



Find Your Feet

Strategy 2015-2019

Helping families build a future free from poverty



What?

Over five years, we aim to help lift 150,000 people and 750,000 of their family members out of poverty.



We will focus on sustainable rural livelihoods, which we believe transforms lives.

- **Livelihoods**

Rural families depend on the natural resources around them for survival. They are farmers, users of natural resources and sometimes fishers.

We will build on their local environmental knowledge and the diversity of their farming systems to enable them to grow food and sell their surplus. But we will also encourage income diversification so families are less reliant farming.

- **Learning and skills development**

Some young people want to farm; others don't. The latter need vocational training if they are to find alternative employment and reach their potential.

We will provide educational opportunities, vocational training and support for businesses for young people.

- **Governance**

Rural institutions are weak and not fit for purpose. Often there is conflict between traditional structures and emerging organisations.

We will work with a variety of development institutions at the community level: to strengthen their capacity both as individuals and organisations.

Our work will include:

- Agricultural practice and innovation
- Access to government schemes and services
- Rights of ownership and use of land and forests
- Improving local level governance
- Savings and loans schemes
- Self-Help Groups
- Community Based Organisations
- Vocational training for youth
- Support for small, non-farming businesses
- Recognition of the unorganised employment sector e.g. brick kiln workers in India

All our work is built around the transfer of skills and knowledge, creating a ripple effect

For just **£165**



See more about what we do on the ground

Read the research based on our experiences

fyf.org/what-we-do/our-work

fyf.org/what-we-do/our-research

Who?

Find Your Feet is a charity that enables poor rural families in Asia and Africa 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.



For this strategic period, we will maintain dedicated teams in the UK, Malawi and India and we will be governed by a board of skilled trustees.

Being a small charity means our overheads are low and we can be nimble, responding to communities' needs.

In consulting for this strategy, partners, donors and others told us that we are an 'organisation with a long term vision', that we are 'in for the long haul' and that we 'consult widely before we act'.

This reflects how we see ourselves: an organisation that demonstrates its commitment in what it does, how it works, and with whom it works.

In this period, we plan to remain a small organisation that is effective, responsive, flexible and relevant.

We know that some growth is necessary to achieve our vision but we believe that growth should only ever be a means to an end, and not an end in itself.

Who will we help in 2015-2019?

Small family farmers

We will work 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 people

We will work with tribal (adivasi) people who are denied access to the land and forest, which they depend on for their survival.

Women

We will focus on women who don't have a voice in their communities, and women whose husbands, fathers and sons have been forced to migrate, leaving them with many challenges to face alone.

Young people

We will support young people who haven't been able to get a good education because their families are trapped in a cycle of poverty. Rural youth are the drivers of future prosperity, and we will support their aspirations.

Meet the people who will deliver this strategy

fyf.org/who-we-are/our-team

Meet some of the families we will help

fyf.org/what-we-do/meet-the-families

Why?

One in nine people around the world suffer from hunger because they don't have enough to eat all year round.

The majority of these people, like the families we work with, live in very remote areas of Asia and Africa where there is rarely electricity; running water or even roads to enable us get to them.

In the villages where we work the majority of people suffer from chronic hunger.

This means that they have to make heart-breaking choices on a daily basis: who will eat that day and who will have to go hungry.

Families are left without any money to invest in their future – an education for their children, a safe and secure home.

The challenges they face can be made worse by being born into a certain tribe or caste or by experiencing discrimination because they are living with HIV/AIDS.

And, because the people we work with rely on the land to survive, they are vulnerable to changes in the environment. They lack the means to quickly adapt to the increasingly unpredictable climate.

Worse of all, people living in poverty don't have the means or opportunity to speak out and change things for the better, they aren't included in political decisions that affect their lives. They are powerless.



“I’m a living example. My life was a big misery before but I’ve seen myself change and I’ve seen the benefits of hard work in my life. I have all the reasons to be motivated.”

Etrida is one of our Lead Farmers in Malawi

After attending training in sustainable agriculture she adopted new methods to improve her yields.

Now she is able to grow enough food for her family to eat, keeping maize in her self-built grain store. And she is able to send all five of her children to school with the profits she makes from her farming.

Having a bigger and more reliable income has also made differences to other areas of her life too:

“We didn’t have a bed and we slept on the floor but I have made enough money to buy a proper bed with a frame and a mattress”.

But the training has changed more than Etrida’s material situation, it has empowered her at home:

“I have assets so I can make decisions. I have a voice and I didn’t before - now me and my husband make decisions together.”

[Read more about what we’ve learnt](#)

[Meet some of the families we will help](#)

fyf.org/what-we-do/our-research

fyf.org/what-we-do/meet-the-families

Where?

We know that hunger is a global issue and that we must be realistic about what we can achieve as a small organisation.

This is why we will continue to focus on delivering high quality projects in four countries: India, Nepal, Malawi and Zimbabwe.

We will work with some of the poorest and most vulnerable families, those that are being left behind in their societies.

We will focus on these communities because they suffer from extreme poverty and because they live in very remote, rural areas where other sources of support are scarce.



Malawi - 98,000 + 490,000 family members

In this long established programme in the northern region, we have gained respect and a degree of influence in the country because of our pioneering Lead Farmer approach.

Our relationship with the government allows us to cover a larger geographical area, access funding and influence policy to a higher degree than in our other programmes.

We will work with small NGO partners, but also directly with communities, where Village Development Committees and Area Development Committees are effectively our partners. We seek to strengthen existing rather than create parallel structures for development.

ZIMBABWE—6,000 people + 30,000 family members

A relatively young programme, peoples' reliance on the land means that our pioneering work with farmers in Malawi has crossed the border well, scaling up and replicating our success—so we will expand our work in this period with three new projects.

Our focus to date has been based upon agriculture but in this period we will undertake more work with local development structures, akin to our work in Malawi.

INDIA—40,000 people + 200,000 family members

We will continue to work in India because in spite of the country's growing prosperity, its government is failing to address the needs of rural people living in poverty.

There are an increasing number of government services that rural people in India are entitled to, but there are low levels of awareness because the families we work with are so isolated and have low literacy skills.

In this period, we have seen an opportunity for us to be the catalyst for significant change—ensuring people know their rights and supporting them to access services which should be provided for them by their own government.

NEPAL—6,000 people + 30,000 family members

Our Nepal programme is our youngest but we will expand our work in this period with three new projects.

We will work with tribal groups that have experienced decades of marginalisation, discrimination and poverty. Our projects are deliberately located in the south-west of the country, bordering India, because we have had much success working with tribal people facing similar challenges in India. Our knowledge and skills will be pertinent.

How?

We won't give handouts, instead we will listen, and then provide people with the skills, training and confidence they need to help themselves.



For us, people come first. 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.

It takes time to get it right because we want to support long-lasting and sustainable change rather than provide a quick-fix.

Poor families must be responsible for their own development; so we will involve them in every stage of the process from project inception through to planning, implementation, and finally to evaluation.

Working alongside governments is important but a challenge. Government agencies can be effective partners in rural development but staff lack resources, are often demotivated and subject to policies that may be conflicting and counterproductive.

Where possible, we will work with existing institutions rather than creating parallel structures, because projects are finite and institution building requires time and investment, of which the poor have neither.

We will focus on what we do best and work with others where they can do it better than us; e.g. we train groups in business skills and financial management but we are not a microfinance organisation, so we will build bridges for collaboration.

Our approach is based on six core values:

1 Justice

Social justice underpins our vision of the world we want to live in.

2 Empowerment

A collective voice gives the poor both power and agency.

3 Partnership

We work with the poor and like-minded organisations.

4 Learning

We learn through a process of iteration and reflection.

5 Accountability

We are accountable to the poor but also those that support us.

6 Equality

Equality of opportunity and outcome will place the poor on an equal footing.

Find out more about what makes us different

Learn more about our approach

fyf.org/what-we-do/what-makes-us-different

fyf.org/what-we-do/our-approach

When?

By the end of this strategy, Find Your Feet will mark its 60th Anniversary. What kind of world are we working in now?



In our globalising world inequalities are increasing.

Development must take place in conditions of global uncertainty. Economies are strained by a combination of factors including a crisis in fossil fuel supplies, problems in feeding a growing global population without detriment to the environment, greater uncertainty in financial markets and the threat of climate change.

Markets can be made to work for the poor, but the increasing role of the private sector in development threatens the independence of civil society as market-based solutions to development increase.

Global warming remains a particular concern as the poor bear the brunt of decisions taken by the rich and governments turn a blind eye to the impending environmental crisis.

Opposite to Europe, in the countries we work the youth population is booming—many are leaving their rural homes in search of new lives and opportunities. Increased urbanisation is not of itself undesirable but the factors which push the poor to migrate - because of the lack of rural investment and the high levels of unemployment – rather than pull them because of perceived opportunities, is a problem.

“There is still much to do to help families build a future free from poverty. As I look ahead, the thing that excites me most is simple — it’s thinking about all the families that will achieve their own aspirations over the coming years. Lives transformed in a meaningful way” .

Sharon Jackson

Chair of Find Your Feet

See our progress each year of this strategy

fyf.org.uk/who-we-are/annual-reports

Now you know where we are going, see our history

fyf.org.uk/who-we-are/our-history



Why support Find Your Feet during 2015-2019?

We will work in remote areas

Though this makes our work more challenging, it means we will reach the families who are most vulnerable and least likely to get other support.

We will invest in local talent and leadership

We will work with communities to identify local leaders, people who have the ability, drive and desire to become their own force for change.

We will be efficient and resourceful

On average, 87p in every £1 goes directly to supporting vulnerable rural families.

We will reach a lot of people

We will help to lift 150,000 people and 750,000 of their family members out of poverty.

We will value local knowledge

To make a long lasting difference our work must be context specific and respectful of local customs and values. A 'one size fits all' approach doesn't work.

We will enable communities to decide

We recognise that solutions to poverty and hunger can only be effective if a community actively leads each step of the process.

We won't give handouts

Instead we will enable families to help themselves so they no longer need our help in the future.

We will stay the course

By the end of this strategy, we will have been helping families build a future free from poverty for 60 years.

Find Your Feet

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