

Find Your Feet Limited Trustees' Annual Report & Financial Statements

for the year ended 31 March 2020

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



Contents

Message from the Director and Chair	3
Trustees' Annual Report	4
Find Your Feet – vision, mission, values and approach	4
Our strategic objectives	5
Our work in 2019/20	6
Our achievements in 2019/20	8
Fundraising in 2019/20	11
Financial review	12
Structure, governance and management	13
Legal and administrative information	14
Public benefit	15
Statement of Trustees' responsibilities	15
Independent auditors' report	16
Statement of financial activities	18
Balance sheet	20
Cash flow statement	21
Notes to the financial statements	22
Acknowledgements	28

Message from the Director and Chair

The need for organisations such as ours, working towards a world without poverty or health inequality, has become even more significant with recent events. The coronavirus pandemic and all that has come with it has underlined why our work is so important, and has created unprecedented barriers which will force us to evolve.

Leaders in positions of major power have failed to be able to pull the levers necessary to stem this virus. As a consequence, poor people across the world are dying in overwhelming numbers. Many from the virus itself, but many more are dying from the social and economic consequences, and the further weakening of already severely inadequate health systems.

The human costs – often heart-breaking – are being felt by all strata of society. However the distribution of them is fundamentally unequal, with those already forced into poverty suffering by far the most. The disease targets overcrowded slums and sweatshops, and people whose health is already suffering from inadequate resources.

On top of this, the changes being made by governments and the reductions in funding mean that the situation faced by the people and communities we exist to support has never been worse. The need has grown exponentially, and the funding situation and support from government has deteriorated rapidly.

Despite these hurdles, we've been able to keep Find Your Feet's wonderful work going, and celebrated our 60th year this year! We also continue to support the now independent Find Your Feet Malawi, all thanks to our important relationship with our linked charity Health Poverty Action, which provides resources and support we wouldn't have access to otherwise.

We are also grateful beyond words to people who, despite their own challenges, somehow still manage to contribute funds to support this incredibly important work in this difficult environment.

We are similarly thankful to everyone who has worked with us who give so much of themselves to this cause. We also express our gratitude to our partners, allies and activists across the world. It is a privilege to work alongside you.

Despite the challenges, we celebrated many successes this year – from making it easier for communities to access safe water and mental health support, to supporting new businesses and sustainable farming techniques so that people are less vulnerable to the devastating impacts of the climate crisis. We are very proud of what we've achieved, and thank everyone who has contributed in any way to make this work happen.

As well as celebrating our successes, we have also mourned the loss of two important figures in Find Your Feet's legacy. Find Your Feet Malawi's Executive Director, Chimwemwe Soko, sadly passed away in June this year. We also lost former Find Your Feet Malawi's Country Director from 2012-2016, Chakalipa Kanyenda, who passed away in January. This year's annual report is dedicated to their memory, and all that they have done to help communities in Malawi to find their feet.



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, Zimbabwe and Malawi (with our independent partner Find Your Feet Malawi), 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 opportunities to build the confidence they need to help themselves.



Our strategic objectives

With the support and partnership of our linked charity, Health Poverty Action, our overarching goal is to lift families in rural areas out of poverty. As the impact of the coronavirus pandemic unfolds, we will be reviewing how it will impact our strategic objectives, and how we can support communities with the new barriers and challenges the pandemic will bring. Our three objectives are;

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 2019/20

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 an inability to access credit to the effects of climate change. This includes people from ethnic minority communities to smallholder farmers. We also focus on empowering women, young people and those living with a mental illness and their families.

A year of significant progress

In **India**, we have continued to build the capacity of Tribal Rights Forums (TRF) which we help to set up and support at district level. The Forums, which are now expanding and strengthening to connect tribal groups in different districts and states, provide a platform for tribal communities to voice local issues and ensure that they are adequately represented in the local government.

In particular, this project helps tribal groups take ownership of their land by increasing their access to the Forest Rights Act. This government Act gives people living in forests access to more income-generating activities, and prevents corporations encroaching on their land for industrial use. Access to this Act can help to shift the power back to communities, preventing displacement, socio-economic inequality and environmental degradation.

However, uptake of entitlements under the Forest Rights Act is low. It's difficult to access the scheme and to set up the right structures, such as the Forest Rights Committees, to process the initial applications at village level and ensure that they progress through the various levels of bureaucracy. In the two districts where we work to date, 11,234 people are part of their local community-based organisation, over half of which are women. Many of them are now demanding that local governments outline their forest rights, and some are on a path to obtaining them. We also helped to reconstitute 46 Forest Rights Committees with local village governments. These committees are responsible for processing community claims to own their own land, an important first step in the process. This year, 20 individual forest rights claims have been passed by Forest Rights Committees and submitted to the next stage.

In **Zimbabwe**, our work on mental health supports communities through the challenges stemming from surviving Cyclone Idai, which struck in March 2019. Around 2,251 houses were destroyed, 173 deaths

reported and 35 people remain missing as of 2019. In December 2019, there were still 170 families living in tents in four camps in the district. During the cyclone relief effort, our partner, TSURO (Towards the Sustainable Use of Resources), in coordination with government and other organisations, provided psychological and psychosocial support to 1,025 cyclone survivors. The engagement of people with mental health concerns or their caregivers in the community self-care groups has in turn reduced stigma and discrimination by involving them as a part of the wider community. For example, we've been supporting 217 people with mental health concerns to join the Farmer Action Learning Group (FALG), where they have been trained in organic farming and soil conservation measures.

Prazer Matemba, Zimbabwe

Prazer Matemba lives in Matiashe village in the Chimanimani District of Zimbabwe. The Farmer Action Learning Group (FALG), supported by Find Your Feet, helped Prazer in his recovery from mental illness by introducing him to farming.

In 2013 when he was 29 years old, Prazer started experiencing hallucinations. Prazer had lost his brother a few years before and his family has a history of mental illness. "I would hear strange voices speaking to me, as a result, I would drink a lot of alcohol. I would just disappear from home without my mother's knowledge, I think that is when my mother sensed that the situation was getting out of hand and sought assistance from the Community Health Educator based in our village and they advised her to take me to the hospital."

Prazer was diagnosed with schizophrenia and during his treatment, the FALG helped give him an opportunity to be accepted in his community through psychosocial support. Prazer is now a proud farmer and beekeeper who can support himself and others in his community.

"Ever since then I have become a fully experienced farmer and beekeeper. I also refer mental health patients in our neighbourhood to the hospital so that they can also get the same help that I got."



We worked alongside our partners, Badlao Foundation, to provide education sessions on COVID-19 prevention in India.

By applying these methods, they can improve their yield in staple crops like maize, and commercial crops like peanuts. Not only will this help the family diet to improve, but the remaining surplus can also be processed (e.g. to make peanut butter) so they can make more income from their crops.

We are also very proud of our ongoing work with Find Your Feet **Malawi**. Since they became an independent NGO in 2016, Find Your Feet UK continues to support them by securing funding so that they are able to access a broader range of income. This year, Find Your Feet Malawi expanded their focus to reduce waterborne illnesses. They've ensured access to safe drinking water for 919 families by drilling boreholes in four communities. They've also implemented latrine building skills into their work, as well as increasing nutrition awareness and the adaptation of water conservation and compost making techniques by the farmers.

Rising to challenge of the Covid-19 pandemic

The Covid-19 pandemic, and all that came with it, has presented unprecedented challenges for the work of Find Your Feet. In March, nationwide lockdowns were ordered in two of the countries where Find Your Feet operates. Our staff in each country worked from home until it was safe to return to the field, and our project plans have had to be altered in the following ways:

In **India**, due to the restrictions imposed on travel and gatherings, Find Your Feet and our partners had to cancel several of the remaining activities, and we are reallocating unspent funds into emergency relief activities. Find Your Feet and our partners are reallocating unspent funds into emergency relief activities. We will aim to support the most vulnerable families, such as migrant workers and people without regular access to government food rations.

In **Malawi**, our partners have been visiting the communities who we work with regularly. As of March, it was still possible to visit farmers and hold outdoor informative sessions with four to five people together. While making the most of these guidelines, we took the decision to cancel some of the remaining activities for the year for safety reasons, such as training sessions and exchange visits with farmers. We anticipate that our work with Find Your Feet Malawi will be extended as a result of the pandemic.

In **Zimbabwe**, where we work with our partner, TSURO, on our mental health project, activities involving large gatherings could not be implemented. Instead, we plan to implement COVID-19 activities, which includes disseminating information about COVID-19 prevention in the communities, training health practitioners in the best COVID-19 safety practice, and refurbishing an isolation centre in a local hospital.

Remembering Chimwemwe and Chakalipa



Find Your Feet Malawi's Executive Director, **Chimwemwe Soko**, sadly died in June 2020. Chimwemwe was not only an expert in his field, with great technical knowledge in food production

and environmental science, but was also a passionate and tireless advocate for social development and justice. Chimwemwe's work encapsulates Find Your Feet perfectly. Under his leadership, Find Your Feet Malawi were able to become an independent charity. His outstanding achievements and legacy will be continued by his family, friends, colleagues and the wider community.

We also lost Find Your Feet Malawi's Country Director from 2012-2016, **Chakalipa Kanyenda**, who died in January 2020. Staff and partners remember Chakalipa as cool-headed, wise,

intelligent and passionate about ensuring that farmers were supported. Through his involvement, policymakers took notice of Find Your Feet programmes in Malawi, helping to increase support for farmers and impact many more households. Chakalipa will continue to be greatly missed by the communities with whom he worked so diligently alongside.



Our achievements in 2019/20

We helped families to grow more food

In **Zimbabwe**, our programme has been in part centred around helping farmers to diversify their crops and bounce-back from the devastating Cyclone Idai which swept through Chimanimani in March 2019, destroying many people's livelihoods.

In our emergency relief operation, the **Zimbabwe** team targeted 148 families in the hardest hit areas of the cyclone, focusing on families who had members with mental health concerns in particular. They helped to distribute 683 fruit trees, vegetable seeds and materials such as nails and timber to fix damaged beehives so that they had food and some income. From macadamia nuts and avocados to carrots, butternut squash, tomatoes and spinach, the families now have a variety of nutritious produce to supplement their diets and their earnings. Training on planting and seed maintenance was also conducted to ensure they can make the most out of their crops. The farmers receiving these seeds and plants will be able to sell them on and use the money to buy ingredients they can't produce themselves, such as cooking oil, which also improves their diet further.

"My life changed completely as we could afford to eat three meals a day, my brothers would go to school wearing complete uniforms and have their fees paid in time"

Washington Nyakeazeya

A 20-year-old farmer from Chimanimani who lost 100 beehives in the cyclone and received materials from us to reconstruct his hives

In **India**, we've been working on empowering local communities through increased knowledge of nutrition, particularly for mothers and children. For example, we've led discussions around the benefits of growing more food through kitchen gardens among the majority of the families who we work with. Our project has also supported 289 village nutritional workers to help refer malnourished children to the local treatment centre. Since it started in July 2019, the project has referred 25 children for treatment, and 37 malnourished mothers have been diagnosed and offered support. We've also seen an increase in nutrition awareness in the community among mothers and mums-to-be.

In **Malawi**, the climate crisis has made it extremely difficult for reliable crop production resulting in a lack of food and income for people, causing malnutrition and other health issues. To help alleviate this, Find Your Feet Malawi has been facilitating skills training among local farmers on how to farm more sustainably. This included training 60 farmers on introducing more drought-resistant crops into their farms as droughts become more commonplace for the country. In addition, the training has also helped to diversify their income, enabling some farmers to start small businesses selling cassava cuttings and sweet potato vines or by baking scones and bread. Find Your Feet Malawi also helped to facilitate 500 backyard gardens so people can grow their own vegetables to diversify their diet throughout the year. Communities planted 3,322 trees and were trained on how to look after the different species to maintain soil fertility and acquire timber among other uses.

In **Malawi**, 655 farmers were also trained in how to increase their yield through maize planting basins. The basins harvest water to help crops survive, and it also improves soil structure. We also trained 215 farmers on how to mix crops together that grow well in one plot to minimize the risk of their entire crop being wiped out during dry spells.



Women trained in scone making can now sell their produce at markets as an independent source of income.

We helped families earn more income

Find Your Feet **Malawi** helped to pair experienced farmers to train other farmers and members of the community in food processing so that they can make nutritious food using locally grown produce, such as porridge or baked goods. 150 farmers were trained in this project, and some have now started their own businesses. Some of the women who were trained now sell scones and bread when they would normally

Turning beekeeping from a hobby to employment in Malawi

Find Your Feet Malawi trained beekeepers in honey production, and the Tiyezge Club is one of the most active groups. Earlier, beekeeping was a hobby for many people but never an income-generating activity in the community. The club started beekeeping with 22 hives with support from our Bulala Sustainable Livelihoods Project. This has now grown into a thriving business with 150 beehives. As households have started harvesting honey from their hives and selling it, beekeeping is now a key income-generating activity for many people in the Damaseke Village community.

"Previously, we took it as a hobby. This year, we have harvested 25 litres of honey and realised MK 57,000 (64 GBP) with which we are planning to start a pig farming business."

Club member



have to rely on their husbands for household income. In addition, Find Your Feet trained farmers in honey production, which creates a new source of income for the farmers. There are two collective beekeeping groups: the Tiyezge beekeeping club now has 21 active members, all women, who have built a bustling business with 150 beehives, and there are 30 beekeepers in the Tipenje club.

We helped communities to strengthen their voice

In **India**, we continued to work in the most remote tribal areas through our community-based organisations (CBOs) and the Tribal Rights Forums (TRFs). Find Your Feet helps to facilitate these grassroots groups which are open to all who are interested in helping with local community welfare. In Jharkhand state, we supported TRFs to demand that district officials implement the public schemes and laws offered to communities properly and effectively. If implemented, these schemes offer better quality services and land ownership rights.

To achieve this, we helped to organise a grassroots campaign with the CBOs so they can access the Forest Rights Act scheme.

This involved a public hearing and state-level meeting with the local press. Organising communities is a fundamental principle underpinning Find Your Feet's work. It is effective in coordinating and strengthening the voice of communities and enabling them to bring their demands to the attention of government officials at the highest level. The local government has now invited the TRFs and CBOs to coordination meetings, acknowledging their community engagement. The groups, in which women are particularly active, are also organising and taking collective action on their own. The issues they're taking on range from health workers illegally charging for vaccinations, abuse of rights by the police, demands for widow and disability pensions, and measures to safeguard against future flooding. Through the groups, people in the village are being supported to grow their leadership skills, which will leave a lasting mark long after the project ends.

Advocating for indigenous land rights in India



Mangal Hembram is 27 and a native of the Ghati village, Jharkhand state, in India. He is a member of the newly reformed Forest Rights Committee in the village, helping his community secure rights to their land.

Mangal has used his voice to advocate for land rights after a Find Your Feet initiative raised awareness of the Forest Rights Act. Without political connections, Mangal was not sure how to obtain the rights of the land he inherited. But with the help of local people raising awareness of the scheme through our project, he recognised a need for stronger community advocacy.

"For generations we have been cultivating on forest land but there is always a fear that at any time the government may take this land from us, and if such a thing happens then we shall be left with no other option. The information I received... strengthened my confidence to fight for my rights. I will continue to work with their support so that many of our villagers will obtain their land rights. I am very much thankful to the project team that they changed weakness into strength in a single meeting."

With our support, Mangal coordinated the reform of the Forest Rights Committee in his village and compelled the village headman to sign many applications for land ownership. Without this pressure, applications for rights under the Forest Rights Act are blocked from being forwarded to the appropriate official for processing. Using his voice, Mangal has helped members of his protect their right to their land and their livelihood as farmers.

In **Zimbabwe**, we're working with the local health practitioners in Chimanimani to better support people living with mental health issues. We supported the training of 69 traditional and faith healers and 79 healthcare workers to build on their mental health screening skills, diagnosis, referral and treatment. The training has led to better coordination between the health practitioners and the faith and traditional healers, and we've seen an increase in mental health referrals to

several rural clinics and hospitals. A database has also been set up to help track the number of people with mental health concerns in the area. We have recorded 1,383 people, and 618 of these people are attending community-based self-care groups supported by our project. More people are accessing these groups for psycho-social support and are moving away from traditional methods, which was previously the only option as medicine isn't available as a treatment.

Fundraising in 2019/20

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

We are extremely grateful for everyone who has cooked up a curry, hosted a supper club, visited a partner restaurant, or attended an event as part of our flagship Curry for Change campaign. In particular, we'd like to thank our partners Spice Kitchen and our ambassadors and champions. We sincerely appreciate the time, donation of amazing products and skills they share with us. We look forward to expanding the campaign further in the year to come.



Curry for Change Ambassador Yui Miles, a 2019 MasterChef UK quarter-finalist.



Real Voices choir raise money at Waterloo East train station for Choirs For Change.

Find Your Feet is extremely thankful to have received support from a number of trusts and foundations in support of its hunger and poverty alleviating programmes in Africa and Asia. We would like to thank all our supporters including Oak Foundation, Unicorn Grocery Fund and The Bryan Guinness Charitable Trust.

We would also like to thank all the committed supporters who contribute to our work by leaving gifts in their Wills, through their regular donations and by donating to our appeals. We are truly grateful for your ongoing contributions and will strive to keep you updated on the work that your gifts support.

As we enter the next year with limitations on our fundraising events as a result of the coronavirus pandemic, we will be thinking of innovative ways to fundraise to support the communities we work alongside. We thank all of our supporters who have already chipped in to help our emergency coronavirus appeal!

Financial review

Results for the year

During 2019-20, we maintained our financial strategy of investing in our in-country programmes, while exploring new sources of funding. We have retained strong support from many individual donors, trusts and foundations both for Find Your Feet's projects and for work carried out jointly with our partner organisation, Health Poverty Action.

Income and expenditure

	2019-20	2018-19
Income		
Charitable activities	168,106	397,892
Donations and legacies	105,635	174,762
Investment income	181	121
Total	273,922	572,775
Expenditure		
Charitable activities	278,275	481,055
Raising funds	45,739	126,467
Total	324,014	607,522

We started a new project in India, building on the success of the Johar and Oak Foundation projects, and we are continuing with the community mental health project in Zimbabwe funded by Comic Relief.

In Malawi, we continue to look for new opportunities to partner with Find Your Feet Malawi, who became an independent locally registered organisation in 2016. We are constantly seeking new sources of funding and we believe that our unique legacy of work will continue in the future.

We are extremely grateful to all our donors for their generosity in helping us achieve our goals, and we are committed to ensure our income is used efficiently and responsibly.

Our income reduced by 52% during the financial year (£168,106 in 2020, compared to £397,892 in 2019). This is mainly due to the completion the Commonwealth Foundation in India and the Johar Project funded by the European Commission. In addition to this, Fundraising income was badly hit,

following impact of Covid-19 towards the end of the financial year.

Our total expenditure reduced by 47% from previous year (£278,275 in 2020 compared to £481,055 in 2019), mainly due to reduction in programme expenditure.

Financial reserves

Find Your Feet needs to hold free financial reserves (i.e. those not reserved for projects) for two 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, projects are usually subject to 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.

During 2019-20, free reserves, comprising general unrestricted funds, totaled £194,073. Grants due in arrears as at 31st March 2020 totalled £19,871. On this basis, the current free reserves available to cover other financing risks are in the order of £174,202, equivalent to 6 months of core costs. The Board consider this position to be satisfactory.

Risk management

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.

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

As is common with many charities, the current funding environment creates uncertainty around 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.

COVID-19 and Going Concern

Towards the end of the financial year, the COVID-19 pandemic started to have an impact on the charity's various sources of income and planned expenditure. Challenge events have naturally been hit badly and the fall of income from other sources i.e. donations, Trust and Foundations has meant that the projected income from fundraising was less than planned at the beginning of the financial year.

In the countries where we run our programmes, some project activities had to be suspended leading us to request no cost extensions to complete the implementation of our activities. In other areas, funds were redirected to cover emergency responses.

At the time of preparing these statements, we did not have any concern regarding the completion of our projects.

In 2020-21, due to the significant uncertainties resulting from the coronavirus pandemic, we have taken various considerations into account in the preparation of our budget and cashflow forecasts.

This includes the impact from cancelled events in the UK and the no cost extension to one of our programmes. We have also taken a very cautious approach in assessing our direct contributions from our overseas programmes and are reforecasting on a monthly basis to closely monitor the situation.

The Trustees have assessed our current projects and financial projections and do not believe that there are material uncertainties that call into doubt Find Your Feet's ability to continue in operation for the next 12 months. In addition to committed funds from our donors, the current reserves held are in line with our reserve policy. They are kept to provide cover for unexpected changes in income and expenditure to allow us to adjust our cost base and continue activities. As detailed under the reserve policy section, Find Your Feet's reserves in 2019-20 to cover finance risks are £174,202, equivalent to 6 months of core costs. The Board consider this position to be satisfactory. We have therefore prepared our accounts on the basis that Find Your Feet is a Going Concern.

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		
Mehmet Nadir Baylav ²		Appointed on 28th June 2019
Nouria Brikci-Nigassa		Resigned 27th March 2020
Denis John Cavanagh ¹	Treasurer	Appointed on 28th June 2019
Emma Crewe		Resigned 27th March 2020
Elaine Catherine Gilligan ²		Appointed on 28th June 2019
Anna Graham		
Rory Erskine Morrison Honney		
Anuj Kapilashrami		Appointed on 28th June 2019
Oliver Benjamin Kemp ^{1&2}	Chair	
Ruth Stern ¹	Vice Chair	
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 salaries remain competitive, in addition to a satisfying working environment. 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 workforce 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: 15th October 2020

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 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 2020 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.



Anthony Epton (Senior Statutory Auditor) Date: 20th October 2020

For and on behalf of:

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

Statement of Financial Activities

For the year ended 31 March 2020

(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted Funds 2020	Restricted Funds 2020	Total Funds 2020
Income:	2	£	£	£
Charitable activities		-	168,106	168,106
Donations and legacies		105,635	-	105,635
Investment income		181	-	181
Total income		105,816	168,106	273,922
Expenditure:	3-5			
Charitable activities:				
Promote rural livelihoods		61,504	216,771	278,275
Raising funds		45,739	-	45,739
Total expenditure		107,243	216,771	324,014
Net income/(expenditure) for the year		(1,427)	(48,665)	(50,092)
Transfers between funds	13	-	-	-
		(1,427)	(48,665)	(50,092)
Other recognised gains/(losses)	8	(9,173)	11,930	2,757
Net movement in funds for the year	13	(10,600)	(36,735)	(47,335)
Reconciliation of funds				
Total funds brought forward		264,675	112,428	377,103
Total funds carried forward		254,075	75,693	329,768

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 2019

	Notes	Unrestricted Funds 2019	Restricted Funds 2019	Total Funds 2019
		£	£	£
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

Balance Sheet

Find Your Feet Ltd As at 31 March 2020

		2020		2019	
	Notes	£	£	£	£
Fixed assets					
Tangible fixed assets	9		-		-
Current assets					
Debtors	10	113,318		105,698	
Cash at bank and in hand		221,890		291,438	
		335,207		397,136	
Less: Current liabilities					
Creditors – amounts falling due within one year	11	(5,439)		(20,033)	
Net current assets			329,768		377,103
Net assets			329,768		377,103
Funds of the Charity	13				
Restricted funds			75,694		112,428
Unrestricted funds					
General fund		194,072		204,853	
Designated funds		60,003		59,822	
			254,075		264,675
Total charity funds			329,769		377,103

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: 15th October 2020

Company Registration No. 651058

The attached notes form part of these financial statements.

Cash Flow Statement

For the year ended 31 March 2020

	2020	2019
	£	£
Net cash inflow / (outflow) from operating activities	(72,488)	(153,380)
Returns on investments and servicing of finance		
Bank interest received	181	121
Foreign exchange gain / (loss)	2,757	(12,634)
Increase / (decrease) in cash	(69,549)	(165,893)
Reconciliation of net movement in funds to net cash inflow / (outflow) from operating activities		
Net movement in funds	(47,335)	(47,381)
Decrease / (Increase) in debtors	(7,620)	(23,477)
Increase / (decrease) in creditors	(14,594)	(95,035)
Bank interest received	(181)	(121)
Foreign exchange loss / (gain)	(2,757)	12,634
Net cash inflow / (outflow) from operating activities	(72,486)	(153,380)
Analysis of net cash resources		
Opening balance	291,438	457,331
Increase / (decrease) in cash	(69,549)	(165,893)
Closing balance	221,890	291,438
Location of cash resources		
UK bank accounts	221,017	284,258
Overseas bank accounts	872	7,180
Total	221,890	291,438

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 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The company is a public benefit entity for the purposes of FRS 102 and a registered charity established as a company limited by guarantee and therefore has also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and Charities Act 2011.

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

	2020 £	2019 £
Restricted funds		
Charitable activities		
Comic Relief	83,986	88,623
Commonwealth Foundation	13,747	15,000
European Union	(646)	123,561
Trusts, foundations and corporate	71,019	58,855
Individuals	-	111,853
	168,106	397,892
Unrestricted funds		
Donations and legacies		
Trusts, foundations and corporate	15,305	22,928
Individuals	90,330	151,834
	105,635	174,762
Investment income		
Restricted funds	-	-
Unrestricted funds	181	121
	181	121
Total Income	273,922	572,775

3. Expenditure - raising funds

	Direct costs £	Support costs £	Total 2020 £	Direct costs £	Support costs £	Total 2019 £
Raising funds	29,702	16,037	45,739	89,808	36,658	126,466

4. Expenditure - charitable expenditure

	Direct costs £	Support costs £	Total 2020 £	Direct costs £	Support costs £	Total 2019 £
Charitable activities	261,844	16,431	278,275	450,222	30,834	481,056

5. Support costs

	Total 2020	Raising funds	Charitable activities	Total 2019	Raising funds	Charitable activities
	£	£	£	£	£	£
Human resources	17,132	8,462	8,670	35,746	19,415	16,331
Establishment	5,438	2,686	2,752	12,648	6,870	5,778
Office and administration	9,898	4,889	5,009	19,098	10,373	8,725
	32,468	16,037	16,431	67,492	36,658	30,834

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)

	2020	2019
	£	£
Auditors' remuneration - statutory/UK audit	3,360	3,300
Project audits		2,898
	3,360	6,198

7. Staff costs and trustee expenses

Staff costs	2020	2019
UK	£	£
Salaries and wages		
National insurance		
Pension contributions		
India - total remuneration	22,497	24,520
HPA staff costs recharged to FYF	82,284	176,321
	104,781	200,841

Note: Find Your Feet's partner Health Poverty Action (HPA) has provided HQ management support services since January 2017 (see note 14).

In 2020, a total of £82,284 of HPA's UK staff cost was recharged to FYF (2019: £176,321).

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 CEO and Senior Management Team.

In 2020, total salary costs charged to FYF relating to key management personnel were £17,448 (2019: £20,784).

Trustees expenses

Trustees receive no remuneration for their services.

No expenses were reimbursed to trustees in 2020 or in 2019.

Staff numbers

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

	2020	2019
	Head count	Head count
UK	-	-
India	2.0	3.0
	2.0	3.0

Health Poverty Action provides staff support services to FYF (see note 14).
Average FTEs for FYF staff and HPA support staff were:

	2020	2019
	FTE	FTE
UK (FYF staff)	-	-
India (FYF staff)	1.2	1.5
UK (HPA support staff)	2.0	4.6
	3.2	6.1

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 1/4/2019	9,723	-	9,723
Additions	-	-	-
Disposals	-	-	-
At 31/3/2020	9,723	-	9,723
Depreciation			
At 1/4/2019	9,723	-	9,723
Charges for year	-	-	-
Disposals	-	-	-
At 31/3/2020	9,723	-	9,723
Net book value			
At 31/3/2019	-	-	-
At 31/3/2020	-	-	-

10. Debtors

	2020	2019
	£	£
Accrued income - grants	19,871	101,517
Accrued income - gift aid and other	1,827	3,667
HPA Intercoy loan a/c	91,095	
Prepayments	525	514
	113,317	105,698

11. Creditors - amounts falling due within one year

	2020	2019
	£	£
Deferred income	-	12,000
Project creditors	-	4,626
Other creditors	74	107
UK accruals	5,365	3,300
	5,439	20,033

12. Analysis of net assets between funds

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Unrestricted Funds 2019 £	Restricted Funds 2019 £
Current assets	257,509	77,698	268,082	129,054
Current liabilities	3,434	2,005	3,407	16,626
Long term liabilities	-	-	-	-
	254,075	75,693	264,675	112,428

13. Movement on individual funds

RESTRICTED FUNDS	At 1/4/2019 £	Income £	Expenditure £	Other recognised gains/(losses) £	Transfers £	At 31/3/2020 £
INDIA						
Johar	(4,070)	(646)	(7,682)	12,397	-	-
Johar Extension	11,716	13,747	(25,454)	(9)	-	-
Oak Jharkhand	-	45,000	(31,066)	-	-	13,934
MALAWI						
Bulala SLP	32,247	20,000	(33,544)	-	-	18,703
ECF	(620)	-	-	620	-	-
ZIMBABWE						
Mental Health Matters	66,109	90,005	(119,025)	-	-	37,089
Mutoko	1,078	-	-	(1,078)	-	-
Future projects	5,968	-	-	-	-	5,968
Total restricted funds	112,428	168,106	(216,771)	11,930	-	75,694
2019	135,978	397,892	(421,018)	(424)	-	112,428
GENERAL FUND	204,853	105,635	(107,243)	(9,173)	-	194,072
DESIGNATED FUNDS						
Institutional Development	3,092	-	-	-	-	3,092
Carol Martin Memorial	33,849	108	-	-	-	33,957
Sheila and Annette Duvollet Memorial	22,881	73	-	-	-	22,954
Total unrestricted funds	264,675	105,816	(107,243)	(9,173)	-	254,075
2019	288,506	174,883	(186,504)	(12,210)	-	264,675
Total funds 2020	377,103	273,922	(324,014)	2,757	-	329,769
Total funds 2019	424,484	572,775	(607,522)	(12,634)	-	377,103

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)

India - Oak Jharkhand: Oak Philanthropy (UK) Ltd (OCAY-19-332)

Zimbabwe - Mental Health Matters: Comic Relief (2780416)

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).

In 2018, HPA and FYF became linked charities.

HPA provides management and support services to FYF at its UK headquarters.

In 2020 a total of £82,284 of HPA's staff cost and £7,134 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.

16. Post Balance Sheet Event

The World Health Organization declared the outbreak of the coronavirus a pandemic in March 2020.

As we progress through 2020, more information is becoming known about the scale and impact of the coronavirus. The pandemic might have a significant financial effect on the charity and its operations and lead to reductions in future donations.

Acknowledgements

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

Find Your Feet works primarily with local partners to reach out to the most vulnerable rural families. This year we have worked with Towards Sustainable Use of Resources Organisations (TSURO) in Zimbabwe, Find Your Feet Malawi in Malawi, and in India, Ayo Aidari Trust, Badlao Foundation and Lokshakti Samaj Sevi Sanstha.

With special thanks to our donors:



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

 020 7840 3780 [@fyf@fyf.org.uk](mailto:fyf@fyf.org.uk)

 Find Your Feet, Ground Floor, 31-33 Bondway, London SW8 1SJ

Registered charity number: 290535-1

