



Registered Charity Number: 290535-1
(previously 250456)
Company Number: 651058

Find Your Feet Limited Trustees' Annual Report & Financial Statements

for the year ended 31 March 2019

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Cover: A community group in Jharkhand state, India.

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Message from the Director and Chair

The last year has been challenging for all who care about global justice. People forced into poverty around the world are suffering as a result of unprecedented cuts to funding, and in some cases, an environment that is openly hostile to organisations like Find Your Feet who are trying to ensure social and economic justice for all. As such we are incredibly grateful to all our partners, supporters, volunteers and staff for their commitment and ability, which enables us to ensure that we stay true to our values and rooted in the communities we serve.

Find Your Feet has always worked in partnership with some of the world's poorest communities, working alongside some remarkably inspiring people within them. We continue to follow a rights-based approach, tackling not just the symptoms of poverty, but its underlying causes too, because we know that's the only method that works in the long-term. We must ensure we prioritise listening to, understanding and empowering those whose rights are denied to them.

Principles of partnership and solidarity are integral to the life and work of Find Your Feet. We actively collaborate with others who share our aims and values, and especially value our close relationship with Health Poverty Action. This partnership makes it possible for us to deliver our work in ways that are amazingly cost-effective, by sharing head office resources and other costs, and a powerful and committed Board. It also means we are able to draw on levels of resources and expertise that an organisation our size could not otherwise afford.

While no longer formally part of Find Your Feet UK, having become an independent NGO in 2016, we are thrilled to see how the work of Find Your Feet Malawi has continued to develop. As a Malawian NGO they have been able to access funding only available to Malawian organisations, as well as building on relationships with donors established by Find Your Feet UK. We continue to support Find Your Feet Malawi's projects, such as the construction of boreholes and women's empowerment, which are important elements of their work that they are unable to fund alone.

Those who support Find Your Feet's work – making it all possible by providing the resources for it – are constantly innovating too. Over the past year we have had to find new ways to fundraise to make up for shortfalls in restricted funding – and, as is so deeply ingrained within our culture, we think carefully about how to spend every penny to make sure we use it wisely.

We thank everyone who has contributed in any way to make this happen, and we're looking forward to another year challenging the root causes of poverty and inequality.



Oliver Benjamin Kemp
Chair of the Board of Trustees



Martin Drewry
Director

Trustees' Annual Report

Find Your Feet

Our work supports vulnerable rural families in India, 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.



Our strategic objectives

In 2019 we celebrated Find Your Feet's 59th year! With the support and partnership of Health Poverty Action, we will continue to lift 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.



Our work in 2018/19

At Find Your Feet, our priority is to support people who not only live with the daily reality of poverty and hunger but who also face additional challenges – from inability to access credit to the effects of climate change. This includes people from ethnic minority communities, smallholder farmers and other vulnerable groups such as women, young people and those experiencing mental illness.

In 2018/19, we worked with partner organisations to open up new opportunities for people in **India**, **Malawi**, and **Zimbabwe** to help transform lives.

A year of significant progress

In **India**, we continued to support the growing empowerment of tribal people – especially tribal women – in the remote states of Chhattisgarh and Jharkhand. As a result, they made big strides forward in accessing public services for various government schemes. For example, a safe motherhood intervention scheme, a job employment programme to work on rural infrastructure such as ponds or roads, a childcare programme where young children can also receive a meal, in addition to support accessing pensions for disabled people, the elderly and widows.

We also set up Tribal Rights Forums at both district and state level to provide a platform for tribal communities to voice local issues, and ensure that they are adequately represented. They now have 22,117 members, of which over half are women, and are recognised as influential. Through the forums (8 at district level and 2 at state level), we focus on locally appropriate methods of raising awareness and helping to facilitate tribal communities in their demands for better quality services and access to government schemes. Over the last five years, a total of 23,432 community members have benefited so far. The project also supported the formation and training of 405 women self-help groups, composed of 5,197 people.

The majority of these groups are carrying out income generation activities with the support of group loans and savings schemes. 390 Self-help groups have also benefitted from government grants. As one of the women in the groups said *“All women in the village must be economically independent so our children should get opportunity for better education facilities”*.

In **Malawi**, we continued to implement ‘climate smart’ agriculture projects and business opportunities with communities in the northern region of the country, as well as Water, Sanitation and Hygiene (WASH) initiatives. By drilling boreholes, over 900 families now have regular access to safe water which has reduced the spread of disease and freed up time for women who don't have to walk long distances to fetch water anymore. Many of the families we work with have also built their own toilets following training we provided to communities alongside our local partners.

In **Zimbabwe**, we made significant progress in our ‘Promoting mental health, wellbeing and resilient livelihoods’ project in the eastern district of Chimanimani. With the support of our partners, Towards Sustainable Use of Resources Organisation (TSURO) and Basic Needs, we trained community health workers, health practitioners, traditional and faith healers and community leaders who went on to empower communities. This is helping to challenge stigma and ensure that people with mental health problems can start joining community activities and seek the medical support they deserve.

Rising to the challenge of cyclone Idai

On 15th March 2019, cyclone Idai hit the Chimanimani district in Zimbabwe, claiming the lives of 134 people and 391 were reported missing. Fields and livestock were washed away, there was damage to vital infrastructure and over 4,000 people were displaced from their homes.

John Mhlanga is 51 and lives with his family in the Chimanimani district. He works as a farmer and leads community health initiatives alongside Find Your Feet and our local partner organisation, TSURO. Cyclone Idai meant that John lost his family food for the year, seeds for future years and almost all of the arable land and its organic fertility to the cyclone, in addition to irrigation pipes supplying him with water for his crops and his family.

John said: *“I woke up on the 16th March 2019 and saw that my field that was green with seed and food crops yesterday was washed away during the night by the cyclone and replaced with a valley of stones”*.



John Mhlanga's field, before and after cyclone Idai

With the financial support of TSURO and our other international donors, we provided safe drinking water for survivors in the immediate aftermath. We also participated in district-wide efforts to construct temporary pit toilets and reconstruct water and sewer systems that had collapsed. We distributed food and other vital resources to people taking refuge in safe shelters. We worked in collaboration with our partners and local government staff deployed in the area to offer psychosocial support and child friendly areas to the affected communities.

John Mhlanga has been trained and supported by our project to aid his community in promoting mental health and wellbeing, which became particularly useful during the cyclone aftermath. He said;

"The training that I did in mental health...helped me and my networks to cope with this horrible situation."

Thank you for supporting this life-changing work.

Our achievements in 2018/19

We helped families to grow more food

At Find Your Feet, we tackle hunger by supporting farmers to innovate and use their own resources more productively. We also help people to access their rights to food support.

In **India**, tribal communities aren't routinely made aware of their entitlements – including the right to subsidised food available under a government scheme for people living below the poverty line. In Chhattisgarh and Jharkhand, our Tribal Rights Forums has been working to promote this entitlement through our Right to Food campaign project activities.

This year, we trained 70 members of community based organisations, a grassroots organisation which Find Your Feet helps to facilitate which is open to all who are interested in helping with local community welfare. As part of this project, we assisted in training the organisations on their right to food. As a result, 600 additional households

'We depended on one crop (maize) despite having other varieties; this was due to lack of knowledge... [now] we do not only rely only on maize.'

Emily Banda, Lead Farmer, Malawi

have now been enrolled in a scheme where they receive subsidised food for their families. In addition, with our support the community based organisations have promoted the set-up of rural kindergartens in their local villages. Here, young children receive pre-school education and a meal while their mothers take part in income generation groups.

In **Malawi**, we continued to train communities in a wide range of sustainable agriculture interventions to promote crop and livestock diversification and build community resilience to climate change.

We used our successful Lead and Follower farmer model to quickly disseminate knowledge of technologies such as agroforestry, compost making, and soil and water conservation to over 2,000 farmers in total. We also continued working with communities to promote good animal husbandry and provided 927 goats, 102 pigs and a number of chickens to selected farmers on a 'pass on' arrangement – by which we supply the initial breeding pairs and the recipients 'pass on' the offspring to other farmers.

In **Zimbabwe**, we trained 68 smallholder farmers in identifying and making use of locally available natural resources to improve soil fertility and grow

more nutritious food, including cabbage, tomatoes and covo (African kale). This training focused on organic farming and small livestock production. Demonstrations were held at Lead farmers' fields so Follower farmers could observe and roll out the benefits of techniques such as making and applying vegetation compost, and mulching to preserve moisture. Participants also learned about livestock care, reproduction and how to prevent diseases.

Sadly, most of these farmers were unable to harvest their crops as cyclone Idai swept away their fields and gardens. However, their knowledge remains intact and we are now supporting them to get back on their feet.

Emily Banda, Lead Farmer, George Chilinda village, Mzimba district, Malawi

Emily has been growing more nutritious food through a Find Your Feet supported intervention designed to build community resilience to climate change.

38-year-old Emily Banda is married with six children; one son and five daughters. The area where she lives is suffering the impact of climate change and experiences frequent dry spells.

People here tend to rely on maize, but this crop is vulnerable to drought, pests and diseases. By contrast, sweet potato is relatively drought-tolerant and it can also produce more calories per unit of land than maize or the other local staple, cassava – plus the leaves provide a useful source of protein and vitamins.

Growing sweet potatoes is therefore one of the adaptation strategies we are promoting to help combat climate change.

With our help, Emily ventured into sweet potato production, initially receiving 10 bundles of the Muzondeni variety. She then sourced a second variety, increasing her plot under cultivation from 0.1 to 0.15 hectares.

Emily's early maturing sweet potato crop assisted the family as a source of income as well as food. Crucially, she also received training in how to make the most out of local food and learned about food groups, how food is processed in the body and how this can affect its nutritional value.

As a Lead Farmer, Emily is now sharing her knowledge on sweet potato cultivation with others in her community so they can also benefit.



"My family like Futali (boiled sweet potatoes with added groundnut flour), therefore I prepare it... we do not only rely on maize flour."

**Emily Banda, pictured above
in her sweet potato field**

We helped families earn more income

In **India**, our project used self-help groups to train women in entrepreneurship development, and 405 groups have been set up in target areas. 90% of women involved have acknowledged that the groups have helped them to save money, which has allowed them to take greater responsibility in decision making in their households. This has also helped to liberate rural women from exploitation and empowers them through capacity building activities. Importantly, income due to enterprise development has increased, and quality of life has improved.

Elsewhere we have continued to provide people with training and support to start village savings and loan schemes to boost their income, become more self-reliant and provide a better future for their families.

In **Malawi**, we ran a beekeeping training project using local materials for young people, men and women. In particular, we're encouraging the use of sustainable beehives made from local materials better suited to the indigenous bee population and therefore more likely to be successful. The training,

which took place residentially over several days, included both theory and practical work- from hive and bee suit making to bee colonisation and how to trap venom.



Our beekeeping training project in Malawi teaches people to create sustainable beehives using local materials as a form of income generation.

Lilian Nyirenda, mother, farmer and business owner from Bulala, Malawi.

Lilian Nyirenda, a farmer and mother of seven, was trained by Find Your Feet alongside local partners and funders in how to sell and make soap in June 2018.

Soon after the training, Lilian was using the money she made from selling soya to create her own soap business. She also received a loan from her village's savings and loan scheme as start-up capital – mainly towards buying the raw materials she needed to get going. Now, Lilian is selling her soaps at agriculture fairs, where she's also able to network with other businesspeople.

Lilian is very proud of her business, saying:

"I thank Find Your Feet for training me in soap making... just imagine that from July to November 2018, I have made a total of 413,000 Malawian kwacha (£437) through home sales and selling soap at fairs. I also earn money through facilitating soap trainings when hired by people and organisations."

Before I engaged in a soap making business, I was food and nutrition insecure. I also had challenges in paying school fees for my last-born child, buying clothes, groceries and a uniform for her, which isn't the case right now."

Lilian's future plans for the business are to open a shop to sell her soap and to get it certified by the Malawi Bureau of Standards.



Lilian, far right, with friends at the Blantyre fair where she sells her soaps.

We helped communities to strengthen their voice

Find Your Feet seeks to support the most marginalised members of society, so that they can take a stand on issues that affect them and demand what is rightfully theirs.

In **Zimbabwe**, we found that people with mental health problems had insufficient access to the services they needed as caregivers were reluctant to take them to health centres. This was due to a range of factors, such as a lack of suitable medicine, fear of stigma and discrimination, misconceptions around the causes of mental illness and scepticism over the likely success of any treatment. This was something we urgently needed to address.

With support from our partners, we trained 171 community health workers, 18 health practitioners and seven traditional and faith healers, clearing up some harmful myths and misconceptions along the way. Through this activity, we went on to reach members of 130 community health clubs and 100 farmer action learning groups.

To support this work, we also produced information and teaching aids in English and the local language of Shona, and held nine road shows to raise awareness of mental health issues.

In **India**, we continued to work in the most remote tribal areas through our Tribal Rights Forums. In particular, we took important steps to ensure that government schemes – such as childcare services – are made available to pregnant and nursing women. To this end, we trained 189 local government employees on their roles and responsibilities.

John Mhlanga is 51 and lives with his family in the Chimanmani district of Zimbabwe. John is a Community Health Worker and Voluntary Health Educator, leading a Community Health Club.

John has been trained and supported to undertake these roles through initiatives established by Find Your Feet, working alongside local partner organisations, with the aim of promoting mental health, wellbeing and resilient livelihoods.

John liaised with traditional leaders in order to organise meetings with the community, addressing issues around mental health.

“Due to the stigma and discrimination associated with mental illness, my people could not disclose that they had family members with mental illnesses. I had to put my cell phone number in public places to promote private conversations. Oh! That night I did not sleep with text messages flowing in my phone whilst others were calling. They were inviting me to visit their homes and meet with their mentally ill relatives. This worked very well. I visited them all,”

As John gained the confidence of the community, they assisted with identifying more people with mental illnesses, eventually identifying over 100 people. He made arrangements to accompany them and their caregivers to their nearest health centres to seek treatment for the first time, with some being referred to hospitals for further assessments.

“The mentally ill have been a marginalised group with no one to cater for them but this project has shown them love and appreciation in the society. We believe the project will continue to help us include the mentally ill in development and social groups”.



Community Health Worker, Mr. John Mhlanga (far right), meets with Budiro Community Health Club members in Manzou village.

Making tribal women aware of their entitlements in areas such as supplementary nutrition, immunisation and health has led to a marked increase in enrolment rates. Over the last year, another 2,609 tribal women enrolled themselves onto a childcare services scheme. We also saw the number of self-help groups in tribal areas grow to 405, and the number of community based organisations grow to 240 – and in both cases, most members have been women.

Over the past year, 250 women from these groups and organisations received leadership training; 55 participated in public hearings; and 15 made submissions to the National and State Tribal Commission and State Women Commission on gender issues. These women are truly flourishing as leaders.

Fundraising in 2018/19

The enthusiasm and commitment of our fundraising champions never ceases to amaze us. Thank you for running, cooking, cycling and doing all you can to help spread the word and raise vital funds.

Over the past year, Find Your Feet's fundraising efforts have been bolstered by the resources of Health Poverty Action, extending our reach and raising even more for the communities we work alongside.

We have received support for Find Your Feet's work and projects this year from a number of Trusts and Foundations to whom we are extremely grateful. These include the Bryan Guinness Charitable Trust, The Carmela and Ronnie Pignatelli Foundation, the Evan Cornish Foundation, the Oak Foundation and the Unicorn Grocery 4% Fund.

We are also extremely grateful for everyone who has cooked up a curry, hosted a supper club, visited a partner restaurant, or taken part in a cooking class as part of our flagship Curry for Change campaign. You have raised a spicy total of £34,467! We are excited to continue growing this campaign and reach even more curry lovers.

In **Malawi**, we have been working to enhance local governance structures in the Mzimba district. The aim was twofold; to make local government more inclusive, especially for women and young people, and to monitor the responsiveness of public bodies, development agencies, NGOs and others with a duty to deliver services to the community.



Our Curry for Change ambassador Chintal Kakaya showcasing her desserts at our 'Evening of Flavour' event.

In addition to everyone who takes part in our events throughout the year, our special thanks also to our loyal supporters who support our work monthly and through our annual appeals. We hope we have found the opportunity to talk to most of you throughout the year to extend our thanks and update you on our work. Please always feel free to get in touch with us!

Financial review

Results for the year

Completion of several projects, including the 5 year EC and foundation funded Johar project in India, resulted in a fall in institutional funding. However, activities are continuing with the Community Mental Health project in Zimbabwe, the Bulala project in Malawi, and the second year of the Commonwealth Foundation project in India (a further extension of this project starts in 2019-20). We have retained strong support from individual donors and continue to seek new sources of funding, in addition to exploring new ways to increase our effectiveness overseas.

	2018-19	2017-18
Income		
Charitable activities	397,892	438,002
Donations and legacies	174,762	195,732
Investment income	121	42
Total	572,775	633,776
Expenditure		
Charitable activities	481,055	601,236
Raising funds	126,467	105,622
Total	607,522	706,858

Compared with 2017-18, total income was 10.7% lower, while total expenditure was 14.1% lower. General unrestricted funds decreased by £23,638 to £204,853. Designated funds decreased by £192 to £59,822 and restricted funds decreased £23,550 to £112,428.

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 unrestricted funds totaled £204,853 at 31st March 2019. Grants due in arrears at that date totaled £101,517. On this basis the current free reserves available to cover other financing risks are in the order of £103,336, equivalent to 5.4 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.

Trustee	Role	Details
Sunit Bagree		Appointed on 28th June 2018
Mehmet Nadir Baylav		Appointed on 28th June 2019
Nouria Brikci-Nigassa		
Denis John Cavanagh ¹	Treasurer	Appointed on 28th June 2019
Emma Crewe ²	Chair	
Elaine Gilligan		Appointed on 28th June 2019
Anna Graham		Appointed on 10th October 2017
Rory Erskine Morrison Honney		
Sharon Louise Jackson ²		Stepped down on 30th November 2018
Anuj Kapilashrami		Appointed on 28th June 2019
Oliver Benjamin Kemp ^{1&2}	Chair	
Carolyn Ann Ramage ¹	Treasurer	Stepped down on 29th March 2019
Ruth Stern ¹		
James William Patrick Thornberry ¹		
Betty Ann Williams ¹		
Simon Jonathon Wright		

1. members of the Finance and Audit Committee 2. members of the Fundraising Advisory Group

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	290535-1 (previously 250456)
Auditors	Goldwins Limited, 75 Maygrove Road, West Hampstead, London, NW6 2EG
Principal bankers	The Co-operative Bank, PO Box 250, Delf House, Skelmersdale, Manchester WN8 6WT Lloyds Bank, 39 Threadneedle Street, London EC2R 8AU
India Country Office	Savitri Sharma, Country Director, Find Your Feet (India), Vimal Kunj, Sector 19 / 330 Indira Nagar, Lucknow 226016, Uttar Pradesh, India

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, 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 2006. 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 Oliver Kemp, Chair of the Board on behalf of the Trustees.



Oliver Kemp, Chair

Date: 11th October 2019

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

Opinion

We have audited the financial statements of Find Your Feet Limited (the 'Charity') for the year ended 31 March 2019 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2019 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 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's members as a body, for our audit work, for this report, or for the opinions we have formed.



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: 17 December 2019

Statement Of Financial Activities

For the year ended 31 March 2019

(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted Funds 2018-19	Restricted Funds 2018-19	Total Funds 2018-19
Income:	2	£	£	£
Charitable activities		-	397,892	397,892
Donations and legacies		174,762	-	174,762
Investment income		121	-	121
Total income		174,883	397,892	572,775
Expenditure:	3-7			
Charitable activities:				
Promote rural livelihoods		60,037	421,018	481,055
Raising funds		126,467	-	126,467
Total expenditure		186,504	421,018	607,522
Net income/(expenditure) for the year		(11,621)	(23,126)	(34,747)
Transfers between funds	13	-	-	-
		(11,621)	(23,126)	(34,747)
Other recognised gains/(losses)	8	(12,210)	(424)	(12,634)
Net movement in funds for the year	13	(23,831)	(23,550)	(47,381)
Reconciliation of funds				
Total funds brought forward		288,506	135,978	424,484
Total funds carried forward		264,675	112,428	377,103

Note: Unrestricted funds comprise General funds and Designated funds.

For a breakdown of movements on individual funds, please see Note 13.

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The attached notes form part of these financial statements.

Comparative Statement Of Financial Activities

For the year ended 31 March 2018

	Unrestricted Funds 2017-18	Restricted Funds 2017-18	Total Funds 2017-18
	£	£	£
Income:			
Charitable activities	-	438,002	438,002
Donations and legacies	195,732	-	195,732
Investment income	42	-	42
Total income	195,774	438,002	633,776
Expenditure:			
Charitable activities:			
Promote rural livelihoods	128,883	472,353	601,236
Raising funds	105,622	-	105,622
Total expenditure	234,505	472,353	706,858
Net income/(expenditure) for the year	(38,731)	(34,351)	(73,082)
Transfers between funds	(2,904)	2,904	-
	(41,653)	(31,447)	(73,082)
Other recognised gains/(losses)	9,391	(1,560)	7,831
Net movement in funds for the year	(32,244)	(33,007)	(65,251)
Reconciliation of funds			
Total funds brought forward	320,750	168,985	489,735
Total funds carried forward	288,506	135,978	424,484

Balance Sheet

Find Your Feet Ltd As at 31 March 2019

		2018-19		2017-18	
	Notes	£	£	£	£
Fixed assets					
Tangible fixed assets	9		-		-
Current assets					
Debtors	10	105,698		82,221	
Cash at bank and in hand		291,438		457,331	
		397,136		539,552	
Less: Current liabilities					
Creditors – amounts falling due within one year	11	(20,033)		(115,068)	
Net current assets			377,103		424,484
Net assets			377,103		424,484
Funds of the Charity	13				
Restricted funds			112,428		135,978
Unrestricted funds					
General fund		204,853		228,491	
Designated funds		59,822		60,015	
			264,675		288,506
Total charity funds			377,103		424,484

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.

Approved by the Board of Trustees and signed on their behalf by:



Oliver Kemp, Chair

Date: 11th October 2019

Company Registration No. 651058

The attached notes form part of these financial statements.

Cash Flow Statement

For the year ended 31 March 2019

	2018-19	2017-18
	£	£
Net cash inflow / (outflow) from operating activities	(153,380)	227,043
Returns on investments and servicing of finance		
Bank interest received	121	42
Foreign exchange gain / (loss)	(12,634)	7,831
Increase / (decrease) in cash	(165,893)	234,916
Reconciliation of net movement in funds to net cash inflow / (outflow) from operating activities		
Net movement in funds	(47,381)	(65,251)
Decrease / (Increase) in debtors	(23,477)	204,827
Increase / (decrease) in creditors	(95,035)	95,340
Bank interest received	(121)	(42)
Foreign exchange loss / (gain)	12,634	(7,831)
Net cash inflow / (outflow) from operating activities	(153,380)	227,043
Analysis of net cash resources		
Opening balance	457,331	222,415
Increase / (decrease) in cash	(165,893)	234,916
Closing balance	291,438	457,331
Location of cash resources		
UK bank accounts	284,258	447,668
Overseas bank accounts	7,180	9,663
Total	291,438	457,331

Notes to the Financial Statements

1. Principle accounting policies

A summary of the principal accounting policies adopted, judgements and key sources of estimation uncertainty, is set out below.

Accounting convention

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.

The functional currency of the charity is pounds sterling.

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

Going concern

The trustees have assessed whether the use of 'going concern' is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. After making enquiries, the trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The charitable company therefore continues to adopt the going concern basis in preparing its financial statements. There are no material uncertainties.

Income

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies apply to categories of income:

- Donated services and facilities: are included at the value to the charity where this can be quantified. No amounts are included in the financial statements for services donated by volunteers.

- Income includes: income received from statutory and other government supported agencies, and income from other private sources.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. Staff costs are allocated on an estimate of time usage and other overheads have been allocated on the basis of the head count.

Costs of raising funds are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

Support costs (including governance costs), which include the central office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources, and finance are allocated across the categories of raising funds and charitable expenditure. The basis of the cost allocation has been explained in the notes to the accounts.

Fund accounting

Unrestricted funds are available for use at the discretion of the directors in furtherance of the general objectives of Find Your Feet.

Restricted funds are subject to restrictions imposed by donors or the purpose of the appeal.

All income and expenditure is shown on the Statement of Financial Activities.

Foreign Currencies

Transactions in foreign currencies are translated into sterling at the weighted average rate of exchange during the period, or the applicable rate of exchange rate on the day of payment and are disclosed in the Statement of Financial Activities. Current assets and liabilities held on the balance sheet are retranslated at the year end exchange rate.

Liabilities

Liabilities are recognised when the charity has a legal or constructive obligation to a third party

Other financial instruments

i. Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

ii. Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their at transaction price. Debtors and creditors that are

receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

2. Income

	2018-19 £	2017-18 £
Restricted funds		
Charitable activities		
Comic Relief	88,623	67,252
Commonwealth Foundation	15,000	30,000
European Union	123,561	166,446
Trusts, foundations and corporate	58,855	120,896
Individuals	111,853	53,408
	<u>397,892</u>	<u>438,002</u>
Unrestricted funds		
Donations and legacies		
Trusts, foundations and corporate	22,928	6,150
Individuals	151,834	189,582
	<u>174,762</u>	<u>195,732</u>
Investment income		
Restricted funds	-	-
Unrestricted funds	121	42
	<u>121</u>	<u>42</u>
Total Income	<u>572,775</u>	<u>633,776</u>

3. Expenditure - raising funds

	Direct costs £	Support costs £	Total 2018-19 £	Direct costs £	Support costs £	Total 2017-18 £
Raising funds	89,808	36,658	126,466	79,696	25,926	105,622

4. Expenditure - charitable expenditure

	Direct costs £	Support costs £	Total 2018-19 £	Direct costs £	Support costs £	Total 2017-18 £
Charitable activities	450,222	30,834	481,056	573,536	27,700	601,236

5. Support costs

	Total 2018-19	Raising funds	Charitable activities	Total 2017-18	Raising funds	Charitable activities
	£	£	£	£	£	£
Human resources	35,746	19,415	16,331	37,572	18,165	19,407
Establishment	12,648	6,870	5,778	-	-	-
Office and administration	19,098	10,373	8,725	16,054	7,761	8,293
	67,492	36,658	30,834	53,626	25,926	27,700

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

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

	2018-19	2017-18
	£	£
Auditors' remuneration - statutory/UK audit	3,300	3,360
Project audits	2,898	2,672
	6,198	6,032

7. Staff costs and trustee expenses

Staff costs	2018-19	2017-18
UK	£	£
Salaries and wages		68,047
National insurance		3,410
Pension contributions		4,965
India - total remuneration	24,520	13,271
HPA staff costs recharged to FYF	176,321	102,356
	200,841	192,049

Note: In 2016, Find Your Feet entered into a strategic partnership with another charity, Health Poverty Action (HPA). At the beginning of this reporting period, HPA and FYF became linked charities. HPA has provided management and support services to FYF at its UK headquarters since January 2017. In 2018-19 a total of £176,321 of HPA's staff cost were recharged to FYF (2017-18: £102,356).

The company currently does not operate a UK pension scheme but offers an annual gratuity equal to one month's salary to its staff in India.

No employee earned emoluments above £60,000.

Key management personnel consisted of the HPA Director and Heads of Programmes. In 2018-19, total salary costs charged to FYF relating to key management personnel were £20,784 (2017-18: £32,104).

Trustees expenses

Trustees receive no remuneration for their services.

No expenses were reimbursed to trustees in 2018-19 or in 2017-18.

Staff numbers

The average number of staff employed by FYF during the year were:

	2018-19 Head count	2017-18 Head count
UK	-	2.2
India	3.0	2.5
	3.0	4.7

Health Poverty Action provides staff support services to FYF (see note 14).

Average FTEs for FYF staff and HPA support staff were:

	2018-19 FTE	2017-18 FTE
UK (FYF staff)	-	2.1
India (FYF staff)	1.5	0.8
UK (HPA support staff)	4.6	3.0
	6.1	5.9

8. Other recognised gains/(losses)

Other recognised gains/(losses) comprise exchange gains and losses in respect of bank balances and cash denominated in Euros, Indian Rupees, US Dollars or Malawi Kwachas.

9. Tangible fixed assets

	Motor vehicles	Furniture and Equipment	Total
Cost	£	£	£
At 1/1/2018	9,723	-	9,723
Additions	-	-	-
Disposals	-	-	-
At 31/3/2019	9,723	-	9,723
Depreciation			
At 1/4/2018	9,723	-	9,723
Charges for year	-	-	-
Disposals	-	-	-
At 31/3/2019	9,723	-	9,723
Net book value			
At 31/3/2018	-	-	-
At 31/3/2019	-	-	-

10. Debtors

	2018-19	2017-18
	£	£
Accrued income - grants	101,517	52,041
Accrued income - gift aid and other	3,667	25,862
Prepayments	514	4,318
	<u>105,698</u>	<u>82,221</u>

11. Creditors - amounts falling due within one year

	2018-19	2017-18
	£	£
Deferred income	12,000	-
Project creditors	4,626	9,984
Other creditors	107	100,000
UK accruals	3,300	5,084
	<u>20,033</u>	<u>115,068</u>

12. Analysis of net assets between funds

	Unrestricted Funds 2018-19 £	Restricted Funds 2018-19 £	Unrestricted Funds 2017-18 £	Restricted Funds 2017-18 £
Current assets	268,082	129,054	393,590	145,962
Current liabilities	3,407	16,626	105,084	9,984
Long term liabilities	-	-	-	-
	<u>264,675</u>	<u>112,428</u>	<u>288,506</u>	<u>135,978</u>

13. Movement on individual funds

RESTRICTED FUNDS	At 1/4/2018	Income	Expenditure	Other recognised gains/(losses)	Transfers	At 31/3/2019
	£	£	£	£	£	£
INDIA						
Johar	50,978	155,632	(210,256)	(424)	-	(4,070)
Johar Extension	22,553	15,000	(25,837)	-	-	11,716
MALAWI						
Bulala SLP	10,221	111,853	(89,827)	-	-	32,247
ECF	-	9,350	(9,970)	-	-	(620)
ZIMBABWE						
Mental Health Matters	45,160	106,057	(85,108)	-	-	66,109
Mutoko	1,098	-	(20)	-	-	1,078
Future projects	5,968	-	-	-	-	5,968
Total restricted funds	135,978	397,892	(421,018)	(424)	-	112,428
2017/18	168,985	438,002	(472,353)	(1,560)	2,904	135,978
GENERAL FUND	228,491	174,762	(186,190)	(12,210)	-	204,853
DESIGNATED FUNDS						
Institutional Development	3,406	-	(314)	-	-	3,092
Carol Martin Memorial	33,777	72	-	-	-	33,849
Sheila and Annette Duvollet Memorial	22,832	49	-	-	-	22,881
Total unrestricted funds	288,506	174,883	(186,504)	(12,210)	-	264,675
2017/18	320,750	195,774	(234,505)	9,391	(2,904)	288,506
Total funds	424,484	572,775	(607,522)	(12,634)	-	377,103
2017/18	489,735	633,776	(706,858)	7,831	-	424,484

Institutional grant contracts are as follows:

India - Johar: European Commission (DCI-NSA-PVD/2013/312-367)

India - Johar Extension: Commonwealth Foundation (2016DEC-0523/June 2017)

Zimbabwe - Mental Health Matters: Comic Relief (2780416)

Bulala SLP in Malawi is supported by grants received through the Charities Aid Foundation.

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.

14. Related party transactions

In 2016, FYF entered into a strategic partnership with another charity, Health Poverty Action (HPA).

At the beginning of this reporting period, HPA and FYF became linked charities.

HPA provides management and support services to FYF at its UK headquarters. In 2018-19 a total of £176,321 of HPA's staff cost and £24,198 of HPA's office overhead cost was recharged to FYF.

15. 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, our local partners 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

 [CurryforChange](https://twitter.com/CurryforChange)

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

 curryforchange.org.uk

Get in touch

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