

Registered Charity Number: 250456
Company Number: 651058



FIND YOUR FEET

**TRUSTEES' ANNUAL REPORT
AND
FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 DECEMBER 2012



Contents

| | Page |
|--|-------|
| Message from the Chair | 1 |
| Trustees' annual report | 2-17 |
| Principal activity and approach | 2 |
| Find Your Feet's Strategic Plan 2012-2014 | 3-4 |
| How the 2012-2014 Strategy supports our in-country work | 5-6 |
| Putting the Strategy into practice | 7-8 |
| Review of 2012 activities – Overall Achievements | 9 |
| Review of 2012 activities – In-country Achievements | 10-13 |
| Supporting and managing our in-country work | 14 |
| 2012 Achievements in supporting and managing our in-country work | 15-17 |
| Financial review | 18-19 |
| Structure, governance and management | 20 |
| Legal and administrative information | 21 |
| Public benefit | 22 |
| Statement of trustees' responsibilities | 23 |
| Independent auditors' report | 24-25 |
| Statement of financial activities | 26 |
| Balance sheet | 27 |
| Notes to the financial statements | 28-33 |

FIND YOUR FEET

Report and financial statements for the year ended 31 December 2012

Message from the Chair

In 2012 we maintained our income at over £1 million for the second year running, the first time in our history, enabling us to work with a total of 63,000¹ families, representing 315,000 individuals. In the context of the continuing challenging economic climate in the UK, this is a reflection of our ability to raise funds from institutional donors and the commitment and generosity of our valued supporters, who believe in our approach and the impact our work has on the lives of vulnerable rural families. We started new projects funded by the European Union, the Big Lottery Fund and the Malawi Government.

Following our expansion into Nepal in 2011 we have expanded our small pilot project to work with 800 tribal people, some of whom are former bonded labourers. In Zimbabwe, we are working with a network of four organisations on the 'Tsime' project, which is now supporting 1,420 poor rural farmers in the district of Chimanimani to increase their food production and improve their diets.

Our new project in India (Bhoomi Vistaar) works with all five tribal groups in Uttarakhand to build on the success of our Bhoomi project which came to an end in March. Our Sakar project is having a dramatic impact on the confidence and skills of adolescents. After completing informal and vocational education courses they are motivated to improve their lives and are setting up small enterprises such as selling snacks, repairing mobile phones and giving beauty treatments.

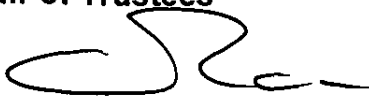
In Malawi, we expanded our successful food security and livelihoods work into two new districts of northern Malawi (Mzimba and Nkhata Bay) and commenced work on participatory farm trials with our lead farmers as part of the Malawi Government's Agriculture Sector Wide Approach (ASWAp) which prioritises and harmonises agricultural development activities.

Supporters were involved in more events than ever before. They raised funds for Find Your Feet by entering the Brighton and Virgin London Marathons, the British 10k London Run and a number of other sporting events. Others raised funds by celebrating Indian cuisine in our Curry for Change campaign. Chefs, their restaurants and customers, and UK celebrities and supporters hosted curry events across the UK.

A highlight of 2012 was our Radio 4 Appeal broadcasted on October 7th 2012 presented by Channel 4 news broadcaster Jon Snow, who shared the story of Nankebe, a grandmother and her family whom we work with in Malawi. It was a great success, raising over £16,000 and helped us to raise our profile and gain many new supporters. To listen to the appeal please visit www.fyf.org.uk/radio4-appeal

Our aim in 2013 is to stay focused on implementing quality projects and continue to invest in activities that are innovative and sustainable.

Koy Thomson
Chair of Trustees



¹ beneficiary figure numbers in this report are rounded to the nearest thousand where appropriate

Trustees' Annual Report

The trustees present the annual report and financial statements of FYF for the year ended 31 December 2012

Principal activity and approach

FYF promotes the livelihoods of the rural poor in India and Malawi, Nepal and Zimbabwe. Building on their own skills and knowledge, we support families to increase their levels of food production and income, and improve their access to health care, education and clean water.

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.

The Global Challenge

Our globalised world impacts on even the most geographically isolated and socially excluded people in the developing world. Poor rural families lack assets, hence they are dependent on the natural resource base which must be used productively and sustainably. Food deficits remain a local, national and global issue. Climate change poses a new threat and building resilience is critical. We need to address these issues as well as the threat posed by HIV and AIDS, malaria and other infectious diseases. Human trafficking and enforced land acquisitions which lead to displacement and migration are other particular areas of concern. But clearly we cannot work in isolation. We must harness the human resources and services of civil society, the private and the government sectors to do this. This requires collaboration to promote relevant issues with our partners and others, and to advocate for change.

Our response

We support poor rural families to articulate and realise their own development visions. We do this through a process of long-term community-led initiatives that build sustainable livelihoods. It enables poor rural families to

- Use the land and its resources responsibly
- Build organisational capacities
- Earn an income through employment and micro enterprise
- Utilise what the state and others have to offer
- Create an enabling environment

Trustees' Annual Report (continued)

Find Your Feet's Strategic Plan for 2012-2014

Following consultation with staff in our UK and country offices and our Board, we drew up a new strategy for 2012-14 continuing to focus on the following activities

Sustainable Livelihoods (*for Poor Rural Families*)

Sustainable livelihoods remain a pressing need and we continue to work with poor rural families to address hunger, poverty and inequality. Livelihoods encompass both the means to grow sufficient food and/or the ability to earn a decent income from farming or other sources. The building blocks of our livelihood approach are agriculture, natural resource management, organisational development, micro enterprise and income generation, access to services and advocacy. These elements of a broader livelihood approach embody a vision for the future that builds on the past, a means of engagement with poor rural families, and a strategy that is both effective and coherent.

Agriculture and Natural Resource Management (*using the land and its resources responsibly*)

The focus in Malawi, Nepal and Zimbabwe is on sustainable agriculture and this also forms an important part of our work in India. We use agroecological approaches which seek to combine farming that is productive, resilient, stable and equitable yet based on sound ecological principles. Food insecurity characterises the plight of poor people in all the countries in which we work. Food insecurity and low incomes are not simply a production constraint but require structural change and institutional reforms. Public policy decisions are at least as important as production capacity and technology choice. Mitigation and adaptation to climate change, in particular, are addressed by promoting forms of agriculture that spread risks and cater for environmental shocks and stresses, as well as addressing institutional obstacles.

Local Organisational Structures (*building organisational capacities*)

To support sustainable agriculture and natural resource management, we build individual and organisational capacities supporting the decentralisation structures such as the Village and Area Development Committees in Malawi and the Panchayat Raj Institutions in India so that these become fully functional, representative and inclusive of marginal groups. This is based on our experience that village and community-based organisations are best situated to define a development agenda that accords with poor rural families' needs. Hence our approach merges social, economic, technical, political and cultural factors, builds upon existing knowledge and practices, strengthens existing organisations that require further support and creates new institutional arrangements, such as umbrella groups and cooperatives, that can address new opportunities.

Income Generation (*earning an income through employment and micro enterprise*)

All economies need diversification and we have worked with handloom weavers and brick kiln workers as well as fledgling entrepreneurs in India to improve their income status through micro-enterprises. While we work with family farms in all countries, at the same time, we seek to diversify incomes away from a total dependence on agriculture. The agrarian nature of these societies necessitates using agriculture as building blocks, hence the development of irrigation farming, pig

Trustees' Annual Report (continued)

and poultry production units, and draft oxen in Malawi. Sometimes the constraint is financial, in this case we link entrepreneurs to sources of capital once business plans have been produced. But often the obstacle is a lack of knowledge, training or just market opportunities.

Accessing Services (utilising what the state and others have to offer)

We are aware that poor families, as citizens of their respective countries, have fundamental rights that are ignored or undermined by the rich and powerful. These rights include access to the services or government schemes that the state and others provide. These potential benefits may be directly subverted by government officials, where the state provides for the poor in many ways (e.g. India), where a fragile state fails to deliver (e.g. Nepal), where state resources are appropriated by a national elite to fulfil their own agendas (e.g. Zimbabwe); or where nepotism takes precedence over nation building (e.g. Malawi). In India, access to state services (e.g. health), social safety nets (e.g. National Rural Employment Guarantee Scheme) and the appropriate implementation of existing legislation (e.g. Forest Rights Act), all remain a challenge to ensure that the rights of poor families are realised. We support poor rural families to access these services and schemes.

Advocacy (creating an enabling environment)

We support our partners and communities to have increasing awareness of current obstacles in order that they can understand, mobilise and advocate for change. But we are not their representatives and our advocacy must fulfil the parameters they set for us. Hence we retain our existing focus on:

- Tribal (adivasi) Rights (India and Nepal) – access, use and control over land, forests and non timber products
- Unorganised Sector - handloom weavers' livelihoods and the benefits afforded by the geographical indication, as well as the collective bargaining needs of brick kiln workers (India)
- Farmers' Rights (India, Malawi, Nepal and Zimbabwe) – the right of access to appropriate farmer support services and knowledge, support for the conservation of agricultural and biological diversity and the right to food

Other

Communities face a range of other issues such as people living with HIV and AIDS, maternal and child health, human nutrition and water and sanitation. We cannot ignore what communities demand, but we must work to our strengths. We work on these issues where possible, but also collaborate with other agencies to provide these and other services.

Trustees' Annual Report (continued)

How Find Your Feet's 2012-2014 strategy supports our in-country work

In order to support our in-country work we focus on the following areas

Growth

We wish to be a small organisation so that we remain responsive and flexible to the needs of poor rural families and maintain the knowledge of the areas where work. At the same time we wish to be efficient in our delivery and effective in keeping costs low while broadening our impact. We need the capacity to achieve this. Organisations either grow or decline. We aim for modest growth to retain the advantages that we currently have. This means that we aim to be an organisation with a turnover of £1.8 million by the end of 2014.

Fundraising

We are making every effort to diversify our funding base. At the moment we are very dependent on four large donors (EU, DFID, BLF and the Development Fund of Norway) for restricted income and on a few trusts and individuals for our unrestricted income. We realise that this is risky. We are broadening our supporter base through corporate sponsorship, events, regular givers and high value individuals, but we must remember that we can only partially mitigate risk and funding uncertainty characterises the international development sector, and the national and global funding arenas.

Governance

Our Board of Trustees is composed of people with a diverse range of skills able to offer organisational oversight. We seek to have trustees with expertise in charitable and commercial law, financial and management accounting, human resources, fundraising, communications (including information technologies), marketing, programme development and monitoring and evaluation (including quantitative analysis skills). We review the constitution of the board and conduct a skills audit on a regular basis. We retain the same rigour in assessing organisational risk and review our risk register at least twice per annum.

Communication

We are convinced that our current approach to development, based on community participation in planning, institution building at the local level, and linkages with key actors is the correct way forwards, as is our broad focus on rural livelihoods. The strength of our work and the lessons that we have learnt over the years need to be communicated more coherently and more widely. We will continue to refine the message and use the new information and communication technologies that are currently available. We will continue to use the most effective media for communication, either print or electronic, and will align our communications strategy with our fundraising efforts.

Trustees' Annual Report (continued)

Networking

We collaborate with the All Party Parliamentary Group (APPG) for Agriculture and Food for Development (Co-ordinating Committee Member), APPG for Agroecology, African Smallholder Farmers Group (currently Chair), UK Food Group (Management Committee Member), BOND, and GM Freeze. We retain a special relationship with the Norwegian Development Fund which is both a collaborator and a donor to our Malawi Programme. These organisations and networks remain our most effective means as a small organisation to have maximum impact. We encourage our partners to collaborate through multi-partner proposals and partners' network meetings.

Learning

We learn from our projects and this helps us use our resources judiciously. For this reason we start off with small pilot projects, which we then develop into longer term programmes learning as the pilot work evolves. We also disseminate this learning through our networks and publications. We have learnt that organisations – and development agencies are no different – have a tendency to reinvent the wheel, often repeating mistakes made by other agencies in the past. Failure to learn from the experiences of others incurs a significant opportunity cost. We seek to learn from our own experience over the 50 years of Find Your Feet's existence. We use our monitoring and evaluation (M&E) exercises as learning opportunities (but recognise that M&E and learning are neither synonymous nor necessarily overlapping).

Trustees' Annual Report (continued)

Putting the strategy into practice

Where, how and with whom we work

We work with, and through, our selected partners, noting in some cases that they are weak, lack skills and need capacity building themselves. Notwithstanding, we believe that civil society needs to be built in all its forms and our partners are an essential part of this process.

In India

We focus on four states chosen for their levels of poverty and/or the presence of marginalised tribal people, and with Indian partner organisations with the appropriate values, skills and commitment. We have chosen to work in three 'tribal states' – Chhattisgarh, Jharkhand and Uttarakhand – to restore adivasi rights to land and forests, to farm productively and to diversify their livelihoods. This assists in the implementation of the Forest Rights Act which restores custodianship to tribal groups and other forest dwellers. We provide training and support to increase agricultural productivity and promote the sustainable management of the natural resource base. India is not a poor country, though many of its people are, and we help them access the government schemes to which they are entitled, so that they can enjoy the benefits of such schemes as they were intended. We work with the following tribal groups:

- Gond, Halba, Rathia-Kawar, Urao, Pando, Pahari-Korba and Birhor (Chhattisgarh).
- Santali and Paharia tribal groups (Jharkhand)
- Bhotia, Boksha, Jaunsari, Tharu and Van Raj tribal groups (Uttarakhand)

We also work in Uttar Pradesh, with Dalit and Muslim communities, brick kiln workers, farmers and young people denied an opportunity to meet their educational and vocational requirements. (It is predominantly through our India work that we are able to fulfil our broader livelihood objectives by moving beyond agricultural activities.) We seek to strengthen local Panchayat Raj Institutions so that they can effectively perform their governance and development roles. We have phased out our work with handloom weavers now that they have received considerable support from the Indian Government and recognition of their skills as weavers through a Geographical Indication (Intellectual Property Right).

We aim to reach 36,000 rural families in India by the end of 2014.

In Nepal

We work with Tharu tribals providing opportunities for rural families to address their poverty. We set up self help groups and community organisations on a similar basis to our successful approach in India. Land and forest rights are important issues to address in the context of rural livelihoods and given the lack of opportunities, human trafficking – particularly of young women and girls – remains a serious problem. Initially we are collaborating with a single organisation, confining our work to south-western Nepal which we can sensibly manage from our Lucknow office.

We aim to reach 4,000 rural families in Nepal by the end of 2014.

Trustees' Annual Report (continued)

In Zimbabwe

In 2011 we returned to Zimbabwe after an absence of 10 years, to commence activities in the Chimanimani District, Manicaland Province where we work with four partners on a joint agricultural programme. Over time we will expand the activities to cover the entire district and include peace building - as a means to conflict resolution and restitution following the violence that has occurred - as a component of our work. In addition we look towards restarting our biodiversity work in Mutoko, Mashonaland East on seed saving and agricultural biodiversity.

We aim to reach 3,000 rural families in Zimbabwe by the end of 2014.

In Malawi

Our focus remains in the Northern and Central Regions. We continue to work in the Rumphi District, and have expanded into both the Mzimba and Nkhata Bay districts. We train and support the district decentralisation committees responsible for development activities in their respective areas - Area and Village Development Committees. We continue to develop our participatory planning methodology and refine our lead farmer approach, inculcating a spirit of farmer experimentation into their activities. We also build on sustainable agriculture practices and agricultural biodiversity conservation, which allow value addition and climate change mitigation and adaptation. While we collaborate with other agencies as and when practical, we continue to work with the Norwegian Development Fund in Malawi. In the Central Region we plan to expand our current activities to include other partners so that we can scale up our work.

We aim to reach 37,000 rural families in Malawi by the end of 2014.

In total we will seek to reach 80,000 families by the end of 2014.

Trustees' Annual Report (continued)

Review of activities from 1st January to 31 December 2012

Overall achievements

In assessing our work we adopt both qualitative and quantitative indicators that measure both numbers of participants in our programmes and also the impact of our work. We have improved our ability to assess and communicate our impact by introducing key impact indicators into all our new projects

- **Sustainable Livelihoods:** each of the following activities forms the building blocks of our approach to sustainable livelihoods
- **Agriculture and Natural Resource Management:** we trained over 40,000 farmers in sustainable farming practices that improved harvests while protecting the soil for future generations
- **Local Organisational Structures:** we developed organisations that give nearly 51,000 marginalised people a voice in the community, so that they can have a say in policies that will affect their lives
- **Income Generation:** we provided training and access to low interest loans that enabled over 15,000 people, mainly women, to engage in income generating activities that use locally available resources to make agricultural and other products that can be marketed.
- **Accessing Services:** we supported over 14,000 family members to access the basic services they are entitled to such as clean water, healthcare and education
- **Advocacy:** we supported over 4,000 families to claim their legitimate land rights so that they can increase their food production and incomes
- **HIV and AIDS:** we raised awareness of nearly 45,000 people on HIV and AIDS and improved access to prevention, treatment and care so families are better able to cope with the impact of the pandemic.

The number of **rural families** benefiting from our projects at the end of **2012** has grown to **63,000**. Most individuals benefit from our work in several of the ways outlined above. Approximately 315,000 family members of those we work with and others in their communities also share in some of the benefits.

We worked with 34 **partners** both individually and as part of wider networks in 2012 (as set out below) to develop lasting solutions to poverty.

Trustees' Annual Report (continued)**In-country achievements from 1st January to 31 December 2012****India**

| Project name and objective | India Partners |
|--|--|
| Bhoomi/Bhoomi Vistaar - improving tribal access to land and forests in Uttarakhand | Association for Rural Planning and Action (ARPAN) , Himalayan Jan Kalyan Avam Bal Vikas Samiti (HIMJKAS) , Kumaun Seva Samiti (KSS) , Mahila Kalyan Sanstha (MKS) and Society for the Development of Appropriate Technology (SOTEC) |
| Bhuvan – empowering adivasis strengthening tribal organisations in Chhattisgarh, India | Disha Samaj Sevi Sanstha (DSSS) , Gram Mitra Samaj Sevi Sanstha (GMSSS) , Gram Vikas Evam Yuva Kalyan Sansthan (GVEYKS) , and Samvad Society for Advocacy and Development (SSAD) |
| Buniyaad - improving livelihoods for brick kiln workers and their communities | Paryaran Evam Prodyogiki Utthan Samiti (PEPUS) , Sarathi Development Foundation (SDF) , Indian Rural Technology Institute (IRTDI) and Saksham Trust (ST) |
| Participatory Humanitarian Action and Learning (PAHAL) - a rights-based initiative for adivasi women in Jharkhand | Ayo Aidari (AA) , Gram Sewa (GS) , Badlao Foundation (BF) and Jharkhand Vikas Parishad (JVP) , with Saksham Trust (ST) |
| Sabla VGA - building a secure future through sustainable farming for 2,000 families in Rae Bareilly, India | SABLA (Sabla) |
| SAKAR – social and economic empowerment of adolescents in rural Uttar Pradesh, India | PEPUS (Pepus) , SABLA (Sabla) , Saksham Trust (ST) , and Sarathi Development Foundation (SDF) |
| Tana Bana Vistaar – building livelihood opportunities for handloom weavers and their families | Manav Sewa Samithi (MSS) and Guria (Guna) |

In India, Find Your Feet continued to focus its advocacy activities on the rights of tribal people. The work of the Tribal Rights Forum formed under our **Bhoomi** project, which ended in March 2012, is continuing under our new **Bhoomi Vistaar** project which started in August 2012. The project has been expanded to incorporate the Jaunsari tribe, thereby becoming a fully representative state level forum for all the 5 tribal groups of Uttarakhand, with legitimacy to speak on behalf of all tribal people in Uttarakhand. The new project will increase the Forum's capacity to influence state level policy and improve representation of tribal issues in the Legislative Assembly through the proper constitution and functioning of a Tribal Advisory Council for Uttarakhand.

Trustees' Annual Report (continued)

In Chhattisgarh, through our **Bhuvan** project, Find Your Feet and partners brought together a network of local level community-based organisations to form a Tribal Rights Forum, which is responsible for promoting the rights of tribal people at the state level. The Forum has quickly established itself as a credible authority on tribal rights, due to its strong grassroots foundations and the linkages it has forged with civil society organisations, government and the media

In Uttar Pradesh, our **Buniyaad** project continued to support marginalised brick kiln workers and their families to address the causes of their poverty. Our partners have facilitated the establishment of four district level brick kiln workers associations, which are providing a platform for workers to learn about their labour rights, negotiate with brick kiln owners, and undertake collective action to improve the situation of workers in the non-formal sector. One outcome has been that many of the workers have been issued with identity cards, which help to prevent harassment by kiln owners and government officials. The families of the workers have been supported to form 223 local level self-help groups, through which 2,596 women members are accessing training, savings and loan schemes and information on social welfare schemes to which they are entitled. As a result, many of the group members have started small-scale enterprises to increase their household income, such as vegetable production and sale, and livestock rearing

Our **Pahal** project, working with tribal women in Jharkhand state, made excellent progress in relation to increasing access to healthcare in remote tribal areas. The project partners held a range of events designed to raise awareness of health issues among tribal communities, which led to increased uptake of the available government health services. As a result of this increased demand, government healthcare workers, such as Auxiliary Nurse Midwives, are now visiting the project area much more frequently and conducting regular health and immunisation camps. Project activities relating to agriculture and food security were being impeded by the lack of access to irrigation in tribal villages, so we secured additional funding to provide tribal families with irrigation equipment and training on its use, enabling them to extend their cropping season and increase their crop yields

Our **Sakar** project trained 588 adolescents in 2012, 383 girls and 205 boys. Most of the girls were previously confined to the home so they are particularly empowered by the knowledge they acquire and the opportunity to make friends with their peers. We have changed the approach to the vocational education: instead of the trainers coming to the villages, the adolescents went to the training centre in Lucknow for two weeks. This proved to be a much better educational environment as many villages do not have electricity and students were not distracted by domestic demands on their time so could spend all day, and the evenings if they wished, practicing their newly learned skills and putting into practice their learning about effective communication and working cooperatively. They were also able to gain new experiences such as visiting shopping centres and markets. For adolescents, particularly the girls who rarely leave their villages, this was an exciting and eye-opening opportunity. The training left them highly motivated to start their own small businesses. There is a lot of enthusiasm for the project in the communities who now see the value of education, particularly for girls, and they are taking action to obtain improvements in the quality of government provided education. Families of the adolescents and the wider community are accessing government schemes such as the National Rural Employment Guarantee Scheme and vaccination programmes

Trustees' Annual Report (continued)**Nepal**

| Project name and objective | Nepal Partner |
|---|--|
| LIFE – livelihood for forest empowerment | Backward Society for Education (BASE) |

Our **Life** project was scaled up in May 2012 to empower 920 Tharu tribal women and their 4,625 family members to improve their food security and incomes, through the adoption of sustainable farming practices and improved access to markets and credit. They are establishing small enterprises to earn an income. Some cultivate medicinal herbs in their local forests and have been trained to process and sell them. Tharu women are being empowered to participate in local decision-making processes that affect them and to realise their rights to access and sustainably manage the forests on which they depend for their livelihoods.

Malawi

| Project name and objective | Malawi Partners |
|--|--|
| Empowering the Rural Poor in Malawi (ERPIM) | Better Life for All (BELIFA), Malawi Aids Counselling & Resource Network (MACRO) and Mzuzu Agricultural Development Division of the Ministry of Agriculture (MZADD). |
| Rural Livelihood Programme (RLP) - a rural livelihood programme in northern Malawi | Malawi Aids Counselling & Resource Network (MACRO), Mzuzu Agricultural Development Division of the Ministry of Agriculture (MZADD), Association for Rural Community Development (ARCOD) and Better Life for All (BELIFA) |
| Rumphi Food Security Project in Rumphi (RFSP) – a district wide food security project | Rural Association for Afforestation (RUFA), Malawi Aids Counselling & Resource Network (MACRO), Mzuzu Agricultural Development Division of the Ministry of Agriculture (MZADD), Smallholder Farmers Forum (SFF) and Centre for Environmental Policy and Advocacy (CEPA) |
| Long term food security and improved incomes through sustainable agriculture | Lipangwe Organic Manure Demonstration Farm (LOMADEF) and Ntcheu District Agriculture Development Office (Ntcheu DADO) |

Trustees' Annual Report (continued)

In Southern Africa, our focus is on the promotion of low cost sustainable agriculture as an alternative to high-input systems. In Malawi, Find Your Feet has established an ongoing dialogue on this issue with senior officials at the Ministry of Agriculture and Food Security.

Our **Rumphi Food Security Project** came to an end in early 2012. The final evaluation of the project indicated that it had been instrumental in bringing about a number of important changes in the lives of resource-poor farming families in Rumphi district, including improved crop yields, increased household incomes, and more active participation of women in local governance structures.

Building on the success of our work in Rumphi, we secured funding for a project to expand our work into two new districts in the northern region. The **Empowering the Rural Poor in Malawi** project aims to increase food security and reduce poverty for 5,380 resource-poor farming households in Mzimba and Nkhata Bay districts. We also commenced work on a one-year project on lead farmer capacity building and participatory farm trials, as part of the Malawi Government's Agriculture Sector Wide Approach (ASWAp) programme.

Throughout 2012 we have been in dialogue with **LOMADEF**, and towards the end of 2012 we prepared to start a new project in 2013 in which they will work in collaboration with the local district agricultural development office, teaching sustainable agriculture techniques to 1,500 farmers.

Zimbabwe

| Project name and objective | Zimbabwe Partners |
|--|--|
| Tsime – programme for farmer-driven innovation and learning, organic production and marketing | African Farmers Organic Research and Training (AFFOREST), Chikukwa Ecological Land Use Community Trust (CELUCT), Towards Sustainable Use of Resources Organisation (TSURO Trust), Zimbabwe Organic Producers and Promoters Association (ZOPPA). |

In Zimbabwe, we secured funding for a second year of our 'Tsime' project. The project, which is being implemented by four local partners, is supporting 1,420 poor rural farmers in the district of Chimanimani to increase their food production and improve their diets, by facilitating a community owned process where farmers plan, innovate, learn, reflect and share new ideas, methodologies and technologies.

Trustees' Annual Report (continued)

How we support and manage our in-country work

The UK office continues to provide overall support and strategic guidance to our in country offices in India and Malawi and accountability to our donors, since fundraising is still predominantly a UK office responsibility. In the UK office we have a staff of six. Together with six staff in India, one in Nepal and eleven in Malawi, we have a total staff complement of twenty-four.

Our India office has assumed responsibility for our expansion into Nepal. It continues to work alongside the locally established *Saksham India Trust*, which we were instrumental in forming. As an important partner in many of our projects, *Saksham* provides vital training and capacity building support, thus strengthening our programme.

We continue to manage our Malawi programme from the Mzuzu office, our country office.

Our Zimbabwe programme is managed from the UK. However, close monitoring takes place through robust monitoring systems for managing from a distance together with regular field visits by UK staff.

Trustees' Annual Report (continued)

In support of our work we achieved the following in 2012:

Growth and fundraising:

We began to implement our new fundraising and communications strategy at the beginning of 2012. Our key objectives were to strengthen our relationships with our current supporters, to diversify our funding sources and to focus our communications efforts so that we can increase our profile. To this end we held two supporter lunches at Benares, the restaurant owned by our Ambassador Atul Kochhar to get to know our supporters better and introduce new supporters to our work, these resulted in over £15,000 in donations. We also developed a supporter promise so that each person who comes into contact with us has an excellent experience.

Twenty-seven people taking part in running events, raising a fantastic £20,000. Friends and family of Find Your Feet supporter David Williams also continued to take on some incredible challenges in his memory and raised £14,500 for our work in Nepal. Their challenges included the Paris Marathon and cycling from John O'Groats to Lands End.

To diversify our funding sources we also re-launched our Curry for Change campaign in June and 15 restaurants took part by adding a £1 to their customer's bill or promoting a special dish in aid of our work. Furthermore, the campaign featured in the national magazine Prima and 140 people signed up to take part in hosting their own curry evenings. Altogether the campaign raised £6,300 and there are plans for it to take place on an annual basis.

We also raised £16,000 from our Radio 4 Appeal in October, presented by Channel 4 news broadcaster Jon Snow. The appeal was a great success and helped us to raise our profile and gain new supporters.

Governance:

In 2012 four new Trustees were elected, strengthening the Board with their skills and new perspectives. The Board of Trustees, which is comprised of thirteen members, meets four times a year and has four sub-committees. 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. A further detail on the governance of Find Your Feet is set out on page 22.

Communications:

To focus our communications efforts we redesigned our Annual Review, which we published in January, and our newsletter, which was published in the Spring and Autumn. The redesign enabled us to save costs and be more focused in the news we share with our supporters. We also continued to increase our presence and followers online through our website, facebook and twitter.

Find Your Feet's Director, Dan Taylor, co-edited a book entitled 'Climate Change and Threatened Communities: Vulnerability, Capacity, Action' (A P. Castro, D. Taylor and D.W. Brokensha Parctical Action Publishing) which called for the recognition of local knowledge in climate change mitigation and adaptation strategies and the inclusion of communities in deliberations around

Trustees' Annual Report (continued)

climate change. He also co-authored a paper 'Cultivating Understanding, The Growth, Spread and Uses of Knowledge within Farming' (C. Jones and D. Taylor ATP Briefing Paper No. 3 Agriculture and Theology Project). Dan Taylor also presented a paper at the Anthropology in the World Conference at the British Museum. This paper drew on Find Your Feet's focus of inclusive community development and had as its title 'Participation or Compliance: Can Development be Reframed?'

Over the year, we also documented and disseminated some of the learning from our work. To this end, we produced two publications:

- *Recognising the Unrecognised: Farmer Innovation in Northern Malawi*, the report of a farmer innovation study undertaken in Malawi, which aimed to acknowledge the creativity and ingenuity of smallholder farmers in Malawi and acknowledge the role they play in the dissemination of new technologies, approaches and systems. The report was widely disseminated through national and international networks, and
- *Towards Sustainable Agriculture: An Evaluation of Compost and Inorganic Fertiliser on Soil Nutrient Status and Productivity of Three Maize Varieties across Multiple Sites in Malawi*, an academic paper co-authored by Find Your Feet's Director, which has been accepted for publication in the USA Journal of Agroecology and Sustainable Food Systems,

Networking:

In the UK, Find Your Feet's advocacy work is mainly undertaken through participation in a range of groups and networks working on issues relevant to our work. These groups include the UK Food Group, the African Smallholder Farmers Group (ASFG), BOND and the GM Freeze. Through these groups, members share information, experience and learning, and lobby the UK Government on policy issues. In 2012, we continued to serve on the Management Committee of the UK Food Group, which is the principal UK network for non-governmental organisations working on global food, farming and hunger. It co-ordinates joint responses to consultations such as the UK Government's International Development Committee, retains active links with the European Food Security Group of CONCORD (The European NGO confederation for relief and development) and the Civil Society Mechanism of the UN Committee on World Food Security (CFS), and a focal point for the global, European and UK Food Sovereignty Movement. Until June 2012, Find Your Feet also acted as the Chair of the ASFG, which brings together organisations who work with smallholder farmers across Africa to share experiences and good practice, carry out joint research, and advocate for policies that support smallholder farmers. In February, the group made a collective submission to a Parliamentary Investigation into the integration of smallholder farmers into supply chains.

Trustees' Annual Report (continued)

Learning:

In March we received funding to commission a consultancy firm to review our monitoring and evaluation systems. The report concluded that “we have robust procedures for reporting” and made various recommendations for further improvement. In response we made changes to ensure that we can collect reliable data to track the strategic indicators outlined in our 2012-2014 Strategic Plan to provide evidence of our excellent work. We also developed a Planning, Monitoring, Evaluation and Learning Action Plan, which outlined actions for the UK and in-country offices of Find Your Feet in regard to areas including planning methodologies, setting objectives and indicators, learning processes and reporting. We have also developed comprehensive Programme Design, Planning and Implementation Guidelines, which are being reviewed in consultation with partners and will be rolled out by our in-country offices in due course.

Trustees' Annual Report (continued)**Financial review*****Results for the year***

| | 2012 | 2011 | Change |
|-------------------------------------|------------------|------------------|---------------|
| | £ | £ | % |
| Income | | | |
| Voluntary | | | |
| - unrestricted | 146,557 | 154,800 | -5% |
| - restricted | 226,599 | 269,950 | -16% |
| Government and institutional donors | 709,723 | 706,304 | +1% |
| Other | 833 | 571 | +46% |
| Total income | 1,083,712 | 1,131,625 | -4% |
| Expenditure | | | |
| Promoting rural livelihoods | 876,892 | 914,317 | -4% |
| Generating voluntary income | 110,596 | 96,992 | +14% |
| Corporate governance | 25,336 | 22,731 | +11% |
| Total expenditure | 1,012,824 | 1,034,040 | -2% |

Unrestricted voluntary income held up well in a difficult year, although voluntary income for projects declined. Income from government and institutional sources (the Big Lottery Fund, UK Department for International Development, the European Union and the Government of Malawi) rose slightly.

The level of project activity fell slightly, mainly due to a delay in obtaining funding to replace completed projects in Malawi.

The costs of generating voluntary income rose as the strengthened fundraising and communications team completed their first full year. Corporate governance costs have also risen.

Trustees' Annual Report (continued)

An amount of £13,768 was transferred from Unrestricted Funds to Restricted Funds (2011 £9,195) to cover shortfalls in funding due to adverse movements in exchange rates

The large fall in the value of the Malawi kwacha, and changes in the value of the euro and the Indian rupee, led to losses on bank funds held in those currencies amounting to £23,599 (2011 £6,244)

Unrestricted Funds amounted to £138,690 at 31 December 2012 (2011 £141,716), Designated Funds to £56,237 (2011 £56,1810) and Restricted Funds to £180,698 (2011 £130,439) The increase in Restricted Funds was due to grants being received in the year for work that will be completed during 2013

Financial reserves²

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. Other projects are also subject to grants being received after the money has been spent. Each of these practices means that Find Your Feet has to fund a working capital requirement.

At 31 December 2012, unrestricted and designated funds together totalled £194,927. However, up to £88,000 of these reserves is required to finance grants that are received in arrears and £107,000 is, therefore, available to cover short term risks to cash flow. This is within the targets currently set by the Trustees.

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 of 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.

² Unrestricted and designated funds are expendable at the discretion of the trustees in furtherance of the objectives of Find Your Feet. Designated funds have, however, been earmarked for specific purposes. Restricted funds can only be used for the purposes defined by the donor. They cannot be taken into account, therefore in considering the prudent level of reserves to be held by Find Your Feet.

Trustees' Annual Report (continued)

Structure, governance and management

The trustees who served during the year are as stated below. None of the trustees held a financial interest in the company.

| | | | |
|-------------------|-------------------|-----|-------------------------|
| Koy Thomson | Chairman | 3 | |
| Helen Banos-Smith | | 4 | |
| Adam Edwards | Company secretary | 1,3 | |
| Greg Barclay | | 2 | Appointed June 2012 |
| Celina Benedict | | 2 | Appointed June 2012 |
| Rob Donnelly | | 4 | Resigned September 2012 |
| Bhavini Kalaria | | | Appointed June 2012 |
| Sharon Jackson | Vice Chair | 2 | |
| Precious Lunga | | 4 | |
| Kiran Patel | Treasurer | 1 | |
| Edith Parker | | 1 | Appointed June 2012 |
| Linda Perry | | 2 | |
| Vaishali Shah | | 2 | |
| Sue Stoessl | | 1,3 | |
| | | | |
| | | | |
| | | | |

¹ members of the Finance and Audit Committee

² members of the Fundraising and Communications Committee

³ members of the Nominations Committee

⁴ 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 first considered by the Nominations Committee and then invited to attend Board meetings as an observer before the Board makes a decision on their appointment. Three of the new trustees appointed during the year came through open advertising and one through personal recommendation. 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.

Trustees' Annual Report (continued)

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), Sector – 25/110, Indira Nagar, Lucknow, Uttar Pradesh, India |
| Malawi Country Office | Chakalipa Kanyenda, Programme Manager, Find Your Feet (Malawi), PO Box 20312, Mzuzu, Malawi |

Trustees' Annual Report (continued)

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 and Malawi and by seeking to extend these activities into neighbouring countries which it has done in the case of Nepal 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.

Trustees' Annual Report (continued)

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

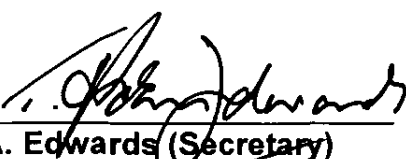
Statement of trustees' responsibilities

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

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

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

The Board of Trustees approved this report on 23rd April 2013



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

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 2012 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.

FIND YOUR FEET

Report and financial statements for the year ended 31 December 2012

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

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 2012 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)

For and on behalf of:

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

Date 25 April 2013

Report and financial statements for the year ended 31 December 2012

Statement of Financial Activities

| Income and Expenditure Account | Notes | Unrestricted Funds £ | Designated Funds £ | Restricted Funds £ | Total 2012 £ | Total 2011 £ |
|---|-------|-------------------------|-----------------------|-----------------------|------------------|------------------|
| Incoming resources | | | | | | |
| Incoming resources from generated funds | | | | | | |
| Voluntary income | | 146,557 | - | 226,599 | 373,156 | 424,750 |
| Investment income | | 644 | 56 | 133 | 833 | 571 |
| Incoming resources from charitable activities | | | | | | |
| Resources from government and institutional donors | 2 | - | - | 709,723 | 709,723 | 706,304 |
| Total income | | 147,201 | 56 | 936,455 | 1,083,712 | 1,131,625 |
| Resources expended | | | | | | |
| Cost of charitable activities | | | | | | |
| Promote rural livelihoods | | 19,498 | - | 857,394 | 876,892 | 914,317 |
| Costs of generating voluntary income | | 80,596 | - | 30,000 | 110,596 | 96,992 |
| Corporate governance | | 25,336 | - | - | 25,336 | 22,731 |
| Total resources expended | 3 | 125,430 | - | 887,394 | 1,012,824 | 1,034,040 |
| Net incoming/(outgoing) resources before transfers | | | | | | |
| | 4 | 21,771 | 56 | 49,061 | 70,888 | 97,585 |
| Transfers between funds | 9 | (13,768) | - | 13,768 | - | - |
| | | 8,003 | 56 | 62,829 | 70,888 | 97,585 |
| Other recognised gains/(losses) | | | | | | |
| | 5 | (11,029) | - | (12,570) | (23,599) | (6,244) |
| Net movement in funds | | | | | | |
| | | (3,026) | 56 | 50,259 | 47,289 | 91,341 |
| Balances brought forward At 1 January 2012 | | 141,716 | 56,181 | 130,439 | 328,336 | 236,995 |
| Balances carried forward at 31 December 2012 | | 138,690 | 56,237 | 180,698 | 375,625 | 328,336 |

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 30 to 35 form part of these financial statements

Balance Sheet

| | Notes | £ | 2012 £ | £ | 2011 £ |
|---|-------|-----------------|-----------------------|----------------|-----------------------|
| Fixed assets | | | | | |
| Tangible fixed assets | 6 | | 2,185 | | - |
| Current assets | | | | | |
| Debtors | 7 | 54,959 | | 171,226 | |
| Cash at bank | | <u>333,151</u> | | <u>164,021</u> | |
| | | 388,110 | | 335,247 | |
| Less: Current liabilities | | | | | |
| Creditors - amounts falling due within one year | 8 | <u>(14,670)</u> | | <u>(6,911)</u> | |
| Net current assets | | | 373,440 | | 328,336 |
| Net assets | | | <u>375,625</u> | | <u>328,336</u> |
| Represented by Funds | | | | | |
| Restricted funds | 9 | | 180,698 | | 130,439 |
| Designated funds | 9 | | 56,237 | | 56,181 |
| Unrestricted funds | | | 138,690 | | 141,716 |
| | | | <u>375,625</u> | | <u>328,336</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 23rd April 2013 and signed on their behalf by

Koy Thomson



Kiran Patel



Trustees

Company Registration No. 651058

Notes to the Financial Statements

1 Accounting policies

Basis of Accounting

The Financial Statements are prepared on an accruals basis under the historical cost convention, and in compliance with applicable accounting standards. Find Your Feet has sought to follow best practice as laid down in the SORP (Accounting and Reporting by Charities issued in March 2005).

The company has taken advantage of the exemption in Financial Reporting Standard No. 1 from the requirement to produce a cash flow statement, on the grounds that it is a small company.

Recognition of income and expenditure

Grants from the Department for International Development (for the Bhoomi project) and the Big Lottery Fund are receivable quarterly in advance. Grants from the Department for International Development (for the Sakar and Buniyaad projects) are receivable quarterly in arrears. Grants from the European Commission, are receivable annually but are subject to a retention that is not paid until after the project is completed. Payments to project partners are usually made quarterly in advance. Income and expenditure is recognised when due.

Capital grants

Grants towards capital expenditure are credited to deferred revenue and are released to the profit and loss account over the expected useful life of the assets.

Fixed assets and depreciation

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

- Furniture and equipment - 5 years
- 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 FYF.

Corporate governance comprises the costs attributable to the management of the Charity's assets, its strategy and compliance with statutory arrangements.

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

Notes to the Financial Statements (continued)**2 Resources from government and institutional donors**

| | 2012 £ | 2011 £ |
|---|-------------------------|-------------------------|
| Big Lottery Fund | | |
| ERPIM | 46,598 | - |
| Pahal | 88,416 | 97,057 |
| Management and planning support | 14,204 | - |
| | <u>149,218</u> | <u>97,057</u> |
| Department for International Development | | |
| Bhoomi | 14,805 | 54,615 |
| Bunyaad | 96,051 | 36,778 |
| Sakar | 107,277 | 37,246 |
| | <u>218,133</u> | <u>128,639</u> |
| European Union | | |
| Bhoomi Vistaar | 65,833 | - |
| Bhuvan | 54,926 | 51,672 |
| FSPR | (3,117) | 231,805 |
| | <u>117,642</u> | <u>283,477</u> |
| Government of Malawi | | |
| ASWAp | 5,803 | - |
| Development Fund of Norway | 218,927 | 197,131 |
| | <u>709,723</u> | <u>706,304</u> |

3 Resources expended

| | Staff costs £ | Depreciation costs £ | Project/ other costs £ | Total 2012 £ |
|--------------------------------------|------------------------------|-------------------------------------|---------------------------------------|-----------------------------|
| Promote rural livelihoods | 203,540 | 728 | 672,624 | 876,892 |
| Costs of generating voluntary income | 82,483 | - | 28,113 | 110,596 |
| Corporate governance | 19,308 | - | 6,028 | 25,336 |
| | <u>305,331</u> | <u>728</u> | <u>706,765</u> | <u>1,012,824</u> |
| Total 2011 | <u>313,264</u> | <u>2,025</u> | <u>718,751</u> | <u>1,034,040</u> |

Notes to the Financial Statements (continued)**Employees**

The average full time equivalent (FTE) staff and the head count at the year-end were

| | 2012 | | 2011 | |
|--------|-------------|------------|-------------|------------|
| | FTE | Head count | FTE | Head count |
| UK | 5.4 | 6 | 5.4 | 6 |
| India | 6.0 | 6 | 6.0 | 6 |
| Malawi | 11.0 | 11 | 9.0 | 9 |
| | <u>22.4</u> | <u>23</u> | <u>20.4</u> | <u>21</u> |

| Staff costs | 2012 | 2011 |
|-----------------------|----------------|----------------|
| | £ | £ |
| UK | | |
| Salaries and wages | 186,219 | 177,172 |
| National insurance | 20,337 | 17,198 |
| Pension contributions | 14,444 | 13,257 |
| India and Malawi | | |
| Total remuneration | <u>84,331</u> | <u>105,637</u> |
| | <u>305,331</u> | <u>313,264</u> |

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 11% in Malawi and an annual gratuity equal to one month's salary to its staff in India

Trustees expenses

Trustees receive no remuneration for their services. Travel expenses reimbursed to trustees in 2012 amounted to £488 (2011: £504) paid to one trustee (2011: two)

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

| | 2012 | 2011 |
|--|-------|-------|
| | £ | £ |
| Auditors' remuneration - statutory audit | 3,120 | 2,760 |
| Auditors' remuneration - project audits | 2,006 | 1,776 |
| Depreciation | 728 | 2,025 |

5 Other recognised gains/(losses)

Other recognised gains/(losses) comprise exchange gains and losses in respect of bank accounts and retentions denominated in euros, Indian rupees or Malawi kwachas

Notes to the Financial Statements (continued)**6 Tangible fixed assets**

| | Motor vehicles £ | Furniture and equipment £ | Total £ |
|-----------------------|---------------------------------|--|--------------------|
| Cost | | | |
| At 1/1/2012 | 9,723 | - | 9,723 |
| Additions | 2,913 | - | 2,913 |
| At 31/12/2012 | <u>12,636</u> | <u>-</u> | <u>12,636</u> |
| Depreciation | | | |
| At 1/1/2012 | 9,723 | - | 9,723 |
| Charges for year | 728 | - | 728 |
| At 31/12/2012 | <u>10,451</u> | <u>-</u> | <u>10,451</u> |
| Net book value | | | |
| At 31/12/2012 | <u>2,185</u> | | <u>2,185</u> |
| At 31/12/2011 | <u>-</u> | <u>-</u> | <u>-</u> |

| 7 Debtors | 2012 £ | 2011 £ |
|-------------------------------|-------------------|-------------------|
| Grants receivable | 42,852 | 156,038 |
| Other debtors and prepayments | 12,107 | 15,188 |
| | <u>54,959</u> | <u>171,226</u> |

| 8 Creditors | 2012 £ | 2012 £ |
|--------------------|-------------------|-------------------|
| Accrued expenses | <u>14,670</u> | <u>6,911</u> |

Notes to the Financial Statements (continued)**9 Movement on individual funds**

| | At 01/01/2012 £ | Incoming resources £ | Resources expended £ | Other* £ | At 31/12/2012 £ |
|------------------------------------|-----------------------|----------------------------|----------------------------|--------------|-----------------------|
| INDIA | | | | | |
| Bhoomi | 329 | 14,805 | 15,359 | 225 | - |
| Bhoomi Vistaar | - | 65,833 | 45,462 | 11,239 | 31,610 |
| Bhuvan | - | 66,916 | 67,872 | 7,200 | 6,244 |
| Bhuvan IGA | - | 8,415 | - | - | 8,415 |
| Bunyaad DfID | (7,031) | 96,051 | 84,125 | - | 4,895 |
| Pahal | - | 95,266 | 79,918 | - | 15,348 |
| Sabla | 20,736 | - | 14,648 | (6,088) | - |
| Sakar | (10,432) | 107,277 | 85,484 | - | 11,361 |
| Sonbhadra | - | - | - | 1,552 | 1,552 |
| Tana Bana | 9,911 | - | 3,208 | (6,703) | - |
| India general | - | 11,400 | 11,400 | - | - |
| MALAWI | | | | | |
| ASWAp | - | 5,803 | 5,940 | 137 | - |
| ERPIM | - | 46,633 | 42,787 | - | 3,846 |
| Lomodef | 6,627 | 11,047 | 2,700 | - | 14,974 |
| RFSP | 42,852 | (3,117) | 45,296 | 5,561 | - |
| Vitol | - | 38,906 | 39,688 | 782 | - |
| RLP | 7,122 | 219,025 | 213,346 | (12,707) | 94 |
| Management and planning support | - | 14,204 | 14,204 | - | - |
| Malawi general | - | 54,900 | 29,900 | - | 25,000 |
| NEPAL | | | | | |
| Life | 21,735 | 16,841 | 24,217 | - | 14,359 |
| ZIMBABWE | | | | | |
| Tsime | 28,590 | 26,250 | 21,840 | - | 33,000 |
| UNITED KINGDOM | | | | | |
| Human resource support | 10,000 | 40,000 | 40,000 | - | 10,000 |
| TOTAL RESTRICTED | 130,439 | 936,455 | 887,394 | 1,198 | 180,698 |

*Other comprises 'Transfers between funds' and 'Other recognised gains/(losses)'

Notes to the Financial Statements (continued)**Memorial Funds
Designated**

| | At 01/01/2012 £ | Incoming resources £ | Resources expended £ | Other* | At 31/12/2012 £ |
|---|--------------------------------|-------------------------------------|-------------------------------------|---------------|--------------------------------|
| Carol Martin Memorial | 33,530 | 33 | - | - | 33,563 |
| Sheila and Annette Duvollet Memorial | 22,651 | 23 | - | - | 22,674 |
| TOTAL DESIGNATED | 56,181 | 56 | - | - | 56,237 |

Designated funds are held for the following purposes

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

10 Member's liability

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