

Registered Charity Number: 250456

Company Number: 651058



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**TRUSTEES' ANNUAL REPORT
&
FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 DECEMBER 2015

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Report and financial statements for the year ended 31 December 2015

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Message from the Chair

The beginning of 2015 saw the start of a new five year strategy, developed by the Find Your Feet Board in conjunction with UK staff, in country offices, partner organisations and communities, including representatives of the local community development committees. As we expected, discussions were at times lively and animated and consensus was reached only after much deliberation. We were particularly mindful of an external environment which is changing at an ever-increasing pace. The final plan was agreed but with a caveat: that it should be viewed as a 'living document', constantly reviewed and updated to respond to changes and new events.

Last year I referred to our ability to listen to what poor people tell us; this year the strategy both demonstrates and validates our approach.

I am heartened by our progress thus far. This year, we have helped 90,978 families - some 545,868 people. We have managed to generate funds of over £1 million for the fourth year and are well on course to meet the challenges of our strategic goals.

The numbers are impressive but it's the quality of work that makes me so proud to have been the Chair for almost three years. As a Board of Directors, we are all proud of the way in which Find Your Feet puts donations to good use – effectively, efficiently and in accordance with what poor families really need. Our donors tell us they are similarly impressed with what we are able to achieve with the resources at our disposal.

Our work in four countries continues to meet the aspirations of poor families by providing practical support to them directly but also by addressing institutional issues. For example, improving the agricultural sector in Malawi and Zimbabwe and improving access to Government schemes and services in India. This combination of support underpins all our work.

We remain committed to our mission and our values, which is not always easy given the changing donor environment and the increasing commercialisation of development. We find no fault with poor people engaging with markets to make a living; our concern revolves around the often-overlooked fact that markets seldom work for the poor.

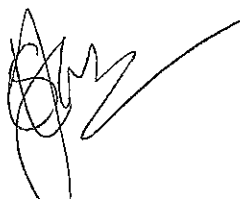
So we remain a 'traditional' organisation in our commitment to resolving poverty and to tackling structural barriers to poor people's ability to escape poverty's vicious cycle. There is no 'quick fix' for us, nor the people we work with: we are proactive, effective and resolute in the face of inequality and injustice. We ascertain the approach which is appropriate for each group, and avoid 'one size fits all' approaches.

In standing alongside the poor, we challenge the causes of poverty; in building their capacities we sow the seeds of democracy and fairness; in seeking social justice we help to positively change the world a little, for longer and hopefully forever. I think this makes us different.

You support us because we deliver and we will continue to do so – this is our promise! We cannot travel this journey alone: we need your continued support as the competition for resources grows. With your help we can attain our strategic objectives and transform the communities we work with.

As the proud Chair of a small, effective and reflective organisation, I would like to thank you. It has been another year of great achievement. We could not have done it without you.

Sharon Jackson
Chair of Trustees



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Trustees' Annual Report

The trustees present the annual report and financial statements of Find Your Feet for the year ended 31 December 2015.

Find Your Feet

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

Vision

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

Mission

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

Values

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

Approach

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

Where we are in our current strategic period 2015-2019

In 2015 we celebrated Find Your Feet's 55th year and started a new five year strategic period. By the end of 2019, we aim to help lift 150,000 people and 750,000 of their family members out of poverty. To do so, we will focus on sustainable rural livelihoods, which we believe transforms lives. Our three strategic objectives are as follows:

- 1 To help families grow more food:** we train and support farmers to introduce farming practices that are productive, resilient and environmentally sound, building on their own knowledge and resources. This means that people can produce a variety of nutritious foods to eat throughout the year so that they do not have to go hungry and they can earn an income by selling any surplus.
- 2 To help families earn more income:** we encourage families to participate in village savings and loan schemes and to invest in small businesses. We also support farmers to add value to their crops and to market collectively, enabling them to achieve higher prices for their produce. This enables families to increase their income, and ultimately become more self-reliant.
- 3 To help communities to strengthen their voice:** we help communities to identify the obstacles to their development, to advocate for their rights and to access the resources that are rightfully theirs.

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

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

To measure against such indicators requires a revision of our Monitoring, Evaluation and Learning systems. This new project began in 2015, with investment in resources to capture data more accurately and to analyse, measure and illustrate our impact more meaningfully e.g. improved software and analysis tools and graphics that will make our data more accessible and transparent to ourselves and others. Over the coming years, we will generate reliable data to track our progress against these indicators, enabling us to demonstrate our impact and continued relevance, both to our supporters and the communities we support.

Our work in 2015

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

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

In 2015 we delivered 14 projects in four countries alongside 36 local partners and stakeholders.

Project	Aim	Partners and/or Stakeholders
BHOOMI VISTAAR Uttarakhand state, India	To empower marginalised tribal communities, particularly women to challenge social injustice and demand their rights to land and forests.	Association for Rural Planning and Action (ARPAN); Himalayan Jan Kalyan Avam Bal Vikas Samiti (HIMJKAS); Kumaon Sewa Samiti (KSS); Mahila Kaliyan Sanstha (MKS); Society for Development of Appropriate Technology (SOTEC).
BHUMITRA Uttarakhand state, India	To enable tribal people to access their rights to land, forests and government schemes and services.	Gram Swaraj Samiti (GSS)
BUNIYAAD Uttar Pradesh state, India	To establish a trade union to protect the rights of brick kiln workers.	Paryavaran Evam Prodyogiki Utthan Samiti (PEPUS); Sarathi Development Foundation (SDF); Indian Rural Technology Development Institute (IRTDI); with some activities sub-contracted to Saksham India Trust (SIT).

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JOHAR Chhattisgarh and Jharkhand states, India	To empower tribal communities to access and monitor public services.	(Chhattisgarh): Disha Samaj Sevi Sanstha, Gram Mitra Samaj Sevi Sanstha, Gram Vikas Evam Yuva Kalyan Sansthan, Lokshakti Samaj Sevi Sanstha / (Jharkhand): Ayo Aidari Trust, Badlao Foundation, Jharkhand Vikas Parishad
SAKAR Uttar Pradesh state, India	To provide adolescents from poor, rural communities with life skills education and vocational training.	Sabla; PEPUS; SDF; SIT
JEEVAN Banke district, Nepal	To help women to improve their food security, household incomes and self-reliance.	Backward Society Education (BASE).
YOUTH EMPOWERMENT PROJECT Banke district, Nepal	To provide adolescents from poor, rural communities with life skills education and vocational training.	Social Awareness Concern Forum (SAC)
ASWAp Mzimba district, Malawi	To conduct a farmer led comparative study on different varieties of maize in different provenances under different systems.	Malawi Government
VILLAGE DEVELOPMENT COMMITTEE EMPOWERMENT Rumphi, Mzimba and Nkhata Bay districts, Malawi	To strengthen the individual and institutional capacities of Area and Village Development Committees.	Working closely with government Area and Village Development Committees.
FOOD SECURITY PROJECT Rumphi, Mzimba and Nkhata Bay districts, Malawi	To introduce sustainable and diversified farming practices that lead to food security.	Mzuzu Agricultural Development Department (MZADD); Malawi AIDS Counselling and Resource Organisation (MACRO); Association for Rural Community Development (ARCOD); Better Life for All (BELIFA)
SUSTAINABLE AGRICULTURE LEAD FARMER PROGRAMME (SALFP) Rumphi, Mzimba and Nkhata Bay districts, Malawi	To build a cadre of innovative farmers that can disseminate knowledge to their communities.	African Institute of Corporate Citizenship Centre for Environmental Policy and Advocacy, Network for Youth Development, Mzuzu Agricultural Development Division, Trustees for Agricultural Production Programme, Malawi Union of Savings and Credit Cooperatives.
EMPOWERING THE RURAL POOR IN MALAWI (ERPIM) Mzimba and Nkhata Bay districts	To improve farming methods for food security under difficult conditions.	Better Life for All (BELIFA); District Agriculture Development Offices (DADOs) for Mzimba and Nkhata Bay, part of the Ministry of Agriculture, Irrigation & Water Development (MoAIWD); Malawi AIDS Counselling and Resource Organisation (MACRO).
TSIME Chimanimani district, Zimbabwe	To develop a methodology of farmer-to-farmer learning, exchange and reflection.	African Farmers Organic Research and Training (AfFOResT), Chikukwa Ecological Land Use Community Trust (CELUCT), Towards Sustainable Use of Resources Organisation (TSURO), Zimbabwe Organic Producers and Promoters Association (ZOPPA).
MUTOKO LIVELIHOODS Mutoko district, Zimbabwe	To produce and use traditional food crops under marginal conditions.	Cluster Agricultural Development Services (CADS), African Farmers Organic Research & Training (Afforest).

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Our achievements in 2015

This year, Find Your Feet has helped 90,978 people, and some 545,868 of their family members, to start building a future free from poverty in Africa and Asia.

We helped families to grow more food:

In 2015 we began a new project in **MUTOKO** district in the north east of Zimbabwe. This two year project will boost agricultural productivity through training on sustainable farming techniques such as mulching and composting, crop rotation, and natural pest management (NPM). Such approaches have been proven to improve crop yields whilst simultaneously limiting environmental damage and improving the financial sustainability of farming. Our approach here builds upon the success we have had in other projects in the south east of Zimbabwe and in Malawi, using our Lead and Follower farmer model: exemplary farmers, chosen by their communities on the basis of their existing knowledge and skills to disseminate knowledge within their communities.

In the first 9 months of the **MUTOKO PROJECT**, we supported communities to identify 100 Lead Farmers, who are now providing advice and support on sustainable agriculture to 1,065 Follower Farmers. Importantly, in this dry region, farmers have been given seed suited to the local conditions and encouraged to grow more small grains such as sorghum, pearl and finger millets, which are more resistant to drought than maize. The **MUTOKO PROJECT** is also increasing people's understanding of nutrition and promoting the use of highly nutritious, traditional foods that are readily available in the local area but are under used. Farmers have been provided with the means and skills to add value to their crops e.g. solar drying kits. So far, 1,005 people have attended training sessions on nutrition, food preservation and processing (such as drying and jam making), and foraging for wild plants to supplement their grain based diets.

Our three year **TSIME PROJECT** in Chimanimani district in the south of Zimbabwe reached its mid-way point in October 2015. Focusing on 'Tsime (Source)' Farmers, similar to Lead Farmers, the project is addressing food security issues through a process of reflective learning and practice. At the start of the year 107 Tsime Farmers were active and by the end of the year they were supporting 2,237 Follower Farmers, helping their peers with crop diversification, inter-cropping, soil and water conservation, composting, and nutrition. There is now a robust network of Farmer Action Learning Groups (FALGs), part of a community-owned process where farmers plan, innovate, learn, reflect and share new ideas, methodologies and technologies with each other.

Farmer to farmer exchange visits in our projects are invaluable to share ideas and best practice with peers. In the fourth year of our **EMPOWERING THE RURAL POOR IN MALAWI (ERPIM) PROJECT**, many such visits focused on the construction and use of modern granaries (concrete silos). Without adequate care, post-harvest losses due to spoilage, insects or rodents can mean that a shocking 30% of crops are wasted, fit for neither consumption nor sale. But as a result of these learning visits, there was an increase in demand for modern granaries, leading to another 15 concrete silos being built by ERPIM's Lead Farmers, bringing the total number constructed through the project to 49.

In 2015, we found that the sustainable agriculture technologies we promote in our EMPOWERING THE RURAL POOR IN MALAWI (ERPIM) PROJECT are proving to increase crop yields. A mid-term evaluation report found that annual household maize production has increased from 723kg at the start of the project in 201 to 1,195kg at the halfway point in 2015.

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Our **RUMPHI, MZIMBA AND NKHATA BAY FOOD SECURITY PROJECT**, funded by the Development Fund of Norway (DF), is supporting 150 Lead Farmers and their Follower Farmers to introduce productive and resilient farming systems. Of note in 2015, the number of community-managed irrigation schemes in the project increased from six to 25. Irrigation schemes are helping farmers to increase their yields, extend their planting seasons and grow a wider variety of crops.

Find Your Feet is a partner on another large DF funded programme in Malawi, the **SUSTAINABLE AGRICULTURE LEAD FARMER PROGRAMME (SALFP)**. In 2015, we provided 365 Lead Farmers and 6,860 Follower Farmers with training and mentoring in sustainable agriculture and leadership skills. We also supported farmers to plant a diversified range of crops, including legumes such as soya beans and sweet beans, drought-tolerant crops such as cassava and sweet potatoes, and soil 'conditioners' such as acacia and pigeon pea (pigeon pea can also be eaten).

This year in our SALFP PROJECT in Malawi we found that there has been an increase in the number of households practising sustainable agriculture since the start of the project in 2014, including: conservation agriculture (from 21% to 70%), agroforestry (from 15% to 44%), soil and water conservation (from 33% to 67%) and compost (from 31% to 80%).

Beginning in 2014, our **VILLAGE DEVELOPMENT COMMITTEE EMPOWERMENT PROJECT** expanded our work in Malawi. By the end of 2015, 30 new Lead Farmers had been chosen by their communities, trained in leadership and facilitation skills and sustainable agriculture, and were actively providing information, advice and support to their peers. They join 72 Lead Farmers who were trained previously, making 102 Lead Farmers active overall and supporting 1,810 Follower Farmers. Encouragingly, 50% of new Follower Farmers have already adopted at least one sustainable agriculture technique, such as making marker ridges, digging maize planting basins, producing organic fertiliser and mulching. By the end of the project we expect the number of families who are food secure throughout the year to increase from 18% to 65%.

For the agricultural season 2014/2015, Find Your Feet was proud to be selected for the third year running as one of only two NGO partners responsible for delivering activities under the **ASWAp SUPPORT PROJECT** (ASWAp comprises the Malawi Government and its development partners, e.g. World Bank). This project enables Find Your Feet staff to work alongside Ministry of

Agriculture specialists to build the capacity of Lead Farmers and facilitate the implementation of researcher and farmer managed agronomic trials. We supported Lead Farmers to conduct predesigned trials and disseminate the trial results (best performing varieties of maize and technologies) to their farming peers through Field Days. Field days motivate farmers to select the best performing variety of maize and help them to make an informed choice on which technology to choose for scaling up production. As a result, 2,517 farmers reported that they had planted maize seed varieties that proved to be best performing in their localities. 691 farmers reported that they had adopted maize pit/basin planting based on the performance of maize planted in basins in the previous years, which had withstood moisture stress better than maize planted on conventional ridges.

We entered the second year of our three year **JEEVAN PROJECT** in Banke District, Nepal, which aims to help people in the Tharu tribal group to become food secure and earn more income. Of note, 111 people were trained on sustainable agriculture, irrigation and natural resource management. As a result, many of the participants have since started to prepare and use improved compost manure, bio pesticide and mulching on their plots, helping to improve crop yields. Some members have even started vegetable farming commercially for the first time.

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In India, we came to the end of the **BHUMITRA PROJECT**, a two year project in Uttar Pradesh which aimed to help women from tribal (Adivasi) communities to address the root causes of poverty and hunger, through sustainable agriculture and the use of natural resources. By the end of the project, seven new irrigation pumps had been distributed to the driest villages and women in local Self Help Groups (SHG) received training to use and maintain them. Groups also hire out the pumps to other people in their community, and the money collected is used to pay for any maintenance costs or invest in the SHG's savings. By breaking the dependency on the increasingly erratic rainfall, irrigation enables farmers to increase yields and grow a more varied diet to improve family nutrition. We established a partnership with the Indian Institute of Vegetable Research. The Institute has provided women led, village level SHGs with a range of high quality including, snake gourd, tomatoes, okra, bitter gourd, guava, millet, jackfruit and more. This partnership has helped women diversify their crops, protecting them against crop failure and improving diets, and the seed saving skills they have learnt means that the benefits of this initial input from the Institute should be felt for years to come.

We helped families to earn more income:

One of our key approaches to improving financial sustainability for families is to help communities to set up savings and loan schemes, which provide their members with access to low interest loans. This enables them to invest in their farms and small businesses or cover emergency costs such as medical bills without getting into unmanageable debt that deepens their poverty. By helping people invest in farming and small businesses, these groups play a vital role in boosting family incomes.

At the end of the **BHUMITRA PROJECT** in India, we had achieved our target of establishing 30 new SHGs, each with its own savings and loan scheme. So far 134 women have accessed over 125,000 INR (£1,289) in loans through the groups, all of which have been paid back with interest, boosting the group's savings. 27 of the SHGs have their own bank accounts, which is a considerable achievement in an area where most people live in rural settlements far away from a bank, and where tribal people experience discrimination when trying to access bank services. Members of these groups are now fully able to maintain records without any input from project staff; this is also an achievement in an area where literacy rates are especially low among women, and where there was no knowledge or experience of record keeping and financial management before the project began. 202 women were trained in basic business and marketing skills to help them get the best price for their goods and manage their business sustainably. The final evaluation found that our training sessions on market linkages were particularly helpful in combatting women's fear of interacting with people in local markets.

In Malawi too, we are helping farming families to access low interest credit and set up small businesses. In our **ERPIM PROJECT**, in 2015, 57 new Village Savings and Loan (VSL) groups were established; in total 279 groups now provide 3,519 members with access to low interest credit, enabling them to set up small businesses. 34 farmers attended training sessions on the identification and establishment of viable micro-enterprises and to date a total of 104 small businesses have been set up as a result of the project. The resultant increase in household income has enabled families to buy household essentials, livestock, farm inputs, and food to supplement what they can grow. 150 farmers took part in training on the formation of cooperatives/associations, with the aim of promoting collective marketing and empowering group members to bargain for better prices for their products. This is working; during the past year, 74 farmers ventured into paprika growing, an increase of 44% as compared with the previous year, due to the good prices achieved.

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In our **MUTOKO AND TSIME PROJECTS** in Zimbabwe, we are boosting income by training farmers in processing methods, such as drying African leafy vegetables, packaging small grains for sale and processing maize. This adds value to their crops, as processed and packaged foods can be sold for higher prices. Also, through collective marketing, farmers and their families are well placed to achieve the best price for their goods. In the **TSIME PROJECT** 26 Farmers were trained as trainers in organic production, marketing and certification and they cascaded their learning down to another 522 farmers. As well as organic agricultural principles, farmers were trained in group dynamics, self-certification of crops and accessing organic markets.

In Uttar Pradesh, India, our **BUNIYAAD PROJECT** addressed the poverty of brick kiln workers, by helping them to understand their rights and to establish a co-operative. During the four years of the project, we reached a total of 9,742 brick kiln workers (59% women) and their family members. A final evaluation of the project found that there had been an increase of 67% in the average monthly household income, from 6,248 Rupees to 10,465 Rupees. The percentage of workers now receiving the minimum wage had also risen from 35% to 85% for women and 77% to 98% for men. This is a significant increase for both female and male workers, demonstrating not only on worker's improved awareness of their rights but, importantly, their confidence to seek out and demand the rights to which they are entitled e.g. workers' identity cards, which give them access to a range of social security schemes.

2015 saw the end of our four year SAKAR PROJECT which provided adolescents from poor, rural communities in Uttar Pradesh, India, with life skills education and vocational training to improve their prospects for the future. By the end of the project, 625 young people had set up their own small businesses, 86% more than we originally planned. As a result, average household income had increased by 78%.

A final evaluation of the **SAKAR PROJECT** also found that, as a result of the efforts of Adolescent Education Counsellors and Vocational Education Counsellors active in this project, parents showed an 'increased respect for education'. This was borne out by 249 children having re-joined mainstream education by the end of project and by enrolment, attendance and retention rates all increasing in the local area. By completing their education, young people should have more employment options in the future.

We expanded the SAKAR project model across the border into Nepal, where adolescents in the Tharu tribal community face many of the same challenges as their peers in northern India. In the first six months of this new two-year **YOUTH EMPOWERMENT PROJECT**, we recruited five Youth Education Centre (YEC) Instructors and each one established a YEC centre in the heart of rural villages. 100 young people aged 14-19, who have dropped out of school or never attended school, began four months of informal education, covering topics such as health, hygiene, nutrition and gender. In early 2016, the young people will go on to attend two weeks vocational training and then be supported to gain employment, start up their own business, or re-enter the mainstream schooling system. Already, we have found that the confidence levels of all young people involved have improved and they report that they are more hopeful about their ability to earn an income at the end of the project.

In our **JEEVAN PROJECT** in Nepal, by the end of 2015 we had helped set up 166 SHGs, training people not only with the skills to keep records and manage group dynamics but also how to manage savings and loans schemes. 280 SHG members have since taken out loans so that they can invest in agriculture or set up their own small business. As a result, 178 members have already started income generation activities (IGAs), such as poultry farming, pig rearing, and vegetable farming.

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We helped communities to strengthen their voice:

The Indian Government has adopted a number of laws, policies and plans designed to address the poverty and exclusion of tribal (Adivasi) people. However, the delivery of quality public services in tribal areas is impeded by Adivasi's limited awareness of their rights, administrative inefficiency and corruption. Much of our work in 2015 in India aimed to help people access the government schemes to which they are entitled and to strengthen local institutions so that they can effectively perform their governance and development roles.

Our **JOHAR PROJECT** aims to empower tribal communities in Chhattisgarh and Jharkhand to reduce their poverty and exclusion by improving access to and monitoring of public services.

In 2015 we achieved an important milestone in the JOHAR PROJECT, with the formation of an inter-state Tribal Rights Forum (TRF) representing Adivasi's from Chhattisgarh and Jharkhand states. This over-arching body, which brings together representatives from two state level TRFs, provides a platform for advocacy on tribal rights at the national level.

Our advocacy starts at community level. We have established Public Information Centres in eight villages which now provide information, support and outreach services for communities on public services and social welfare schemes. Local SHGs then build upon this access to information, giving women the space to come together in groups, so they gain the confidence to participate in community life, e.g. engaging with local decision-making bodies, such as School Management Committees. Community Based Organisations (CBOs) are groups similar to SHGs but which represent both men and women. We now have 240 CBOs with 21,541 members; importantly, 55% of members are women, amplifying their voices in leadership roles. Members are informed about public schemes, trained on lobbying and advocacy skills, and linked up with established advocacy groups and media outlets, helping them to be heard and to increase their impact.

Overall in our **JOHAR PROJECT**, the increased awareness among tribal communities in Chhattisgarh and Jharkhand of their rights and entitlements has led to higher demand for, and uptake of, public services and social welfare schemes. In 2015, 4,468 community members successfully gained access to public services and schemes relating to healthcare, education, water and sanitation, livelihoods, employment and social security, bringing the total number of people to have benefited in this way through the project to almost 10,000.

Our **BHOOMI VISTAAR PROJECT** in northern India ended in 2015. The project linked the five distinct tribal groups of Uttarakhand state for the first time, providing a platform for them to define and work towards common goals. Tribal people have created a new and ground-breaking network of 115 community-based organisations (CBOs), a model which has the potential to be replicated across India. The overarching name of the network is Bhoomi Adikhar Manch (BAM), which means "Land Rights Forum". Over the last year we focussed on giving BAM training and support to help communities and individual families to submit 242 land rights claims. These claims are vital for tribal people's livelihoods because they ensure that people have access to land and resources which they rely upon for their food and incomes. Obtaining legal proof of ownership also helps protect families from having their land appropriated illegally by non-tribal people. Of these, 73 claims have been fully approved so far, and many more are at the final approval stage. By the end of the project, there were 11,461 members of BAM, a significant increase on our target of 10,500 members. People are still joining, which reflects a belief in BAMS's record and ability to create change.

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A remarkable success in BHOOMI VISTAAR PROJECT has been the involvement of BAM (Land Rights Forum) members in the 2015 local government elections. Thanks to their increased skills, confidence, and knowledge, 160 (95 women/65 men) BAM members have been elected to local government, giving tribal people a louder voice in local decision making. Tribal people are under-represented in India's political structures which has meant that their needs have often been ignored. This represents a huge achievement for tribal people in Uttarakhand.

Land rights are also a concern for tribal people in the district of Sonbhadra, Uttarakhand state, India, because many people lack deeds for their ancestral land, leaving them vulnerable to land grabs and exploitation. The Indian government passed the Forest Rights Act (FRA) which recognises the rights of tribal people to both access and manage land and forests, and promises an end to land loss and displacement. Our **BHUMITRA PROJECT** ended in 2015 and a final evaluation found that the 30 SHGs we established have a reputation locally for being well run and effective, in contrast to SHGs established by other organisation which have failed in the past. In fact, members of SHGs that have been running since the start of the project are now travelling to other village to help women set up their own groups. As the women's knowledge in this area has increased, they have started to raise awareness about the FRA and secure their own land registration documents; to date 60 land right claims have been submitted by SHG members.

At the end of our **BUNIYAAD PROJECT**, helping workers in the exploitative brick kiln industry in India, we looked back upon its greatest success – the formation of a state level Brick Kiln Workers Association for Uttar Pradesh, registered formally under the 1926 Trade Unions Act, the first of its kind. Since its formal registration in 2014, we have sought to strengthen the group so that it can remain a relevant and representative organisation for the brick kiln workers of Uttar Pradesh long after our exit. We believe that the union now has a clearly defined, effective structure, with associations at the village, district and project level, all of which have committees with elected office-bearers who meet regularly to discuss and act upon the challenges facing brick kiln workers in their area. The union is able to manage its own affairs; it has successfully mediated numerous disputes between workers and kiln owners, has independently solicited and held meetings with Labour Department officials, and through networking and media engagement has increased its visibility. This should result in increased membership as people become aware of their rights.

People from the Tharu tribe in Nepal face similar challenges to Adivasi people in India. In 2015, we strengthened groups and networks so that people can better advocate for their rights. In our **JEEVAN PROJECT**, SHGs have been the platform for the social and economic empowerment of women from the Tharu and other communities, many of whom are illiterate. As a result of training and support provided through the SHGs, 479 women have now accessed government services (e.g. healthcare, education) or schemes (e.g. social security). Women are now taking part in decision-making processes at the local level too. For example in 2015, 288 women contributed to Community Forest User Groups (CFUGs). CFUGs are intended to be democratic, local institutions that engage in the sustainable management of forest resources. The aim of these meetings was to raise awareness among communities about the roles and responsibilities of the CFUGs, and to encourage women to play an active role in the CFUG committees, enabling them to earn their livelihood through community based forest products.

HIV/AIDs Peer Educators in our **ERPIM PROJECT** in Malawi are helping people in their communities to access voluntary HIV Voluntary Counselling and Testing (VCT) services; in 2015 they helped 1,362 people (720 women, 642 men) to determine their HIV status and seek appropriate treatment where necessary. This is an important first step for many, and a package of ongoing support for People Living with HIV/AIDs (PLWHA) ensures that vulnerable people are

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able to share their challenges and gain strength from each other. Training and sensitisation of people in the community about HIV/AIDs helps to not only reduce the spread of infection but also helps to reduce stigma and misunderstanding; this means that PLWHA are able to access support and care more successfully.

In Malawi, we strengthen local structures for governance, including Area Development Committees (ADCs), Village Development Committees (VDCs) and Area Stakeholder Panels, so members have the skills, knowledge and confidence to effectively articulate the development needs of their constituents. In our **VILLAGE DEVELOPMENT COMMITTEE EMPOWERMENT PROJECT** we are trialling a model that uses volunteer Community Facilitators, voted into the role by their peers, to facilitate 'community conversations' with VDC members. These structured conversations help to challenge negative perceptions about development, resolve local conflicts and provide a platform for communities to define and agree upon their collective development vision and take steps to achieve that vision. Reflecting on one year of activities at the end of 2015, we found that Community Facilitators are well integrated into their communities and respected by community stakeholders, e.g. village heads, and members of the VDCs. Community Facilitators have started well by asking VDC members to assess their existing resources (both natural and human), and goods and services available to them. Members have been asked to reflect on what has constrained them in the past and work toward viable solutions for the future. As a result, previous development projects that had long been abandoned, e.g. irrigation projects in the community, have been bought back to life. This is the result of a strong community focus that prioritises their participation.

In our **RUMPHI, MZIMBA AND NKHATA BAY FOOD SECURITY PROJECT** in Malawi, the percentage of VDCs that are functional and active in the project area has increased from 30% at the start of the project to 71% at the end of 2015. Of note in 2015, eight seed and food fairs were conducted, which enabled farmers to exhibit different crop varieties that many believed had been lost through drought and pest predation as well as preparing traditional food dishes. They also created a platform for discussions on the issues of seed security availability, farmers' options and their right to seed of their choice. Farmers were encouraged to continue growing and preserving local seed varieties as a way to adapt to climate change. This is important, because in 2015, there was the danger that the sharing, exchange and cultivation of traditional seed would be proscribed by Government. As a result of our successful lobbying, together with that of our partners, the proposed legislation was put on hold.

Some challenges and learning in 2015

All of our food production projects in Malawi and Zimbabwe have been adversely affected by unprecedented drought conditions in southern Africa during 2014 and 2015. Reports from farmers in Zimbabwe and Malawi are both distressing and hopeful at the same time; maize crops have failed leaving many families in both countries without their main staple crop but our promotion of sustainable agriculture, which encourages diversification, is helping the farmers we work with to become more resilient to exactly these kind of climactic shocks. However, through consultation with farmers, we recognise that there is a pressing need to better utilise all available water resources. For example, in the VDC project in Malawi we have already increased the number of irrigation schemes from nine to 13. In Zimbabwe, mid-project reviews in 2016 will prioritise ways to accelerate the sharing of alternative technologies for water management.

Funding our work in India remains a challenge as donors have begun to regard India as a middle income country whose needs can be addressed with national investment.

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Working to scale is a challenge with more funding being short term and less money being made available now for longer term development work. Our work benefits thousands yet so many more remain left behind.

Political and social unrest in Nepal in 2015 hindered progress on the ground; blockades and strikes pushed up the cost and availability of fuel and other commodities and brought parts of the country to a complete halt. This led to some activities in our Nepal projects being rescheduled. Fortunately the impact of these disruptions has been minimal, due to our partner's understanding of local issues. This demonstrates why we always choose to work alongside local organisations.

Production levels will need to be stabilised if farmers are to be able to access market opportunities. Farmers are willing to produce and sell, and market operators are happy to buy, but the inability to match demand and supply leads to high transaction costs in Zimbabwe and Malawi too.

There was a drought in Jharkhand state in India, which led to some migration of SHG/CBO/TRF members to find work. By linking people with Government schemes through the National Rural Employment Guarantee Scheme, supporting the establishment of income generation activities (IGAs) and using SHGs in particular to mobilise resources, our work has provided families with options.

Helping to challenge the seed policy in Malawi, which acts to the detriment of poor farming families by imposing Intellectual Property Rights over local germplasm, remains a priority in 2016.

How we support and manage our work overseas

The UK office continues to provide overall support and strategic guidance to our country offices in India and Malawi and accountability to our donors, since fundraising is still predominantly a UK responsibility. In the UK office we have a staff of six. Together with five staff in India and nineteen

in Malawi, we have a total staff complement of thirty. Given its size, our Zimbabwe programme is currently managed directly from the UK. However, close monitoring takes place through robust systems designed for managing from a distance together with regular field visits by UK staff.

Achievements in support of our work in 2015

Fundraising:

In 2015 we achieved a 16.7% increase in voluntary income compared to 2014. This is an encouraging start to our new five year strategy.

Our return on investment remains healthy at 3:1 (so for every pound we spent on fundraising and communications we went on to generate three more pounds from voluntary sources). This has reduced from 4:1 compared to the previous year as we have decided to invest more in Fundraising and Communications capability at the start of our new strategy; this enhances our ability to increase future funding in a challenging environment.

As a small charity with limited resources but ambition to grow, our approach capitalizes on our strengths – building excellent relationships. We also have to be smart, maximize our resources, and focus our efforts where the returns are the greatest.

The largest source of voluntary income during this strategic period remains the many Trusts with whom we have an excellent relationship. We've a good track record in this kind of fundraising but

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we cannot be complacent. For our projects in 2015 we were delighted to secure sizable repeat gifts from the innocent foundation and Vegfam and to win valuable new support from the Green Room Charitable Trust and Unicorn Grocery, amongst others. However this year, we noticed that it has become increasingly difficult to raise money from trusts and foundations for our India projects.

We reflected upon the 'one thing that made a difference' to retention of donors in 2015 and felt that it was our increased efforts to meet people face to face or speak on the phone. As a result, we secured repeat gifts from some of our most generous supporters, including corporate foundations, a key focus for Find Your Feet in this strategy. A high proportion of this sum was unrestricted, which meant we could: start a new project each in Zimbabwe and Nepal, conduct farm trials in Malawi, strengthen a project in India so that the community was better placed to continue the work after our exit, undertake better surveys and evaluations of our work and its impact, and invest 35% more money in fundraising and communications activities compared to the previous year. This kind of flexibility in funding is a rare opportunity for a charity of our size and we are grateful to the Maitri Trust and Autonomous Research Charitable Trust for their belief in us and our plans.

In the fourth year of our 'Curry for Change' campaign we set out to increase the average gift value and to triple sign ups. By focussing our attention on Supper Clubs in London and investing in some PR support to raise the profile of the campaign, we achieved both. We raised more money than ever before; £63,968 this year which is an increase of 37% compared to 2014. We are grateful to our corporate sponsor Natco Foods, who helped us to reach this sum by generously pledging to match fund every penny raised by supporters.

In 2015, 33 people took part in running and cycling events for Find Your Feet and raised £47,000 – we are grateful to every person. Worthy of note, we received £26,000 against a target of £10,000 for the Royal Parks Half Marathon. This was all from one company, Mondrian Investments, who made up a whole team – this was a wonderful boost and we are delighted that the team had such a good experience that they have taken up places again for 2016.

2015 proved to be a year of scrutiny for the charitable sector, particularly around fundraising practices. In response, we reviewed all our practices and discussed this with our Board. We are in line with the Codes of Practice published by the Institute of Fundraising (a body of which we are an organisational member), and submitted our annual return to the Fundraising Standards Board. Importantly, we spoke to our supporters and feedback was that we communicate well, with the right tone and with respect, and we do not overwhelm people with information.

Communications:

Communication activities enable us to demonstrate to existing and potential donors and stakeholders that we are working towards our vision, mission and values. Only if our communications are effective and engaging will they enable us to grow our income and profile so we can achieve our charitable objectives.

To share our successes and inspire individuals and organisations to donate we need to communicate the impact our work has on the people we support. In 2015, we invested in training in the digital storytelling method. We now have the understanding and skills to create short videos in-house from our library of still photos and film snippets. This is valuable for a small team with limited resources, especially as it is inspiring improvements in other areas of our communications, helping us to craft better written proposals and reports and more engaging presentations. In future,

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we hope to use this method in a more participatory way, capturing the voices of the people we support, telling their own stories in their own way.

This year, staff were able to visit Nepal, India, Zimbabwe, and Malawi. This has helped them to have a better understanding of our work and to meet with united and strong communities and inspiring individuals, learning how their lives have been transformed by working with Find Your Feet. This first hand knowledge of our projects has helped staff to share their excitement and passion about our work with donors and supporters.

At a time when donors and supporters are calling on us to provide evidence of how their money is spent and the difference it makes, we responded this year by bringing our fundraising and programmes closer together to work on a new project - to understand how we can better communicate our impact. This has meant an overhaul of how we collect, measure and analyse all kinds of data from our projects and rethinking of how we can use illustrations and graphics to make our evidence and findings more accessible and meaningful. The results of this inquiry will be launched in early 2016.

PR and media support for our core campaign, Curry for Change (C4C), helped us to reach circa 21 million people, based on circulation numbers. The number of visitors to the C4C website increased significantly and social media engagement continued to rise throughout the year as well; Facebook in particular has done well and we now have an active Instagram stream. These channels are crucial not only for visibility to existing and potential supporters but for us to be seen to serve our corporate sponsors and to connect a growing network of C4C companies, ambassadors, champions and supporters.

As noted above, 2015 has thrown a spotlight on negative public perceptions about charities. We have reflected upon our practices and talked to our supporters – feedback is that we ‘punch above our weight’ (appearing bigger than we are) and that as a team we are personable, transparent, and warm in our communications. This is encouraging as we rely completely on the trust of our supporters in order to make a difference in the world.

Governance:

The Board of Trustees, which now comprises 13 members, meets four times a year and has four subcommittees. Sub-committees are composed of trustees and invited people with the appropriate skills. This provides Find Your Feet with the opportunity to call upon a wider set of advisors, with a range of different skills, and to identify potential new trustees. Further details on the governance of Find Your Feet is set out on page 17.

Advocacy, learning and networking:

Our advocacy continues to be based on evidence from the field which is used to influence governments and donors to recognise the specific constraints of the poor families with whom we work. In Malawi our work with the Ministry of Agriculture, Irrigation and Water Development involves persuading them to take a more diversified approach to Malawi's food security and to base it less on maize. The current drought vindicates our approach. We await conclusion to studies we have commissioned: a study on farmers' indigenous knowledge; farm trials on low input approaches to maize production; and optimising production systems for finger millet (*Eleusine coracana*), an indigenous, drought resilient crop. We also have been invited to contribute a chapter to a Handbook on Agricultural Biodiversity commissioned by Routledge Publications.

In the UK, we still disseminate evidence through advocacy groups and networks, such as the UK Food Group, which is the principal UK network for NGOs working on global food and agriculture

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issues. We continue to serve on the Management Committee of this group, providing inputs into advocacy on issues such as food sovereignty and agroecology. We are members of Bond, through which we access training, participate in thematic working groups such as the Funding Working Group, and receive technical support on broad range of development issues.

We continue to push for an international development sector that is reflective and self-critical in challenging the causes of poverty and the structural imbalances that allow poverty, injustice and growing inequality to exist alongside rapidly increasing incomes and wealth.

Financial review

Results for the year

	2015	2014	Change	Change %
Income				
Voluntary				
Unrestricted	300,547	231,388	69,159	29.9
Restricted	263,324	251,442	11,882	4.7
Government and institutional donors	808,738	970,539	(161,801)	(16.6)
Other	755	5,577	(4,822)	(86.5)
Total	1,373,364	1,458,946	(85,582)	(5.9)
Expenditure				
Rural livelihoods	1,231,310	1,262,754	(31,444)	(2.5)
Generating voluntary income	158,506	139,862	18,644	13.3
Total	1,389,816	1,402,616	(12,800)	(0.9)

Further development of our events programme and our links with the corporate sector resulted in a significant 16.7% rise in total voluntary income. Income from government and institutional sources (the Big Lottery Fund, UK Department for International Development, the European Union and the Government of Malawi) has fallen, however, by 16.6% as a number of projects came to an end.

Project activity fell by a smaller amount (2.5%) as some of the work was financed by income received in the previous year.

There was a small increase in the cost of generating voluntary income. The cost amounted to 11.5% of total income (2014: 9.5%).

Other losses arise from exchange movements, particularly the fall in value of the euro and the Malawi kwacha against sterling, and amounted to £13,945 (2014: £15,770).

Unrestricted Funds rose by £35,367 to £293,631. Restricted Funds fell by £65,764 to £155,064 as projects partly funded in the previous year were completed.

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Financial reserves

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

Free reserves, comprising General and Designated Funds totalled £293,631 at 31st December 2015. Grants due in arrears at that date totalled £59,833. In the medium term, however, that figure is expected to rise to £70,000. On this basis the current free reserves available to cover other financing risks are in the order of £224,000, equivalent to four and a half months core costs. The Board consider this position to be satisfactory.

Risk management

During the year the Trustees continued to keep under review the major risks to which Find Your Feet is exposed. As with most smaller charities, as well as the financial risks outlined above, major risks include the difficulties of securing long term funding commitments to cover core costs and a reliance on a small number of key staff members. The Trustees believe they have put in place policies and procedures to reduce these risks to an acceptable level.

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Report and financial statements for the year ended 31 December 2015

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	Experience	Details
Sharon Jackson	Chair	Fundraising Consultant	Re-elected December 2015
Greg Barclay ²	Vice Chair	Partner at Goodwin Procter LLP, law firm.	
Celina Benedict ²		CSR professional, Three mobile	
David Boal		Investment Banker	Appointed January 2015
Ian Burpitt		Director Recruitment	Appointed January 2015
Patricia Cassidy ³		NGO Programme Funding Manager	
John Chamberlain ¹		Chartered Accountant	Retired December 2015
Adam Edwards ¹	Company Secretary	Partner at Wedlake Bell, law firm.	
Bhavini Kalaria		Principle at the London Law Practice, law firm.	
Clive Nettleton ³		Freelance writer; has worked for over 40 years in NGOs.	Appointed April 2015
Edith Parker ¹	Assistant Treasurer	Chartered Management Accountant.	
Kiran Patel ¹	Treasurer	Partner at MGR Weston Kay LLP, accountancy firm.	
Vaishali Shah		Owner of Creative ID, design and marketing agency.	Re-elected December 2015
Joanna van Heyningen		Founder of van Heyningen and Haward Architects.	

¹ members of the Finance and Audit Committee

² members of the Fundraising and Communications Committee

³ members of the Programmes Committee

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 four 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.

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Legal and administrative information

Chief executive	Dr Dan Taylor
Registered office	Unit 316, Bon Marche Centre 241-251 Ferndale Road London SW9 8BJ
Status	Company limited by guarantee
Governing document	Memorandum and Articles of Association
Company number	651058
Registered Charity Number	250456
Auditors	Goldwins Limited, 75 Maygrove Road West Hampstead, London, NW6 2EG
Principal bankers	CAF Bank Ltd, PO Box 289, Kings Hill West Malling, Kent, ME19 4TA
	The Co-operative Bank, PO Box 250 Delf House, Skelmersdale. Manchester WN8 6WT
India Country Office	Savitri Sharma, Country Director, Find Your Feet (India), Vimal Kunj, Sector 19 / 330 Indira Nagar, Lucknow 226016, Uttar Pradesh, India
Malawi Country Office	Chakalipa Kanyenda (retired December 2015) / Chimwemwe Soko (Appointed January 2016) Country Director, Find Your Feet (Malawi), PO Box 20312, Mzuzu, Malawi

Public Benefit

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

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

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

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

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

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Report and financial statements for the year ended 31 December 2015

Statement of trustees' responsibilities

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

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

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

The Board of Trustees approved this report on 27th April 2016.



A. Edwards (Secretary)
Unit 316, Bon Marche Centre
241-251 Ferndale Road
London SW9 8BJ

FIND YOUR FEET

Report and financial statements for the year ended 31 December 2015

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

We have audited the financial statements of Find Your Feet Limited for the year ended 31 December 2015 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditor

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

Scope of the audit of the financial statements

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

This includes an assessment of:

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

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

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2015 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.

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Report and financial statements for the year ended 31 December 2015

Independent Auditors' Report to the Members of Find Your Feet Limited (Continued...)

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

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: 16 May 2016

FIND YOUR FEET

Report and financial statements for the year ended 31 December 2015

Statement Of Financial Activities

(Incorporating an Income and Expenditure Account)

		Unrestricted Funds	Restricted Funds	Total 2015 £	Total 2014 £
	Notes	£	£		
Income from:					
Voluntary income		300,547	263,324	563,871	482,830
Investment income		743	12	755	459
Other income		-	-	-	5,118
Income from charitable activities:					
Resources from government and institutional donors	3	-	808,738	808,738	970,539
Total income		301,290	1,072,074	1,373,364	1,458,946
Expenditure on:					
Charitable activities:					
Promote rural livelihoods		101,922	1,129,388	1,231,310	1,262,754
Raising funds		156,506	2,000	158,506	139,862
Total expenditure	4	258,428	1,131,388	1,389,816	1,402,616
Net income/(expenditure) for the year					
	5	42,862	(59,314)	(16,452)	56,330
Transfers between funds	10	-	-	-	-
		42,862	(59,314)	(16,452)	56,330
Other gains/(losses)	6	(7,495)	(6,450)	(13,945)	(15,770)
Net movement in funds		35,367	(65,764)	(30,397)	40,560
Reconciliation of funds:					
Total funds brought forward		258,264	220,828	479,092	438,532
Total funds carried forward		293,631	155,064	448,695	479,092

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

The notes on pages 25 to 34 form part of these financial statements.

FIND YOUR FEET

Report and financial statements for the year ended 31 December 2015

Balance Sheet

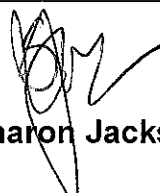
As at 31 December 2015

	Notes	£	2015 £	£	2014 £
Fixed assets					
Tangible fixed assets	7		2,911		4,367
Current assets					
Debtors	8	73,765		235,724	
Cash at bank and in hand		440,401		304,342	
		<u>514,166</u>		<u>540,066</u>	
Less: Current liabilities					
Creditors - amounts falling due within one year	9	(68,382)		(65,341)	
Net current assets			445,784		474,725
Net assets			<u>448,695</u>		<u>479,092</u>
Represented by					
Funds					
Restricted funds	10		155,064		220,828
Unrestricted funds					
General fund		223,879		201,835	
Designated funds		69,752		56,429	
	10		<u>293,631</u>		<u>258,264</u>
			<u>448,695</u>		<u>479,092</u>

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

The financial statements were approved by the Board of Trustees on

_____ and signed on their behalf by:


Sharon Jackson
Trustees


Kiran Patel

Company Registration No. 651058

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Report and financial statements for the year ended 31 December 2015

Statement Of Cash Flows

FOR THE YEAR ENDED 31 DECEMBER 2015

	Note	2015 £	2014 £
Net cash provided by / (used in) operating activities	11	149,249	(46,366)
Cash flows from investing activities:			
Interest/ rent/ dividends from investments		755	459
Sale/ (purchase) of fixed assets			(856)
Cash provided by / (used in) investing activities		755	(397)
Change in cash and cash equivalents in the year		150,004	(46,763)
Cash and cash equivalents at the beginning of the year		304,342	366,875
Change in cash and cash equivalents due to exchange rate movements		(13,945)	(15,770)
Cash and cash equivalents at the end of the year		440,401	304,342

Notes to the Financial Statements

1 Accounting policies

Basis of Accounting

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

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

Reconciliation with previously Generally Accepted Accounting Practice (GAAP)

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

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Report and financial statements for the year ended 31 December 2015

Going concern

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

Recognition of income and expenditure

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

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

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

Fixed assets and depreciation

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

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

Resources expended

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

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

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

FIND YOUR FEET**Report and financial statements for the year ended 31 December 2015****2 Detailed comparatives for the statement of financial activities**

	2014 Unrestricted £	2014 Restricted £	2014 Total £
Incoming resources			
Incoming resources from generated funds			
Voluntary income	231,388	251,442	482,830
Investment income	459	-	459
Other income	5,080	38	5,118
Incoming resources from charitable activities			
Resources from government and institutional donors	-	970,539	970,539
Total income	236,927	1,222,019	1,458,946
Resources expended			
Cost of charitable activities -			
Promote rural livelihoods	83,860	1,178,894	1,178,894
Costs of generating voluntary income	129,862	10,000	158,506
Total resources expended	213,722	1,188,894	1,402,616
Net incoming/(outgoing) resources before transfers			
	23,205	33,125	56,330
Transfers between funds	2,948	(2,948)	-
	26,153	30,177	56,330
Other recognised gains/(losses)	(10,581)	(5,189)	(15,770)
Net movement in funds	15,572	24,988	40,560
Balances brought forward at 1 January 2014	242,692	195,840	438,532
Balances carried forward	258,264	220,828	479,092

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3 Resources from government and institutional donors

	2015	2014
	£	£
Big Lottery Fund		
ERPIM	97,285	117,784
Samarth	-	9,967
	<u>97,285</u>	<u>127,751</u>
Department for International Development		
Bunyaad	39,091	83,568
Jeevan	92,713	66,766
Sakar	41,487	87,724
Tsime	88,793	52,086
	<u>262,084</u>	<u>290,144</u>
European Union		
Bhoomi Vistaar	25,563	66,757
Johar	144,211	127,322
	<u>169,774</u>	<u>194,079</u>
Government of Malawi		
ASWAp	29,691	28,536
Development Fund of Norway	249,904	330,029
	<u>808,738</u>	<u>970,539</u>

4 Resources expended

	Staff costs	Depreciation costs	Project/other costs	Total 2015
	£	£	£	£
Promote rural livelihoods	307,901	1,456	921,953	1,231,310
Generating voluntary income	110,098	-	48,408	158,506
Total	<u>417,999</u>	<u>1,456</u>	<u>970,361</u>	<u>1,389,816</u>
Total 2014	<u>366,641</u>	<u>1,456</u>	<u>1,034,519</u>	<u>1,402,616</u>

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Analysis of governance and support costs

	Promote rural livelihoods £	Generating voluntary income £	Total £
Governance	10,764	10,198	20,962
Support costs	41,864	38,558	80,422
Total	52,628	48,756	101,384
Total 2014	59,044	47,335	106,379

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

Analysis of expenditure on charitable activities

	Direct costs £	Governance and support costs £	Total £
Promote rural livelihoods	1,178,682	52,628	1,231,310
Total 2014	1,203,710	59,044	1,262,754

Employees

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

	2015		2014	
	Head count	FTE	Head count	FTE
UK	9	6.5	7	6.0
India	5	4.5	6	6.0
Malawi	19	19.0	19	14.0
	33	30.0	32	26.0

Staff costs	2015 £	2014 £
UK		
Salaries and wages	237,507	214,776
National insurance	10,057	13,608
Pension contributions	14,354	15,631
India, Malawi and Nepal		
Total remuneration	156,081	122,628
	417,999	366,643

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

No employee is entitled to emoluments above £60,000. Combined staff costs for three senior management positions within Find Your Feet (Chief Executive, Head of Fundraising and Communications, and Head of Programmes) amount to £113,069 in 2015. The same positions amounted to £126,481 in 2014.

Trustees expenses

Trustees receive no remuneration for their services. No expenses were reimbursed to trustees in 2015 or 2014.

5 Net Incoming/(outgoing) resources for the year is stated after charging (crediting):

	2015	2014
	£	£
Auditors' remuneration - statutory audit	3,120	3,120
Auditors' remuneration - project audits	1,960	1,940
Depreciation	1,456	1,456

6 Other recognised gains/(losses)

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

7 Tangible fixed assets

	Motor vehicles	Furniture and Equipment	Total
	£	£	£
Cost			
At 1/1/2015	15,546	-	15,546
Additions	-	-	-
Disposals	-	-	-
At 31/12/2015	15,546	-	15,546
Depreciation			
At 1/1/2015	11,179	-	11,179
Charges for year	1,456	-	1,456
Disposals	-	-	-
At 31/12/2015	12,635	-	12,635
Net book value			
At 31/12/2015	2,911	-	2,911
At 31/12/2014	4,367	-	4,367

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8 Debtors	2015	2014
	£	£
Grants receivable	59,833	233,407
Other debtors and prepayments	13,932	2,317
	<u>73,765</u>	<u>235,724</u>

9 Creditors	2015	2014
	£	£
Grant received in advance	40,160	50,000
Accrued expenses	28,222	15,341
	<u>68,382</u>	<u>65,341</u>

10 Movement on individual funds

Restricted funds	At 01/01/2015 £	Incoming resources £	Resources expended £	Other recognised gains/losses £	Transfers £	At 31/12/2015 £
INDIA						
Bhoomi Vistaar	58,435	32,563	(101,307)	-	10,309	-
Bhu Mitra	13,000	-	(6,050)	-	(6,950)	-
Buniyaad	8,122	39,091	(40,617)	-	(6,596)	-
Buniyaad Vistaar	-	21,375	(24,501)	-	3,126	-
Johar	(1,130)	192,195	(181,242)	(2,723)	-	7,100
Sakar	25,010	35,891	(40,439)	-	(20,462)	-
MALAWI						
ASWAp	-	29,693	(29,841)	148	-	-
Climate Integration	1,785	-	(2,012)	227	-	-
ERPIM	11,377	117,741	(133,186)	-	10,000	5,932
RLP	(4,116)	93,035	(80,061)	(5,946)	-	2,912
SALF	30,004	136,423	(132,925)	1,844	-	35,346
VDC	58,729	45,786	(78,861)	-	-	25,654
NEPAL						
Jeevan	3,440	132,055	(120,687)	-	-	14,808
Youth Employment	-	45,596	(13,804)	-	-	31,792
ZIMBABWE						
Mutoko	-	43,637	(34,115)	-	-	9,522
Tsime	6,172	106,993	(101,740)	-	-	11,425
UNITED KINGDOM						
Human resources support	10,000	-	(10,000)	-	-	-
FUTURE PROJECTS						
	-	-	-	-	10,573	10,573
Total restricted funds	220,828	1,072,074	(1,131,388)	(6,450)	-	155,064
Total restricted 2014	195,840	1,222,019	(1,188,894)	(5,189)	(2,948)	220,828

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	201,835	214,422	(149,441)	(7,495)	(35,442)	223,879
General funds						
Designated funds:						
Institutional development	-	86,812	(108,987)	-	35,442	13,267
Carol Martin Memorial Sheila and Annette Duvollet Memorial	33,677	33	-	-	-	33,710
	22,752	23	-	-	-	22,775
Total designated funds	56,429	86,868	(108,987)	-	35,442	69,752
Total unrestricted funds	258,264	301,290	(258,428)	(7,495)	-	293,631
Total unrestricted 2014	242,692	236,927	(213,722)	2,948	(10,581)	258,264

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.

11	Reconciliation of net income / (expenditure) to net cash flow from operating activities	2015	2014
		£	£
	Net income / (expenditure) for the reporting period (as per the statement of financial activities)	-16,452	56,330
	Depreciation	1,456	1,456
	Interest, rent and dividends from investments	-755	-459
	(Loss)/ profit on the sale of fixed assets	0	-3,510
	(Increase)/ decrease in debtors	161,959	-144,028
	Increase/ (decrease) in creditors	3,041	43,845
	Net cash provided by / (used in) operating activities	149,249	-46,366

12 Member's liability

The Company is limited by guarantee. The limit of each member's liability is restricted to £1.

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Report and financial statements for the year ended 31 December 2015

Acknowledgements

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

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I Am By Nature
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Mondrian Investment Partners Ltd
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Soul Tree Wine
Anjali Pathak
Anjum Anand
Atul Kochhar
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C B and H H Taylor 1984 Trust
The Buckland Charitable Trust
CJC Whitehouse 2006 Charitable Trust
Brian Murtagh Charitable Trust
A & E Education Trust
Eric Stonehouse Trust
North South Travel
Souter Charitable Trust
N Smith Charitable Settlement
The Gibbs Charitable Trusts
the innocent foundation
The Rhododendron Trust
The Scouloudi Foundation
The St. Mary's Charity
Tolkien Trust
Vegfam
Vitol Foundation