where necessary, and particularly where incidents include allegations of Sexual Exploitation and Abuse (SEA).
- We will aim, wherever possible, to complete investigations within 3 months and information relating to the outcome will be shared with the complainant.

- Substantiated complaints will result in either disciplinary action or contractual consequences. In the event that they do not, SAC will explain clearly why.
- No member of staff or associate will prejudice their own position or standing with Send a Cow by responsibly reporting potential or suspected child or vulnerable adult abuse.

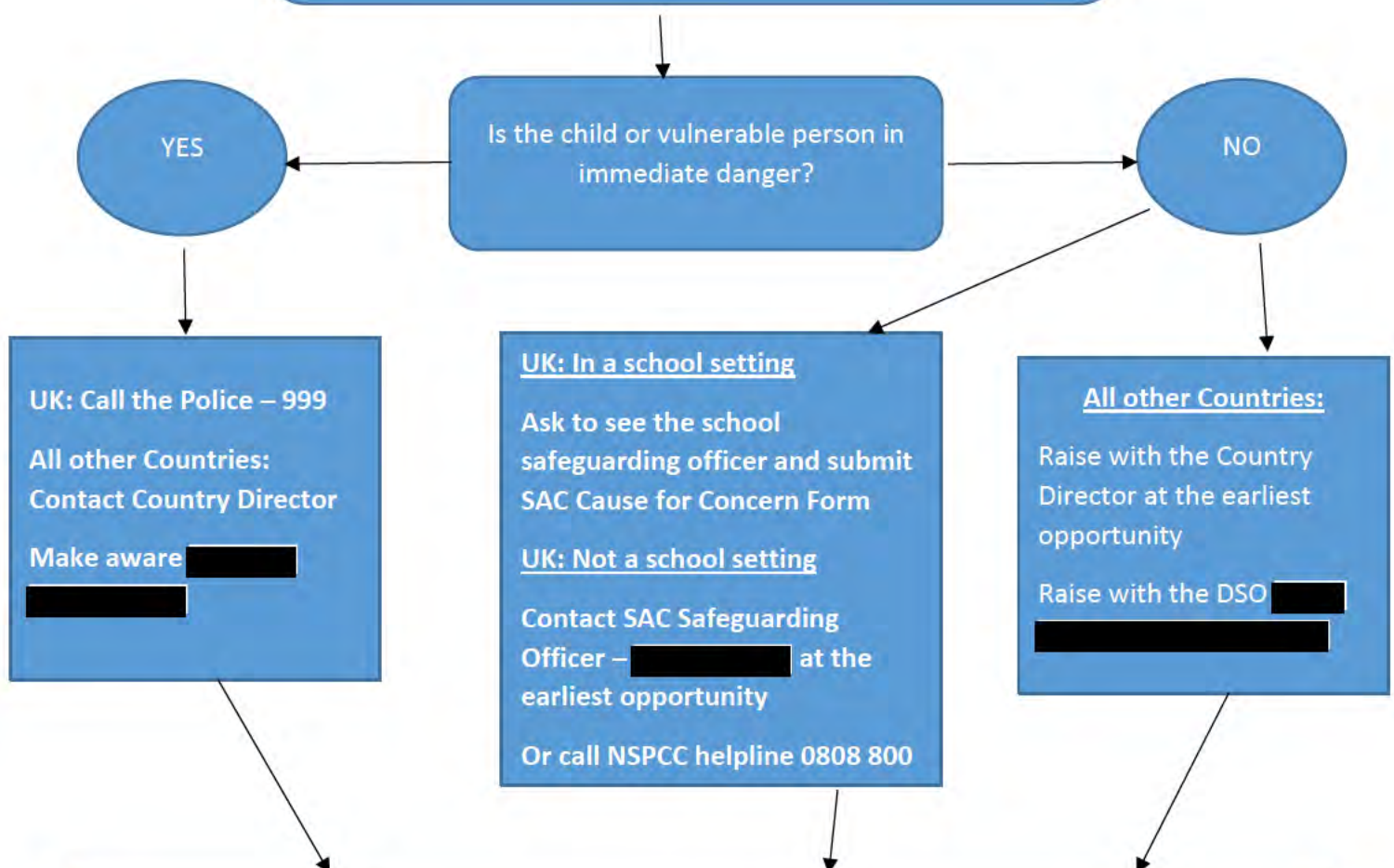
Additional information can be found in our Whistleblowing Policy.

Below is a sample reporting flowchart. These are adapted for each context in which we operate, and accessible to staff and community members to access clearly in the event of an incident.

The guiding principle is that the safety of the child or vulnerable adult is always the overriding consideration.

What to do if you have a concern regarding the wellbeing of a child or vulnerable adult or they have made a disclosure to you.

Stay Calm. Listen to what the child or vulnerable adult is saying. Reassure them that they have done the right thing in telling you. Do not investigate or ask leading question. Do not promise confidentiality. Let them know that you may need to tell someone.



Next Steps:

1. Report to the Country Director and the Designated Safeguarding Officer, Richie Alford in the UK. Always use the person's exact words. Do not give your opinion of the situation. Try to do this within 24 hours.
2. Fill in a Cause for Concern Form. This can be done with the DSO.
3. The Safeguarding Officer will then, using local information/applying local policy, take the most appropriate next step. In the UK this will mean forwarding the Cause for Concern Form to the Local Safeguarding Board of the Local Authority.

9. Code of Conduct

Background

All staff and volunteers in their contact with children and vulnerable adults are expected to interact in a mature, capable, safe, caring, and responsible manner, with high levels of accountability. This includes staff who are in direct face to face contact with children and vulnerable adults, and staff who are in indirect contact with children and vulnerable adults, for example through handling or processing their data.

All staff and associates working with children and vulnerable adults are in positions of trust. It is therefore vital that staff and associates ensure that they do not, even unwittingly, use their position of power and authority inappropriately.

This Code of Conduct describes the ethics and behaviour required of all Send A Cow staff and associates in order to ensure a robust safeguarding environment and to safeguard the values and actions of Send A Cow. It is designed to create a culture of best practice within Send A Cow and is not exhaustive, but rather gives guidelines of acceptable behaviours and attitudes to be interpreted with common sense. These expected behaviours apply inside and outside the workplace, in all countries irrespective of whether Send A Cow are present, and at all times while staff and associates are affiliated with Send A Cow. Send A Cow have sought input from children, their parents and community leaders on the content of our Code of Conduct.

Abiding by this Code of Conduct is a contractual obligation for all staff and associates. Where attitudes or actions fall short of this Code, it will be viewed by Send A Cow as potential misconduct and sanctions will apply, including a disciplinary investigation and dismissal where relevant.

This Code of Conduct represents global safeguarding standards which may be added to with appropriate cultural expectations, but not deviated from, in any national context. Each national office within the SAC Group will be required to adjust their Code of Conduct as appropriate to ensure it is relevant to their specific context. A copy of the national Code of Conduct will be clearly displayed in every operational centre, translated and simplified into child friendly language where relevant.

Minimising Risk

- **DO:** All staff and associates must read and sign the national Safeguarding Policy and Code of Conduct relevant to the national office they are visiting.
- **DO:** All work with children and vulnerable adults should be planned in a way that minimizes risk as far as possible. This includes being visible to other adults when working and talking to children and vulnerable adults, as well as monitoring and mitigating any direct or indirect negative impact of our work on children and vulnerable adults.

- **DO:** commit to prioritise safeguarding, understanding it's necessity and importance, and approaching it with a learning attitude.
- **DO:** Take particular care of the needs of children and vulnerable adults with disabilities as research has shown that abuse can often go unrecognised and unreported due to people's attitudes and assumptions about disability.
- **DON'T:** spend time alone with children and vulnerable adults. Generally, at least two people should be present in work with children and vulnerable adults, with a parent, guardian or responsible adult present at meetings, and during your interactions. Where confidentiality is important and a child or vulnerable adult is being seen on their own, ensure that others know that the interview is taking place and that someone else is in the close vicinity.
- **DON'T:** condone or participate in behaviour with children or vulnerable adults that is illegal, unsafe or abusive.
- **DON'T:** show favouritism or spend excessive amounts of time with one child or vulnerable adult.

Physical Behaviour

- **DO:** wait for physical touch to be initiated by the child and only continued with their consent. It should never be done with the intention of abusing, coercing, manipulating or attacking a child or vulnerable adult. Do not touch when it is making a child or vulnerable adult uncomfortable and be sensitive to this.
- **DO:** use only appropriate signs of affection, which include: verbal praise, side hugs, pats on the shoulder. For smaller children, holding hands, touching faces, arms around shoulders, hugs or holding them when others are present can be appropriate when initiated by them.
- **DO:** If a member of staff or volunteer is the subject of inappropriate affection or attention from a child or vulnerable adult, they should immediately break contact and report to the Safeguarding Officer/person in charge.
- **DON'T:** do things of a personal nature that a child or vulnerable adult can do themselves, including dressing, bathing or grooming.
- **DON'T:** hit, slap, pinch, push, hold against their will, or otherwise assault a child or vulnerable adult.
- **DON'T:** touch buttocks, chests, genital areas, or thighs; show affection in isolated locations or when alone with a child or vulnerable adult; or sleep in bed with a child or a vulnerable adult.

Sexual Exploitation and Abuse (SEA)

- **DO:** Create and maintain a zero tolerance working environment towards sexual exploitation and abuse, promoting the rights of vulnerable people and raising concerns if they occur.

- **DON'T:** Behave in a way that could be interpreted as sexual in nature, including flirtatious or seductive looks or behaviour; any form of unwanted affection; playing sexual games; kissing, fondling, or touching a child in an inappropriate or culturally insensitive way; encouraging crushes or favouritism from the child or vulnerable adult.
- **DON'T:** engage in sexual activity with a child. Mistaken belief in the age of a child is not a defence.
- **DON'T:** develop physical or sexual relations with a vulnerable adult, including in situations where the adult may feel they have given their consent. Do not engage in sexual or romantic activity with adults in communities where Send A Cow is working, or with partner staff, since this can be interpreted as favouritism and/or distort perceptions of power.
- **DON'T:** engage in sexual relations that are exploitative or abusive, including the purchase of sex or transactions involving sexual activity, the engagement in any form of modern slavery or the assertion of power over, or manipulation of, children or vulnerable adults.

Accountability

- **DO:** always be accountable to other adults regarding interactions with children and vulnerable adults. Don't place yourself in a position where you become vulnerable to accusations of misconduct. In the event that this happens beyond your control, report the incident as a concern.
- **DO:** notify parents/supervisors before any activity.
- **DON'T:** travel alone in a car with a child or vulnerable adult, however short the journey. Where this is unavoidable it should be with the full knowledge and signed consent of the child, parent and the person in charge of the event.

Communication and Technology

- **DO:** explain clearly what information you are seeking, how this will be gathered and stored, and what it will be used for. Empower the child by always seeking their consent first. Use methods of communicate that are inclusive for children. Always confirm consent with a parent/ caregiver. Make it clear that children and vulnerable adults have a right to opt out and say no to giving away their data.
- **DO:** ensure you understand any legal restrictions within the country that you are visiting that relate to taking and using images of children or vulnerable adults.
- **DO:** ensure that supervisors/parents/guardians are included in any responses when entering into any email communication with a child or vulnerable adult. Emails should be retained with any concerns reported.
- **DO:** abide by the Send A Cow guidelines on the use of images, stories and other personal data and prioritise the dignity of the communities we work with, seeking to portray diversity in our publications where possible. Every individual we work with has the right to

be accurately represented through both words, images and video and not sensationalised, victimised or manipulated.

- **DO:** abide by Send A Cow's privacy policy, always changing the name of a child or vulnerable adult, never showing the face of a child or vulnerable adult next to their story, and never printing the faces of individuals who have been exploited.
- **DO:** abide by Send A Cow Duration of Consent guidelines, deleting all data that is 6 years old or at the point that a child turns 18 when it relates to him/ her.
- **DON'T:** Expose children to inappropriate images, videos, text or websites that are sexually suggestive, depict violence or radical messaging and ideology.
- **DON'T:** offer advice which is inappropriate.
- **DON'T:** act in ways intended to shame, humiliate, belittle or degrade a child or vulnerable adult. Instead, use language to achieve SACs goals of empowerment and equality.
- **DON'T:** use language that is suggestive, offensive or abusive. Rather, communicate inclusively and seek to explain your actions and intentions clearly in plain language using child friendly methods.
- **DON'T:** share personal contact information unless specifically required as part of a job role. If a contact number is required then give the main office number or your Send a Cow contact number/ email.
- **DON'T:** engage in instant messaging, texting and other forms of social networking between Send a Cow staff and children or vulnerable adults unless this is for the purpose of Send a Cow activities, and not personal or intrusive.
- **DON'T:** take photos without the consent of the child, adult or parent/ person in charge/appropriate adult. Approval must be formally given when using these images on social media etc.
- **DON'T:** include personal or physical information that could be used to identify a child or vulnerable adult or their location in any published text or image, online or offline.
- **DON'T:** meet a child or vulnerable adult outside of an organised activity or contact them via the internet, text or phone unless it is with the knowledge and consent of parents/ person in charge/ a responsible adult.
- **DON'T:** post or share stories or images of Send A Cow community members on your own personal social media accounts, or in emails to your network. Their consent is given to the organisation Send A Cow and not to you personally or the individual requesting it.

10. Responsibility for Implementation

The responsibility for safeguarding rests on all Send a Cow staff as stated in all job descriptions for all staff. Send A Cow are committed to regular safeguarding training of all staff to reinforce our Safeguarding Policy and procedures, to ensure new starters are informed and understand

our policy and procedures, as well as to introduce any updates or changes in sector standards as these develop over time.

The responsibility for implementing this safeguarding policy primarily sits with Country Directors and Team Leaders, whose teams have direct or indirect contact with children and vulnerable adults. All have a responsibility to understand and implement this policy. They must also ensure that:

- All current staff and associates receive a copy of the updated Safeguarding Policy to read and sign
- All new staff and associates receive a copy of the Safeguarding Policy to sign, including the Code of Conduct, on issuing an employment contract
- All visitors within their area of responsibility, who have direct or indirect contact with children and vulnerable adults, receive a copy of the national Safeguarding Policy where this may be different, and read and sign it
- Each country has in place local procedures that meet international safeguarding standards and are consistent with SACs Safeguarding Policy, to respond to incidents of abuse
- A plain language or child-friendly poster version of the safeguarding policy is clearly displayed in all offices and locations where programmes are implemented. This is to ensure that:
 - Children, families and all other members of the community with whom Send A Cow work are aware of our Safeguarding Policy and relevant procedures, so that they know what behaviour to expect from staff, how to recognise an incident of abuse or harm, and what to do if this should occur
 - Members of the wider community who are not directly benefitting from Send A Cow, but who Send A Cow have a wider responsibility to protect, are able to access information on our Safeguarding Policy and relevant procedures
- Protective measures which guide the implementation of the Safeguarding Policy are fully embedded within their areas of responsibility
- Those who have reported concerns or incidents, or are accused of perpetrating abuse or harm, are provided with appropriate care, support and protection while dealing with all aspects of their case, including safety concerns or potential reprisals which may arise from either the incident or the reporting of such.

Designated Safeguarding Trustee (DST)

The Board of Trustees across the Send A Cow Group have ultimate responsibility for safeguarding. They will act in the best interests of the children and communities, staff and associates, and the organisation of Send A Cow. They will always place the interests of Send A

Cow above their own and will ensure independent decision-making in relation to safeguarding, consulting with external advisers where necessary.

The designated safeguarding trustee has the responsibility to ensure safeguarding incidents are dealt with appropriately, including safeguarding the best interests of the child. They have the responsibility to regularly monitor safeguarding risks, to communicate these to the Board through a standing agenda item at regular board meetings, and to hold the Senior Leadership Team accountable for implementing the Safeguarding Policy and accompanying procedures, engaging with the senior leadership team regularly. The Designated Safeguarding Trustee must champion safeguarding as a priority for organisational resources at all levels within the organisation.

The Designated Safeguarding Trustee for the SAC Group Board is currently Fiona Crisp. The Designated Safeguarding Trustee for the Kenya Board is currently Joyce Miguda Majiwa. The Designated Safeguarding Trustee for the Uganda Board is currently Barbara Katende.

Designated Safeguarding Officer (DSO)

The DSO has the responsibility to champion and monitor the implementation of this policy. The Designated Safeguarding Officer is accountable to the CEO, who is responsible for safeguarding.

They have the responsibility to regularly monitor safeguarding risks, to communicate these to the Board through a standing agenda item at regular board meetings, record reports of safeguarding concerns or incidences, update and maintain Send A Cow's CAVA Risk Register in relation to safeguarding, and lead any investigative or disciplinary procedures necessary in the pursuit of safeguarding communities, staff and associates, and the organisation of Send A Cow.

The Executive Team identified a senior manager to be the Designated Safeguarding Officer. This is currently Richie Alford, Director of Impact and Research, who is specifically responsible for:

- Leading the organisation towards best practice in safeguarding
- The regular development/ delivery of safeguarding training to all current and new staff and associates, and the development/ delivery of other training resources as required
- Promoting awareness and implementation of the safeguarding policy in Send a Cow
- Ensuring the Local Resource List for each country context is kept updated
- Monitoring implementation of the policy and reporting regularly to the Board
- Maintaining knowledge of best practice and statutory requirements
- Managing reporting procedures, including responding to emergency safeguarding incidents, investigating reports of safeguarding concerns, and reporting to the Board, Charity Commission and donors where necessary

Appendix 1

The Welfare and Rights of Children and Vulnerable Adults Statement

We affirm our belief in the right of children and vulnerable adults to be protected from all forms of abuse, neglect, exploitation and violence, as set out in the UN Convention on the Rights of the Child.

A child, young person or vulnerable adult has the right:

- To have their health, safety, wellbeing and best interests considered paramount
- To have their welfare and development promoted and safeguarded so that they can fulfil their full potential
- To be valued respected and understood within the context of their own culture, religion and ethnicity, and to have their needs identified and met within this context and within the context of their family wherever possible
- To be listened to and to have their views given careful consideration, and to be encouraged and helped to participate in decisions that affect them.

In order that these rights are respected, when staff, associates and others are in contact with children or vulnerable adults they should:

- At all times treat children and vulnerable adults with respect and recognise them as individuals in their own right
- Regard them positively and value them as individuals who have specific need and rights and a particular contributions to make
- Work with them in a spirit of cooperation and partnership based on mutual trust and respect
- Value their views and take them seriously
- Work with them in ways that enhance their inherent capacities and capabilities, and develop their potential
- Strive to understand them within the context in which they live.

Appendix 2

Send a Cow

CONFIDENTIAL

Cause for Concern Form

The information in this form is confidential. It should be used to report concerns in accordance with Send a Cow's Children and Vulnerable Adults Safeguarding policy.

It should only be sent to the Country Directors or the Designated Safeguarding Officer- Richie Alford.

It will be held in a safe and secure place in accordance with data protection regulations.

You should attempt to fill in as much as possible. Leave blank those areas which you have no knowledge. If you are raising a general concern about behaviour that you have observed then please make this clear.

Part 1: About You	
Your name:	Your relationship to the child or vulnerable adult:
Date:	
Part 2: About the Child/ Children/ Young Person/ Vulnerable Adult	
Their name(s): Male/Female:	
Address, including country:	
Who do they live with:	
Their age(s)/date(s) of birth:	
Part 3: About your concerns	
How did you come to have a concern: <ul style="list-style-type: none">• What was observed or suspected?• Was an allegation of abuse made?• Did the child or vulnerable adult disclose abuse?	

Date(s) times (s) location(s) of any incidents(s):
Observations made by you (e.g. description of visible bruising, other injuries, child or vulnerable adult's emotional state.) <i>Make clear distinction between what is fact, opinion or hearsay:</i>
Using the child or vulnerable adult's exact words, what did they say?
Any other information:
Any other children involved:
External agencies contacted:
Action taken:
Signed:
Dated:
Organisation:
Position:

Appendix 3

Send A Cow Plain Language Safeguarding Policy Poster

(for design work / translation)

Send a Cow is committed to safeguarding the welfare of children and vulnerable adults and protecting them from abuse. We believe that it is never acceptable for children or vulnerable adults to experience abuse of any kind and that safeguarding children and vulnerable adults is everyone's responsibility within our organisation.

- We consider anyone under the age of 18 to be a child, even if this is different in different countries or communities where we work
- We understand a vulnerable adult to be someone over 18 years old who requires more support or care than others may do, because of physical or mental disability, age, illness or life experiences. We believe vulnerable adults are more at risk of exploitation and abuse.
- Send A Cow don't discriminate against anyone. We treat all children and adults equally, whatever gender, ethnicity, age, disability, sexuality, or religion they are.
- We use globally recognised standards to guide our work with children and vulnerable adults. These don't change between the countries we work in.

Our policy and Code of Conduct applies to all staff, volunteers, trustees, patrons, ambassadors, consultants, and supporters or donors who visit our programmes. Our safeguarding policy applies to our staff, associates and organisation before, during and after working hours. We recognise that abuse can take place within a family, community, an institutional setting or by a stranger. We recognise that abuse may be physical, neglectful, sexually exploitative, sexually abusive, psychological, emotional, spiritual, financial or material, exploitative or discriminatory.

- Abuse is anything done or not done by individuals, organisations, institutions, or processes that cause harm to a child or vulnerable adult or community member, either directly or indirectly, or which compromises their health or safety for the future.

All actions on child safeguarding are taken in the best interests of the child.

- **People should never hurt children.** *Sometimes this happens when people hit children, sexually abuse them or don't look after them when they should.*
- **Send A Cow tries to protect children from being hurt.** *We want you to know your rights and to feel confident to speak out. If someone hurts you or your friend during a Send A Cow activity, please tell a Send A Cow worker. We will help you.*
- **It is not your fault if someone hurts you.** *It is never your fault if someone hurts you or another child. It is important that you tell someone who can stop it from happening again. We will listen to you.*

Safeguarding the best interests of the communities we work with is our priority at all times. If an allegation of abuse is made against Send A Cow, we commit to:

- Respond compassionately
- Conduct a thorough investigation, asking expert advice when we need to
- Be accountable to the communities we serve

If you have a concern, please contact: [insert name and contact details of local DSO/ Country Director] or [redacted], [insert phone number and email address]

Appendix 4

Send A Cow Communications & Fundraising Guidelines on the Use of Images

Send A Cow are committed to do no harm in the way we gather, store, use and publish images and data of children, vulnerable adults and all community beneficiaries. We are committed to the following principles in our approach:

- To act in the **best interests of the child** at all times
- To prioritise the **protection** of all our beneficiaries in our decisions of what to publish
- To prioritise the **dignity** of the individual whose data we hold, making sensitive choices in situations of trauma and avoiding sensationalising, discriminatory or undignified text or images
- To make all efforts within our control to clearly communicate and obtain **informed consent**, including from children and vulnerable adults
- To adhere to **accuracy** in our use of all data, not using images out of context
- To commit to **diversity** in the images, stories and experiences we publish
- To protect the **privacy** of our beneficiaries in the way we store and use data, including:
 - Identifying minimum standards for the storage of data, including password protected databases, limitations on downloads, protected access, etc
 - Identifying minimum standards for the use of data, including changing names, not sharing identifying details, not publishing the faces of people who have been exploited, and adhering to a duration of consent guided by GDPR standards.