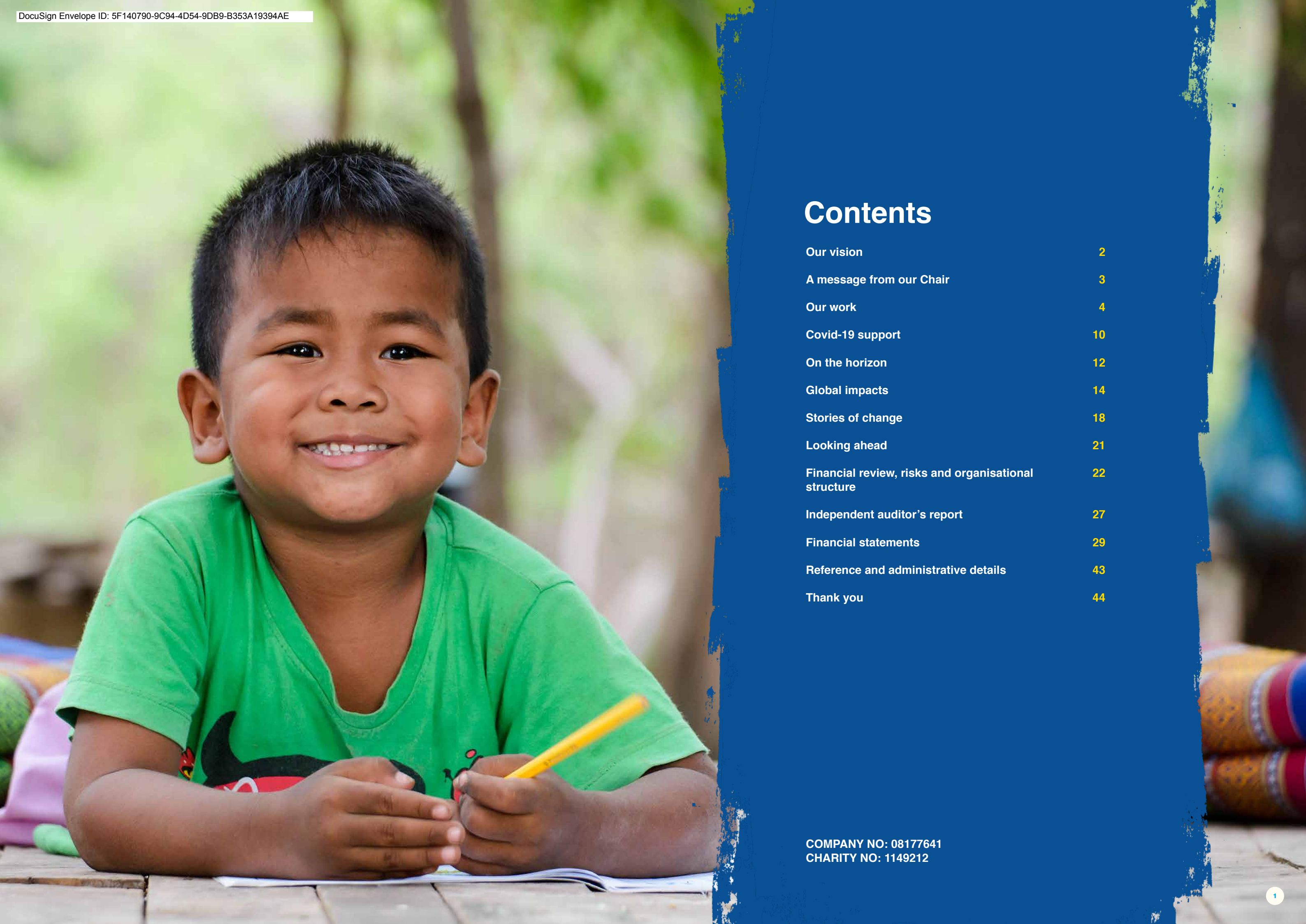


# Local practitioners, united for children







# Contents

Our vision	2
A message from our Chair	3
Our work	4
Covid-19 support	10
On the horizon	12
Global impacts	14
Stories of change	18
Looking ahead	21
Financial review, risks and organisational structure	22
Independent auditor’s report	27
Financial statements	29
Reference and administrative details	43
Thank you	44

## VISION

**A world in  
which children  
and families  
everywhere have  
access to the  
support they need  
to survive and  
thrive.**



## Welcome to our 2020/21 Annual Report

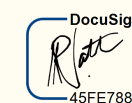
I'm delighted to share this report with you, which highlights a wide range of the work we have been doing to support children and families to survive and thrive against the backdrop of an extremely challenging year.

You can read about the ways we have used research, practice exchange, campaigning and humanitarian responses to deliver global change for those in need. As well as direct assistance delivered quickly and effectively to tackle the effects of the Covid-19 pandemic, we have continued to support children and families affected by pressing themes such as migration, sexual violence, lack of family-based care, and much more.

Although many of the challenges we face today are global, local context and knowledge is vital if we are to provide support that makes a real difference to those who most need it. Only by working in this way can we create interventions that recognise and respond to the different impacts experienced by children and families as a result of their own individual situation. As I outline in our 2021-25 strategy – which you can

read online at [familyforeverychild.org/our-strategy](https://familyforeverychild.org/our-strategy) – a 'one-size-fits-all' model will never truly work for everyone. That's why we are increasingly seeing a recognition of the value of locally-grown approaches to bring about change across the sector. I hope that this showcase of our work over the last reporting period will further strengthen that recognition.

All of this work is made possible by the amazing individuals and organisations who support us. For that, we are extremely grateful. In unity, we find strength; and that strength, in turn, makes it possible for us to do even more year upon year. To everybody that forms our alliance, and all of those that believe in us, thank you.

DocuSigned by:  
  
45FE788C4A48489...

**Rekha Nathoo**  
CEO, CINDI Network (South Africa)  
Chair of the Board, Family for Every Child



# Our work

## Selected highlights

**Across the alliance, we have collectively delivered hundreds of vital interventions for children and families around the world to help them to survive and thrive against the backdrop of this challenging year. Here are some of the key pieces of work we have been developing globally.**



### Advocating for boys affected by sexual violence

Research Campaigning

We have been fighting for the rights of boys affected by sexual violence, with a particular focus in India, Nepal, Cambodia and the Philippines.

In early 2021, we took part in the Philippines' national sexual violence awareness week, and for the first time ensured that there was a focus on boys, in the run up to our first-ever Blue Umbrella Day in April. By working with the national government, we were able to promote our research to improve understanding of this oft-hidden issue. Elsewhere, we achieved coverage of our vital research findings through academic journals, national newspapers, and television appearances.



### Developing approaches to foster care in Islamic contexts

Research Practice exchange Campaigning

Foster care is a complex issue in Islamic contexts, although, when successfully delivered, it can provide positive outcomes for children living outside family care. To change this, our alliance produced guidelines on how foster care can work alongside Islam, which have since been used extensively to fight for better services. For example, we worked in Indonesia to set a precedent for foster care provision in the country, showcasing how new guidelines and regulations can work in practice. Now, children in three Indonesian cities have been placed with foster families. We continue to monitor their outcomes closely, and our learning will be used to advocate for the establishment of foster care as a permanent alternative care option under Indonesian law; giving children without adult care the chance to live in a safe and caring family.



## Strengthening approaches to family-based alternative care for refugee children

Practice exchange Campaigning

In Mexico, large numbers of refugee children are living without adult care after fleeing poverty, conflict, and other difficulties; primarily from across Central America. In 2020/21, we have worked to advocate for better care alternatives so the 30,000 children growing up in state-run institutions in the country can have access to family-based foster care instead.

Our alliance has enabled the incorporation of locally-developed knowledge from other countries to inform the Mexican approach, and our practitioners in the country have now established a therapeutic foster care program in conjunction with the national government and the UN High Commission for Refugees.

## Integration of children on the move

Research Practice exchange Campaigning

Our 'Childhood on the Move' campaign, driven through social media activity and stakeholder engagement, was implemented to highlight the issues faced by children who have been forced to leave their home, for reasons varying from natural disasters to poverty or war. We have now started work on a three-year project, supported by Comic Relief, to further research what needs to be done and to foster sector learning around the integration and reintegration of children on the move between the Middle East and Europe. The project will influence policy and improve practice for unaccompanied children in the focus countries and the wider region. We have begun research consultations with children on the move in Greece, Germany and Lebanon, strengthening a largely unheard group's ability to share their experiences and needs in both transit and destination countries. An innovative way we are developing this is via a technique called PhotoVoice, an approach which provides children on the move and their caregivers with a camera to take photographs and write about their experiences as a way to create engaging stories based on real life situations they have faced. These photostories will eventually be used to further push for their rights, and ultimately for a better future for these children who are often in dire need of support.



## Calling for better support for kinship care

Research Practice exchange Campaigning

Kinship care – where a child is cared for by their extended family – is the most widely used care option globally when children are not cared for by their family of origin. However, this valuable practice does not receive the same support and attention from policymakers as other more formalised types of care, placing children at potential risk of living without adult care or without government support for the family.

As a result, in 2020, Family continued advocacy work in this area and undertook wide-ranging research to deepen understanding of kinship care experiences. Following this, we published key research and promoted it to professionals working in the child protection and child rights sectors. These included Kinship Care in Sub-Saharan Africa: An asset worth supporting and Prioritising support to Kinship Care in responses to COVID-19, as well as national kinship care research studies in Ethiopia, Zimbabwe, Liberia and Ghana. Our social media campaign, which followed in the subsequent reporting period, has been able to harness our locally-driven insight on this important topic to engage with key stakeholders at national, regional and international levels.

'Sink or swim'  
isn't always  
just a metaphor.



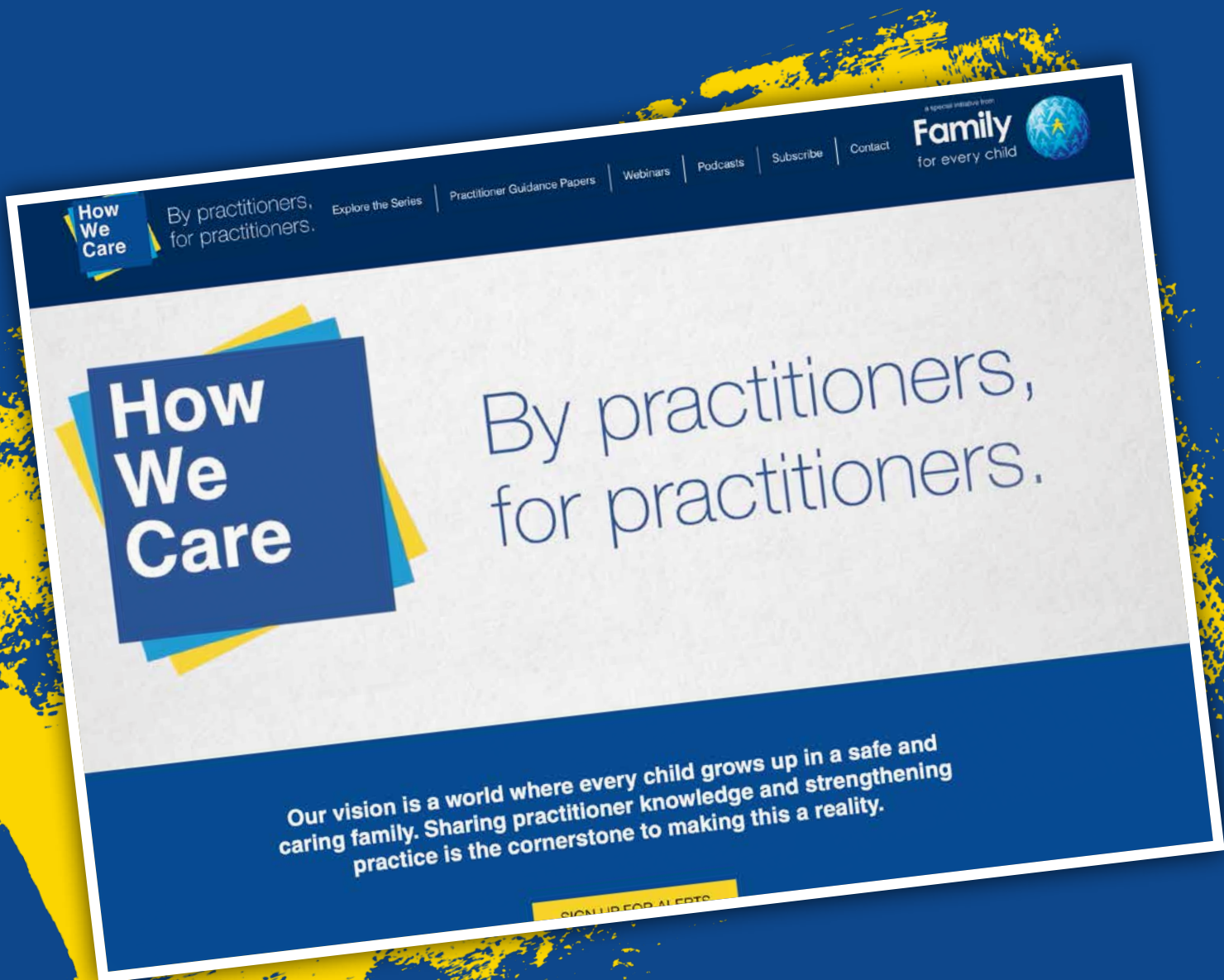


# Highlighting locally-driven practice through ‘How We Care’

## Practice exchange

In 2020, we launched the How We Care initiative. This is a practice exchange platform that collates and shares the exceptional work delivered by front line practitioners around the world, raising the profile of invaluable context-based local knowledge. In doing so, we are helping to drive large-scale change based on the realities faced by children and families everywhere.

How We Care publishes practice relating to different themes. Each series of thematic content focuses shares the knowledge of our alliance through events, panel discussions and multimedia content. Over the last year there have been four series: *Prevention of Sexual Violence*, *Provision of Psychosocial Support during COVID-19*, *Integration and Reintegration of Children on the Move*, and *Supporting Kinship Care*.



# Connecting a global network of Changemakers for Children

## Practice exchange

In early 2021, we launched the ‘Changemakers for Children’ online social network. This initiative, created by local practitioners for local practitioners, has been developed to bring together thousands of people working on the front line with vulnerable children and families. The platform enables connection and knowledge exchange, which, in turn, form the building blocks for collaboration and collective action, driven by a movement of local practitioners. The platform also hosts a wealth of resources on thematic topics, such as care during Covid-19, caring for children on the move and sexual violence. It is open to practitioners working with children and families anywhere in the world and is free to join. Simply visit [www.changemakersforchildren.community](http://www.changemakersforchildren.community) to sign up.



# Covid-19 support

We undertook all our work in 2020/21 in the context of the Covid-19 pandemic, adapting ways of working to make the biggest impact. Alongside the aforementioned projects, the following work focused directly on supporting children and families through this major global challenge.

## Supporting children and families directly through the COVID pandemic

### Humanitarian response

Family's individual and organisational supporters generously donated to an emergency Covid-19 fund so we could provide direct, rapid response support to children and families most affected by the crisis around the world. This major coordination effort demonstrated the ability of our locally-rooted international alliance to deploy vital aid and interventions during a global pandemic in a way that was tailored to individual countries' specific contexts. In some countries, this took the form of daily living supplies such as food and hygiene materials; whereas in others, we identified a pressing need for educational support, mental health interventions and domestic violence prevention. You can read about a range of the impacts of this fund on the following pages, in the section titled 'Our impact'.

## Sharing Covid-19 experiences and challenges

### Practice exchange

The Covid-19 pandemic has challenged all of us working on the front line with children and families across the world, requiring the development of new approaches in response to changing needs and restrictions.

Although every context is different, practice exchange is one way we can harness locally-driven solutions with others so they can adapt them to their own communities, and this is a key strength of our alliance model. Over the last year, we have used our practice exchange website – 'How We Care' – to share examples of approaches that have been making a positive difference to the lives of children and families. These approaches include topics such as supporting home learning, implementing phone-based child helplines, and conducting impact surveys during lockdown. Each of these has incorporated learning from a number of countries, enabling the unlocking of promising grassroots wisdom from countries as diverse as Greece and Guatemala.





# On the horizon

**Throughout 2020/21, we have been working on a number of long-term projects; some of which will soon be coming to fruition. Here are three of them.**



## Putting children in alternative care at the forefront of international discussions

### Practice exchange

Developing ways to support children without parental care is crucial to make sure that they can grow up as part of a safe and caring family. This is one of our core goals, and we continue to push for the rights of these children and families by driving forward the global conversation on what they need and what can be done to provide it.

One way we have been doing this is by calling for greater discourse in the child rights sector for these children, and we have been actively contributing to global and regional initiatives, including through the United Nations. We were one of the organisations that pushed for the UN to host their Day of General Discussion on alternative care, and, after being postponed in 2020, this will now be held in September 2021. The UN's global survey on this topic was hosted on our Changemakers for Children platform, and the day is an opportunity for our global alliance to make recommendations around locally-rooted solutions for this underrepresented audience, driven by the voices of local civil society organisations, children and young people around the world. In doing so, we will raise the profile of the deep, context-driven insight gained from the front line and promote this to those in positions of power and influence, helping to create lasting change at scale.

## Strengthening global collaboration for better children's care

### Practice exchange

We are actively participating on Better Care Network's Global Collaborative Platform. This has been created to engage local civil society organisations to promote the strengthening children's care at a global level. Family will be working towards complimenting this initiative through active engagement to strengthen the collective voice of local organisations worldwide.

Family was a founding member of this global collaborative in early 2019. Alongside ten other organisations, we developed the collaborative as a way to bring together all those working on child welfare reform to strengthen our evidence base and to advocate together for greater change.

## Sharing learning for children in alternative care in Asia

### Practice exchange

In Asia, reports of a growing number of children who have lost parents to COVID-19 have lead to desperate pleas to adopt orphaned children on social media, leaving them vulnerable to illegal adoption outside the scope of the child protection system. In this moment of crisis, children are vulnerable to trafficking, abuse and exploitation and must be protected. This adds to existing difficulties faced by children in alternative care in the region, and only increases the urgent need for support.

This, and related topics, will be discussed at the Biennial Conference (BICON); the leading regional conference in Asia focused on children and youth without parental care and their rights. Family is co-leading the 2021 BICON, focusing on the topic of Children's Rights and Alternative Care, which will be held in December virtually through our Changemakers for Children platform. BICON will bring together practitioners, policy-makers, academics and young people with lived experience of care to discuss systemic care reform in Asia. In doing so, opportunities to better support children and families affected by alternative care issues will be identified.





# Global impacts At a glance

Our £1.7 million spend on charitable activities in 2020/21 served to strengthen the work of all of our participating members individually, in addition to the pieces of work which we fund directly. Here are a selection of impact outcomes delivered by our global alliance in this reporting period. The uniqueness of our model means that the impact of our network is much greater than direct expenditure. To learn more about any of these initiatives, contact [supportercare@familyforeverychild.org](mailto:supportercare@familyforeverychild.org).



## Children's care and protection

In **Brazil** (Projeto Legal), children are now better equipped to avoid the extensive child trafficking problem in the country's football industry as a result of our public campaigning in the country.

In **Colombia** (Taller de Vida), children who need to be rehomed following the reporting of intra-familial sexual abuse are now more likely to be able to live with extended families or foster carers rather than in institutional care, as a result of our lobbying work.

In **Egypt** (Hope Village Society), street children will now have a better chance of accessing family-based care because of our pivotal role in influencing the government of Egypt to include them in the foster family system for the first time.

In **Greece** (METAdrasi), children on the move are now more likely to receive safe and appropriate care while in crisis because of the implementation of new guidelines and processes developed with our local practitioners.

In **Guatemala** (CONACMI), children who had been placed into shelter homes were supported to return to life in their family of origin where it was found safe to do so, giving them a chance to live once again in a family environment.

In **Indonesia** (Muhammadiyah), children living in state-run institutions are more likely to be able to live in a family environment, because of an increase in the number of people expressing an interest to become a foster parent as a result of our public information campaign.

In **Indonesia** (Muhammadiyah), children living in institutional care now have a higher chance of being fostered in a safe and caring family because of our work with Islamic religious leaders to issue a fatwa (an Islamic religious ruling) that makes foster care a permissible option for the first time.

In **Nepal** (Voice of Children), children on the move have been able to access support and advice for the first time following our public awareness and information campaign.



In **Rwanda** (Uyisenga Ni Imanzi), hundreds of children who had been living on the street have been given the support they need to safely return home to live with their families through the provision of family reunification programmes.

In **South Africa** (CINDI), kinship care families are now a step closer to receiving financial support to enable them to stay together and thrive because of our ongoing lobbying work with the government.

In **Turkey** (Hayat Sende), children who are transitioning to independent adult life after living in a children's home can now access resources and guidance on getting through this period, thanks to our locally-developed support which has since been adopted by the national government.



## Protecting child and family rights

In **Brazil** (Projeto Legal), children and young people held by the juvenile justice system are now more likely to have access to their family because of our research and lobbying work.

In **Colombia** (Taller de Vida), the issues faced by children in the marginalised indigenous communities are now gaining a higher profile with key sector stakeholders due to our successful lobbying for a National Day for Indigenous Children.

In **Ethiopia** (FCSE), girls affected by the issue of child marriage are now able to share their lived experience as part of our lobbying efforts to end this practice in the country.

In **Korea** (KoRoot), people who were put up for adoption abroad by the government in the past, as well as their birth families, are now better able to advocate for their rights and for changes to adoption laws, as a result of our work in helping them to develop networks focused on lobbying and support.

In **Korea** (KoRoot), we worked to improve adoption laws that negatively affect families by collaborating with other networks to lobby the government for change.

In **South Africa** (CINDI), at-risk families who rely on financial support from the government to survive and thrive now have improved access to their grants because of local efforts to push for improvements to the system.



## Education and life skills

In **Guyana** (ChildLink), children benefited from a programme to screen for autism in primary schools, leading to early identification of the condition and potential routes to help them in their education.

In **Guyana** (ChildLink), children held in juvenile detention centres while awaiting trial were able to access psychosocial support and life skills training; better preparing them for reintegration to family and community life when they leave.

In **Nepal** (Voice of Children), around 200 children who were living on the street and not attending school are now receiving education at our residential and drop-in facilities. Previously they were not able to go back to school because of the break in their education caused by the circumstances faced when living on the street.

## Prevention of sexual violence

In **Bangladesh** (CSID), 200 young people learned about the dangers of online sexual abuse and how to avoid it.

In **Cambodia** (First Step Cambodia), children and families now hear about child sexual abuse in a more sensitive way because of our work to train national media institutions in appropriate and helpful messaging.

In **Guatemala** (CONACMI), children and young people benefited from the training of hundreds of professionals in the child protection system on improved approaches to tackling underage sexual abuse and harmful sexual behaviours.

In **Guyana** (ChildLink), over 95% more children came forward to report instances of sexual abuse compared to the same period in the previous year, because of our campaign to raise awareness of our child advocacy centres in the country. As a result, these children could then access essential support.

In **Nepal** (Voice of Children), boys affected by sexual abuse are now more likely to know where to turn as a result of our media campaigns across television and online news outlets.

In the **Philippines** (CPTCSA), we have been working to provide better protection for boys affected by sexual violence by successfully influencing government stakeholders to consider the inclusion of boys in the new statutory rape law, promoting gender parity, as well as increasing the age of statutory rape from 12 to 16 years old.

In the **Philippines** (CPTCSA), boys are now more likely to receive appropriate adult protection against sexual violence because of the adoption by government agencies of our Blue Umbrella Day awareness day on the topic.

This is just a snapshot of our impact through the 2020-21 reporting period. To learn about our impact in more detail, request a copy of our Outcome Harvesting report by emailing [supportercare@familyforeverychild.org](mailto:supportercare@familyforeverychild.org).





# Stories of change

The knowledge and expertise of Family’s global alliance, and their in-depth understanding of local challenges and contexts, ensures that the programmes they deliver answer the needs of the communities they serve. As part of Family, this work can be supported, amplified, and promoted, whether through sharing of best practice, learning from other alliance members or the provision of financial support. Here we share the stories of two of our alliance members, and how Family’s support has helped them to create powerful stories of change.



**Bangladesh (CSID)**

## Supporting a rapid crisis response

In Bangladesh, we support vulnerable children – with a particular focus on children with disabilities – to survive and thrive. Our alliance member, CSID, works in slum areas where children with disabilities can live in very poor conditions, with little access to hygiene facilities and a limited awareness of good hygiene practices. Often, their parents work in low-paid, manual jobs and insecure household income can result in food poverty.

These issues came to the fore during the COVID pandemic, creating a crisis which required an exceptional and rapid response. CSID’s front line practitioners used their insight of what was happening in the community to request emergency funding from Family’s central COVID response fund, which was quickly accepted and deployed to provide urgent aid.

Through this COVID response, we conducted hygiene awareness sessions with children and their parents and caregivers, providing education on the importance of hand washing, the benefit of using face masks and the role of healthy food intake to support good health.

Many parents and caregivers lost their jobs because of the pandemic, leaving them unable to buy food and leaving children at significant risk. Because of the emergency funding, we were able to provide food to 150 children with disabilities. One person who received help as part of this emergency response work commented, “We were starving in the pandemic situation as there was no job for my parents, no food. In that situation CSID came with the food support from Family For Every Child and we thought they came as angels.”

The pandemic has also taken an emotional toll, particularly as many children with disabilities did not understand why activities such as attending school were halted. This resulted in frustration and isolation, and as in-person visits were not possible, so our Bangladeshi practitioners conducted counselling sessions by telephone. To date they have provided this support to 100 children, who may receive 4, 6, or 10 sessions according to need. Counselling has also been offered to 81 parents and caregivers who have experienced significant stress and trauma due to the pandemic.



## Zimbabwe (FOST)

# A global conversation driven by local insight

In Zimbabwe, our local alliance member organisation, FOST, works to support vulnerable children in the country's farm worker communities. Around one in four children in Zimbabwe have lost one of both parents, with 85% of those deaths due to HIV and AIDS. The rate of infection means the number of orphaned and vulnerable children continues to grow, with many living in impoverished rural locations. Our vision is to foster a safe and caring environment for these children.

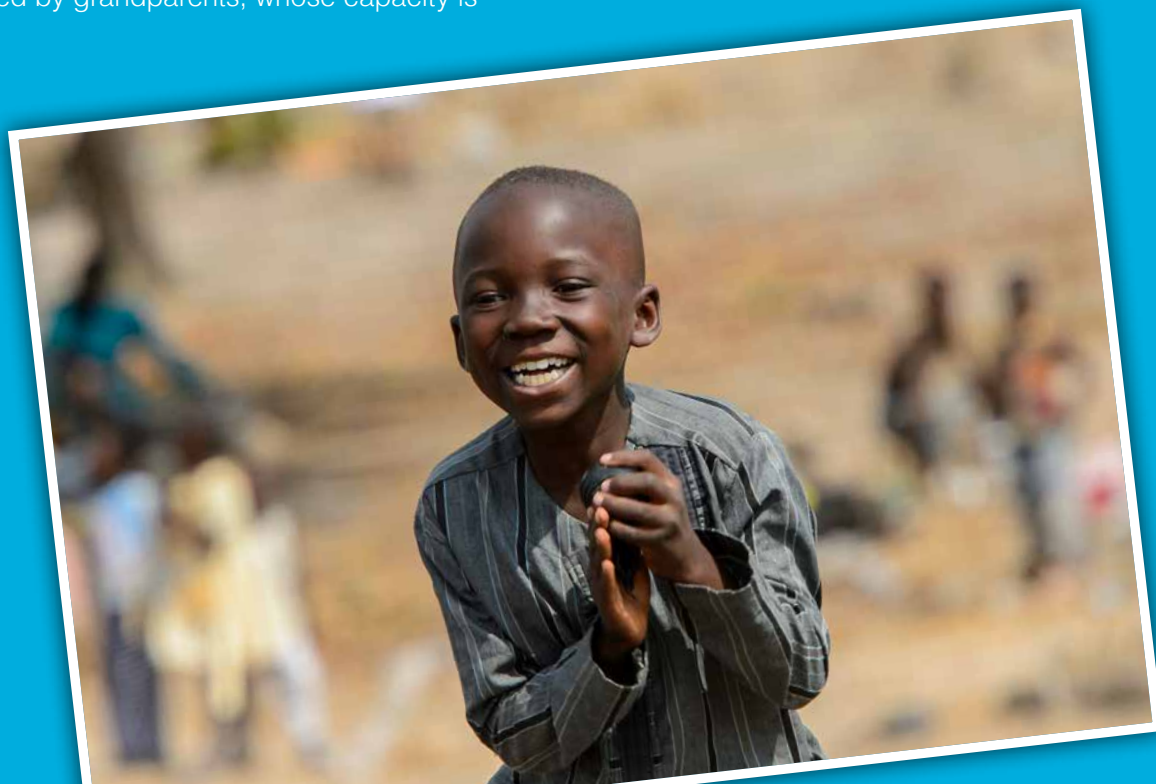
Many vulnerable children are in the care of family or close family friends, a practice known as kinship care. We have supported the development of better practice and guidance in this area, by funding a research study on kinship care in Zimbabwe. The aim of the study was to demonstrate that although kinship care is a preferred and widely utilised form of care, formal government guidelines are needed to support and recognise the importance of this model.

The research was conducted by FOST's team in Zimbabwe, in collaboration with the government and another local civil society organisation. It found that kinship care arrangements are extremely common but often informal, undocumented, and unregulated. Care is often provided by grandparents, whose capacity is

restricted by age and a lack of resources. Kinship care can keep children in a familiar environment which is important to their psychological welfare, but challenges - such as the vulnerability of these children to exploitation - are compounded by a lack of adequate government support.

Being part of Family has given our local practitioners a stronger voice to advocate for a government review of the outdated National Orphan Care Policy to address recommendations from their research, such as standard guidelines and documentation, as well as support and training for kinship care families. The Zimbabwean Government agreed to review the policy, and we have also funded an exchange visit for officials from Zimbabwe to visit Rwanda and learn about their alternative care reforms to inform this work.

Driven by local insight, we are working to increase recognition of kinship care across the region. We are now developing regional kinship care guidelines to aid the development of national policies and standards. The local work of those on the front line, combined with the global reach of Family, is now driving local, regional, and global change for children and families in need.



## Looking ahead

We are facing a turbulent time, and the major events unfolding globally are likely to continue. These include the climate crisis, pandemics and economic and social upheaval; all leading to potentially greater conflict, disasters, migration and more people living in extreme poverty.

For children, the impact of these macro events is likely to be an increase in children on the move, child labour, child marriage, children dropping out of school and more children in alternative care. This will result in a rise in violence, abuse and neglect and those families that are already vulnerable and marginalised will face disproportionate hardships and rights violations.

Major responses are urgently needed around the world to combat the negative effects of these global challenges on children and families.

There is increasing recognition that local civil society organisations, like those that make up our alliance, have a rich and unique understanding of our local contexts, the situation for children and families, potential solutions and effective models of interventions. We are a vital resource for families and communities and able to work closely with the most marginalised and vulnerable. We hold crucial knowledge about how to address these inequalities and violations.

As a result, we have developed our 2021-25 strategy to help harness this knowledge in order to create the biggest global impact. This five-point plan will help us to deliver large-scale change driven by what we are seeing around the world with children, families and their communities. To read this strategy, and learn about our plans in more detail, visit [familyforeverychild.org/our-strategy](https://familyforeverychild.org/our-strategy).

**Want to learn more about the latest developments at Family for Every Child?  
Follow us on social media or visit [familyforeverychild.org](https://familyforeverychild.org).**



# Financial Review, Risks and Organisational Structure

The Directors, who are also the Trustees of the charity, present their statutory report along with the consolidated financial statements of the charity and its subsidiary for the period from 1 April 2020 to 31 March 2021. The financial statements have been prepared based on the accounting policies set out in note 2 to the financial statements.

## Financial review

### Income

In 2020/21 the income of Family for Every Child was £3.1m, broadly at the same level as in the previous year. Of the £3.1m total income in 2020/21, £2.1m was received from our existing individual supporters in the UK (including gift aid) and £761k was received from existing and new individual supporters in New Zealand. £296k was received from other sources, including trusts and foundations and corporations.

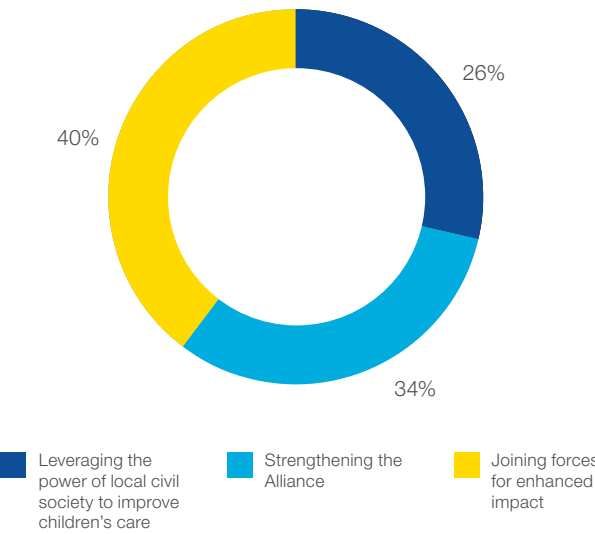
The New Zealand income showed only a slight increase as COVID disrupted our acquisition program throughout the year. The investment in NZ fundraising is part of our sustainability investment strategy to secure new sources of income and to stabilise core income for the global network during the period to 2022/23.

The UK fundraising programme continues to perform well and we continue to manage the rate of attrition of this income stream within our target envelope of 11%. Trust & Foundation income is £117k higher than the previous year, reflecting the new grant from Comic Relief for the Children on the Move project.

### Expenditure

At £3.2m, total expenditure for 2020/21 is lower than the previous year (2019/20: £3.8m). Of this amount, £1.7m was expended on charitable activities (same level compared to 2019/20), £0.4m on raising funds through our existing UK fundraising programme and £1.1m of sustainability investment.

Total expenditure on charitable activities during the year is analysed against Family’s strategic objectives as follows:



### Ensuring our financial sustainability

Family was set up with support and funding from international NGO EveryChild, with the vision of creating a new global Alliance of local children’s organisations working together to improve children’s care around the world.

Family completed a planned transition and asset transfer with EveryChild in September 2016, providing assets of £2.9m to be prudently invested in growing the scale and impact of the global Alliance, and in securing new sources of income to sustain Family’s development and operations over the long term.

The financial plan ran up to 2022-23; it aimed at securing new sources of income and achieving full financial sustainability over this period. Family has been investing in New Zealand to build a supporter base since 2017; we have revised the financial planning and envisage a long term positive contribution from this fundraising initiative from 2022 onwards.

Whilst we are not investing in growing the UK supporter base and have significantly reduced UK fundraising costs, we are retaining as many of our existing UK supporters as possible, in particular, with a focus on a legacy campaign to generate future voluntary income through bequests in Wills. The unrestricted income from the UK and NZ programmes will help to ensure a stable base of core income for the Alliance in the medium term, while we continue to diversify and develop new partnerships with trusts, foundations, institutions, and corporations.

From 2022 onwards, we expect to manage expenditure broadly in line with income, and plan to prudently invest reserves to support delivery of Family’s new strategy. We will maintain the required level of reserves in accordance with our policy.

### Remaining accountable

We regularly review our results in order to learn where and how we can be more effective in achieving outcomes for children and families. We do this through an annual process of outcome harvesting, where we identify outcomes that have been achieved through the network activities.

Our Planning, Monitoring, Evaluation and Learning Framework guides our approach to monitoring and evaluating our activities. Our programmes database enables us to gather, track, and report on data more effectively.

In January we completed an external network evaluation, which informed the development of our 2021-25 strategy.

### Enhancing our leadership

The vibrancy and effectiveness of the Alliance is dependent upon strong and cohesive leadership from the Board of Trustees, Assembly of Members, and Secretariat.

Our Board consists of a majority of trustees elected from and by our membership. In March 2020 our Board elected a new Chair, Rekha Nathoo, CEO of CINDI South Africa; and a new Vice Chair, Zeny Rosales, Director of CPTCSA, Philippines.

In 2020-21, five members progressed to full member status: New Alipore Praajak, India; METAdrasi, Greece; Association of Community Development, Bangladesh; Centre for Services and Information on Disability, Bangladesh; and Foundation for Innovative Social Development, Sri Lanka. In the same period we welcomed five new associate members: ENDA Jeunesse Action, Senegal; Together Trust, UK; EPIC, Ireland; Programma Integra, Italy; and Flüchtlingsrat Niedersachsen, Germany.



### Reserves

At the end of the year, Family held total reserves of £2.2m (2019/20 £2.3m). The reserves comprise restricted funds for future work £0.2m: £67k represents the net book value of fixed assets, and £2.1m are unrestricted reserves.

In general, Family holds unrestricted reserves so that it can respond to risks that are likely to require a period of adjustment, or to take action to capitalise quickly on major unforeseen and strategic opportunities. Family has a risk-based reserves policy which is reviewed annually and approved by the Board of Trustees. Our current assessment of the reserves we require to address the risks we face is £860k These reserves are necessary to manage day to day operating risks, providing cash flow, creating a buffer against any mismatch in timing between income and expenditure, and ensuring funds are reasonably available for day to day management.

### Designation of reserves

The trustees made a decision in 2019/20 to designate £300k of unrestricted funds to reflect the commitment of reserves to build the sustainable unrestricted funding stream that is core to our operating model. The designation of reserves reflected our best estimate of the remaining net investment required to achieve our goal at that time, supporting the individual giving programme in NZ as well as other innovation initiatives. Covid has had a significant impact on the donor acquisition programme in NZ, slowing the rate of investment. The trustees are therefore releasing £240k from the designed fund and retaining a designation of £60k to reflect the funds set aside for innovation, which will be committed to programmed work in 2021/22.

### Investments

At 31st March 2021, Family held total investments of £1.5m in cash.

### Fundraising statement

At Family for Every Child we currently undertake fundraising activities in both the UK and New Zealand. We work with a number of partner agencies to deliver our fundraising objectives. In 2020/21 we worked with four partner face-to-face (F2F) agencies, two telemarketing agencies in New Zealand and one partner telemarketing agency in the United Kingdom. All agencies are carefully selected and monitored, both through procurement processes and in weekly, monthly and quarterly reviews thereafter. All agencies are employed on a contractual basis and clauses are in place which allow Family for Every Child to terminate the relationship if they do not comply with our agreed policies and procedures. The fundraising team regularly monitors all campaigns by listening to telephone calls, visiting F2F teams and conducting mystery shopping. We are a member of the Public Fundraising Regulatory Association in New Zealand and the Institute of Fundraising in the UK. Throughout the year we complied with NZ government guidance on Covid related lockdowns. We are compliant with GDPR in the UK and the Privacy Act 2020 in New Zealand. As part of this strategy we ascertained supporter opt-ins to receiving communications where they did not fall under the category of ‘Legitimate Interest’. Our website and communications (digital and print) clearly state our data protection policies and offer the opportunity to opt-out of receiving communications. On our website we have displayed our ‘Supporter Promise’ and our policies on tainted donations, our privacy policy and our position on refunds. Our Supporter Care Team ensures that we resolve donor and supporter



complaints within our Service Level Agreement. Complaints and issues are recorded appropriately. Family for Every Child is committed to best practice in fundraising and follows the Fundraising Promise and the Institute of Fundraising’s Code of Fundraising Practice. During the year we have received a total of 2 complaints related to UK fundraising activity and 67 complaints relating to fundraising in New Zealand. The number of complaints in New Zealand account for 1.5% of our overall supporter base. All complaints are logged with the agencies and a written response is provided within a strict time frame. Additional training is provided to our external agencies where necessary.

Family for Every Child is committed to protecting vulnerable donors and we ensure that all F2F and Telemarketing recruiters are trained by Family for Every Child team members. We use this session to train them on the work of Family for Every Child and also to talk about our ethical approach and supporter promise. In New Zealand we train each recruiter on our F2F Code of Conduct policy.

Grant-making policy

Our members implement joint initiatives and projects on behalf of the Alliance. This can require funds to be mobilised by the Secretariat to members who are then accountable for the use of funds and reporting on the delivery of activities. We have a grant making policy which lays out the roles and responsibilities, reporting requirements and administrative processes. Members develop and agree proposals and budgets before a funding agreement is signed and funds transferred. As part of the membership criteria for Family all members are required to go through a due diligence review and to share information on their financial position, financial management and internal controls.

Going Concern

The Trustees have reviewed Family’s activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on income.

As outlined in detail in the future plans section of this report, in the last year the organisation has developed a new strategy which sets the direction of the organisation for the coming 5 years. The strategy sets out a path to financial sustainability. Family has adopted a new financial planning approach aligning income and expenditure on a rolling 18 month basis and is transitioning to this new approach. Family will commit any reserves above our target range to the implementation of our strategy and the strengthening of the Alliance.

Family has substantial unrestricted reserves at close of the financial year (£2m) that ensure that Family can adapt to the threats and demands of the challenging and volatile environment.

Considering the closing financial position at 31st March 2021, the resilience of our income streams and our prudent approach to future financial planning, the Trustees do not consider that a material uncertainty exists in relation to the ability of Family for Every Child to continue as a going concern for the foreseeable future. Accordingly, the Trustees are satisfied that the going concern basis is an appropriate approach for the preparation of the financial statements.

Principal risks

The Trustees are ultimately responsible for risk management and the effectiveness of Family’s internal controls. The major risks to which Family is exposed, as identified by the Trustees, have been reviewed and mitigating actions taken to manage those risks.

The Trustees monitor the risk register quarterly. The Leadership Team ensures that the day-to-day risk management processes are embedded across the organisation through effective implementation of policies and procedures. The principal risks and mitigation strategies are identified in the table below.

Risk	Mitigation strategy
<p><b>Failure to deliver on the collective leadership model and to maintain and grow a strong membership.</b></p> <p>Our members have been significantly impacted by Covid both operationally and financially, while the restrictions on travel have meant that opportunities for identifying new members, knowledge-sharing and relationship-building have been entirely online. This has affected our ability to recruit new members, and our existing members’ capacity to engage in the activities of the Alliance.</p>	<p>We continue to explore new ways of working to identify and engage with members, support the existing members to participate, and deliver on the model.</p> <p>Our new strategy identifies priority thematic areas for our work; the focus on issues will underpin future member recruitment and provide a clear alignment for new members joining.</p> <p>We are strengthening our collective leadership model by clarifying the roles of members, the board and the secretariat as we implement our new strategy; we are underpinning this with new accountability frameworks.</p>
<p><b>External drivers, including Covid, are leading other organisations to move increasingly towards a focus on CSOs as key actors, and a move to online engagement, threatening our unique positioning.</b></p> <p>INGOs are increasingly looking to work with CSOs, meaning we are facing competition reaching out to potential members.</p> <p>The acceleration of the digital transformation in our sector and others as a result of Covid highlights the fast pace of change that we must adapt to.</p>	<p>We are monitoring the external environment and the development in the sector to ensure we continue to provide a differentiated and complementary offering.</p> <p>As a knowledge organisation, we will continue to embrace the opportunities that digital offers across the spectrum of our work; we will invest in our capacity to work effectively with members in a range of ways beyond process efficiencies in order to extend our reach and delivery of impact.</p>
<p><b>Failure to deliver our fundraising goals in NZ due to lack of demonstrable impact in the region.</b></p> <p>The legitimacy and success of our fundraising programme in NZ depends on being able to demonstrate change for children and families in the region.</p>	<p>We are accelerating the roll-out of an initiative with specific relevance to NZ and Pacific communities in order to make a difference in the region; this will strengthen our fundraising programme by ensuring that our work resonates with supporters.</p>

Structure, governance and management

Family for Every Child is a charitable company registered with the Charity Commission for England and Wales and with Companies House. There are two subsidiary entities: Family Alliance Inc., registered as a 501(c)3 non-profit organisation in the US; and Family for Every Child New Zealand Trust, registered as a charitable trust in New Zealand.

Family is a global alliance of 38 member organisations from 32 countries. All our members are local or national civil society organisations working on children’s care issues who share our collective vision of a world in which children and families everywhere have access to the support they need to survive and thrive.

Family is led by its members through a majority member-elected Board. Our Board is accountable to the membership and reports annually at the General Meeting. Our operations are coordinated by a Secretariat who coordinates global network activities with members.

Family’s governance is managed in accordance with the charity’s Articles of Association, as well as the Governance Manual, which was developed and approved by the membership. The Governance Manual details the roles and responsibilities of the Assembly of Members, Board, and Secretariat, and the procedures for meetings of these bodies and decision-making.

**The Assembly of Members** is responsible for electing the majority of the Board and receives reports from the Board at the General Meeting. It discharges its governance duties under the Companies Act and votes on any changes required to the Articles of Association or the Governance Manual.

**The Board of Trustees** is responsible for the strategy and governance of the organisation. The Board oversees the performance of the Secretariat and holds the CEO to account. The Board meets on a quarterly basis. The Board co-opts independent trustees to fill any identified skills gaps on the Board. In general, co-option is through an open process of advertisement and recruitment. There are three committees which are advisory to the Board and have no decision-making authority.

Board Governance Committee

The Board Governance Committee ensures best practice in good governance of Family as a whole, by establishing effective ways of working, overseeing composition of the committees and boards and the appointment of their officers, and ensuring the boards meet their regulatory obligations, including in relation to safeguarding.

The Committee also oversees the board development programme, ensuring that new trustees receive a comprehensive induction to the role, and that trustees as individuals and the board as a whole are supported and performance is assessed as appropriate.

Membership Committee

The Membership Committee oversees adherence to the Member Charter and accountability framework, and advises the board on the strengths and weaknesses of the Alliance. The Committee supports the Board to identify, assess and invite new members, and oversees the member journey, including making recommendations on changes to membership status

and addressing any concerns. The Committee is responsible for the implementation of Family’s Due Diligence Framework, which includes upholding safeguarding, internal controls and governance standards.

The Committee also oversees membership of and engagement with the ‘wider network’ of organisations.

Finance & HR Committee

The Finance & HR Committee supports the Board to oversee Family’s performance management, operational, fundraising and communications and financial and resourcing strategies. The FHR provides the Board with assurance that appropriate processes and systems are in place to enable Family to be accountable to its stakeholders for impact.

The Committee monitors Family’s financial strategy to ensure Family’s sustainability, including oversight of its fundraising strategy and any other income generation initiatives. It also oversees Family’s people management and resourcing policies, practices and approach to reward and compliance and Family’s management and mitigation of organisational risk: strategic, financial and operational.

Secretariat

The Secretariat is responsible for coordinating and delivering Family’s operations and activities. The Secretariat works closely with members to facilitate engagement and participation in the network, harness new opportunities, and ensure that activities are delivering impact for children and families.

The Secretariat is led by the CEO and Leadership Team who together are responsible for directing, controlling, running and operating the Charity on a day to day basis. The pay of the Leadership Team is reviewed annually in conjunction with all staff within the Charity and any increase is applied following agreement by the Trustees.

Related Parties

Family Alliance Inc

Family Alliance was established in 2014 and is a subsidiary of Family. Family Alliance is a not for profit organisation with charitable status registered in New York and it has its own board of directors. Family is the sole member of Family Alliance and has control by virtue of being able to appoint and remove trustees. One of the trustees of Family for Every Child sits on the Board of Family Alliance as a ‘link’ trustee, to ensure synergy between the two boards. The Board of Family Alliance reports to the Board of Family on a quarterly basis, and to the Assembly of Members each year at the General Meeting, to share updates on activities and achievements.

Family for Every Child New Zealand Trust

Family for Every Child New Zealand Trust was established in 2017 and is a subsidiary of Family. It is a charitable trust registered in New Zealand and it has its own board of trustees. Family has control by virtue of being able to appoint and remove trustees. One of the trustees of Family for Every Child sits on the Board of Family NZ as a ‘link’ trustee, to ensure synergy between the two boards. The Board of Family NZ reports to the Board of Family on a quarterly basis, and to the Assembly of Members each year at the General Meeting, to share updates on activities and achievements.



Other Related Parties

Family is the sole member of EveryChild, EveryChild Trading Ltd, The European Children's Trust and The Christian Children's Fund of Great Britain all of which are limited by guarantee and have no share capital. Family owns the whole of the ordinary share capital of EveryChild Trading Limited.

Public Benefit

As Trustees we have given due consideration to the Charity Commission's published guidance on the Public Benefit requirement under the Charities Act 2011. We believe that, in achieving the objectives described in this report, Family for Every Child meets the public benefit requirement.

As described earlier in the report, the main activities we undertake to further our charitable purpose for public benefit are research, advocacy, campaigns, contribution to policy positions and technical assistance to change the behaviour of national, regional and global decision-makers. The aim is to improve policy, programmes, practice and resource allocation to support children without adequate care around the world. Also, through practice exchange and knowledge sharing and learning activities across the Alliance and beyond (e.g. inter-agency collaboration), members' (and external partners') own practice is strengthened so that they are able to better support the vulnerable children, families and communities that they work with.

Statement of trustees' responsibilities

The trustees (who are also directors of Family for Every Child for the purposes of Company Law) are responsible for preparing the Group Strategic Report, Trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of its incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. The trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charity will continue to operate.

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company and group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees of Family for Every Child are responsible for the maintenance and integrity of the corporate and financial information included on the charitable group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Information provided to auditors


Each of the persons who is trustee at the date of approval of this report confirms that:

- so far that the trustee is aware, there is no relevant audit information of which the company's auditors are unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

Pursuant to section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Crowe U.K. LLP will therefore continue in office.

The annual report and accounts is approved by the Board of Trustees on 29th July 2021 and signed on its behalf by the Chair of the Board:

DocuSigned by:  
  
45FE788C4A48489...  
Rekha Nathoo  
Chair of the Board of Trustees

Independent Auditor's Report

Opinion

We have audited the financial statements of Family for Every Child ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated statement of financial activities, the Consolidated and Company balance sheets, the Consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2021 and of the group's 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.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on page 26), 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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



Auditor’s responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members including significant component audit teams. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company’s and the group’s ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), employment legislation and tax legislation. We also considered compliance with local legislation for the group’s overseas operating segments.

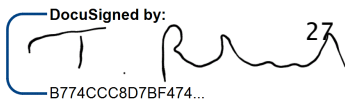
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance & HR Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company’s members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company’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 charitable company and the charitable company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:  
  
B774CCC8D7BF474... 27 September 2021

Tim Redwood  
Senior Statutory Auditor

For and on behalf of  
Crowe U.K. LLP Statutory Auditor  
55 Ludgate Hill  
London  
EC4M 7JW

Family for Every Child  
Consolidated Statement of Financial Activities

(Incorporating an income and expenditure account)

For the year ended 31 March 2021

	Note	2021 Unrestricted Funds	2021 Restricted Funds	2021 Total Funds	2020 Unrestricted Funds	2020 Restricted Funds	2020 Total Funds
		£	£	£	£	£	£
Income from:							
Donations and legacies	6	2,858,360	257,767	3,116,127	2,972,017	125,284	3,097,301
Investments		393	-	393	14,922	-	14,922
Total income		2,858,753	257,767	3,116,520	2,986,939	125,284	3,112,223
Expenditure on:							
Raising funds	3						
- Fundraising and communications		448,136	-	448,136	509,552	-	509,552
- Sustainability investment		1,097,065	-	1,097,065	1,544,576	-	1,544,576
		1,545,201	-	1,545,201	2,054,128	-	2,054,128
Charitable activities	3						
- Leveraging the power of local civil society to improve children's care		340,203	83,238	423,441	496,207	-	496,207
- Joining forces for enhanced impact		480,998	81,324	562,322	673,136	13,513	686,650
- Strengthening the Alliance		620,006	49,915	669,921	478,025	73,882	551,908
		1,441,207	214,477	1,655,684	1,647,368	87,395	1,734,765
Total expenditure		2,986,408	214,477	3,200,885	3,701,496	87,395	3,788,893
Net income / (expenditure)							
Exchange rate gain / (loss)		11,740	-	11,740	(18,738)	-	(18,738)
Net movement in funds		(115,915)	43,290	(72,625)	(733,295)	37,889	(695,406)
Reconciliation of funds							
Total funds brought forward		2,193,840	110,218	2,304,058	2,927,135	72,329	2,999,464
Total funds carried forward		2,077,925	153,508	2,231,433	2,193,840	110,218	2,304,058



## Family for Every Child Balance sheets

As at 31 March 2021

		Group		Charity	
	Note	2021	2020	2021	2020
		£	£	£	£
<b>Fixed assets</b>					
Intangible assets	8	58,554	-	58,554	-
Tangible assets	8	8,279	11,731	8,279	11,731
Investments	9	1,460,067	1,311,158	1,460,067	1,311,158
<b>Total fixed assets</b>		<b>1,526,900</b>	<b>1,322,889</b>	1,526,900	1,322,889
<b>Current assets</b>					
Debtors, prepayments and accrued income	10	283,924	616,134	635,986	724,655
Cash and bank		650,000	540,000	201,760	356,114
		<b>933,924</b>	<b>1,156,134</b>	837,746	1,080,769
<b>Liabilities</b>					
<b>Creditors:</b> amounts falling due within one year	11	(229,391)	(174,965)	(202,989)	(164,055)
<b>Net current assets</b>		<b>704,533</b>	<b>981,169</b>	634,757	916,714
<b>Net assets</b>	12	<b>2,231,433</b>	<b>2,304,058</b>	2,161,657	2,239,603
<b>Funds</b>					
Unrestricted funds					
- General funds		2,017,925	1,893,840	1,948,148	1,829,385
- Designated funds		60,000	300,000	60,000	300,000
Restricted funds		153,508	110,218	153,508	110,218
<b>Total funds</b>	13	<b>2,231,433</b>	<b>2,304,058</b>	2,161,656	2,239,603

### Charity only summary of results:

Total income, expenditure and net result for the year for the Charity only were £2,344,251 (2020: £2,368,177), £2,376,144 (2020: 2,455,726) and £22,407 deficit (2020: 101,021) respectively.

29 July 2021

Approved and authorised for issue by the Trustees on \_\_\_\_\_ and signed on their behalf by:

DocuSigned by:  
  
45FE288C1A48489...  
Rekha Nathoo  
Chair of the Board

The notes to the consolidated financial statements on pages 32 to 42 form part of these consolidated statements.

Company Number: 08177641

## Consolidated Statement of Cash Flows

For the year ended 31 March 2021

	Note	2021 (£)	2020 (£)
<b>Cash flows from operating activities:</b>			
Net cash (used in) operating activities	I	<b>318,365</b>	<b>(733,586)</b>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		(71,588)	(7,783)
Disposal of tangible fixed assets		-	978
Sale of investments		-	1,431,163
Interest from investments		393	14,922
<b>Net cash provided by (used in) investing activities</b>		<b>(71,195)</b>	<b>1,439,280</b>
<b>Change in cash and cash equivalents in the reporting period</b>			
		<b>247,170</b>	<b>705,694</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>1,851,057</b>	1,164,101
<b>Change in cash and cash equivalents due to exchange rate movements</b>		<b>11,740</b>	(18,738)
<b>Cash and cash equivalents at the end of the year</b>	II	<b>2,109,967</b>	<b>1,851,057</b>
<b>I, Reconciliation of net (expenditure) to net cash flow from operating activities</b>			
Net income for the year (as per the statement of financial activities)		<b>(72,625)</b>	(695,407)
<b>Adjustments for:</b>			
- Depreciation and amortisation charges		16,486	25,862
- (Increase)/decrease in debtors		332,210	(11,825)
- Increase/(decrease) in creditors		54,427	(54,949)
- Interest from investments		(393)	(14,922)
- (Gain)/loss on exchange rate movements		(11,740)	18,738
- Valuation (gain) on investment		-	(1,083)
<b>Net cash (used in) operating activities</b>		<b>318,365</b>	<b>(733,586)</b>
<b>II, Analysis of cash and cash equivalents</b>			
- Cash at bank and in hand		650,000	540,000
- Cash in investments		1,459,967	1,311,057
		<b>2,109,967</b>	<b>1,851,057</b>

The notes to the consolidated financial statements on pages 32 to 42 form part of these consolidated statements.



# Notes to the consolidated statements

For the year ended 31 March 2021

## 1, Company information

Family for Every Child (Family) is a charity and as such is a non-profit making organisation, limited by guarantee and therefore with no share capital. The number of members at 31 March 2021 is 41 and their liability on a liquidation is limited to £1 each.

Family is registered as a limited liability company in England and Wales under number 08177641 and its registered office is 75 King William Street, London, EC4N 7BE. The Company is a Public Benefit Entity registered with the Charity Commission under number 1149212.

## 2, Accounting policies

The principal accounting policies adopted in the preparation of the accounts are as follows:

### (a) Basis of accounting

The accounts (financial statements) have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP FRS 102) preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice.

Family’s 5 year strategy, referenced in the trustees annual report in the section on future plans, sets out an approach to the sustainability of the organisation. Family has adopted prudent financial planning assumptions and is working towards alignment of income and expenditure on a rolling 18 month basis.

In March 2021 the Board reviewed an 18 month rolling forecast that includes a reforecasts of the budget for 2021/22 and projections to end of Sep 2022. The closing unrestricted fund balance as at end of September 2022 per this forecast is £1,4m. This expected closing unrestricted reserve is half a million more than the minimum reserve balance required per our Reserve Policy.

Taking into consideration the closing financial position at 31st March 2021, and key financial assumptions and analysis by management, the Trustees are satisfied that Family for Every Child will be able to continue as a going concern for the foreseeable future and do not consider that a material uncertainty exists in relation to the ability of Family to continue as a going concern for the foreseeable future. Accordingly, it continues to adopt the going concern basis in preparing the financial statements as outlined in the report of the trustees on page 24.

### (b) Consolidation

The financial statements have been prepared consolidating the result of the Charity and its subsidiaries undertakings Family Alliance and Family New Zealand Trust. The results of the subsidiary are consolidated on a line by line basis. See Note 16 for further details.

The entity has taken exemption from presenting its unconsolidated profit and loss account under section 408 of Companies Act 2006.

During the period other subsidiary companies, namely: EveryChild, EveryChild Trading Limited, The European Children’s Trust (ECT) and The Christian Children’s Fund of Great Britain (CCFGB) had no significant transactions to report and were dormant. Hence they have not been consolidated in the accounts on the grounds of immateriality.

### (c) Income

Income is accounted for when the Charity has entitlement, there is probability of receipt and the amount can be measured. Income is deferred only when the donor has imposed pre-conditions on the expenditure.

Legacy income is recognised at the earlier of the receipt of income or notification of a distribution and when it is probable that it will be received. Pecuniary legacies are recognised on receipt of income.

Gifts in kind are valued and brought in as income and the appropriate expenditure where the third party providing them bears a financial cost. The value placed on resources included in the Statement Of Financial Activities (SOFA) is the value to the Charity of the service or goods received. Family measured the value by estimating how much it would have had to pay for the service on the open market, unless this was difficult to estimate, in which case we have used the actual cost to the donor.

### (d) Financial assets and liabilities

Financial assets and liabilities are initially recognised at transaction value and are subsequently measured where applicable at amortised cost. Financial assets held at amortised cost comprise cash at bank, together with trade and other debtors. Financial liabilities held at amortised cost comprise trade and other creditors. Financial assets and liabilities exclude statutory assets and liabilities, prepayments and deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

### (e) Operating lease rentals

Costs in respect of operating leases are charged to expenditure over the term of the lease.

### (f) Foreign currency

Assets and liabilities in foreign currencies are translated into sterling at the balance sheet date. Transactions in foreign currencies are

translated into sterling at the appropriate rate of exchange ruling at the date of the transaction.

Gains or losses resulting from conversion of foreign currencies have been dealt with in the Statement of Financial Activities.

### (g) Critical accounting estimates and areas of judgement

Preparation of the accounts require the trustees and management to make significant judgements and estimates. The items in the accounts where these judgements and estimates have been made include:

- the judgement that, subject to any evidence to the contrary, all expenditure incurred under signed funding agreement is recoverable from funders;
- estimates in respect of accrued expenditure;
- the allocation of office overheads and governance costs between charitable expenditure categories; and
- the judgement as to which costs should be capitalised in respect of intangible and tangible fixed assets as well as estimating the useful economic life of these assets,

In the view of the Trustees, none of the assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

### (h) Fixed Assets

Tangible fixed assets purchased for on-going use are capitalised, where cost exceeds £1,000, and disclosed at cost less depreciation. Depreciation is calculated to write off the cost of fixed assets, less residual values, over their expected useful lives, on a straight line basis over four years.

Intangible fixed assets costing more than £1,000 are capitalised at cost. Intangible fixed assets include software costs. They are amortised over four years, their estimated useful lives.

### (i) Investments

The cash and bank balance disclosed as current asset in the accounts reflects the working capital requirement. This was calculated as the sum of gross expenditure for three month, and the net income or expenditure for the twelve month period following the balance sheet date.

Cash and bank balance over and above the working capital requirement is classified as investment. Interest income on investment cash is credited or charged to the SOFA.

Investments in subsidiaries are valued at cost less provision for impairment.

### (j) Impairment of fixed assets and investments

Fixed assets and investments are subject to review for impairment when there is an indication of a reduction in their carrying value. Any impairment is recognised in the SOFA in the year in which it occurs.

### (k) Pension

On behalf of UK-based staff, the Charity contributes to UK defined contribution pension schemes administered by independent companies. It also makes contributions to similar schemes (such as superannuation schemes) in other countries for non-UK staff members. Non-UK based staff members who are not eligible to participate in any scheme due to their location receive 5% on top of their salary, as a contribution towards a personal pension plan. The pension costs represent the contributions payable by the Company to the schemes for the year and the total allowances paid to those non-UK based staff members in consideration of the pension benefit.

### (l) Expenditure

All expenditure, inclusive of an element of non-reclaimable VAT, is recognised when incurred on an accruals basis.

Expenditure is disclosed under the headings: cost of raising funds and charitable expenditure.

Support costs including for the day-to-day operational management of the organisation and governance costs that are associated with the governance arrangements of the organisation and the strategic management of its activities have been allocated across SOFA headings based on the percentage of average staff headcount allocated to these headings. The allocation of the average staff headcount is based on a reasonable estimate by management.

Charitable expenditure is further analysed, based on management judgement, into the following:

- Leveraging the power of local civil society to improve children’s care
- Joining forces for enhanced impact
- Strengthening the alliance

These categories reflect Strategic Objectives of the charity as set out and discussed within the Trustees’ report.

The cost of raising funds relates to the costs incurred by Family in inducing third parties to make voluntary donations, as well as expenditure on any activities with a fundraising purpose. As indicated in the Trustees’ Report, Family has a five year financial plan to secure its long term sustainability through prudent investment in new fundraising markets. This investment is shown separately as ‘Sustainability Investments’ in the cost of raising funds section in the SOFA.



(m) Grants payable

Grants payable are recognised as expenditure when there is a legal or constructive obligation to make the grant. Grant expenditure charged to the SOFA is in accordance with the terms and conditions attached to the individual grant agreements.

In general grant awards to members are recognised as expenditure in total in the financial year in which terms are agreed. In exceptional circumstances where grant payments are performance related, Family accounts for the liability on a performance basis to the extent that the conditions for performance are met.

(n) Funds

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the consolidated financial statements.

3, Analysis of expenditure

(a) Analysis of expenditure by aim

	Direct cost	Support cost	2021 total	2020 total
	£	£	£	£
Cost of raising funds				
Fundraising and communications	363,191	84,945	448,136	509,552
Sustainability investment	955,725	141,340	1,097,065	1,544,576
	1,318,916	226,285	1,545,201	2,054,128
Charitable expenditure				
Leveraging the power of local civil society to improve children's care	350,411	73,030	423,441	496,207
Joining forces for enhanced impact	478,320	84,002	562,322	686,650
Strengthening the alliance	540,734	129,187	669,921	551,908
	1,369,465	286,219	1,655,684	1,734,765
Total expenditure	2,688,381	512,504	3,200,885	3,788,893

(b) Analysis of expenditure by cost type

	Direct cost	Support cost	2021 total	2020 total
	£	£	£	£
Staff costs	1,062,608	278,322	1,340,930	1,317,143
Grants to members	241,483	-	241,483	141,912
Consultants, including to support member activities	290,421	90,443	380,864	217,442
Translation and interpretation	58,574	7,544	66,118	83,521
Travel and accommodation, including for members	5,536	(638)	4,898	318,328
Legal and other professional services	81,529	13,375	94,904	109,055
Office accomodation and services	41,753	7,131	48,884	88,101
Human resources, information technology and other business services	219,341	70,408	289,749	169,760
Equipment and supplies (including depreciation of fixed assets)	13,904	4,766	18,670	30,161
Communications including fundraising campaign related print and productions	667,899	13,602	681,501	1,204,941
Auditor's remuneration (including VAT)	-	27,292	27,292	20,480
Other costs	5,333	259	5,592	88,049
Total expenditure	2,688,381	512,504	3,200,885	3,788,893

(c) Grants to institutions

	2021 total (£)	2020 total (£)
Asociación Nacional Contra el Maltrato Infantil (CONACMI) (Guatemala)	8,082	8,170
Associação Brasileira Terra dos Homens (ABTH) (Brazil)	11,104	-
Association for Community Development (ACD) (Bangladesh)	4,996	-
Butterflies (India)	9,567	4,615
Center for the Prevention and Treatment of Child Sexual Abuse (CPTCSA) (Philippines)	2,996	4,879
Centre for Services and Information on Disability (CSID) (Bangladesh)	7,989	-
Challenging Heights (Ghana)	14,075	10,307
ChildLink (Guyana)	16,863	-
Children Assistance Programme (CAP) (Liberia)	9,754	7,017
Children In Distress Network (CINDI) (South Africa)	4,431	3,015
Community Based Rehabilitation Jamaica (CBRJ) (Jamaica)	-	175
Enfoque Niñez (Paraguay)	8,178	10,922
Farm Orphans Support Trust (FOST) (Zimbabwe)	14,058	8,046
First Step (Cambodia)	-	12,357
Forum on Sustainable Child Empowerment (FSCE) (Ethiopia)	10,184	8,986
Foundation for Innovative Social Development Ltd (FISD) (Siri Lanka)	7,967	-
Hope Village Society (Egypt)	12,008	6,045
JUCONI (Mexico)	8,081	7,034
KoRoot (South Korea)	15,789	-
Legal Services for Children (USA)	-	8,750
METAdrasi – Action for Migration and Development (Greece)	12,890	852
Muhammadiyah (Indonesia)	5,198	468
Naba'a (Lebanon)	3,215	-
New Alipore Praajak (India)	2,140	-
Paicabi (Chile)	-	30,109
Partnership for Every Child (Russia)	3,851	-
Projeto Legal (Brazil)	8,270	-
Semya Khazdomu Rebenku (Kyrgyzstan)	7,460	-
Taller de Vida (TdV) (Colombia)	8,082	-
Undugo Society of Kenya (USK) (Kenya)	7,766	390
Uyisenga Ni Imanzi (Rwanda)	16,489	3,059
Voice of Children (VoC) (Nepal)	-	6,072
Hayat Sende (Turkey)	-	280
Jordan River Foundation (Jordan)	-	364
Total grants to members	241,483	141,912



(d) Reconciliation of grants payables

	2021 total (£)	2020 total (£)
Grant payables brought forward	67,003	50,412
Grants awarded during the year		
- Member organisations (see above)	241,483	141,910
Total grants awarded during the year	241,483	141,910
Grant payments during the year	(256,365)	(125,319)
Grant payables carried forward	52,121	67,003

(e) Analysis of governance costs

	2021 total (£)	2020 total (£)
Auditor's remuneration (excluding VAT)	22,743	17,067
Trustees' expenses (note 5)	(1,327)	10,891
Staff costs	74,798	45,948
Other direct costs	50,422	36,050
Total governance costs	146,636	109,956

4. Expenditure includes:

(a) Staff and employee costs

	2021 total (£)	2020 total (£)
Salaries	1,156,740	1,115,565
Social security costs	106,476	107,599
Pension costs	76,451	93,979
Redundancy	1,264	-
	1,340,931	1,317,143

The pension costs includes pension allowance to and superannuation payments on behalf of non-UK based staff members.

Redundancy was paid to one staff member during the year (2020 - none). There were no unpaid redundancies as at the end of the year (2020 - nil).

The average monthly number of staff during the year was:

	2021 total	2020 total
	No.	No.
Charitable activities	12	14
Raising funds	10	11
Support functions and governance	7	6
	29	31

Employees earning more than £60,000 p.a.:

	2021 total	2020 total
	No.	No.
£60,000 - £70,000	-	-
£70,000 - £80,000	1	1
£80,000 - £90,000	1	1
£90,000 - £100,000	1	-
£100,000 - £110,000	-	-
	3	2

Three employees earning more than £60,000 participated in a defined contribution pension scheme.

Total earnings and employee benefits of key management personnel (£)	371,465	341,217
--	---------	---------

5. Trustees' expenses and remuneration

The trustees received £Nil remuneration (2020 - £Nil). The total amount reimbursed in relation to certain travel and accommodation costs to attend Board meetings was £Nil to 0 trustees (2020 - £1,056 to 3 trustees). Suppliers refunded a total of £1,327 in the year as a result of receiving credit notes for travel that they had previously been reimbursed for by the charity (2020: £10,891 expenses reimbursed to 10 trustees).

The Trustees have waived £Nil for expenses which they could have claimed (2020: Nil).

6. Income from donations and legacies

	Unrestricted funds	Restricted funds	2021 total	2020 total
	£	£	£	£
Individuals, legacies and gift aid	2,819,750	-	2,819,750	2,971,017
Corporations	4,629	49,884	54,513	1,000
Trusts and foundations	33,982	207,883	241,865	125,284
Total income	2,858,361	257,767	3,116,128	3,097,301

7. Net income

	2021 total (£)	2020 total (£)
Auditor's remuneration (excluding VAT)	22,743	17,067
Trustees' expenses (note 5)	(1,327)	10,891
Depreciation and amortisation of fixed assets	16,486	25,862
Realised/unrealised loss (gain) on Investment	-	(1,083)
Realised/unrealised loss (gain) on foreign currency	11,740	18,738



8. Fixed assets

Group and charity

	Intangible Computer software	Tangible Computers	Total
	£	£	£
<b>Cost</b>			
Cost brought forward	87,834	28,684	116,518
Additions	70,580	1,008	71,588
Disposals	-	-	-
<b>Cost carried forward</b>	<b>158,414</b>	<b>29,692</b>	<b>188,106</b>
<b>Depreciation and Amortisation</b>			
Depreciation and Amortisation brought forward	87,834	16,953	104,787
Charge for the year	12,026	4,460	16,486
Disposals	-	-	-
<b>Depreciation and Amortisation carried forward</b>	<b>99,860</b>	<b>21,413</b>	<b>121,273</b>
<b>Net book value</b>			
<b>Net book value carried forward</b>	<b>58,554</b>	<b>8,279</b>	<b>66,833</b>
Net book value brought forward	-	11,731	11,731

9. Investments

Group and charity

	2021 total (£)	2020 total (£)
Market value at start of period	1,311,158	1,830,281
Disposals	-	(1,431,163)
Cash investment released from / (to) working capital	148,909	910,957
Valuation gains	-	1,083
<b>Closing valuation at end of period</b>	<b>1,460,067</b>	<b>1,311,158</b>
<b>Comprising</b>		
Cash and cash equivalents	1,459,967	1,311,058
Investment in subsidiaries (EveryChild Trading Limited)		
Consisting of 100 shares at £1 each (note 15)	100	100
<b>Closing valuation at end of period</b>	<b>1,460,067</b>	<b>1,311,158</b>

10. Debtors and other current assets

Group and charity

	Group 2021 total	2020 total	Charity 2021 total	2020 total
	£	£	£	£
Prepayments and accrued income	85,255	101,490	78,684	91,224
Goods and Services tax (GST) reclaimable - New Zealand	12,683	249,819	-	-
Gift aid reclaimable	185,986	264,825	185,986	264,825
Amount owed by subsidiaries	-	-	371,316	368,606
<b>283,924</b>	<b>616,134</b>	<b>635,986</b>	<b>724,655</b>	

11. Creditors: amounts falling due within one year

	Group 2021 total	2020 total	Charity 2021 total	2020 total
	£	£	£	£
Trade creditors	51,445	43,794	51,445	43,794
Taxes, social security and pension	31,265	33,496	31,265	31,532
Grants payable	52,121	67,004	52,125	67,004
Accrued expenses	94,560	30,671	68,154	21,724
<b>229,391</b>	<b>174,965</b>	<b>202,989</b>	<b>164,054</b>	

12. Group analysis of net assets

	2021 Unrestricted Funds	2021 Restricted Funds	2021 Total Funds	2020 Unrestricted Funds	2020 Restricted Funds	2020 Total Funds
	£	£	£	£	£	£
<b>Fixed assets</b>						
Tangible fixed assets	8,279	-	8,279	11,731	-	11,731
Intangible fixed assets	58,554	-	58,554	-	-	-
Investments	1,460,067	-	1,460,067	1,311,158	-	1,311,158
<b>1,526,900</b>	<b>-</b>	<b>1,526,900</b>	<b>1,322,889</b>	<b>-</b>	<b>1,322,889</b>	
<b>Net current assets</b>						
Current assets	780,416	153,508	933,924	1,045,916	110,218	1,156,134
Current liabilities	(229,391)	-	(229,391)	(174,965)	-	(174,965)
<b>551,025</b>	<b>153,508</b>	<b>704,533</b>	<b>870,951</b>	<b>110,218</b>	<b>981,169</b>	
<b>2,077,925</b>	<b>153,508</b>	<b>2,231,433</b>	<b>2,193,840</b>	<b>110,218</b>	<b>2,304,058</b>	



13. Group movement in funds

	Balance 1 April 2020	Income	Expenditure	Gain / (loss) on investment and exchange	Transfers between funds	Balance 31 March 2021
<b>Restricted funds</b>						
Others (Transferred from EveryChild)	3,153	-	-	-	-	3,153
For works in Scotland	42,566	-	-	-	-	42,566
RISE Learning network planning project	64,499	-	(64,499)	-	-	-
Children on the Move	-	107,411	(47,113)	-	-	60,298
COVID-19 Emergency Response Fund	-	49,884	(49,884)	-	-	-
Community of Practice	-	60,839	(52,981)	-	-	7,858
Domestic Violence Toolkit	-	39,633	-	-	-	39,633
	<b>110,218</b>	<b>257,767</b>	<b>(214,477)</b>	<b>-</b>	<b>-</b>	<b>153,508</b>
<b>Unrestricted funds</b>						
General fund	1,893,840	2,858,753	(2,986,408)	11,740	240,000	2,017,925
Designated fund	300,000	-	-	-	(240,000)	60,000
	<b>2,193,840</b>	<b>2,858,753</b>	<b>(2,986,408)</b>	<b>11,740</b>	<b>-</b>	<b>2,077,925</b>
<b>Total funds</b>						
	<b>2,304,058</b>	<b>3,116,520</b>	<b>(3,200,885)</b>	<b>11,740</b>	<b>-</b>	<b>2,231,433</b>

Comparative:

	Balance 1 April 2019	Income	Expenditure	Gain / (loss) on investment and exchange	Transfers between funds	Balance 31 March 2020
<b>Restricted funds</b>						
Alliance Development grant	26,610	47,273	(73,883)	-	-	-
Others (Transferred from EveryChild)	3,153	-	-	-	-	3,153
For works in Scotland	42,566	-	-	-	-	42,566
RISE Learning network planning project	-	78,011	(13,512)	-	-	64,499
	<b>72,329</b>	<b>125,284</b>	<b>(87,395)</b>	<b>-</b>	<b>-</b>	<b>110,218</b>
<b>Unrestricted funds</b>						
General fund	2,927,135	2,986,939	(3,701,497)	(18,738)	(300,000)	1,893,839
Designated fund	-	-	-	-	300,000	300,000
	<b>2,927,135</b>	<b>2,986,939</b>	<b>(3,701,497)</b>	<b>(18,738)</b>	<b>-</b>	<b>2,193,839</b>
<b>Total funds</b>						
	<b>2,999,464</b>	<b>3,112,223</b>	<b>(3,788,892)</b>	<b>(18,738)</b>	<b>-</b>	<b>2,304,057</b>

**Alliance Development grant:** a project to strengthen local, national, and regional policy and practice in child protection and care reform.

**RISE projects:** Learning Network project promoting learning on recovery and reintegration from child sexual exploitation (RISE) project is working on creating and maintaining a platform that enables sharing and exchange of locally-generated and applied resources to support children in alternative care, as well as in the facilitation of their reintegration into families and communities.

**Designated fund:** As discussed in the Trustee’s report (Page 23), the trustees have made a decision to designate £60k (2020: £300k) of unrestricted funds to build the sustainable unrestricted funding stream that is core to Family’s operating model.

**Children on the Move:** project bringing stakeholders to reflect on practice, generate learning and develop tools on (re)integration, help-ing practitioners to support Childern on the move.

**COVID-19 Emergency Response Fund:** supporting our members with stability, enable them to plan and respond to the crisis and to test innovative community based responses.

**Community of Practice:** project to develop a virtual learning platform for practitioners across the care sector in response to COVID-19.

**Domestic Violence Toolkit:** project to develop a toolkit to guide practitioners around the world to support children and families to prevent domestic violence affecting children.

14. Connected organisations

During the year, grants were made to a number of member organisations whose chief executive officers sit on the Board of Family. These members were Butterflies, Childlink, FOST, FSCE, HVS, CINDI, CPTCSA, TdV and VoC . The amounts awarded in the year can be found in note 3 (c).

15. Subsidiary companies and results

EveryChild, EveryChild Trading Limited, ECT and CCFGB

EveryChild (registered charity number 1089879 and company number 4320643; registered in England and Wales) EveryChild Trading Limited (formerly TROTC Limited) (Company number 2702857; registered in England and Wales), The European Children’s Trust (ECT) (registered charity number 803070 and company number 2485690; registered in England and Wales) and The Christian Childrens Fund of Great Britain (CCFGB) (registered charity number 287545 and company number 1738194; registered in England and Wales) are subsidiaries of Family since 1 October 2016.

Two Trustees from the Board of Family for Every Child and the Chief Executive Officer of Family form the Board of Directors of EveryChild, EveryChild Trading Limited, ECT and CCFGB. Family owns the whole of the ordinary share capital of EveryChild Trading Limited, consisting of 100 shares, and is the sole member of ECT and CCFGB all of which are limited by guarantee and have no share capital.

During the year these companies were dormant and have no significant transactions to report. The relating SOFA and Balance sheets have £nil balances at the end of the period. Accordingly these subsidiaries have not been consolidated in the accounts on the grounds of immateriality.

Family Alliance

Family funded the set up and formation of a US-based not-for-profit organisation, called Family Alliance (Employer Identification Number (EIN) 46-5518730), in April 2014. Family Alliance’s charitable purpose is “providing supportive and caring family environments for children by funding learning and research services of organisations that establish and share with others best practices in children’s care, and es-tablish and maintain such programs worldwide”. This contributes to and is part of Family’s charitable objects. Family’s main aim in setting up Family Alliance is to widen its presence in the US philanthropic market and raise funds for Family to deliver its mission.

Family is the sole member of Family Alliance and has 100% of the voting power of the membership. It has full control over the by-laws of the organisation. One of Family’s trustees sits on the Board of Directors of Family Alliance, while Family’s Chief Executive Officer and two support staff provide in kind support in the development and administration of the organisation.

The Board of Family Alliance has committed to contribute to the implementation of Family’s global strategic objectives through fundraising and external relations activities in the US, to raise the profile of children’s care issues, and to promote Family’s work.

Family provided net grant funding of £38k (2020 - £44k) to Family Alliance during the year.

Family New Zealand Trust

In May 2017 Family funded the set up and formation of a New Zealand based charitable trust, called Family for Every Child New Zealand Trust (Family NZ) (Company No.2670471, Charity Reg. No. CC54645). Family NZ’s charitable purpose is to promote the care, protection and development of children and young people who are without family care or who are at risk of losing family care. Family NZ’s mission is to support the global work of Family to enhance the care of children worldwide. This will be achieved by mobilising supporters, donors and partners in New Zealand through fundraising activities and through building strategic partnerships in New Zealand.

One of Family’s trustees and the CEO of Family are on the Board of Directors of Family NZ. Family has the power, through the trust deed of Family NZ, to remove trustees from the Board of Family NZ and Family’s concent is required before Family NZ’s Board appoint new Trustees. The Board of Family NZ has committed to contribute to the implementation of Family’s global strategic objectives through fundraising activities in NZ, to support and promote Family’s work globally. Family’s staff provide in kind support in the development and administration of the organisation and delivery of fundraising activities.

As discussed in the Trustees report, by the end of March 2021, over 7500 supporters were signed up giving a total of £761k (2020 - £744k) during the financial year. Family NZ granted this income to Family to support its charitable activities.

Family provided net grant funding of £790k (2020 - £1,289k) to Family New Zealand Trust during the year.

A summary of the results of Family Alliance and Family New Zealand Trust, which have been consolidated into these financial statements, are shown in the following table:



(a) Summary of the results of Family Alliance and Family New Zealand Trust

	Family Alliance		Family NZ	
	2021 total	2020 total	2021 total	2020 total
	£	£	£	£
<b>Income from donations</b>				
Donation from Family for Every Child	37,614	44,234	789,823	1,288,932
Individual Giving	381	-	760,914	744,047
Government grants	-	-	10,975	-
<b>Total income</b>	<b>37,995</b>	<b>44,234</b>	<b>1,561,712</b>	<b>2,032,979</b>
<b>Expenditure on</b>				
Raising funds	34,662	44,234	790,080	1,288,932
Charitable expenditure	-	-	771,888	744,047
<b>Total expenditure</b>	<b>34,662</b>	<b>44,234</b>	<b>1,561,968</b>	<b>2,032,979</b>
<b>Net income / (expenditure)</b>	<b>3,333</b>	<b>-</b>	<b>(256)</b>	<b>-</b>
Exchange rate gain / (loss)	(273)	29	2,527	(5,297)
<b>Net movement in funds</b>	<b>3,060</b>	<b>29</b>	<b>2,271</b>	<b>(5,297)</b>
Funds brought forward	589	560	63,857	69,154
<b>Funds carried forward</b>	<b>3,649</b>	<b>589</b>	<b>66,128</b>	<b>63,857</b>

(b) Balance sheet

	Family Alliance		Family NZ	
	2021 total	2020 total	2021 total	2020 total
	£	£	£	£
<b>Assets</b>				
<b>Current assets</b>				
Debtors, prepayments and accrued income	-	-	19,253	260,085
Cash and bank	13,394	16,164	434,848	167,722
<b>Total income</b>	<b>13,394</b>	<b>16,164</b>	<b>454,101</b>	<b>427,807</b>
<b>Liabilities</b>	<b>9,745</b>	<b>15,574</b>	<b>387,973</b>	<b>363,942</b>
<b>Net assets</b>	<b>3,649</b>	<b>590</b>	<b>66,128</b>	<b>63,865</b>
<b>Funds</b>				
<b>Total unrestricted funds</b>	<b>3,649</b>	<b>590</b>	<b>66,128</b>	<b>63,865</b>

Reference and administrative details

Board of Trustees

**Chair**  
Rekha Nathoo (Chair)

**Vice Chair**  
Zenaida Rosales (Vice Chair)

**Other trustees**  
Jane Dekker Brimacombe  
Stella Duque Cuesta  
Abla El-Badry  
Ian Hanham (Treasurer)  
Blessing Mutama  
Patrick Obonyo  
Trevor Percy (until March 2021)  
Krishna Thapa (until March 2021)

All trustees give their time voluntarily and no trustee benefits from the Charity. Trustee expenses in relation to Family are set out in note 5 to the financial statements.

Executive officers

**Chief Executive Officer**  
Amanda Griffith

**Head of Fundraising & Communications**  
Andrea Thompson

**Interim Head of Alliance Programme**  
Jim Tomlinson

**Interim Strategic Finance Director**  
Alexis Chapman

Professional advisors

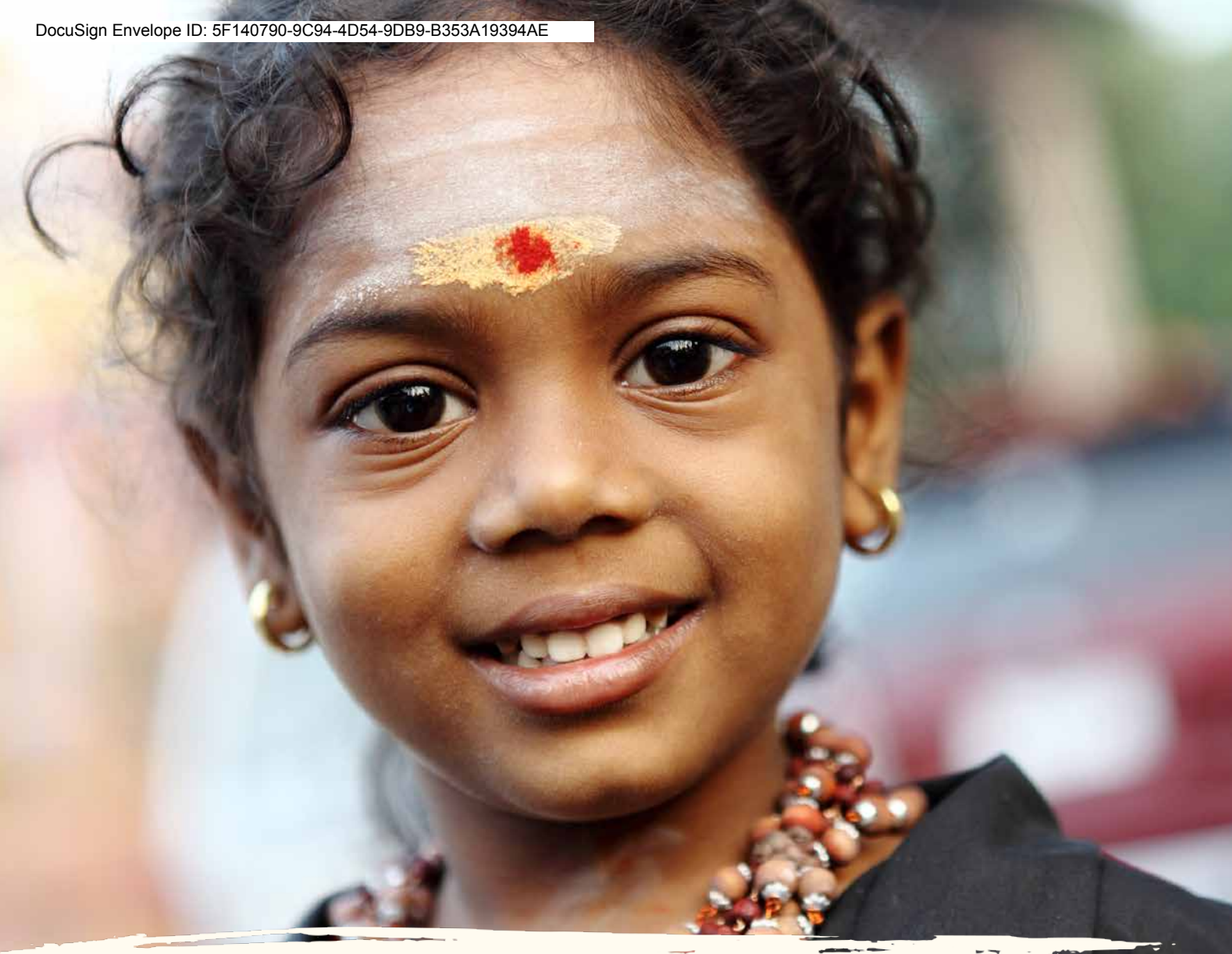
**Auditors**  
Crowe U.K. LLP  
55 Ludgate Hill  
London  
EC4M 7JW

**Solicitors**  
Bates Wells Braithwaite  
10 Queen Street Place  
London  
EC4R 1BE

**Bankers**  
Lloyds Bank  
39 Threadneedle Street  
London  
EC2R 8AU

**Registered office**  
75 King William Street  
London  
EC4N 7BE





# Thank you

**The generosity of individual donors and organisations enables our alliance to continue our work towards achieving change for children and families around the world. We would like to say thank you to all of the individuals who have supported us, especially given the extraordinary circumstances of the past year. We also wish to extend our heartfelt thanks to the following organisations, who have enabled us to support children and families through this difficult time:**

Comic Relief  
Gerald & Henrietta Rauenhurst Foundation (GHR Foundation)  
Oak Foundation  
Stitching Cards  
The Raindance Charitable Trust  
Tides Foundation  
Tokio Marine Asset Management  
UBS Optimus Foundation




## ACKNOWLEDGEMENTS

This report was written and designed by HopeWorks on behalf of Family for Every Child.

In some occasions, stock photography has been used so as to comply with photography consent requirements.



**Family**  
for every child

 [www.familyforeverychild.org](http://www.familyforeverychild.org)  
 [info@familyforeverychild.org](mailto:info@familyforeverychild.org)  
 [@familyforeveryc](https://twitter.com/familyforeveryc)