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# Find Your Feet Limited Trustees' Annual Report & Financial Statements for the 15 months ended 31 March 2017

Registered Charity Number: 250456  
Company Number: 651058

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*Cover:* A group of women in Zimbabwe sell their produce at market. Find Your Feet worked with these women to teach them how to package and market their produce to increase their profits. All images © Find Your Feet 2016

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# Message from the CEO and Chair

The past year has been one full of change for Find Your Feet. When we took on the roles of Chair and CEO in December 2016, at the request of the Board and as part of a new strategic partnership with Health Poverty Action, we felt honoured. The retirement of the outgoing CEO, Dan Taylor, was a loss not only to Find Your Feet, but to the international development sector. His exemplary work with farmers in Africa and Asia over decades was possible not only because of his deep knowledge of agriculture but also a commitment to farmers' rights and expertise that is sadly rare. If only the sector could follow his example, progress towards genuine participation would take root faster and more sustainably.

Find Your Feet chose to partner with Health Poverty Action so that we could combine our expertise on sustainable rural livelihoods and health rights. Together we want to create integrated projects in a wide range of countries and bring about long-term structural change through joint campaigns and advocacy work. This will mean our offices and partners can more effectively tackle the multitude of issues that contribute to poverty and poor health, and strengthen our work with communities around the world. We both focus on local ownership in our projects to ensure long term change for people who would otherwise be completely marginalised. From our community conversations work in Malawi, to the training of lead farmers in Zimbabwe, and our work with tribal-led organisations in India, we are constantly working to strengthen local structures to enable communities to continue that work far into the future.

The decision to register our Malawi office as an independent organisation is just another way in which we are strengthening local capacity. Their independence will give them the opportunity to apply for new sources of funding, and the freedom to determine their own direction alongside the communities they work with. We are proud of Find Your Feet Malawi's strong and effective work, which has helped them to grow over the years. We are excited to keep working as partners with them in the future, and reach more people than ever before.

Over the past year we have worked with more than 100,000 families living in poverty to help them grow more food, increase their incomes and have a voice in their community. We thank everyone who has supported this work through giving donations, and sharing what we do with others. We look forward to your continued support to help us take the next step towards challenging poverty across the countries we work in.



**Emma Crewe**  
Chair of the Board of Trustees



**Martin Drewry**  
CEO

# Trustees' Annual Report

The Trustees present the annual report and financial statements of **Find Your Feet** for the 15 months ended 31 March 2017.



## Find Your Feet

**Our work supports vulnerable rural families in India, Nepal, Malawi and Zimbabwe to grow enough food so they don't have to go hungry; to strengthen their voice so they can speak out against injustice; and to earn enough money so they can find their feet.**

### Vision

We believe in social justice: a world in which everyone has the right to build a future free from hunger and poverty.

### Mission

To mobilise local knowledge, skills and resources so that more poor, rural families can find sustainable solutions to hunger, poverty and discrimination.

### Values

We are committed to supporting the most vulnerable members of society to achieve their full potential. Our approach is based on six core values: justice, empowerment, partnership, learning, accountability and equality.

### Approach

Our approach is not to dictate how the communities we work with tackle the poverty they experience – instead we enable them to decide how they want to build a better future. We don't give handouts. Instead we listen, and then provide people with the skills, training and confidence they need to help themselves.

# Where we are in our current strategic period 2015-2019

In 2016 we celebrated Find Your Feet's 56th year and entered the second year of our five-year strategic period. In order to continue benefiting the communities we work with around the world, as laid out in these plans, Find Your Feet formed a partnership with Health Poverty Action. As the funding landscape changes, smaller NGOs are finding it necessary to explore new ways of working in order to secure the long term sustainability of their work. We're partnering with Health Poverty Action to ensure our work, and the relationships we have built with communities over the years, will remain strong in the future. Although this was a difficult decision to make, we are confident that it will provide the greatest benefits to the families we work with.

By the end of 2019, we aim to help lift 150,000 people and 750,000 of their family members out of poverty. To do so, we will focus on sustainable rural livelihoods, which we believe transforms lives. Our three strategic objectives are as follows:

## **1. To help families grow more food**

We train and support farmers to introduce farming practices that are productive, resilient and environmentally sound, building on their own knowledge and resources. This means that people can produce a variety of nutritious foods to eat throughout the year so that they do not have to go hungry and they can earn an income by selling any surplus.

## **2. To help families earn more income**

We encourage families to participate in village savings and loan schemes and to invest in small businesses. We also support farmers to add value to their crops and to market collectively, enabling them to achieve higher prices for their produce. This enables families to increase their income, and ultimately become more self-reliant.

## **3. To help communities to strengthen their voice**

We help communities to identify the obstacles to their development, to advocate for their rights and to access the resources that are rightfully theirs.

For this strategic period, we have identified four key indicators by which to measure the impact of our work:

1. Percentage of families that are food secure for 12 months
2. Annual average household income
3. Number of people able to access government schemes and services
4. Number of community organisations created or supported and functioning

In order to measure our progress against these indicators, we have designed a new impact monitoring system. This entails collecting data for the key indicators across all of our programmes, and then aggregating this data to give us an overall picture of our impact. This process is ongoing and the results will be presented at the mid and end points of our strategic period. By the end of 2019, we hope to be able to demonstrate our organisational impact clearly to our donors, supporters, and most importantly, the rural communities with which we work.



## Our work in 2016/17



Find Your Feet worked in four countries: **India, Malawi, Nepal, and Zimbabwe.** In line with our strategy, we prioritised working with: small family farmers who depend on small plots of land for their livelihood yet make up the largest share of the world's undernourished; tribal (adivasi) people who have historically been denied access to the land and forest on which they depend for their survival; marginalised women who have little say in their communities, but where men are forced to migrate and leave them with many challenges to face alone; and young people who haven't been able to get a good education because their families are trapped in a cycle of poverty.

Our activities included: promoting sustainable agriculture; improving access to government schemes and services; raising awareness of rights of ownership and use of land and forests; improving local level governance; establishing/ supporting community organisations; providing vocational training for youth; and supporting small businesses.



**In 2016/17 we delivered 12 projects across these four countries.** We continue to work with carefully selected local partner organisations, who truly understand the local context. Last year, we worked with 20 partners, providing training and technical support to strengthen their capacity to deliver projects effectively and mobilise additional resources, helping to enhance their organisational sustainability.

# Our achievements in 2016/17

## We helped families to grow more food

We know that ensuring people have access to a nutritious diet all year round is essential if we are to tackle poverty effectively. Helping families grow more food continues to be a key part of Find Your Feet's work in Asia and Africa.

One in nine people around the world still suffer from hunger, many of them living in remote rural areas. Find Your Feet works in very remote areas of Asia and Africa where other sources of support are scarce. With few other employment opportunities, most families in rural areas depend on farming small plots of land for food and income. Smallholders account for around 70% of global agricultural production, but they also make up the largest share of the world's undernourished. Challenges facing smallholders include declining soil fertility, a lack of access to high quality farming resources, a lack of information appropriate to their needs and overdependence on a limited range of crops promoted by conventional farming. Rural families are also particularly vulnerable to climate change and economic shocks. These challenges are not insurmountable, but as the population rises and climate change becomes more evident, support for rural communities is becoming increasingly urgent.

In 2016/17 we trained 16,941 people in sustainable agriculture techniques such as crop diversification, composting and agroforestry. This has led to increased adoption of these techniques. They are affordable for poor farmers and, crucially, have been proven to increase yields, protect natural resources, enhance soil fertility and improve resilience to shocks. When families adopt these methods on their land they have a big impact. A recent independent final evaluation of one of our projects in Nepal found that the food security of participating households had risen from just 8.11 months of the year at the start of the project to 11.48 months by the end. Families were also growing a more diverse range of vegetables, an average of five types rather than three, helping to improve nutrition security and protect against crop failure.

Climate change continues to be a key challenge, with all the countries we work in experiencing erratic rainfall and drought. Malawi and Zimbabwe suffered a particularly damaging drought, caused by the devastating El Niño phenomenon, which left millions of families facing food shortages in 2016. We were well placed in Malawi to respond to the disaster and successfully secured extra funding to help mitigate the effects of the drought and increase the resilience of 3,000 families living in Mzimba and Nkhata Bay districts. As well as



**Find Your Feet has helped 103,252 people, and some 413,008 of their family members, to start building a future free from poverty in Africa and Asia.**



supporting farmers to adopt sustainable farming on their land through training and technical support, we are promoting the conservation and use of traditional seed varieties which grow well in the area. We have also distributed drought tolerant crops such as sweet potato and cassava through seed pass-on programmes, and are helping communities to establish local irrigation schemes that reduce their reliance on rain-fed agriculture.

Fostering networks of peer to peer knowledge sharing and innovation is central to our approach because we value the role that the experience and indigenous knowledge of farmers plays in tackling hunger. These networks create a ripple effect, where skills and knowledge spread throughout communities, enabling us to reach more families at relatively little extra cost. In Malawi and Zimbabwe this was driven by our successful Lead and Follower Farmer model, in which exemplary farmers, chosen by their communities on the basis of their existing knowledge and skills, facilitate the learning of others.

We worked with 2,090 active Lead Farmers, who have supported another 35,868 Follower Farmers to learn about and adopt sustainable farming practices on their land. These farmer groups have also hosted a number of learning events to share these skills. For example, in Zimbabwe they hosted 24 demonstration sites showcasing farming techniques such as soil and water conservation. More than 300 people visited their sites on open days, and many hosts told us that they had shared information with people interested in their demonstrations. Elias Jarawani told us that **“hosting a demonstration has given me more friends as more and more people are coming to ask about how I constructed my swales [for water harvesting].”** In a Malawi project they hosted 10 field days, attended by 402 people. Field days allow people from near and far to see sustainable farming practices for themselves, ask questions and get the advice they need to implement similar approaches at their homestead. They help farmers to overcome their reservations about trying out new ways of farming, which can feel risky when life is already so challenging. As a result of the field days in Mjinge Extension Planning Area, 60 people pledged to adopt what they’d seen on their land during the next farming season.

We recognise that simply increasing production does not always equate to improving nutrition, as rural families often lack the information to improve their health and nutritional status. Last year in Zimbabwe 937 people attended training on nutrition. Nutrition was linked directly to agriculture, and the importance of growing a range of cereals, fruits, vegetables and protein sources was emphasised. Awareness was raised about the nutritional needs of pregnant and breastfeeding women, children under the age of five, people living with HIV/AIDS and the elderly. We shared recipes using the traditional and new crops promoted through the project, such as small cereal grains like millet. The recipes have proved very popular, and many people think the more nutritious small grains taste better than maize, the traditional staple crop. Lead and Follower Farmers went on to host three food fairs and cooking demonstrations to share nutritional knowledge and the new recipes with their friends and neighbours.

Despite their experience and expertise, the voices of poor rural farmers are often excluded from agricultural research, and few studies are led by smallholder farmers themselves. We recognise that there is no one solution that will work everywhere and for everyone. It is vital that we find local answers to local problems and empower communities to be drivers of innovation. In 2016/17 we supported 27 farmers in Zimbabwe to undertake a third year of research into the efficacy of using legumes and manures to treat and eliminate the parasitic weed striga. Striga affects cereals and can have a devastating impact on the yield of these staple crops. The trials have received positive feedback both from farmers and other key stakeholders. For example, government agriculture extension officers have told us that they recognise the potential of the trials to address farming issues in the local area and Zimbabwe more widely. In addition, because we have focussed on building research skills in communities, participating farmers are inspired and empowered to continue experimenting themselves in the future. Richard Masango told us: **“We are going to carry out more research...We are now empowered and able to try out solving the problems we face in our fields on our own.”** The results of the trials are due in Summer 2017.



***“We didn’t have much exposure to small grains and looked down upon them as food reserved for the poor. Under the project, we have come to understand the health benefits of consuming small grains and we produce a variety of legumes for our family.”***

**Richard Chipako**  
Follower Farmer, Zimbabwe



## **We helped families earn more income**

The World Bank estimates that 10.7% of the world’s population still live in extreme poverty, on less than \$1.90 a day. However, although the World Bank rebased the international poverty line in 2015 the reality is that \$1.90 is not enough for human survival and this estimate hides the true scale of world poverty. Markets often don’t work for the poor and access remains a significant challenge for rural communities. Access to financial services and affordable credit is low in rural areas, which prevents families investing in their future. Geographic isolation, poor public infrastructure, high levels of illiteracy, lack of information, and discrimination hold people back and stop them from accessing financial support that does exist (e.g. pensions and other social services). Unemployment and underemployment, particularly among young people, is soaring in countries like Zimbabwe and Nepal and many are migrating to urban areas. In order to end poverty, people living in rural areas need access to viable, fulfilling livelihood options.

Agriculture remains the largest employer in rural areas, and growth in the sector will be vital to the economies of the countries in which we work. So helping families build the skills they need to make their farms more profitable is a key focus of our work. One way this can be done is by processing raw crops to add value. Last year in Zimbabwe 853 people attended value addition training, which included using solar driers to dry crops hygienically, as well as making peanut butter, and other packaged products. These practices also prolong the life of food and help boost nutrition security, as families have access to a wider diet during the hungry months of January to March. In addition, 477 people received comprehensive training in organic production, value addition, and marketing and basic business skills. We chose to target organic production as organic food earns a higher price in Zimbabwe. Since the start of the project more than 1,000 people have used a skill learned in the training to develop their farm-based business.

Even if banking services were readily available in rural areas, the majority of families we work with lack sufficient collateral to access credit and financial literacy is low. In this environment, exploitative money lenders flourish. To tackle this issue, we have supported 965 Village Savings and Loan (VSL) groups and self-help groups, microfinance clubs which provide their members with access to low interest credit to invest in viable on and off-farm income generation activities. These groups are provided with training in basic financial literacy and record keeping so they can run them independently when a project ends.

In Malawi, we worked with 358 VSL groups, providing 4,841 members (73% of them women) with access to credit. We want to leave communities with the skills they need to drive their own economic development in the future, so we also trained a cadre of 57 local people to be VSL and microenterprise trainers. So far, they have helped another 25 communities start their own VSL groups, which will be ready to start giving out their first loans in Autumn 2017. In addition, these trainers are able to provide ongoing support to the VSLs already established in the area to ensure their sustainability.

In India, we supported a network of 407 village level self-help groups across two states, which provided savings and loan schemes for their 5,240 members (97% women). To date, 3,086 group members (98% women) have used group funds

to set up individual or collective income generation activities, helping to supplement their incomes. The groups have received training and support to manage their own operations, and have also leveraged additional support – training, inputs and loans – from a range of agencies, such as the National Bank for Agriculture and Rural Development. As a result of this increased economic opportunity, an independent evaluation in 2016 found that the average annual household income in the targeted villages had increased by 11%.

Similarly in Nepal, we supported a network of 166 self-help groups through which 1,272 women from the Tharu tribe have taken out loans to invest in their agriculture or start micro-enterprises to boost their household income. In Tharu communities women are generally financially dependent on their husbands and expected to stay inside the home. This has become increasingly problematic as high levels of unemployment in Nepal means many men migrate for work, leaving women without a source of income and vulnerable to loan sharks. A further 393 Tharu women set up small enterprises such as shops, mushroom cultivation and vegetable farming, bringing the total number to 718 women. By supporting marginalised Tharu women to learn new agricultural and entrepreneurial skills, access credit and set up micro-enterprises, this work has enabled poor Tharu families to increase their income by almost 20%, with an even greater increase among female-headed households. An external



***“Our village now has a savings group that meets every month. I took out a loan and bought seeds, farming equipment and hired labour to help me harvest my rice. This year I grew more rice than ever before, was able to pay back my loan and earn a profit.”***

**Ramsheela Raitia  
VSL member, India**



evaluation of this work found that *‘with the increased income, the women have a greater sense of self-confidence and are now capable of meeting their personal needs on their own. The women are now better placed to take decisions at home, send their children to school and take care of their family’s health needs. Such instances prove that the project has been able to empower women in the true sense of the word.’*

We continued to support farmers to form agricultural cooperatives, enabling them to market their produce collectively, access new markets and negotiate on prices in order to increase their profits. In Malawi, we facilitated the formation of the Mbalachanda Farmers Group, which is benefiting 180 members. We have linked both this group and the South Rukuru agricultural cooperative, established with Find Your Feet’s support in 2014, to the Malawian Government’s Community Savings and Investment Promotion programme, which enables them to access training and market links. The South Rukuru cooperative has planted 45.6 hectares of groundnuts, which have a readily available market through the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT).

We are committed to supporting young people living in rural areas, whether their future lies in farming or other employment. In rural Nepal, poor quality education and high levels of poverty mean that large numbers of young people drop out of school before they complete their exams. This means they grow up without learning vital academic and life skills necessary to help them fulfil their aspirations. In Banke district, we established five Youth Education Centres to provide life skills to support girls and boys who have dropped out of school. 86 young people completed the life skills training, which was designed to help them make informed decisions; improve their self-care, health and sexual and reproductive health practices; build confidence in their own abilities and give them the confidence they need to start their own business or find employment. Following the training, 56 young people went on to attend vocational training in a business of their choice, to give them the practical skills and confidence needed to start up their own business or find a job. Another 18 young people decided to return to school to complete their education.

## **We helped communities to strengthen their voice**

We believe that the most effective way to bring about lasting change for poor communities is to empower them to inform and lead solutions to their development challenges. However, the reality is that in many countries, due to lack of education, awareness and skills, the majority of poor people are under-represented in political and governance structures, and have no voice in decision-making processes that affect their lives. We continued our focus on supporting the most marginalised members of society, particularly women, to form sustainable community-led structures, understand and demand their rights, and play an active role in decision-making processes.

In India, we supported tribal communities from across eight districts in Chhattisgarh and Jharkhand states to understand their rights and access public services such as healthcare and education. Tribal communities experience discrimination, violence and exploitation and are excluded from society as a direct result of the tribal identity. Although there are laws and schemes in place to help tribal people, illiteracy is high and their remote location means access to information and support is extremely limited. This, coupled with a lack of political will to properly implement these laws, often makes it impossible for people to understand and exercise their rights.

The eight district level Public Information Centres formed in previous years continued to raise awareness and support people to access government services and schemes. Over the past year 3,674 people have visited the centres and used their services, bringing the total number to almost 12,000 since the project began in 2014. All of the centres are based in government premises, and they are no longer functioning merely as information centres, but rather as ‘centres of advocacy’, linking people more closely with local government.

We provided ongoing training and support to a network of 240 tribal-led organisations from across Chhattisgarh and Jharkhand to lobby government for more effective and equitable service delivery. These village level organisations have been united to form district, state and inter-state level Tribal Rights Forums (TRFs), which collectively represent over 21,000 members.

***“We adivasis were not aware of our entitlements, but since the TRFs were formed, we have learnt that we are entitled to lots of schemes and have started to claim them.***

***I like being a member of the inter-state TRF because it gives me a platform to raise issues affecting tribal communities like mine...We have planted the tree and now we need to help it grow.”***

**Jerom Ming, Member of the inter-state TRF, India**

In the year since the formation of the inter-state TRF, there has been increasingly good coordination between the different levels of the TRF structure. Problems with service delivery arising at the local level are raised at the district level. Common issues are then taken up by the state TRFs and, ultimately, the inter-state level TRF. This ensures that advocacy takes place at all levels of governance. As a result, last year 5,182 tribal people gained access to government services and schemes related to healthcare, education, livelihoods, housing, employment and social security. Since the start of the project more than 15,000 people have managed to access their rights to government schemes and services.

Through this network, we also supported tribal communities to participate in the work of the Gram Sabhas – village assemblies that scrutinise the work of local government and influence decision-making on infrastructure and services. Last year, tribal people from 120 villages actively participated in Gram Sabha meetings to inform and approve plans under the government’s ‘Intensive Participatory Planning Exercise’, resulting in numerous development works being sanctioned for their villages, such as the construction of wells, toilets and animal shelters.

In Nepal, working through a network of 100 community-based organisations in Banke District, we supported marginalised Tharu communities, particularly women, to make their voices heard in local decision-making bodies such as Ward Citizen Fora and Village Development Committees. Engaging with these bodies enables them to influence local planning and secure a wide range of support for their communities, including funding for local development projects. This work has had a notable impact, increasing the proportion of community members actively participating in these structures from 30% to 66% in the areas we work. The final evaluation found that it had *‘helped create an enabling environment wherein everyone, especially women and members from marginalised sections, is encouraged to voice their concerns and actively take part in the decision-making process.’*

We work collaboratively with government bodies wherever possible, strengthening their ability to meet the needs of remote rural communities. In India, we





supported the TRF members to meet regularly with local government staff to raise their concerns, and we trained 894 government representatives on their roles in implementing public services, including community health workers and elected village heads, ward members and secretaries. Government staff have expressed their appreciation for this work, which has enabled them to respond more effectively to the needs of remote tribal communities, and more fully utilise their annual budgets.

In Malawi, we worked to strengthen local governance structures including Area Development Committees (ADCs) and Village Development Committees (VDCs), ensuring that they are able to fulfil their mandate to drive local development effectively. We supported 89 Village Development Committees to create and implement comprehensive development plans in partnership with the communities they serve. Plans covered areas of concern to local people, such as agriculture, water and sanitation, and HIV and AIDS. The planning process was driven by our innovative 'Community Conversations' approach, in which trained volunteer Community Facilitators lead inclusive discussions to enable communities to articulate their collective development vision, agree upon the steps required to achieve that vision, and then put those steps into practice.

Across the world billions of women and girls still face discrimination, poverty and violence simply because of their gender. Women have unequal access to assets such as land and they bear more responsibility for the wellbeing of their family (childcare, cooking, cleaning, growing food, working etc.) Girls are less likely to attend school than boys, and a third of women will experience violence in their life time, usually perpetrated by someone they know. The number of women in leadership positions remains stubbornly low, making it easier for their voices to be ignored. As a result, women and girls suffer the effects of poverty more acutely than men, and face higher barriers to building a better future for themselves.

We know that women's central role in the family means that they are in a unique position to drive transformational change in their communities. Last year 57% of the people we worked with were women. In Zimbabwe we have worked hard to engage more women in our projects, particularly as Lead Farmers. We also held a community peace building workshop which tackled the issue of gender discrimination. Focussing on the needs of women, without excluding men, is having an

impact in the communities where we work. A recent independent final evaluation in found that at the end of the project 99% of women felt that their contribution was valued by their community, up from just 33% at the start of the project.

In Malawi we supported a trained network of 253 people as gender focal points, who represent the needs of women and girls in their communities. They conduct events involving men, women, girls and boys which explore and address the underlying causes of gender inequality to challenge gender discrimination. Again we are seeing changing attitudes in communities towards the role of women; now 75% of VDCs have at least one woman in a leadership position where our project is located, up from a baseline of just 25%.

In Nepal we have empowered Tharu women to play an active role in the work of Community Forest User Groups (CFUGs). These groups were established to help tribal people exercise their right of access to ancestral forests and take on a leading role in managing and maintaining these natural resources which play an important role in their livelihoods and culture. However Tharu people, particularly Tharu women, lack proper representation in these groups and in some cases were being denied access to the forests. We have helped increase local knowledge of the roles and responsibilities of CFUGs and improved connections between tribal people, the Forest Department, and CFUGs. As a result 1,994 women are actively involved in their CFUG, and 34 women have taken on a leadership position in these organisations, helping to ensure their needs are represented in forest management plans.

***“When I joined Tsime in 2014, my husband was not allowing me to attend workshops or any other events taking place in the community. But after the establishment of the earthworm farming pen at my home my husband was convinced [by the value of me attending Tsime activities] to the extent that he liberated me to participate in most developmental activities taking place in the community.”***

**Mabel Mugadza, Farmer, Zimbabwe**

## Some challenges and learning in 2016/17

An unusually strong El Niño had a disastrous impact on harvests in Malawi and Zimbabwe. The 2015/16 El Niño was the worst in 15 years and left as many as 10.6 million people in Malawi and Zimbabwe in need of food aid. 2016 was also the hottest year on record and scientists predict that extreme weather events like the “super” El Niño will become more frequent as the climate changes. The communities we work with are likely to be some of the most affected by these changes. They rely on the land and natural resources for livelihoods, they live in areas where the climate is changing noticeably and rapidly, and they have the least resources and support to help them overcome the challenges posed by climate change.

Malawi and Zimbabwe are also in the grip of serious economic crises, in part as a result of the El Niño droughts. According to the Zimbabwe Congress of Trade Unions the unemployment rate is 90%, and severe cash shortages are making it hard for people to purchase goods, particularly in rural areas. In Malawi the value of the currency continues to fluctuate, affecting prices and reducing purchasing power. Both countries are experiencing high levels of migration as the economic prospects look bleak, especially for young people.

As with most NGOs, securing funding continues to be a challenge. We have increasingly seen statutory funders concentrate their giving into fewer, larger calls for proposals. The rules around these calls serve to exclude smaller agencies like Find Your Feet. In particular they increase the size of matched funding needed to levels that are extremely challenging for small NGOs to raise using conventional means. This is compounded by changes of focus in the sector, away from sustainable rural development towards other causes more visible in the media and global politics, such as the deployment of state development budgets within Europe to respond to the refugee crisis. Whilst these are pressing problems, we must not lose sight of the needs of the rural poor, who make up the majority of people still living in poverty, if the Sustainable Development Goals are to be reached.

As a source of transformation grants, the European Union remains an important contributor to Find Your Feet. It currently funds our largest project and continues to fund work in India (where a third of people living in poverty still live) when others have withdrawn their support. The UK’s withdrawal from the European Union, therefore, places uncertainty over our ability to access these vital funds.

## How we support and manage our work overseas

Last year, our UK office continued to provide strategic oversight, raise funds and support capacity building for all of our country programmes.

An exciting development last year was the decision to register the Find Your Feet Malawi office as an independent organisation. Our aim has always been to build strong local organisations that can stand on their own two feet. The Malawi office has gone from strength to strength: creating new partnerships, securing its own funding, and building an excellent team to provide effective support to rural communities. Establishing Find Your Feet Malawi as a local NGO, with its own Board of Trustees, will enable it to determine its own direction and

access funding sources only available to Malawian organisations. This is a crucial step towards ensuring the organisation’s future and, ultimately, reaching more rural communities. We are thrilled by this development and will continue to work closely with Find Your Feet Malawi as a trusted partner.

Securing funding for projects in India has been increasingly difficult, and that problem has not abated over the last year. As a result, we took the tough decision to downsize our country office in Lucknow in mid 2016. However, we remain committed to India and our work with a network of partners across two states there.



# Achievements in support of our work in 2016/17

## Fundraising

In 2016/17 our return on investment was 4:1 (3.5:1 in 2015). So for every pound we spent on fundraising and communications we went on to generate four pounds from voluntary sources.

As a small charity, we aim to maximise our fundraising potential using the limited resources we have available. We therefore focus on fundraising activities that will result in the highest possible return.

In the last year we maintained excellent connections with key Trusts and Foundations. Our relationship focused approach deepened our connection with long standing donors such as the Maitri Trust and Innocent Foundation who both gave sizeable repeat gifts.

In previous years we have come to understand the importance of face-to-face meetings in order to build solid relationships. Over the last year we met and spoke more with our key donors to develop their understanding of the work. We strengthened Trust applications and reports by combining storytelling with impact measures.

The Curry for Change campaign continued to grow in terms of sign-ups and curry nights taking place. The number of donations to the campaign also grew and it achieved a total of £47,983. The campaign also saw some very successful events, such as a series of fundraising cooking classes in central London which were listed in Time Out Magazine.

In 2016, 23 people took part in sporting events to raise money for Find Your Feet raising a total of £38,963. We were particularly grateful to the 10-person team from Mondrian Investment Services who ran the Royal Parks Half Marathon and raised an incredible total donation of £24,875.

## Advocacy, learning and networking

Our advocacy work last year continued to focus on generating and collecting reliable evidence from the field and using it to inform policy and practice on issues related to our work. In India, for example, we commissioned a gender-sensitive budget analysis to explore the differential impact of the government's budgets on women and men from tribal communities. The findings of this work were widely circulated among tribal communities, government officials and the media, and were used to inform advocacy undertaken by the Tribal Rights Forums established through our work.

In the UK, we continued to engage in advocacy groups and networks, such as the UK Food Group and the GM Freeze campaign. We also participated in the Bond network, through which we accessed information and participated in thematic working groups such as the Funding Working Group.

Over the coming year, we plan to review and refine our advocacy strategy, focusing on key priorities such as climate-resilient agriculture and gender justice, in order to ensure that our influencing work remains relevant for the communities we seek to represent.

# Financial review

## Results for the year

	2016-17	2015
<b>Income</b>		
Voluntary		
Unrestricted	324,244	300,547
Restricted	333,708	263,324
Government and institutional donors	873,232	808,738
Other	12,195	755
<b>Total</b>	<b>1,543,379</b>	<b>1,373,364</b>
<b>Expenditure</b>		
Rural livelihoods	1,362,026	1,231,310
Generating voluntary income	162,845	158,506
<b>Total</b>	<b>1,524,871</b>	<b>1,389,816</b>

The 15 month period covered by the financial statements is not directly comparable to the previous 12 month period. On a pro-rata basis, total income fell 10% and total expenditure fell 12%. These changes are the result of the completion of several projects in 2015 and 2016 and the restructuring of programme activities.

Against these changes and a small decrease in activity, unrestricted funds increased by £27,119 and the partnership with Health Poverty Action puts Find Your Feet in a stronger position to attract new funding and develop new programmes.

Over the 15 months to 31 March 2017, unrestricted funds rose by £27,119 to £320,750 (9% increase). Restricted funds rose by £13,921 to £168,985 (9% increase), partly due to foreign exchange gains.

## Financial reserves

Find Your Feet needs to hold free financial reserves (i.e. those not reserved for projects) for two main reasons. Firstly, reserves are required to deal with temporary or permanent reductions in unrestricted income, or shortfalls in project funding due to adverse exchange movements. Secondly, grants made by the EU for projects are subject to a 10% retention, which is not released until a satisfactory report has been received at the end of the project. In addition, interim grant payments are also subject to satisfactory reports so that payment is not made until several months into the project year. Each of these practices means that Find Your Feet has to fund a working capital requirement.

Free reserves, comprising General and Designated funds totalled £320,750 at 31st March 2017. Grants due in arrears at that date totalled £72,086. On this basis the current free reserves available to cover other financing risks are in the order of £248,000, equivalent to over 5 months core costs. The Board consider this position to be satisfactory.

## Risk management

The risks Find Your Feet face are mostly inherent to the environments we work in and the way that international development is funded.

In common with many charities, the current funding environment creates uncertainty about meeting both unrestricted and restricted income targets. The nature and location of Find Your Feet's work, combined with its funding model (based largely on restricted project grants), means that at any point in time the scale and allocation of future funding is hard to project with certainty.

The Board has adopted a formal Risk Policy, and the Trustees and Senior Management have identified risks and ranked these by likelihood and impact. Key risks are regularly reviewed and monitored by Senior Managers as part of ongoing risk management throughout the year, while the Trustees review the major risks that face the organisation on at least a quarterly basis and more if needed. The Board has established systems and clear reporting mechanisms to monitor, manage and mitigate the exposure to risk.

# Structure, governance and management

The Trustees who served during the year and subsequent appointments and resignations are as stated below. None of the Trustees held a financial interest in the company.

## Trustees

Greg Barclay<sup>5</sup>

Celina Benedict<sup>1</sup>

David Boal<sup>1</sup>

Nouria Bricki-Nigassa<sup>2</sup>

Ian Burpitt<sup>1</sup>

Patricia Cassidy<sup>1</sup>

Emma Crewe,<sup>2,4,5</sup> Chair

Adam Edwards<sup>1</sup>

Rory Honney<sup>2</sup>

Sharon Jackson<sup>5</sup>

Bhavini Kalaria<sup>1</sup>

Oliver Kemp<sup>2,5</sup>

Clive Nettleton<sup>1</sup>

Edith Parker<sup>1</sup>

Kiran Patel<sup>1</sup>

Carolyn Ramage,<sup>2,4</sup> Treasurer

Vaishali Shah<sup>1</sup>

Ruth Stern<sup>2,4</sup>

James Thornberry<sup>2,4</sup>

Joanna van Heyningen<sup>1</sup>

Betty Williams<sup>3,4</sup>

Simon Wright<sup>2</sup>

1. Stepped down 13th December 2016 2. Appointed 13th December 2016 3. Appointed 12th October 2016 4. Members of the Finance and Audit Committee 5. Members of the Fundraising Advisory Group

As part of the new partnership with Health Poverty Action, in December 2016, most of the Trustees of Find Your Feet stood down and Trustees of Health Poverty Action were appointed as Trustees.

The Trustees are appointed by the Board. One third of the Trustees retire by rotation at each Annual General Meeting and are eligible for re-election.

In addition to its overall responsibility for the governance of the charity, the Board retains to itself decisions on strategy, annual budgets, the appointment of new Trustees and the Chief Executive. The Board meets four times a year and is supported by two sub-committees. Day-to-day management of Find Your Feet is delegated to the Chief Executive, within the context of the corporate plan and annual budget.

Potential new Trustees are interviewed and then invited to attend Board meetings as an observer before the Board makes a decision on their appointment. New Trustees receive a half-day briefing from the Chief Executive. The Board wishes to retain members with a broad range of skills and constantly seeks to recruit new Trustees to complement the skills of existing Board Members.

Staff are carefully recruited and offered commensurate remuneration and retained through ensuring that the work environment is conducive and salaries remain competitive. A formula is used year on year to establish objective criteria for salary increases.

In deciding remuneration for the Charity's Senior Management, the Charity considers the potential impact of remuneration levels and structures of Senior Management on the wider Charity work-force and will take account of the following additional principles:

- To ensure that the Charity can access the types of skills, experiences and competencies that it needs in its senior staff, the specific scope of these roles in the Charity and the link to pay
- The nature of the wider employment offer made to senior employees, where pay is one part of a package that includes personal development, personal fulfilment and association with the public benefit delivered. The Charity recognises that it is, on occasion, possible to attract Senior Management at a discount to public sector or private sector market rates.



## Legal and administrative information

Chief Executive	Martin Drewry
Registered office	31-33 Bondway, London SW8 1SJ
Status	Company limited by guarantee
Governing document	Memorandum and Articles of Association
Company number	651058
Registered Charity Number	250456
Auditors	Goldwins Limited, 75 Maygrove Road, West Hampstead, London, NW6 2EG
Principal bankers	CAF Bank Ltd, PO Box 289, Kings Hill, West Malling, Kent, ME19 4TA The Co-operative Bank, PO Box 250, Delf House, Skelmersdale, Manchester WN8 6WT
India Country Office	Savitri Sharma (Stepped down July 2016), Country Director, Find Your Feet (India), Vimal Kunj, Sector 19 / 330 Indira Nagar, Lucknow 226016, Uttar Pradesh, India
Malawi Country Office (Became independent in November 2016)	Chimwemwe Soko (Appointed January 2016) Country Director, Find Your Feet (Malawi), PO Box 20312, Mzuzu, Malawi

## Public Benefit

The Charities Act 2011 obliges Find Your Feet to demonstrate public benefit in the work that it undertakes.

The Trustees believe that the work of Find Your Feet demonstrates public benefit on three main accounts:

- in directly addressing the needs of the rural poor in India, Nepal, Malawi and Zimbabwe;
- by highlighting fundamental inequalities and social injustice in a globalised world and raising awareness of this in the United Kingdom;
- by seeking to influence and monitor legislation and practices which adversely affect the ability of the rural poor to achieve sustainable livelihoods and therefore a life of dignity.

This report has, as required, set out to highlight the main activities undertaken by, and achievements of, Find Your Feet. We believe that this demonstrates the public benefit in a clear and precise manner. Find Your Feet will also further its charitable purposes for public benefit as new opportunities arise and new needs are identified.

In the preparation of the Trustees' Report, advantage has been taken of the special provisions relating to small companies within Part 15 of the Companies Act 2006.

# Statement of Trustees' responsibilities

Company law requires the Trustees to prepare financial accounts for each financial year, which give a true and fair view of the state of company's affairs as at the end of the financial year and of the profit or loss of the company for that period. In preparing these accounts the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- follow applicable accounting standards, subject to any material departure disclosed and explained in the accounts;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charity will continue in business.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the accounts comply with the Companies Act. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Annual Report and Accounts is approved by the Board of Trustees and signed by Emma Crewe, Chair of the Board.

On behalf of the Trustees,

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Date: \_\_\_\_\_

# Independent Auditors' Report to the Members of Find Your Feet Limited

We have audited the financial statements of Find Your Feet Limited for the period ended 31 March 2017 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's members, as a body, in accordance with Sections 495 and 496 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work for this report, or for the opinions we have formed.

## Respective responsibilities of Trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error.

This includes an assessment of:

- whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the Trustees;
- and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.



## **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

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**Anthony Epton (Senior Statutory Auditor)**

For and on behalf of:

**Goldwins Limited**  
**Chartered Accountants and Statutory Auditors**  
**75 Maygrove Road**  
**West Hampstead**  
**London NW6 2EG**

Date: \_\_\_\_\_

# Statement Of Financial Activities

## For the 15 months to 31 March 2017

(Incorporating an Income and Expenditure Account)

		Unrestricted Funds 2016-17	Restricted Funds 2016-17	Total Funds 2016-17
	Notes	£	£	£
<b>Income from:</b>				
Voluntary income		324,244	333,708	657,952
Investment income		659	1	660
Other income		11,535	-	11,535
<b>Income from charitable activities:</b>				
Income from government and institutional donors	2	-	873,232	873,232
<b>Total income</b>		<b>336,438</b>	<b>1,206,941</b>	<b>1,543,379</b>
<b>Expenditure on:</b>				
Charitable activities:				
Promote rural livelihoods		145,441	1,216,585	1,362,026
Raising funds		162,845	-	162,845
<b>Total expenditure</b>	3-6	<b>308,286</b>	<b>1,216,585</b>	<b>1,524,871</b>
<b>Net income/(expenditure) for the year</b>		<b>28,152</b>	<b>(9,644)</b>	<b>18,508</b>
Transfers between funds	11	-	-	-
		<b>28,152</b>	<b>(9,644)</b>	<b>18,508</b>
<b>Other recognised gains/(losses)</b>	7	<b>(1,033)</b>	<b>23,565</b>	<b>22,532</b>
<b>Net movement in funds</b>		<b>27,119</b>	<b>13,921</b>	<b>41,040</b>
<b>Reconciliation of funds</b>				
Total funds brought forward		293,631	155,064	448,695
<b>Total funds carried forward</b>		<b>320,750</b>	<b>168,985</b>	<b>489,735</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

# Comparative Statement Of Financial Activities

For the year ended 31 December 2015

	Unrestricted Funds 2015 £	Restricted Funds 2015 £	Total Funds 2015 £
<b>Income from:</b>			
Voluntary income	300,547	263,324	563,871
Investment income	743	12	755
Income from charitable activities:			
Income from government and institutional donors	-	808,738	808,738
<b>Total income</b>	<b>301,290</b>	<b>1,072,074</b>	<b>1,373,364</b>
<b>Expenditure on:</b>			
Charitable activities:			
Promote rural livelihoods	101,922	1,129,388	1,231,310
Raising funds	156,506	2,000	158,506
<b>Total expenditure</b>	<b>258,428</b>	<b>1,131,388</b>	<b>1,389,816</b>
<b>Net income/(expenditure) for the year</b>	<b>42,862</b>	<b>(59,314)</b>	<b>(16,452)</b>
Transfers between funds	-	-	-
	<b>42,862</b>	<b>(59,314)</b>	<b>(16,452)</b>
<b>Other recognised gains/(losses)</b>	<b>(7,495)</b>	<b>(6,450)</b>	<b>(13,945)</b>
<b>Net movement in funds</b>	<b>35,367</b>	<b>(65,764)</b>	<b>(30,397)</b>
<b>Reconciliation of funds</b>			
Total funds brought forward	258,264	220,828	479,092
<b>Total funds carried forward</b>	<b>293,631</b>	<b>155,064</b>	<b>448,695</b>



# Balance Sheet

As at 31 March 2017

		2016-17		2015	
	Notes	£	£	£	£
<b>Fixed assets</b>					
Tangible fixed assets	8		-		2,911
<b>Current assets</b>					
Debtors	9	287,048		73,765	
Cash at bank and in hand		<u>222,415</u>		<u>440,401</u>	
		509,463		514,166	
<b>Less: Current liabilities</b>					
Creditors – amounts falling due within one year	10	<u>(19,728)</u>		<u>(68,382)</u>	
<b>Net current assets</b>			489,735		445,784
<b>Net assets</b>			<u>489,735</u>		<u>448,695</u>
Represented by:					
<b>Funds</b>					
Restricted funds	11		168,985		155,064
Unrestricted funds					
General fund		170,489		223,879	
Designated funds	11	<u>150,261</u>		<u>69,752</u>	
			320,750		293,631
			<u>489,735</u>		<u>448,695</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006. In the opinion of the Trustees, the Company is entitled to these exemptions as a small company.

The financial statements were approved by the Board of Trustees on \_\_\_\_\_ and signed on their behalf by:

\_\_\_\_\_  
**Emma Crewe (Chair)**

**Company Registration No. 651058**

The notes on pages 26 to 30 form part of these financial statements.

# Cash Flow Statement

For the 15 months to 31 March 2017

	2016-17	2015
	£	£
<b>Cash flows from operating activities</b>		
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	18,508	(16,452)
Depreciation	1,671	1,456
Interest, rent and dividends from investments	(660)	(755)
(Loss) / profit on the sale of fixed assets	(4,583)	-
(Increase)/ decrease in debtors	(213,283)	161,959
Increase/ (decrease) in creditors	(48,654)	3,041
<b>Net cash provided by / (used in) operating activities</b>	<b>(247,001)</b>	<b>149,249</b>
Cash flows from investing activities:		
Interest / rent / dividends from investments	660	755
Sale / (purchase) of fixed assets	5,823	-
<b>Cash provided by / (used in) investing activities</b>	<b>6,483</b>	<b>755</b>
<b>Change in cash and cash equivalents in the year</b>	<b>(240,518)</b>	<b>150,004</b>
Cash and cash equivalents at the beginning of the year	440,401	304,342
Change in cash and cash equivalents due to exchange rate movements	22,532	(13,945)
<b>Cash and cash equivalents at the end of the year</b>	<b>222,415</b>	<b>440,401</b>

# Notes to the Financial Statements

## 1. Accounting policies

### Basis of Accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 – effective 1 January 2015) – (Charities SORP FRS 102) and the Companies Act 2006.

Find Your Feet meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost.

### Reconciliation with previously Generally Accepted Accounting Practice (GAAP)

In preparing the accounts, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was required. The transition date was 1 January 2014. No restatements were required.

### Going Concern

The Trustees consider there are no material uncertainties about Find Your Feet's ability to continue as a going concern.

### Recognition of income and expenditure

Income from statutory or other sources is recognised when Find Your Feet has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably.

Payments to project partners are usually made quarterly in advance. Expenditure is recognised when there is a legal or constructive obligation to make a payment to a third party.

Expenditure incurred in foreign currencies is recorded at the rate of exchange achieved in transferring the necessary funds from the UK or at an equivalent rate where the expenditure is covered by funds received directly in Indian Rupees or Malawi Kwacha.

### Fixed assets and depreciation

The cost of tangible fixed assets is written off by equal annual instalments over their expected useful lives as follows:

- Motor vehicles (in India and Malawi) – 4 years

### Expenditure

Cost of charitable activities comprises the identification and assessment of projects, obtaining government or institutional funding, and subsequent delivery, including administration, monitoring, evaluation and reporting.

Generating voluntary income includes carrying out general fundraising activities, preparing submissions to potential funders and maintaining communications with the supporters of Find Your Feet.

All grants have been expended in accordance with the grant agreements agreed with each funder.

## 2. Income from government and institutional donors

Funder	Contract	2016-17 £	2015 £
Big Lottery Fund			
Project			
ERPIM	10017578	130,818	97,285
El Nino	10017578	71,963	-
		<u>202,781</u>	<u>97,285</u>
Department for International Development			
Bunyaad	CSCF 526	-	39,091
Jeevan	GPAF-IMP-086	106,514	92,713
Sakar	CSCF 525	-	41,487
Tsime	GPAF-INN-036	103,004	88,793
		<u>209,518</u>	<u>262,084</u>
European Union			
Bhoomi Vistaar	EIDHR/2012/278613	(1,408)	25,563
Johar	DCI-NSA-PVD/2013/312-367	191,465	144,211
		<u>190,057</u>	<u>169,774</u>
Government of Malawi			
ASWAp		74,531	29,691
Development Fund of Norway			
ERPIM		11,658	20,456
Rumphu Livelihoods		81,842	93,031
SALF		102,845	136,417
		<u>196,345</u>	<u>249,904</u>
		<u><b>873,232</b></u>	<u><b>808,738</b></u>

## 3. Expenditure

	Staff costs £	Depreciation costs £	Project/other costs £	Total 2016/17 £
Promote rural livelihoods	279,998	1,671	1,080,357	1,362,026
Generating voluntary income	110,707	-	52,138	162,845
	<u><b>390,705</b></u>	<u><b>1,671</b></u>	<u><b>1,132,495</b></u>	<u><b>1,524,871</b></u>
Total 2015	<u>417,999</u>	<u>1,456</u>	<u>970,361</u>	<u>1,389,816</u>



## 4. Analysis of governance and support costs

	Promote rural livelihoods	Generating voluntary income	Total 2016/2017
	£	£	£
Governance	7,292	7,402	14,694
Support costs	44,410	45,080	89,490
	<b>51,702</b>	<b>52,482</b>	<b>104,184</b>
Total 2015	52,628	48,756	101,384

Governance and support costs are allocated between activities on the basis of staff time spent.

## 5. Analysis of expenditure on charitable activities

	Direct costs	Governance and support costs	Total 2016/2017
	£	£	£
Promote rural livelihoods	<b>1,310,324</b>	<b>51,702</b>	<b>1,362,026</b>
Total 2015	1,178,682	52,628	1,231,310

### Employees

The average number of staff and the full time equivalent (FTE) during the year were:

	2016-17		2015	
	Head count	FTE	Head count	FTE
UK	6	5.0	9	6.5
India	2	2.0	5	4.5
Malawi	16	16.0	19	19.0
	<b>24</b>	<b>23.0</b>	<b>33</b>	<b>30.0</b>

Staff costs	2016-17	2015
	£	£
UK		
Salaries and wages	219,489	237,507
National insurance	22,370	10,057
Pension contributions	4,938	14,354
India, Malawi and Nepal		
Total remuneration	143,908	156,081
	<b>390,705</b>	<b>417,999</b>

The company offers a contribution into a personal pension scheme equivalent to 7.5% of salary to its UK based staff, a pension contribution of 8.3% in Malawi and an annual gratuity equal to one month's salary to its staff in India and Nepal.

No employee is entitled to emoluments above £60,000. Combined staff costs for three senior management positions within Find Your Feet (Chief Executive, Head of Fundraising and Communications, and Head of Programmes) amount to £71,545 in 2016-17. The same positions amounted to £113,069 in 2015.

### Trustees expenses

Trustees receive no remuneration for their services. No expenses were reimbursed to Trustees in 2016-17 or 2015.

## 6. Net income/(expenditure) for the year is stated after charging (crediting)

	2016-17	2015
	£	£
Auditors' remuneration – statutory/UK audit	5,360	3,120
Auditors' remuneration – project audits	5,208	1,960
Depreciation	1,671	1,456
	<u>12,239</u>	<u>6,536</u>

## 7. Other recognised gains/(losses)

Other recognised gains/(losses) comprise exchange gains and losses in respect of bank accounts and retentions denominated in Euros, Rupees or Malawi Kwachas.

## 8. Tangible fixed assets

	Motor vehicles	Furniture and Equipment	Total
	£	£	£
Cost			
At 1/1/2016	15,546	-	15,546
Additions	13,368	-	13,368
Disposals	(19,191)	-	(19,191)
At 31/3/2017	<u>9,723</u>	<u>-</u>	<u>9,723</u>
Depreciation			
At 1/1/2016	12,635	-	12,635
Charges for year	1,671	-	1,671
Disposals	(4,583)	-	(4,583)
At 31/3/2017	<u>9,723</u>	<u>-</u>	<u>9,723</u>
Net book value			
At 31/12/2015	<u>2,911</u>	<u>-</u>	<u>2,911</u>
At 31/3/2017	<u>-</u>	<u>-</u>	<u>-</u>

## 9. Debtors

	2016-17	2015
	£	£
Grants receivable	72,086	59,833
HPA intercompany loan	203,039	
Other debtors and prepayments	11,923	13,932
	<u>287,048</u>	<u>73,765</u>

## 10. Creditors

	2016-17	2015
	£	£
Grant received in advance	-	40,160
Accrued expenses	19,728	28,222
	<u>19,728</u>	<u>68,382</u>

## 11. Movement on individual funds

RESTRICTED FUNDS	At 1/1/2016	Income	Expenditure	Other recognised gains/(losses)	Transfers	At 31/3/2017
	£	£	£	£	£	£
<b>India</b>						
Bhoomi Vistaar	-	(1,408)	272	(3,572)	4,708	-
Johar	7,100	263,304	(253,880)	18,066	-	34,590
<b>Malawi</b>						
ASWAp	-	74,531	(74,734)	381	(178)	-
El Nino		71,963	(64,660)	-	-	7,303
ERPIM	5,932	176,414	(135,290)	7,197	8,349	62,602
RLP	2,912	81,843	(85,980)	1,089	136	-
SALF	35,345	102,845	(139,104)	404	510	-
VDC	25,654	122,262	(98,429)	-	-	49,487
<b>Nepal</b>						
Jeevan	14,808	137,617	(143,841)	-	-	8,584
Youth Employment	31,792	-	(22,873)	-	(8,919)	-
<b>Zimbabwe</b>						
Mutoko	9,522	40,722	(50,344)	-	-	(100)
Tsime	11,425	136,848	(147,722)	-	-	551
Future projects	10,574	-	-	-	(4,606)	5,968
<b>Total restricted funds</b>	<b>155,064</b>	<b>1,206,941</b>	<b>(1,216,585)</b>	<b>23,565</b>	<b>-</b>	<b>168,985</b>
Total 2015	220,828	1,072,074	(1,131,388)	(6,450)	-	155,064
GENERAL FUND	223,880	192,128	(244,486)	(1,033)	-	170,489
DESIGNATED FUNDS						
Institutional development	13,266	144,228	(63,800)	-	-	93,694
Carol Martin Memorial	33,711	49		-	-	33,760
Sheila and Annette Duvollet Memorial	22,774	33		-	-	22,807
<b>Total unrestricted funds</b>	<b>293,631</b>	<b>336,438</b>	<b>(308,286)</b>	<b>(1,033)</b>	<b>-</b>	<b>320,750</b>
Total 2015	258,264	301,290	(258,428)	(7,495)	-	293,631
<b>Total funds</b>	<b>448,695</b>	<b>1,543,379</b>	<b>(1,524,871)</b>	<b>22,532</b>	<b>-</b>	<b>489,735</b>
Total 2015	479,092	1,373,364	(1,389,816)	(13,945)	-	448,695

Designated funds are held for the following purposes:

- Institutional Development – held to finance the development of Find Your Feet to meet future needs.
- Carol Martin Memorial – held in memory of Carol Martin with the broad aim of enhancing the development work of Find Your Feet.
- Sheila and Annette Memorial – held in memory of Sheila and Annette Duvollet to provide general support for the work of Find Your Feet.

## 12. Related party transactions

There are no related party transactions in the year.

## 13. Member's liability

The Company is limited by guarantee. Each member's liability is restricted to £1.

# Acknowledgements

We would like to thank all the trusts, foundations, companies, individuals and donors who have helped rural families build a future free from poverty in the past year.

With special thanks to:






## Get informed

Find out how we help people to grow more food, earn an income and speak out against injustice.

 [find-your-feet.org](https://find-your-feet.org)

 [twitter.com/find-your-feet](https://twitter.com/find-your-feet)


 [facebook.com/findyourfeet](https://facebook.com/findyourfeet)

 [fyf.org.uk/sign-up-for-newsletter](mailto:fyf.org.uk/sign-up-for-newsletter)


## Get involved

Make a donation or fundraise. See how to have fun with friends and family while raising life changing funds.

 [find-your-feet.org/get-involved](https://find-your-feet.org/get-involved)

 [curryforchange.org.uk](https://curryforchange.org.uk)

## Get in touch

 020 7840 3780

@ [fyf@fyf.org.uk](mailto:fyf@fyf.org.uk)

## You can send letters and donations to:

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31-33 Bondway  
London  
SW8 1SJ

Registered charity number: 250456

