



It starts on an African farm

Think beyond: 2030 strategy

Transforming Lives and
Protecting the Planet





Above: In Mwaro, Burundi, sister-in-law farmers Patricia and Generose harvest vegetables from their shared garden

Right: Evalyne, Ripple Effect Uganda participant with her harvest

Cover: Sylvia, Ripple Effect Uganda participant, picking her avocados



Our mission

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



Who we are...

Ripple Effect – formerly Send a Cow – is a partnership of experienced and committed African staff, working with support from the UK and US, and most importantly, with farming families in Africa. Together, we create a ripple effect of positive and sustainable change that grows and grows.

...and why it matters

Rural Africa is rich with opportunity: resourceful communities and land which can produce enough food to feed the continent and beyond.

But families face poverty that is extreme, unjust and worst of all – unnecessary. The knowledge and skills needed for farmers to grow and sell effectively are often lost or haven't adapted to changed conditions.

Over three decades, thousands of individuals, companies, groups and organisations have supported Send a Cow, enabling 2.5 million people in rural Africa to learn more, grow more and sell more. Ripple Effect will continue this vital work in the decade to come.

The farmers we work alongside share what they know, and what they have, with their families and communities. Soon thousands experience the benefits and everyone is able to thrive.

Our approach is efficient, effective and builds a momentum that spreads far beyond our programmes. It starts on an African farm and creates a ripple effect that helps build a confident, thriving and sustainable rural Africa.



"My hope for myself and my family is to live the good life, to be a role model to other families so that people can say 'I want my life to be like Caroline's.' Those who knew me three years ago can tell you how I've changed."

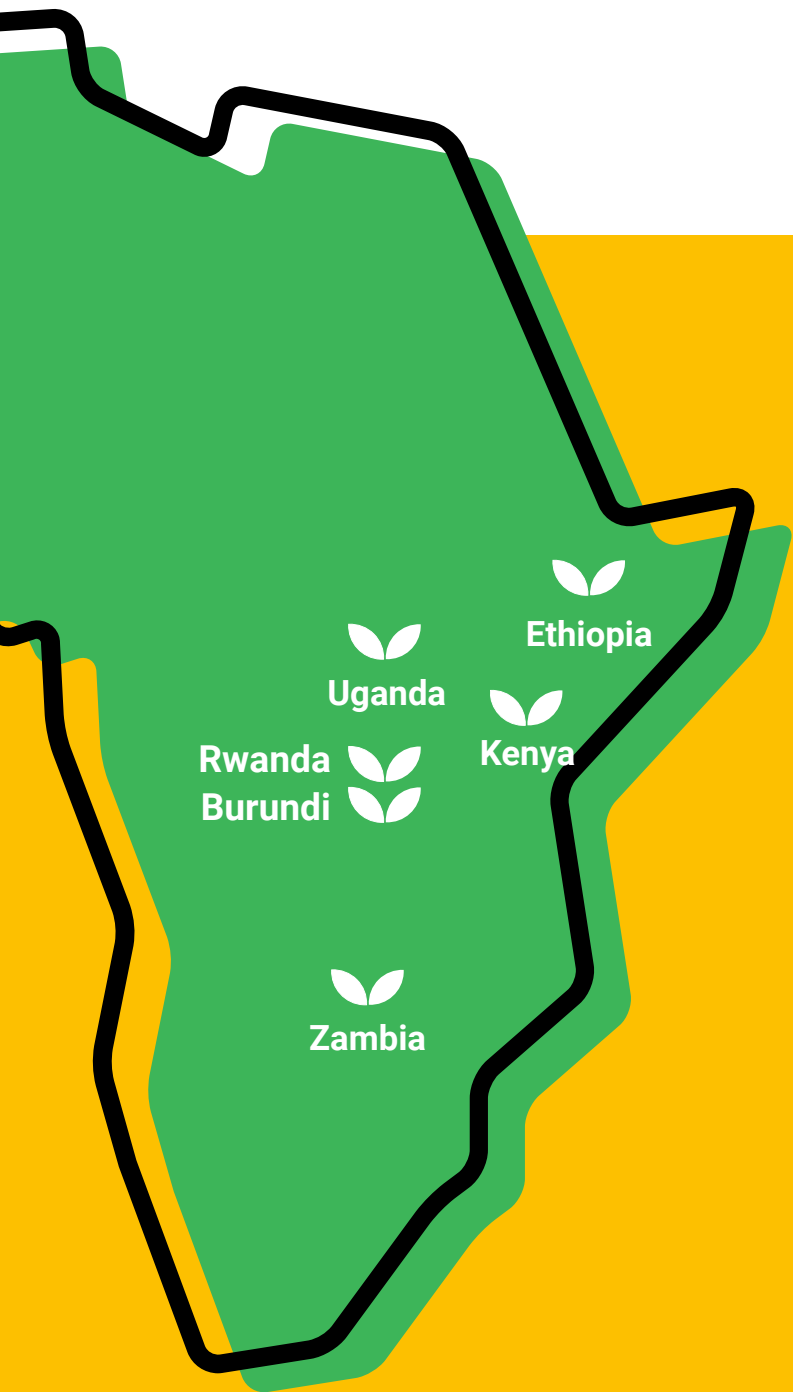
Caroline,
Ripple Effect Kenya participant



Our vision

A confident, thriving and sustainable rural Africa

To achieve our vision, we will work diligently alongside families to overcome the main challenges below:



Burundi

Food insecurity and malnutrition in Burundi is severe and rated “very alarming” by the Global Hunger Index. Gross Domestic Product (GDP) is the second lowest in the world and 73% of the population live in poverty (World Food Programme).

- ✓ Our Gender and Nutrition Centred Agriculture project helped family food security to rise from 15% to 76%
- ✓ The same project helped participating families diversify income (62% with 4 or more sources), build their savings and lift themselves above the local poverty line (77% earned more than \$1.25 per person, per day)

Ripple Effect Burundi’s strategic priorities include nutrition security to ensure families have access to sufficient, safe and nutritious food, and financial security to see more households lifted out of poverty and earning more than the international poverty line of US\$1.90 per person, per day.

Ethiopia

A populous nation with a fast-growing economy, Ethiopia still has enormous development needs. Climate, conflict and displacement mean families that used to be food secure now suffer hunger, and 38% of children are malnourished.

While 65% of households have access to improved water sources, only 6% have access to improved sanitation, so waterborne and communicable diseases are common.

- ✓ Our Dawuro project increased food security for participating families from 5% at project start to 99% at project end, with evidence of widespread copy farming on composting and backyard vegetable production
- ✓ The proportion of children under 5 years considered underweight reduced from 20% at the start down to just 3%

Ripple Effect Ethiopia will work with families and communities to build integrated and sustainable farm systems to improve food security and family nutrition. Project participants will be supported to become rural entrepreneurs, increasing and diversifying their income to create vibrant local economies.

Kenya

Although now classified as a lower middle-income country with steady economic growth, Kenya faces many challenges including poverty, inequality, the climate crisis and vulnerability to shocks. 35% of Kenya's population live below the international poverty line on less than \$1.90 per person, per day.

- ✓ 80% of families in our projects in Busia and Bungoma now live above the poverty line after working with us (up from 6%) and 82% have four or more sources of income, demonstrating increased resilience
- ✓ 77% of women reported full involvement in decision-making on crops grown on their farms, up from 23%

Ripple Effect Kenya will prioritise poverty alleviation in the west of the country, whilst expanding into semi-arid areas where poverty rates can be as high as 70%. Our projects ensure equal opportunities for all community members, particularly women, youth, people with disabilities and marginalised groups.

Uganda

Over 78% of Ugandans are under 30 years of age, and lack of job or income generating opportunities is a growing problem. 69% of people depend on subsistence farming and

population pressure drives environmental degradation so that national forest cover has halved over the decade to 2018 (to just 9.5%).

- ✓ Our project in Amuru increased household income from \$0.24 per day to \$3.58
- ✓ 30,000 trees were planted in the Living with Wildlife project to provide both fruit and a sustainable fuel supply

Ripple Effect Uganda will increase market access for farmers and support the growth of farming as a viable and attractive business opportunity for young people. A priority will be good management of natural resources to support communities to regenerate and protect their local environment.

Rwanda

Extreme poverty in Rwanda has reduced from 40% to 16%, but further progress is limited by challenges in the agricultural sector. Limited access to, and degradation of, land means that 50% of farmers have less than 0.35ha.

Agricultural productivity is hampered by unpredictable rains linked to the climate crisis, increasing the occurrence of both drought and floods. Some 20% of Rwandan households are food insecure.

- ✓ 99% of farmers within our dairy development project became food secure after two years

- ✓ Income increased from \$1.39 per person per day at baseline to \$2.40, taking families above the international poverty line

Ripple Effect Rwanda will tackle malnutrition linked to poverty by increasing access to diverse and nutritious food. Projects will focus on the challenges posed by the climate crisis and apply agroecological approaches to regenerate local ecosystems.

Zambia

Rural poverty in Zambia relates overwhelmingly to smallholder farmers. Women, and female headed households, are disproportionately affected, with 79% living in poverty.

- ✓ Confidence levels of project participants increased from 57% to 77%
- ✓ Daily household income increased from \$0.30 to \$3.40

Ripple Effect will continue to work effectively through delivery partners in Zambia. Focus will be on building capacity to help farmers grow social enterprises, achieve financial sustainability and ensure the inclusion of the most marginalised people and communities.



The problem

Poverty in Africa is multi-dimensional and has risen in recent years. Now the triple threats of Covid-19, the climate crisis and conflict threaten to push 150 million more people into extreme poverty.

The climate crisis is unjust: those who contribute the least, are affected the most. Agriculture is a lifeline for most rural families who rely on the land for food and income. Indeed, more than 60% of the population of sub-Saharan Africa are smallholder farmers, but agriculture is now under constant threat from the effects of the climate crisis. The International Panel on Climate Change suggests the climate crisis will have devastating effects on crop production and food security.

Conflict also threatens efforts to reduce poverty and leads to substantial numbers of internally displaced people or refugees who have little or no access to land and resources.

The global pandemic which led to lockdowns, food crises and school closures in the countries where we work, has put attainment of

the UN's Sustainable Development Goals (SDGs) in jeopardy, particularly in sub-Saharan Africa.

The solution

Our proven approach brings farmers together to learn new skills and share knowledge so they can improve their livelihoods and thrive. Farmers working alongside Ripple Effect learn more, grow more and sell more. They can feed their families nutritious food, and by having a surplus to sell, can invest in their farms, send their children to school and build sustainable agri-businesses.

Key to our impact is that our programmes – designed and delivered in-country – encourage and enable farmers to share their knowledge, skills and resources with the wider community. For every family we work with, three more families in the community benefit and the ripple effect begins. This is achieved through our programme model of self-help groups, peer farmer training, copy farming, pass-on gifts of seeds and livestock, gender and social inclusion interventions and community savings and loans groups.

We see the opportunity for us to scale our work to reach a further five million people by 2030. This strategy outlines how we will:

- focus on our areas of expertise: our agroecological climate-positive approach (ACPA); gender and social inclusion; and business skills
- support the UN's Sustainable Development Goals
- grow our profile, influence and funding to allow us to reach even more families in extreme poverty
- collaborate with local partners to ensure our programmes create appropriate, effective and sustainable solutions for communities and beyond

According to the World Bank, by 2030 up to two-thirds of the world's extreme poor could live in fragility, conflict and violence settings.

Peer farmers

Peer Farmers such as Elina in Zambia (above) are model farmers whom their neighbours identify with and learn from. They are often chosen for their exemplary performance at implementing our training and farming technologies: they share these skills with their community and carry on the ripple effect.



Where we want to go

Our Strategic Goal: to work with five million more people by 2030

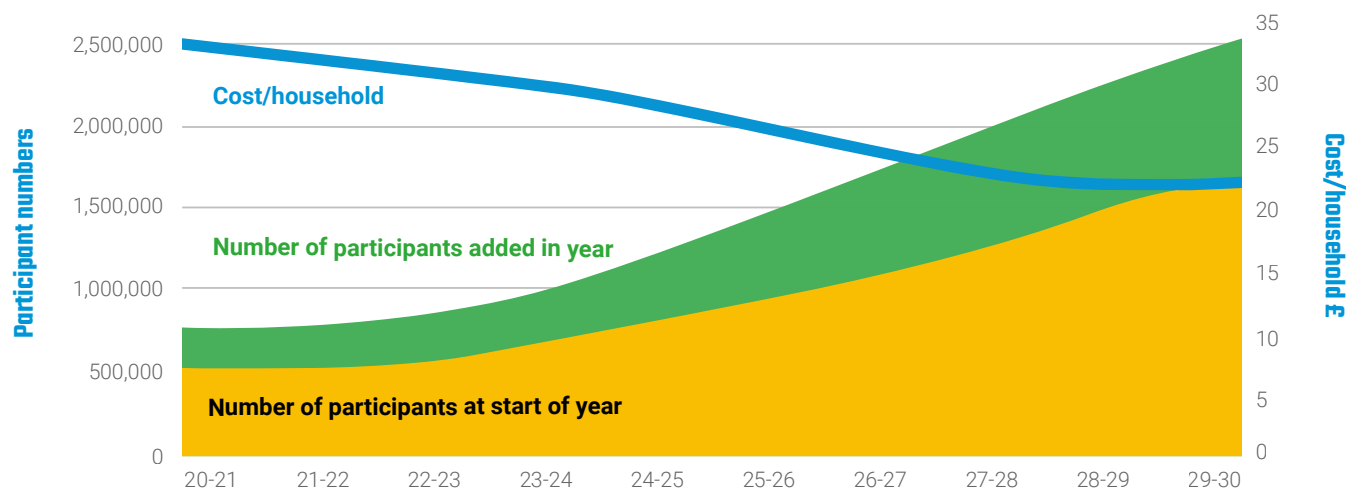
This goal is ambitious but achievable. By enabling farmers to create a ripple effect, we offer an effective and scalable solution to extreme poverty in the countries where we work.

We have seen how rural Africa can be confident, thriving and sustainable. Our project participants tell us how they have been able to learn more, grow more and sell more. They talk proudly of how they have become teachers and donors themselves, sharing their assets and knowledge.

We want to see that ripple effect positively impact the natural environment too, with productive land and sustainable resources for future generations. We want to see families and communities working together, deciding their future, and leaving no one behind.

We want to see farmers moving away from subsistence farming to developing profitable co-operatives and agri-businesses and accessing new markets.

Scaling up to 2030



What our supporters have already achieved

In our previous strategy, Enterprising Africa (2015 – 2020), we set ourselves two core goals:

Deepen our impact: With the help of our supporters, we saw significant improvements in the wellbeing of participants in terms of their income, food security, self-esteem and women participating in decision-making. On average:

- over 70% of participants achieved food security

- participants earning \$4 a day rose from 10% to 71%
- the percentage of women able to make decisions rose from 28% to 74%

Scale our work: We made great progress, increasing the people we supported from 357,000 in 2015 to 773,000 in 21/22. At the same time, we increased our effectiveness and thereby reduced our cost per household by 50%, through the introduction of an approach where an entire community is reached.



"When I sent cows to Uganda in 1988, I never anticipated what the charity would become or the number of people it would help. We didn't realise that having surplus produce sales would enable children to access quality education, women to attain equal opportunities and farmers to become teachers of positive change. Our new name reflects this immense multiplication impact and will enable us to reach even more people with life-changing skills, training and knowledge." **David Bragg, one of Ripple Effect's founding farmers**

How we plan to get there



"We will maximise our impact and income through quality programming, strong external engagements and increased depth and footprints across the continent. We will be the 'go-to' organisation in matters of transforming lives and protecting the planet." **Fred Ochieng, Africa Director**

1) Focus on our areas of expertise

We will continue to improve the quality of delivery in our three specialist areas where our expertise and experience drive a powerful ripple effect:

Farming the land: Using sustainable, agroecological principles and processes that have a climate-positive impact, our training shows people how to make their land highly productive and biodiverse. Drawing on traditional knowledge and new innovations, farmers adapt to their situation and a changing climate to build food security and financial resilience. Our specialism in integrated animal management and farm systems makes us a partner of choice in this area.

Gender and social inclusion: We build a foundation of confidence and hope, so women and marginalised people have a greater voice and influence in their homes and communities. Men and women are encouraged to work together, sharing workloads and decision-making more equally – resulting in greater collaboration, respect and harmony. We include everyone, extending our reach to people of different needs and abilities and across the generations, so the whole community has the opportunity of a better future for themselves and their families.

Business skills: We encourage farmers, once they are food secure, to grow farming as a business so they generate more income and have greater control over their futures. They develop profitable micro-businesses, diversifying or specialising as appropriate to their situation and local markets. Farmers come together to form co-operatives for joint marketing, value addition and access to new and wider markets. As a result, they think bigger, sell more and employ others to work in their businesses.

2) Africa Forward approach

We always want to work in the most effective, ethical and equitable way possible. This has led us to assess areas of imbalance and re-evaluate how our programmes are managed.

Whilst our country programmes have always been managed by staff from the region with understanding and knowledge of local context, we have ensured those staff will also drive our strategic direction. They are supported by specialists based at our hub office in Nairobi, Kenya who hold specific expertise to facilitate cross-team learning and the setting and evaluation of minimum standards for effectiveness.

Continues >>>



Our community approach

A true ripple effect can only be achieved if a whole community takes part. We focus on the traditional knowledge of farmers, established community groups and influential local leader networks to ensure our projects make a long-term difference and no one is left behind.

Through peer farmers and self-help groups, our impact will continue to spread: our new approach is more efficient, effective and builds a momentum that spreads far beyond our programmes.

3) Partnership to make us more effective

Our experience shows that communities we work with benefit more when organisations work together effectively. We have an ambitious goal to reach 5 million more people and cannot do this alone. We currently deliver 15% of our work through partners and aim to increase this to 50% by 2030.

This will offer the following benefits:

- Allow us to focus on areas of our expertise while still providing the holistic support communities need to lift themselves out of poverty
- Long-term sustainability through collaboration with local organisations on the ground
- Purpose-driven partnerships with organisations that add value over and above what Ripple Effect could deliver alone
- A more cost-effective delivery model through reduced infrastructure costs

To foster excellent working practices and maintain high standards, we established a set of partnership principles to ensure we only work with partners whose values and vision align with ours and who have proven competency that offers strategic benefit to our project participants.

4) Grow sustainably

We intend to scale our work by further

developing our community approach. In all our programmes, participants share training, skills and resources with other people and we will promote this more deliberately to ensure whole communities can benefit and thrive together.

Collaboration with partners, and the use of technological innovation, will allow Ripple Effect training to have a wider reach, making our programmes even more cost-effective. We also want to inspire our growing community of committed supporters and donors to continue to work with us to tackle hunger, poverty and the climate crisis.

5) Influence for long-term change

We will continue to build farmers' confidence to advocate for change, helping them to find their collective voice and standing alongside them in their fight for social and climate justice.

We will influence policy and promote best practice in relation to our specialist areas, positioning Ripple Effect as an authoritative voice on effecting change in rural Africa.

We will review our brand story to ensure we continue to communicate effectively about the impact of our approach and contribution to addressing global challenges. We will build influence in the countries where we work through cooperation with national and regional government and by gaining accreditation with organisations such as the Global Agenda for Sustainable Livestock and Sustainable Development Goals Centre for Africa.



Eunice, Ripple Effect Kenya participant with fruit grown from the trees she planted



What impact we will achieve together

Poverty is not only a lack of money, but also a lack of food, dignity, education, health care and opportunity. It is often a reflection of unfair relationships, limited choices and a poor natural environment. We recognise these complex intersections and whilst our work supports all of the United Nation's Sustainable Development Goals, we have clear areas of expertise and focus.

We have developed a set of five impact objectives which we will measure against a rigorous impact framework (see pages 12-13).



Impact Objective 1: Ripple Effect will ensure people have access to sufficient, safe, and nutritious food

Organisations including the International Food Policy Research Institute (IFPRI) note that Africa's agricultural production, distribution and consumption systems operate sub-optimally. We aim to increase farm production, diversify diets and improve nutrition for families under a One Health approach addressing health threats at the interface between animals, humans and the environment.



Impact Objective 2: Ripple Effect will support communities to earn above the poverty line, become financially secure and engage in a vibrant local economy

Once communities are eating well and earning enough to send their children to school, we encourage them to think bigger: adding value to their produce, establishing businesses and accessing savings and credit services.

We encourage families to create cooperatives and larger associations which allow access to more training, better infrastructure, and more reliable



markets. Thriving farm enterprises not only generate economic opportunity for the family, but feed into the local economy and create a diverse range of locally sourced and affordable products.



Impact Objective 3: Ripple Effect will support communities to effectively adapt to the climate crisis and restore ecosystems for current and future generations

Supporting farmers to adapt to and mitigate the effects of the climate crisis has long been part of our work. Farmers work together to restore degraded soils, improve their water retention, and replace topsoils washed away as a result of deforestation and flash flooding. Water harvesting and the use of drought-resistant seeds extend the length of growing seasons that are becoming increasingly unreliable.

Planting trees prevents rainwater runoff and provides fruit, shade and firewood. Planting fodder crops feeds livestock in shelters and eliminates the land damage caused by grazing.

In just three years, Kenyan smallholders adopting our agroecological climate-positive approach saw food security rise to 98% (from 4%) and 82% of families were able to eat a diverse diet (baseline 0%).



Impact Objective 4: Ripple Effect will ensure the inclusion, voice and agency of marginalised communities

Ripple Effect champions inclusive development which promotes awareness of marginalised groups and welcomes the diversity that disability brings. We apply the tried and tested Access, Communication, Attitude, Participation (ACAP) framework to all our activities. Inclusivity measures include allowances for interpreters, supporting disabled participants to travel to meetings where their participation is encouraged, and practical adaptation of latrines, planting beds and farming equipment.

We will intensify our core gender approach and mainstream other aspects of inclusion across all our programmes, to build the capacity of individuals to act independently and to make their own free choices. When included, people feel more valued, appreciated and their self-worth grows. We will develop and brand relevant materials and guidelines, including our flagship Transformational Household Methodology.



Impact Objective 5: Ripple Effect will be a catalyst of change, influencing policy and practice as well as maximising impact through partnerships

Our community-based advocacy takes the form of helping family farmers to find a collective voice. Rediscovering local skills and training in new techniques builds confidence.

The farmers we work with develop the ability and social standing to protect their natural environment and push for change. 80% of our staff come from the countries where we work: they are an authoritative voice on locally appropriate solutions to the climate crisis.

Within the UK and internationally, we also work with other NGOs and funding bodies to share our best practice across the development sector and beyond.



Henry, Kenya

“Ripple Effect is light; it has been a light for so many families and our communities are no longer in darkness because they are implementing the training [we have learned]. I am a role model. Neighbours see what I have done, and they have been inspired.” **Henry, Kenya**

Henry is an amputee and lives in western Kenya with his grandchildren. He is one of many farmers living with a disability that Ripple Effect works alongside. Since joining our project, he has sold his vegetables to put his sons through university.

“As a livestock veterinarian with a special interest in One Health and sustainability, it is crucial that our programmes deliver measurable impact on the wellbeing of livestock, the environment and the community.” **Simon Doherty, Vice-Chairperson**



Awareness of the rights of people with disabilities increased from a base of zero to 96%.

(Amuru Disability Mainstreaming Project project evaluation, Uganda 2021)

What are our impact targets?

“Participatory Monitoring is at the centre of our Monitoring & Evaluation (M&E) approach. We believe in stakeholders’ involvement right from the start and provide constant community feedback during implementation.

A community-led M&E framework means participants hold us accountable to deliver quality programmes.

Data – either the availability or the lack of it – is always telling a story. If you can’t find it when you need it, you know your M&E is not effective. And if you have it and are not using it, then you are missing out on evidence-based decision-making.”



Catherine Mwangi,
Head of Monitoring,
Evaluation and
Programme
Effectiveness

Indicators to assess our progress against our five impact objectives

Enable five million people to build lives free from poverty	2030 target	
	% of female participants	67%
	% of participants/family members living with a disability	15%
	% of youth participants (15-30 years)	20%
	% of participants who are internally displaced persons/refugees	5%
	% of participants living with HIV/AIDS	8%



Impact objective	Indicator	Source	Impact Target 2030 (average)
1. Ripple Effect will ensure people have access to sufficient, safe, nutritious food	% eating 6 or more food types a day	Household Dietary Diversity Score (USAID)	70%
	% food secure or mildly food insecure	Household Food Insecurity Access Scale (USAID)	
	% experiencing less than 2 hunger months per year	Ripple Effect household survey	
	% treating drinking water	World Health Organisation (WHO)	
	% with access to improved water sources		
2. Ripple Effect will support communities to earn above the poverty line, become financially secure and engage in a vibrant local economy	% earning > \$1.90 per person, per day	World Bank	65%
	% saving > \$0.50 per person, per day	Ripple Effect household survey	
	% engaging in 4 or more income generating activities		
3. Ripple Effect will support communities to effectively adapt to the climate crisis and restore the ecology for current and future generations	% implementing at least 5 agroecological climate positive farming practices	Ripple Effect household survey	70%
	% adopting at least 4 natural resource management practices		
4. Ripple Effect will ensure the inclusion, voice and agency of marginalised communities	% reporting confidence and “normal” self-esteem	Rosenberg scale	80%
	% women participating in decision-making in the home and community	Women’s Empowerment in Agriculture Index	
	% women feeling able to influence decision-making in the home and community	Ripple Effect Social Inclusion Index	
	% participants feeling included in community activities and structures		
5. Ripple Effect will be a catalyst of change, influencing policy and practice as well as maximising impact through partners	% of participants effectively reached through partners	Ripple Effect	50%



Swafura and her chicken, Uganda

Growing sustainable funding to reach more participants

Ripple Effect creates lasting and impactful change for communities in rural Africa and that is why we must grow and reach even more people. Our ambition is to treble our impact and to do that we must double our income by 2030.

We have a diverse range of income sources, across a breadth of audiences, providing a strong and resilient base to grow from. We have an excellent reputation for building and maintaining relationships with supporters and funders, demonstrated by

A-ratings from FCDO for our projects in 2021. However, changes to the funding landscape have reduced some of the accessible funding sources and we need to focus on areas which will improve our reach and influence to achieve our planned growth.

Our new brand and strategy will enable us to inspire current and new audiences and attract funders looking for innovative ways to make a difference that match their philanthropic aspirations.

To grow our funding, we will...



Provide meaningful engagements for our supporters and funders



Position Ripple Effect as the partner of choice for new, long-term support



Build the capacities of our fundraising teams in Africa to enable more funding to be secured from within Africa



Explore new income streams and new markets, including developing our US fundraising model.



“I am inspired every day by the dedication shown by our supporters, funders and partners in helping families make change for themselves and their community.

Now is the time to think beyond current models and inspire new supporters so that together we can create a ripple effect to transform lives and protect the planet on a bigger scale.”

Paul Stuart, CEO



In Burundi, farmer Joselyne is congratulated by Ripple Effect extension worker Johny Bukuru for securing a market for her potatoes.



Organising ourselves more effectively to reach more families

Ripple Effect's core values of accountability, integrity and compassion continue to guide our work and decision-making.

Our working environment strives to be inspiring and empowering, creating a culture of innovation and sharing to improve organisational effectiveness.

Focusing on health, wellbeing, cultural and digital improvements we will enable creativity and collaboration across the organisation.

We will continue to review and minimise our organisational carbon footprint and encourage our partners to do the same.



"Our staff and volunteers are the most important resource we have and by working together creatively and collaboratively we can reach our 2030 goal and at the same time create an environment where our people feel valued and motivated."

Rowena Warren,
Director of Finance and Resources



It starts on an African farm

**Join Ripple Effect today and
help build a movement that
grows and grows.**

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