Changing children's lives through locally-led action

Annual Report for the year ended 31 March 2022

Family
for every child

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COMPANY NO: 08177641
CHARITY NO: 1149212

We are the member organisations that make up Family for Every Child

Associação Brasileira Terra dos Homens (Brazil)

Association for Community Development (Bangladesh)

Butterflies (India)

Center for the Prevention and Treatment of Sexual Abuse (Philippines)

Centre for Services and Information on Disability (Bangladesh)

Challenging Heights (Ghana)

ChildLinK (Guyana)

Children Assistance Program (Liberia)

Children in Distress Network (South Africa)

Community-Based Rehabilitation Jamaica

CONACMI (Guatemala)

ENDA Jeunesse Action (Senegal)

ENFOQUE Niñez (Paraguay)

EPIC (Ireland)

Farm Orphans Support Trust (Zimbabwe)

First Step Cambodia

Flüchtlingsrat Niedersachsen (Germany)

Forum on Sustainable Child Empowerment (Ethiopia)

Foundation for Innovative Social Development (Sri Lanka)

Gender Violence Recovery Centre (Kenya)

Hayat Sende (Turkey)

Hope Village Society (Egypt)

INSAF (Morocco)

Jordan River Foundation (Jordan)

JUCONI (Mexico)

KoRoot (South Korea)

Legal Services for Children (USA)

METAdrasi (Greece)

Muhammadiyah (Indonesia)

Naba'a (Lebanon)

New Alipore Praajak (India)

Paicabi (Chile)

Partnership for Every Child (Russia)

Pendekezo Letu (Kenya)

Programma integra (Italy)

Projeto Legal (Brazil)

Semya Kazhdomu Rebenku (Kyrgyzstan)

Taller de Vida (Colombia)

The Mulberry Bush (UK)

Together Trust (UK)

Undugu Society of Kenya

Uyisenga ni Imanzi (Rwanda)

Voice of Children (Nepal)

Welcome to our 2021/22 Annual Report

I'm delighted to be able to share our latest Annual Report with you, outlining the work we've done over the past year.

We're now 42 local organisations that have come together from 37 countries to form the Family for Every Child global alliance. Collectively, we have supported thousands of children and families with the help they need to survive and thrive over the past year, and I'm so proud of the work we've been doing together to make change happen on a global level.

Our output this year has been diverse. Whether it's through direct support, research, knowledge exchange, humanitarian responses or campaigning; everything we do is focused on our central goal to create a brighter future for children and families.

Our campaigns, such as 'Blue Umbrella Day', have been bringing under-discussed issues into the public discourse; and we've spoken out for children's rights in important international forums. We've continued to develop research in order to gather vital data about the challenges children are facing, and on which we can develop new programmes of work. And we've continued our commitment to sharing what we're learning through practice exchange platforms and toolkits – and even through our podcast on Spotify! Alongside these workstreams, we were also able to respond quickly and efficiently to the conflict in Ukraine by activating partnerships with local organisations already working on the ground there, and raising over £85,000 in a matter of weeks to support their work during this time of crisis.

Local organisations like ours have the insight and relationships to make lasting change happen in our own communities. Reflecting on a year where we've made this happen in so many concrete ways only adds to my conviction that our alliance is building something really valuable for the children and families we serve. I hope that, as you read through the pages that follow, you will feel the same.

Rekha Nathoo

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

Our work
Selected highlights

We have collectively delivered many projects to transform the lives of children and families for the better over the past financial year. Here are some of the key pieces of work we have delivered as a united alliance.

Calling for better protections and support for boys affected by sexual violence

Campaigning **Research**

In April 2021, we marked Blue Umbrella Day for the first time. This new annual event raises awareness of how to better care for boys and protect them from sexual violence. We developed a wide range of activities, ranging from workshops with key stakeholders, to distributing campaign materials on the street, and poster competitions and activities with children and young people themselves. In April 2022, Blue Umbrella Day was extended to even more countries, and we also developed new collaborations with national networks and policymakers to grow its impact. Further information on Blue Umbrella Day 22 will be available in next year's Annual Report.

We have also developed locally-led research on the topic of sexual violence affecting boys in Guyana, South Africa and Zimbabwe. This adds to our existing body of research from Cambodia, India, Nepal and the Philippines. These papers collected testimonies and information which was directly relevant to the local context, where the issue was often previously little understood due to a lack of reliable local data. As a result, the reports act as a vital tool in driving the creation of better prevention measures and support services in their respective countries. The findings have been disseminated through workshops with practitioners and policymakers and through speaking at national and international events.

Helping children on the move find their way in new communities

Research **Practice exchange** **Campaigning**

We have been undertaking research with unaccompanied young people in Germany, Greece and Lebanon in order to learn more about their experiences. In many cases, these young people have fled their community of origin due to factors such as war, abuse and poverty.

This research will help us to campaign for better policies and support systems that could help them live a fuller life as part of their new community. Over the coming months, we will turn what we have heard from children and young people into practitioner-centred tools that will improve the lives of unaccompanied and separated children on the move between the Middle East and Europe.

Standing up to domestic violence

Practice exchange

Domestic violence can affect everyone in the home, including children. Likewise, it can have a devastating effect on families as a whole. We work in many countries around the world to prevent domestic violence and to support those already affected, through a myriad of locally-grown, context-specific interventions. These range from therapy programmes through to sport- and leisure-based approaches aimed at improving family cohesion.

In March 2022, we launched our 'Preventing Domestic Violence Against Children During COVID-19' toolkit, which brings together approaches such as these from nine countries in which we work. The toolkit is designed to help practitioners to learn from our experiences, and provides guidance on how to adapt ways of working to their own contexts. It is supplemented by interviews with the practitioners who developed the approaches, and an online community of practice open to anyone working in the field who would like to collaborate and learn together.

Advocating 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. If kinship care is not supported and other options are pursued, children can be at potential risk of living without adult care, or in a situation where they lack the government support they need to live well.

In 2021-22, we have been developing our evidence base to call for increased recognition of and support for kinship care families, as well as working in the African region particularly to develop advocacy strategies. We also brought together examples of how we work to support kinship care in Brazil, Paraguay, Egypt, New Zealand, South Africa and Zimbabwe; and this was published as part of our 'How We Care' series so others can learn from our experiences.

Delivering urgent aid to children in Ukraine and the region

Humanitarian response

The arrival of war in Ukraine quickly created a humanitarian crisis – both in the country itself and in neighbouring countries that were working to support those fleeing danger. We used our reach to raise funds for the Alliance of Partnerships for Every Child, a network of local organisations working on the front-line with families in Ukraine, Moldova and Bulgaria. This approach meant that we supported those people who were already fully-embedded in these communities, and as a result they already had the community knowledge and contacts to identify and swiftly respond to those in need.

To date, we have raised £85,000 with the valued support of donors from around the world, and 100% of this was donated to our partner alliance. Over the following weeks, the alliance was able to safely move over 200 children who were living in state institutions away from danger zones in Kyiv and Chernivtsi. As well as this, the alliance was able to provide food, hygiene products and clothes to over 200 families, and to supply educational materials so children could continue learning via online channels.

We were also able to support the launch of a special program for Ukrainian families with disabilities or developmental challenges who are taking refuge in Bulgaria. Through this programme, these families can access social, health, legal and other assistance with the aid of dedicated social workers and translators.

Fixing juvenile justice systems

Research

Children in conflict with the law can experience penal systems which can deprive them of their right of access to family contact, and increase the probability of marginalisation in later life. Over the last year, we have undertaken research in Brazil, Paraguay and the USA to establish a baseline understanding of this often ignored topic. We will be developing further papers around this topic in the coming months, and using the data we gather to effectively advocate for improvements to juvenile justice in these countries and beyond.

Putting alternative care on the international agenda

Campaigning

This year, we took part in two particularly important events on the topic of alternative care.

One of these was the United Nations Day of General Discussion on Alternative Care. Our discussion submissions focused on kinship care and the underrepresented theme of alternative care in Oceania, leading to rich debates and knowledge sharing.

Additionally, we acted as convenor for BICON. This is the leading regional conference in Asia focused on children and youth without parental care and their rights, and was held in December 2021 on our Changemakers for Children platform. The event enabled young people, practitioners, and government representatives from Asia and around the world to come together to spark ideas, build consensus and drive forward care reform and children's rights in the region.

Connecting practitioners to improve children's rights

Practice exchange **Campaigning**

In 2021, we launched Changemakers for Children, an online platform which brings together people working with children and families around the world to aid collaboration and, ultimately, make a difference to people's lives. Changemakers for Children now has nearly 1400 active members across the globe, and hosts a range of community of practice themes including children on the move, COVID-19, kinship care and the prevention of domestic violence. With this strong progress to date, Changemakers for Children provides a way to harness the power of digital technologies to advance children's welfare by building a movement for change that extends from our alliance outwards to others too.

Promoting children's participation

Campaigning

We believe it's vital to listen to children's ideas and opinions if we are to create the change they want to see. During 2021-22, we involved children in the creation of research, and in advocacy work; such as supporting them to speak at conferences on issues that matter to them.

Our 'Life During COVID' online gallery specifically set out to amplify the voices of children in relation to their experiences of the pandemic. With written and visual contributions from 101 children in 15 countries, it reached millions of people on social media. The virtual gallery has become a permanent space in which we can showcase the perspectives of children and young people on the realities of their lives.

Our alliance also took part in #CareDay22, a social media campaign set up by care-experienced young people from our member in Ireland. We shared experiences via drawings, voice notes and selfies from Greece, Turkey and New Zealand; and also used the day to invite people to join the 'Lived Experience Platform' on Changemakers for Children.

The Ambassadors Programme

Campaigning

As an alliance of 42 local organisations working to improve children's lives, we are used to speaking about what we do individually. Now we are working hard to better build the Family for Every Child brand too, raising our profile as an alliance that collectively changes the lives of hundreds of thousands of children worldwide. In doing so, we gain greater visibility and are able to make the voices of local practitioners heard on the world stage.

A key piece in making this happen is our Ambassadors Programme, through which a group of individuals from across our global alliance has embarked on a series of induction sessions on advocacy, external communication, branding, and public speaking on behalf of Family. This means that we speak as a geographically- and culturally-diverse organisation, and are putting local practitioners' voices at the forefront of everything we do. It also enables us to collectively articulate the value of our model, both in terms of improving the lives of children and families and also as a new model for decolonisation of the aid sector.

Growing our reach

We are now 42 organisations that have joined forces to create Family for Every Child, working in 37 countries. With each new organisation our impact grows, taking us closer to creating a world where every child can survive and thrive. Collectively we support many thousands of children every year.

Looking ahead

2021 was the first year of implementing the new 5 year strategy. We have developed five strategic priorities that will guide the work we do together over the coming period. This strategy will rely on our plans for financial sustainability focussing on unrestricted individual giving, growing our income from high value donors and working with a set of key strategic partners who share our vision.

2022-23 is set to bring continued challenges to children and families around the world, but local civil society organisations like ours will be there as a vital lifeline. We already have a range of exciting projects underway for the year ahead. Here are a few highlights of what we have planned.

Driving forward diverse solutions to key challenges

We organise programmes of work around key thematic areas. We have identified these areas as important to the children and families we work with around the world, based on our local insight. In 2022-23, we will continue to drive our programmes forward in each of these key themes.

Our 'Children on the Move' working group, will be developing new approaches to supporting children and families to integrate into new communities or to reintegrate into communities of origin, after experiencing migration. In the area of sexual violence, not only will Blue Umbrella Day be marked again around the world, but also we will be working with children and young people who have had lived experience of sexual violence, helping them to speak out and call for change themselves. To support kinship families, we have started the creation of global guidance on kinship care, after convening a group of other agencies and networks to collaborate with us on this often-overlooked topic. Other working groups will be delivering ideas to better prevent domestic violence, to support children and families affected by the justice system, to improve mental health, and more.

Speaking out for children

A key aim behind us coming together as local practitioners to form Family for Every Child is to ensure that the voices of people like us, who are working on the front line every day with children and families, are heard on the world stage. We believe that it is vital for this locally-held knowledge to be listened to, so that the conversation on child rights and welfare better reflects the realities that children and families face around the world, and is not dominated by a Western-only perspective.

As a result, this year we will continue to build on our growing profile by speaking at events and running campaigns that call for change. We will be participating in the Sexual Violence Research Initiative conference in Mexico this September, as well as a roundtable event with governments in Asia to follow up on our experiences in the BICON conference on alternative care in 2021. We are already working on a campaign to call for better protection against family separation for children on the move, and of course our Blue Umbrella Day campaign speaking out against sexual violence will continue to grow. Alongside all of this, we will continue to disseminate our research as it happens, such as on the topic of juvenile justice; using what we learn to advocate for better systems and practices.

Strengthening local civil society

In 2022-23, we will continue to work to strengthen local civil society organisations working with children and families around the world – going beyond only the formal members of our alliance.

We will do this by building on the growing movement of civil society organisations, coalescing on our Changemakers for Children platform, enabling and nurturing greater collaborations through digital technology. Our practice exchange work will further share a range of locally-developed approaches so others can learn from them and adapt, and our upcoming Evaluation Toolkit is being developed to support local civil society to reinforce their skills and capacities for reviewing the projects they implement. Alongside all of this, we continue to seek out organisations that would complement our existing network of members, and plan to continue to grow the alliance by formally inviting suitable local organisations to join us.

Want to learn more about the latest developments at Family for Every Child? Follow us on social media or visit familyforeverychild.org.

Impact snapshot

Selected successes from throughout the year

Our spend on charitable activities in 2021-22 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 successes 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.

Advancing child rights

In Egypt, children living on the street are now included in the country's alternative care legislation – giving them a better chance of being incorporated into foster care and adoption systems – as a result of our work with government.

In Guatemala, Mexico and the USA, young refugees and migrants have been supported to tell their stories, leading to youth-led recommendations on how safer movement across the region could become a reality.

In Guyana, children with special educational needs are a step closer to having appropriate support in place after the Ministry of Education invited us to participate in the development of government policy.

In India, our adolescent mental health support has given dozens of girls the confidence to assert themselves with their families and delay their arranged marriage in favour of continuing with their education.

In Turkey, our work to improve data collection and monitoring of children in the care system is providing better foundations for advocating for their rights.

Children's care and protection

In Brazil, foster care services have increased from 195 to 432 over the past few years; following increased awareness generated by the International Foster Care Colloquium we supported in 2014.

In Guyana, parents of children with autism have gained valuable information and guidance thanks to our peer-to-peer parent support initiative.

In India, we've been working with women and girls to help them identify situations of domestic violence and know how to get help if they experience it.

In Kyrgyzstan, children who had been living in Iraq have been repatriated, with psychological support in place to help heal their trauma.

In Rwanda, we've been providing training to parents to help them set up their own businesses so they are better able to provide financially for themselves and their families.

Sexual violence

In Cambodia, LGBTIQ+ children and young people will benefit from a new project for which funding has been awarded as a result of the issues we identified in our Cambodian 'Caring for Boys' research.

In India, thousands of people were reached by our Blue Umbrella Day campaign, helping to raise awareness of how to prevent sexual violence affecting boys.

In Mexico, children will be better protected against sexual violence as a result of our programme of training for practitioners.

In Nepal, the public is gaining a better awareness of the issue of sexual abuse of boys following our advocacy work on the radio and on television.

In the Philippines, children and families are benefiting from our 'Blue Cap Culture Movement' to tackle machismo and harmful gender stereotypes. This movement grew out of our Blue Umbrella Campaign to tackle sexual abuse.

COVID support

In Bangladesh, 200 children received vital aid during the COVID-19 pandemic, including food and psychosocial support.

In Ghana, 252 child survivors of modern slavery living in our Rehabilitation Centre were able to stay safe during the COVID-19 pandemic because of our COVID-19 prevention training for both children and staff.

In India, marginalised peoples including nomadic tribes received targeted humanitarian relief to help them through the economic turmoil they faced as a result of the COVID-19 pandemic.

This is just a snapshot of our impact through the 2021-22 reporting period. To learn about our impact in more detail, request a copy of our Outcome Harvesting report by emailing supportercare@familyforeverychild.org.

Stories of change

The knowledge and expertise of our global alliance, and our in-depth understanding of local challenges and contexts, ensures that the programmes we deliver answer the needs of the communities we serve. As part of Family, our work can be supported, amplified, and promoted, whether through sharing of best practice, learning from other alliance members or the provision of financial support. On the following pages, we share some of our stories as member organisations and how being part of Family has helped us to advance children's welfare where we work and beyond.

Alejandra (left) and Leticia (right) from ENFOQUE Niñez

Transforming the care system in Paraguay

Children who grow up in a safe and caring family environment are more likely to live happier and healthier lives. When growing up in a biological family is interrupted, foster families can provide children with a positive alternative; and, where possible, some children can be reintegrated back into their family of origin. But all of these solutions need the right legal frameworks and practice approaches to make them a success. If effective frameworks are not in place, children are often separated from families and placed into state-run care.

That was historically the case in Paraguay, where Alejandra and Leticia have been striving to make foster care and family reintegration the primary option for children who would otherwise be put into institutions. They have been doing this as part of the close-knit team that created local organisation 'ENFOQUE Niñez' in 2005. Since 2016, they have been members of the Family for Every Child global alliance of local organisations leading change for children, starting in their own communities.

Making care work

"When ENFOQUE Niñez began, foster care was barely heard of in Paraguay," says Alejandra. "I was working as a lawyer on cases involving children, and saw suffering because of the laws and child protection systems. With that team, I learnt that family-based care and family reintegration would solve major problems in our society, and we set out to change that together."

ENFOQUE Niñez's work is split into four key areas: direct support for vulnerable children and families, research, training and capacity-building, and advocacy. Leticia says working in this way is essential. "I trained in clinical psychology, and was frustrated that psychological support was discriminatory – it was only available to people who could pay. Instead, through ENFOQUE, we bring critical therapeutic support to children and families in the community by accompanying them through their care journey. But working directly can only reach limited numbers of people. By undertaking research informed by our direct experience, using what we learn to train others, and fighting for legislative and system change; we can really harness our context-specific knowledge and transform the lives of thousands of others that we couldn't reach directly on our own. And being part of Family helps us to take our impact global."

The Family effect

As part of Family, Alejandra, Leticia and the team built upon the Guidelines for Children's Reintegration; which were developed by Family along with international partner NGOs. "We were successful in lobbying for changes in laws on children's alternative care, and the Ministry of Childhood and Adolescence now distributes the Guidelines to all those working in relevant fields. Having an internationally-agreed document enabled us to back up our approach, highlighting how we could also turn the theory into action," Alejandra says.

Over the last year, ENFOQUE Niñez has been involved in other valuable projects as part of Family. They were a founding partner of our 'Blue Umbrella' campaign tackling sexual violence affecting boys, drawing attention to a largely hidden issue and seeking to raise awareness across Paraguay. This work complemented their work with children in at-risk situations.

The COVID-19 lockdowns disrupted ENFOQUE's face-to-face work with families and children, but they saw an opportunity to help nonetheless. "Institutions that care for children were already stretched thin before the pandemic, but when the children weren't going to school, staff in the children's homes had a really difficult time," says Leticia. "We requested funding via Family's COVID Response Fund and were able to provide eight months of therapeutic support and training to these carers so they were able to continue caring for children as best as possible. The programme was a real success and the carers benefited hugely from knowing they were not alone at this unique time. Alongside this, the systematisation of this experience is a valuable addition to the discussion around the politics of the care system which is currently happening in our country, and gives visibility to the care system in general, something which isn't widely known in society."

Alejandra is also involved in Family's research into the juvenile justice system and how this impacts children and their families. Their aim is to better understand the issues, listening directly to children and young people with experience of detention, and then to improve the way juvenile justice works in their country. "There has been no real study into how families can be better supported to live through and recover from being impacted by the justice system," says Alejandra. "We are working with other alliance members to fight for better rights so that the families that are affected by this complex issue can work towards a brighter future. This is something that is often ignored, and yet it is ethically vital for a functioning society to care for all its citizens. This research has only been possible because of our discussions and joint learning with other alliance members around the world, and financial support from Family."

Hopes for the future

Alejandra, Leticia and the ENFOQUE Niñez team are passionate about the difference Family can make to the whole sector. Instead of being driven by organisations coming from overseas and deciding what would best work in any given country, ENFOQUE Niñez are able to stay in the driving seat of change in their community. This means that they only work on projects that they know really matter to the people they work with every single day.

Speaking of the future of Family, Alejandra says, "It's my hope that we will be able to continue to strengthen our links across the alliance. We learn so much from each other, and being able to visit each other in-person really facilitates the exchange of ideas that can create a better world for children and families. And together, we are stronger. When we're speaking in a united voice, we are heard by the people who have responsibility for decision-making."

Eradicating violence in Mexico

Whether within or outside the home, violence can lead to direct physical harm to children, as well as having wide-ranging future impacts. These can include an increased likelihood of dropping out of education, a heightened risk of later victimisation, and mental health issues such as anxiety and depression. It is therefore vital that steps are taken to promote non-violent childhoods. Doing so means both addressing the causes that lead to violence, and providing treatment and support for children and families who have been affected already.

Violence affecting children is a global issue, and one that is particularly notable in Mexico – one of the most violent countries in the world. With a population of around 130 million, where around 1 in 3 are children, it's a phenomenon that has deep and long-lasting effects on the whole of society.

JUCONI has been a member of the Family for Every Child alliance since 2011. Based primarily in the city of Puebla, the organisation is led by Isabel, and it is their mission to eradicate violence and work towards a peaceful society.

A multi-faceted approach

Isabel and her team work in three key areas to make this mission a reality. These areas are direct work with children and families (the JUCONI Programme), research and training (the JUCONI Institute), and advocacy.

"I came to JUCONI after working at international organisations – Oxfam, the UN and UNICEF," Isabel says. "Through UNICEF in Mexico, we were working with the government to change law and policy. At JUCONI, we still do that, but because we also provide direct attention to children and families, we are more closely involved with real people." This commitment to working on the front-line with families is something reflected in all our alliance members, and the knowledge and understanding gained from each local context is fundamental to our ethos.

Their direct work includes programmes on early childhood development, building resilience, and therapy, amongst other types of support. Of this, Isabel says, "Each family is a unique – which is why we need a diverse range of approaches."

Isabel (right) at JUCONI

Isabel (right) at JUCONI

They have worked directly with over 28,000 families in this way, but their complementary workstreams enable them to reach even more. Isabel continues, "Our training reaches about 60,000 people each year, and our advocacy work means that laws and policies that we improve can affect the whole country. On top of that, we deliver training to people abroad to share our experiences and promote global change."

United for change

Family's model has supported JUCONI's efforts to contribute to global improvements in child rights. Not only do Isabel and her team have access to an international network of practitioners to share their knowledge, but they can learn from others approaches too. "Our approaches become richer and more effective through sharing. Our diversity is a real benefit for all," Isabel adds.

Isabel and the team worked with Family during the launch of 'Global Guidelines of Alternative Care', and advocated for changes in laws and policies to improve life for children without parental care. This contributed to the launch of a foster care system in Mexico for the first time, and now the policies are in place, JUCONI are working hard to build a system that works in practice.

Over the past year, the COVID-19 pandemic also had an effect on Mexican families. Family's COVID Response Fund helped JUCONI to provide vital support. "Here there was no safety net for anybody, and the number of people in poverty increased by 5%. The funds were very much needed here," says Isabel of this initiative. Through the COVID Response Fund, JUCONI were able to put remote working practices in place to enable virtual therapy, to train community educators, and to provide food for families in hardship.

JUCONI have also participated in Family's Blue Umbrella Day – raising awareness of sexual violence affecting boys – and on research and advocacy projects relating to migrant children in Mexico. They are also members of several working groups, which facilitate knowledge exchange across borders between front-line practitioners.

"As a global alliance, our local organisations find the ability to 'punch above our weight'," Isabel says. "By learning from each other and collaborating, we are even better-placed to advance child rights in our own countries and elsewhere."

Ron (left) and Juan (right) from Legal Services for Children

Fighting for the rights of children who migrate

Each year, it is estimated that hundreds of thousands of children make the journey from South or Central America, through Mexico and across the US border. The reasons are diverse: they could be fleeing violence, economic collapse, climate-related disaster, or seeking opportunities for their future. Their journeys are often fraught with dangers; such as a lack of food or water, the risk of gang violence, or being apprehended by immigration officers en route. Other children and families might enter legally but stay illegally in the country. In either case, when children – accompanied or alone – find themselves needing to adapt to their new environment, there can be immense challenges ahead. This is especially the case if they have entered the US without legal permission, and are living in fear of the authorities.

In San Francisco, Ron and Juan are two members of the team at Legal Services for Children (LSC); an organisation that works to help children that have recently arrived in the United States and need help. LSC offers free legal representation as well as psychosocial support for minors in the area, and the whole team act as passionate advocates for the rights of these marginalised children. Inspired by their holistic and locally-led approach, our alliance approached LSC; and in 2017 they became members of our alliance.

“My parents migrated from Peru before I was born,” said Ron. “Even though they had visas, they still had to work hard to become used to the new culture, find work, and to establish themselves in a community. The people we work with at LSC have all of these issues, but on top of that they face struggles over their legal status. To see people arriving with nothing, and eventually become settled and with legal rights, is a marvellous thing. We continually propel these stories forward by offering our services at no cost, which is really vital to people who otherwise would really have no means to pay.”

Juan is in agreement. He himself migrated from Mexico to the US at 14 years of age in search of better educational opportunities. “I was placed on an internship at LSC by the Office of Civic Engagement and Immigrant Affairs in 2018. Back then, I was working the phone lines. Taking calls from people, I could really see the impact we were making on their lives. Now I work on specific projects with LSC as a contractor, and it’s made me a passionate advocate for migrant rights.”

Stories that heal

One innovative project that LSC has been working on as part of Family is their ‘PhotoVoice’ initiative. This involves working with young people with lived experience of migration, and facilitating workshops that enable them to tell their stories through a combination of images and words.

The original purpose behind the project was to learn from children’s experiences of migration so LSC could learn about what needed to be improved to make these journeys safer, and campaign for rights. This is still an important outcome, and they have held exhibitions and created a website of PhotoVoice work in order to get their learnings out there. But what they did not expect was the therapeutic benefits for the children themselves in telling their stories in this way.

“PhotoVoice provides an opportunity to talk about very difficult past traumas and contextualise them in a photo, which is in some ways very safe compared to telling it in words,” says Ron. “It also opens up a conversation about therapeutic needs – needs that we might not otherwise come across.”

Juan agrees. “PhotoVoice makes young people experts on the topic of migration. We validate this experience and learn from it. They often lack spaces to talk about their experiences openly, as migration is a very ‘hush-hush’ topic. So it opens up opportunities for advocating for the rights of other children who might be going through something similar now or in the future. But what we also find is that PhotoVoice has the opportunity to heal somebody’s traumas through this kind of retelling of their story.”

Recently Juan has been working to teach the PhotoVoice technique to other members of Family for Every Child in Mexico and Guatemala, which will mean more will be learnt about what drives young people in these countries to migrate. “We can learn from each other’s experiences,” he says.

Local insights, global impacts

This learning from each other’s experiences is one reason why Ron is so positive about being part of Family for Every Child. “Before joining Family, I always looked at things through an American lens. Now I hear from others, and it’s enabled me to see parallels, contribute ideas, learn new approaches and discuss challenges. I hear about what’s being done in Africa to counteract trafficking, or psychosocial support for children arriving in Germany and Italy from the Middle East. And the curiosity goes both ways.”

A more recent project that Ron and the LSC team are involved in has been born from Family’s ‘Children in conflict with the law’ working group. He wanted LSC to join this group because the USA has a disproportionately large number of children of colour – especially black and brown children – affected by the justice system. “We also see this in school expulsion rates,” Ron asserts. “The disparities in society create a school-to-prison pipeline. And so looking at these, and what can be done to improve the juvenile justice system, is directly relevant to the work we do with marginalised young migrants.” The first research reports from this group, including outputs from the USA, Paraguay, and Brazil, are due to be published in the coming months.

Juan sees all of this as part of a wider debate about how migrants of all ages are treated in society. “There’s both big picture and smaller-scale advocacy that needs to be done. But one thing I am sure about is the need to change the narrative. When we refer to people as ‘illegals’, it is dehumanising and marks them as ‘bad’ people. And yet migrant communities and people of colour generally are performing vital jobs in our economy, from farm workers to delivery drivers. We can advocate with these communities to create a fairer future where everyone is treated with greater respect and has access to more opportunities.”

Being part of Family enables Ron, Juan and the LSC team to advocate in ways that cross borders and enable us all to create a brighter future, together. “Children on the move is a global phenomenon,” says Ron. “By working together, we can tackle these challenges better than ever.”

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 2021 to 31 March 2022. The financial statements have been prepared based on the accounting policies set out in note 2 to the financial statements.

Financial review

Income

In 2021/22 the income of Family for Every Child was £3.3m, broadly at the same level as in the previous year.

Of the £3.3m total income in 2021/22, £1.9m was received from our existing individual supporters in the UK (including gift aid) and £978k was received from existing and new individual supporters in New Zealand. £368k was received from other sources, including trusts and foundations and corporations.

The New Zealand income showed only a slight increase as COVID continued to disrupt our acquisition program particularly in the latter half of the year due to ongoing lockdowns. 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 alliance during the period to 2023/24.

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 £3.6m, total expenditure for 2021/22 is higher than the previous year (2020/21: £3.2m). Of this amount, £1.7m was expended on charitable activities (compared to £1.7m in 2020/21), £0.7m on raising funds through our existing UK fundraising programme and £1.2m of sustainability investment.

Ensuring our financial sustainability

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 current strategy. We will maintain the required level of reserves in accordance with our policy.

Remaining accountable

In addition to reviewing financial expenditure against programme plans, 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.

We will also be refocusing our results monitoring by rolling out a new Results Framework that is aligned with our Strategic Objectives.

Reserves

At the end of the year, Family held total reserves of £2.0m (2020/21 £2.2m). The reserves comprise restricted funds for future work £0.2m: £59k represents the net book value of fixed assets, and £1.7m 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

For the financial year 2022/23, the trustees approved a £200k designation from the reserves for operations and an additional £200k for innovation projects.

Investments

At 31st March 2022, Family held total investments of £1.4m in cash.

Fundraising statement

At Family for Every Child we undertake fundraising activities in the UK and New Zealand. We work with a number of partner agencies to deliver our fundraising objectives. In 2021/22 we worked with three 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 display our 'Supporter Promise' and our policies on acceptance and refusal of 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 strict code of conduct for face-to-face fundraising. During 2021-22, we received no complaints related to UK fundraising activity and 22 complaints related to fundraising in New Zealand. The number of complaints in New Zealand account for less than 1% of our overall supporter base. All complaints are logged with our agencies and a written response is provided within a strict time frame. Additional training is provided to our 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 an onward granting 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.
Considering the closing financial position at 31st March 2022, 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.

Risk management

Principal risks

The Board is ultimately responsible for setting risk appetite (or tolerance), and ensuring the effectiveness of Family's internal controls. The principal risks to which Family is exposed are regularly reviewed and mitigating actions are taken to reduce the impact and likelihood of the risks.

The Finance and HR Committee monitors 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. A summary of the principal risks and tolerance levels can be found on the following page.

Risk category and tolerance	Principal risks	Mitigating strategies and controls
Context - including political, humanitarian emergency, economic and funding environment, public health, social/cultural and civil society. Family has a high tolerance for risk in this category, since the environment we have chosen to operate in is intrinsically high risk.	The changing environment risks eroding Family's unique model, affecting our fundraising potential and our ability to attract local organisations to join our alliance. The increasing likelihood and severity of emergencies (for example the Covid pandemic and the conflict in Ukraine) risks impacting our activities, members or staff, and diverting attention from planned activities, and shifting focus of donations/ funding.	We are embedding a culture of scanning the external context, ensuring that risks are mitigated and opportunities are optimised when planning and carrying out activities Underpinning our activities is our Results Framework, which allows us to demonstrate the impact of our unique model. Our model of working through local CSOs reduces the impact of this risk, and puts us in a strong position to deliver appropriate local responses. We are developing a systematic approach for quickly and flexibly responding to humanitarian emergencies, while ensuring that our planned activities are minimally impacted.
Fiduciary - including fraud and compliance Our tolerance for risk in this category is low, since this risk is relatively easily controlled.	Due to weak controls in the Secretariat, there is a risk that fraud or financial malpractice within Family is not detected, resulting in loss of funds and reputational damage.	Family has robust internal controls and compliance procedures. Due diligence checks are carried out on member organisations.
Financial - including fundraising from individual givers, trusts and foundations Our tolerance for financial risk is moderate since we are investing in innovative strategies to generate more income.	The fundraising climate remains challenging, and is set to become more so as governments reallocate overseas humanitarian budgets to domestic responses. In addition, global economic pressures are increasing, and this may impact our ability to attract and retain supporters (particularly in the UK and NZ where our individual supporter bases are located) and maintain core funds.	Family has a clear plan for long-term financial sustainability. We are continuing work to diversify our income sources, which includes investing in fundraising in NZ and US and building relationships with High Value donors, trusts and foundations. We closely monitor our individual giving programmes and agency contracts to ensure the best return on investment.
Impact - including communications, programmes, reputation, relationships, member engagement and public engagement Our tolerance for this category of risk is high as we seek to achieve impact for millions of children globally in innovative ways.	Global and local crises (particularly Covid) have impacted our members' capacity to engage with our work, risking our ability to achieve our strategic priorities. Competing priorities and challenges with digital engagement impact our ability to build a grassroots movement of local CSOs, limiting our ability to deliver wide-scale change for children.	We are focussing our action on thematic areas where we can deliver the most impact for children. We work strategically with a broad movement of civil society organisations: supporting children on the move, preventing sexual violence and recognising kinship carers.
Operational - including people, technology, data, travel, systems and processes Our tolerance for risk in this category is low, since this risk is relatively easily controlled.	Breaches of compliance, cyber security or data loss could risk fines and impact activities. Low morale, poor performance, ineffective ways of working or lack of leadership could impact delivery and cause reputational risk.	We continually work to strengthen our resilience to cyber threats, data breaches, management of travel security risks and compliance with legal and tax requirements. We actively support the wellbeing and development of our people, and monitor performance. Our strategy specifically includes a plan to deliver change by living out our values in the way we work.
Safeguarding - including children, vulnerable adults, and digital In an ideal world there would be no safeguarding incidents, but since we work with vulnerable children, we acknowledge that we can never fully eliminate risk, especially with the increase in our digital activities. Our tolerance in this category is therefore moderate, in order to allow us to test innovative methodologies and broaden our reach by digital engagement. Our processes enable us to quickly identify risks in order to reduce impact.	Weak policy, processes or understanding could lead to a safeguarding incident connected to Family's work or to members' work. This would cause harm to vulnerable adults or children and reputational risk to Family.	We are investing in strengthening our safeguarding practices, including training for staff and appointing a trustee with designated responsibility for safeguarding. We expect our members likewise to have high standards and robust procedures, and we support them to strengthen these where necessary.

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.

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, with a majority of the board being elected by and from the members.. Our Board is accountable to the membership and reports annually at the General Meeting. Our operations are coordinated by a Secretariat which coordinates global activities with members and other local civil society organisations and strategic partners.

Family is governed in accordance with the Charity Governance Code, the Articles of Association and Governance Manual. 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 board commits to act with integrity in accordance with Family's values and endeavours to create a culture which helps the organisation to achieve its charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly. These are embodied in Family's strategic objectives.

The Alliance is committed to becoming a model of ways of working that reflects equity, diversity and inclusion; and contributes towards CSOs reclaiming power based on an inter-cultural approach. Our collective work is led by diverse organisations in every region of the world. Family believes in collective leadership and working horizontally, bringing together its Alliance member organisations, Secretariat and Boards. 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 skills gaps on the Board. 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 board effectiveness is assessed as appropriate.

Finance & HR Committee

The Finance & HR Committee supports the Board to oversee Family's financial strategy to ensure Family's sustainability, including oversight of its fundraising and communications 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.

The Committee provides the Board with assurance that appropriate processes and systems are in place to enable Family to be accountable to its stakeholders for impact.

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 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.

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

The primary purpose of our subsidiary organisations is to support fundraising for our international Alliance.

Family Alliance Inc

Family Alliance is a non profit registered and incorporated in New York, USA. It was established in 2014 with the charitable purpose of providing supportive and caring family environments for children by funding learning and research services of organisations that establish and share with others best practice in children's care, and establish and maintain such programmes worldwide.

Family Alliance has its own board of directors. Family for Every Child (UK) 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.

Family for Every Child New Zealand Trust

Family for Every Child Trust New Zealand is a charitable trust registered in New Zealand. It was established in 2017 with the purpose of supporting Family's individual giving fundraising programme by establishing a supporter base in NZ.

Family NZ has its own board of trustees. Family for Every Child (UK) 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.

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 15 September 2022 and signed on its behalf by the Chair of the Board:

Rekha Nathoo

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") for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent 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 2022 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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 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 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 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 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:

- the parent company has not kept adequate accounting records; or
- the parent company 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 exemption in preparing the Trustees Annual Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, 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

We have been appointed as auditor under section 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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. 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 were 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 the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102).

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 the General Data Protection Regulation (GDPR), Taxation legislation, Employment legislation, and health and safety 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 timing of 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 and HR Committee about their own identification and assessment of the risks of irregularities, testing on the posting of journals, tested the application of cut-off and revenue recognition, particularly around voluntary income and grants; 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.

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

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, and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and trustees 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, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Tim Redwood

Tim Redwood
Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP
Statutory Auditor
London

Date:

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Family for Every Child
Consolidated Statement of Financial Activities
(Incorporating an income and expenditure account)

For the year ended 31 March 2022

	Note	Unrestricted 2022	Restricted 2022	Total 2022	Total 2021
		£	£	£	£
Income from:					
Donations and legacies	3	2,994,805	279,416	3,274,221	3,116,127
Investment income	4	437	-	437	393
Total income		2,995,242	279,416	3,274,658	3,116,520
Expenditure on:					
Raising funds					
- Fundraising and communications	5	696,681	1,490	698,171	448,136
- Sustainability investment	5	1,179,178	-	1,179,178	1,097,065
		1,875,858	1,490	1,877,348	1,545,201
Charitable activities					
- Focusing our action to make the most impact	5	651,512	147,691	799,203	423,441
- Growing a grassroots movement of local CSOs and practitioners to better achieve our goals	**5**	487,180	26,086	513,266	562,322
- Harnessing the power of digital to increase our effectiveness	5	93,248	38,031	131,279	669,921
- Delivering change by living our values		232,125	12,149	244,274	-
		1,464,066	223,957	1,688,023	1,655,684
Total expenditure		3,339,924	225,447	3,565,371	3,200,885
Net income / (Expenditure) for the year		(344,682)	53,969	(290,713)	(84,365)
Exchange gain / (loss)		13,447	-	13,447	11,740
Transfer of funds	15	-	-	-	-
Net movement in funds		(331,235)	53,969	(277,266)	(72,625)
Reconciliation of funds					
Total funds brought forward	15	2,077,925	153,508	2,231,433	2,304,058
Total funds carried forward		1,746,690	207,477	1,954,167	2,231,433

The statement of financial activities includes all gains and losses in the year. All income and expenditure derive from continuing activities. Movement in funds are shown in note 15 to the financial statements. The notes to the consolidated financial statements on pages 34 to 47 form part of these consolidated statements.

Family For Every Child
Consolidated and Parent Balance Sheet as at 31 March 2022

(Company registration number 06974733)

	Note	2022 Charity	2022 Group	2021 Charity	2021 Group
		£	£	£	£
Fixed assets					
Intangible assets	11	50,496	50,496	58,554	58,554
Tangible assets	11	8,015	8,015	8,279	8,279
Investments	12	1,368,022	1,368,022	1,460,067	1,460,067
Total fixed assets		1,426,533	1,426,533	1,526,900	1,526,900
Current assets					
Debtors, prepayments and accrued income	13	261,726	225,441	635,986	283,924
Cash and bank		278,588	650,000	201,760	650,000
		540,314	875,441	837,746	933,924
Liabilities					
Creditors: amounts falling due within one year	14	(257,140)	(347,807)	(202,989)	(229,391)
Net current assets		283,174	527,634	634,757	704,533
Total Net assets		1,709,707	1,954,167	2,161,657	2,231,433
Funds					
Unrestricted funds					
- General funds	15	1,443,010	1,686,690	1,948,149	2,017,925
- Designated funds	15	60,000	60,000	60,000	60,000
Restricted funds	15	206,697	207,477	153,508	153,508
Total funds		1,709,707	1,954,167	2,161,657	2,231,433

Charity only summary of results:

Total income, expenditure and net result for the year for the Charity only were £2,296,626 (2021: £2,344,251), £2,442,683 (2021:£2,376,144) and £140,833 deficit (2021: £22,407) respectively.

Approved and authorised for issue by the Trustees on 15 September 2022 and signed on their behalf by:

Rekha Nathoo

Rekha Nathoo
Chair of the Board

The notes to the consolidated financial statements on pages 34 to 47 form part of these consolidated statements.
Company Number: 08177641

Consolidated Statement of Cash Flows

For the year ended 31 March 2022

	Note	2022 £	2021 £
Cash flows from operating activities:			
Net cash (used in) operating activities		(91,902)	318,365
Cash flows from investing activities:			
Purchase of tangible fixed assets		(3,789)	(71,588)
Purchase of intangible fixed assets		(10,238)	
Disposal of tangible fixed assets		-	-
Sale of investments		-	-
Interest from investments		437	393
Net cash provided by (used in) investing activities		(13,590)	(71,195)
Change in cash and cash equivalents in the reporting period		(105,492)	247,170
Cash and cash equivalents at beginning of the year		2,109,967	1,851,057
Change in cash and cash equivalents due to exchange rate movements		13,447	11,740
Cash and cash equivalents at the end of the year		2,017,922	2,109,967

	2022 £	2021 £
Reconciliation of net (expenditure) to net cash flow from operating activities		
Net income for the year (as per the statement of financial activities)	(277,266)	(72,625)
Adjustments for:		
- Depreciation and amortisation charges	22,349	16,486
- (Increase)/decrease in debtors	58,483	332,210
- Increase/(decrease) in creditors	118,416	54,427
- Interest from investments	(437)	(393)
- (Gain)/loss on exchange rate movements	(13,447)	(11,740)
- Valuation (gain) on investment	-	-
Net cash (used in) operating activities	(91,902)	318,365
Analysis of cash and cash equivalents		
- Cash at bank and in hand	650,000	650,000
- Cash in investments	1,367,922	1,459,967
	2,017,922	2,109,967

The notes to the consolidated financial statements on pages 34 to 47 form part of these consolidated statements.

Notes to the consolidated statements

For the year ended 31 March 2022

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.

(b) Going Concern

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 August 2022, the Board reviewed an 12 month rolling forecast that includes a reforecasts of the budget for 2022/23 and projections to end of Aug 2023. The closing unrestricted fund balance as at end of Aug 2023 per this forecast is £1.7m. This forecast of £1.7m does not include plans for investment of the reserves which are estimated at £200k and the budgeted 2022-23 operating deficit of £200k. This expected closing unrestricted reserve is expected to be £400k higher than the minimum reserve balance required per our Reserves Policy.

Taking into consideration the closing financial position at 31st March 2022, 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 25.

(c) 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.

(d) 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 or upon receipt of final estate accounts 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.

(e) 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.

(f) Operating lease rentals

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

(g) 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.

(h) 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.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the presentation of the financial statements are as noted in note 2, Accounting Policies.

(i) Fixed Assets

Tangible fixed assets, which consists of computer equipment, 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.

(j) 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 months, 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.

(k) 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.

(l) 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.

(m) 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:

- Focusing our action to make the most impact
- Growing a grassroots movement of local CSOs and practitioners to better achieve our goals
- Harnessing the power of digital to increase our effectiveness
- Delivering change by living our values

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.

(n) 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.

(o) 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.

Comparative:

	Unrestricted 2021	Restricted 2021	Total 2021
	£	£	£
Income from:			
Donations and legacies	2,858,360	257,767	3,116,127
Investment income	393	-	393
Total income	2,858,753	257,767	3,116,520
Expenditure on:			
Raising funds			
- Fundraising and communications	448,136	-	448,136
- Sustainability investment	1,097,065	-	1,097,065
	1,545,201	-	1,545,201
Charitable activities			
Focusing our action to achieve the most impact	340,203	83,238	423,441
Growing a grassroots movement of local CSOs and practitioners to better achieve our goals	480,998	81,324	562,322
Harnessing the power of digital to increase our effectiveness	620,006	49,915	669,921
	1,441,207	214,477	1,655,684
Total expenditure	2,986,408	214,477	3,200,885
Net income / (Expenditure)	(127,655)	43,290	(84,365)
Exchange gain / (loss)	11,740	-	11,740
Net movement in funds	(115,915)	43,290	(72,625)
Reconciliation of funds			
Total funds brought forward	2,193,840	110,218	2,304,058
Total funds carried forward	2,077,925	153,508	2,231,433

3. Income from donations and legacies

	Unrestricted	Restricted	2022 total	2021 total
	£	£	£	£
Individuals, legacies and gift aid	2,993,705	50,238	3,043,943	2,819,750
Corporations	1,100	229,178	230,278	54,513
Trusts and foundations	-	-	-	241,665
Total income	2,994,805	279,416	3,274,221	3,115,928

4. Income from investments

	Unrestricted	Restricted	2022 total	2021 total
	£	£	£	£
Interest	437	-	437	393
Total income	437	-	437	393

All income from investments is unrestricted for the current and prior year.

5. Analysis of expenditure

	Direct cost	Support cost	2022 total	2021 total
	£	£	£	£
Cost of raising funds				
Fundraising and communications	621,569	76,602	698,171	448,136
Sustainability investment	1,049,801	129,377	1,179,178	1,097,065
	1,671,370	205,978	1,877,348	1,545,201
Charitable expenditure				
Focusing our action to make the most impact	670,840	128,363	799,203	423,441
Growing a grassroots movement of local CSOs and practitioners to better achieve our goals	383,427	129,839	513,266	562,322
Harnessing the power of digital to increase our effectiveness	108,068	23,211	131,279	669,921
Delivering change by living our values	208,330	35,944	244,274	-
	1,370,665	317,358	1,688,023	1,655,684
Total expenditure	3,042,035	523,336	3,565,371	3,200,885

6. Analysis of expenditure by cost type

	Direct cost	Support cost	2022 total	2021 total
	£	£	£	£
Staff costs	1,227,948	248,815	1,476,763	1,340,930
Grants to members	192,722	-	192,722	241,483
Consultants, including to support member activities	202,481	49,568	252,049	380,864
Translation and interpretation	47,504	7,411	54,915	66,118
Travel and accommodation, including members	3,363	4,105	7,468	4,898
Legal and other professional services	53,531	19,090	72,621	94,904
Office accommodation and services	55,552	19,109	74,661	48,884
Human Resources, information technology and other business services	166,549	118,147	284,696	289,749
Equipment and supplies (including depreciation of fixed assets)	49,457	42,472	91,929	18,670
Communications including fundraising campaign related print and productions	1,015,812	-	1,015,812	681,501
Auditors remuneration (including VAT)	-	29,170	29,170	27,292
Other costs	27,116	(14,551)	12,565	5,592
Total expenditure	3,042,035	523,336	3,565,371	3,200,885

6a. Grants to institutions

	2022 £	2021 £
Asociación Nacional Contra el Maltrato Infantil (CONACMI) (Guatemala)	1,500	8,082
Associação Brasileira Terra dos Homens (ABTH) (Brazil)	-	11,104
Association for Community Development (ACD) (Bangladesh)	5,000	4,996
Butterflies (India)	16,122	9,567
Center for the Prevention and Treatment of Child Sexual Abuse (CPTCSA) (Philippines)	11,350	2,996
Centre for Services and Information on Disability (CSID) (Bangladesh)	5,000	7,989
Challenging Heights (Ghana)	6,944	14,075
ChildLinK (Guyana)	15,662	16,863
Children Assistance Programme (CAP) (Liberia)	7,647	9,754
Children In Distress Network (CINDI) (South Africa)	-	4,431
Enfoque Niñez (Paraguay)	12,984	8,178
Farm Orphans Support Trust (FOST) (Zimbabwe)	6,194	14,058
Forum on Sustainable Child Empowerment (FSCE) (Ethiopia)	4,919	10,184
Foundation for Innovative Social Development Ltd (FISD) (Siri Lanka)	1,500	7,967
Hope Village Society (Egypt)	(960)	12,008
JUCONI (Mexico)	-	8,081
KoRoot (South Korea)	12,170	15,789
Legal Services for Children (USA)	10,288	-
METAdrasi – Action for Migration and Development (Greece)	13,114	12,890
Muhammadiyah (Indonesia)	-	5,198
Naba'a (Lebanon)	12,237	3,215
New Alipore Praajak (India)	6,500	2,140
Partnership for Every Child (Russia)	-	3,851
Projeto Legal (Brazil)	10,676	8,270
Semya Khazdomu Rebenku (Kyrgyzstan)	5,756	7,460
Taller de Vida (TdV) (Colombia)	1,500	8,082
Undugo Society of Kenya (USK) (Kenya)	-	7,766
Uyisenga Ni Imanzi (Rwanda)	-	16,489
Voice of Children (VoC) (Nepal)	1,500	-
Hayat Sende	5,315	-
Fluchtlingsrat Niedersachsen	18,394	-
Other direct payments by Family - from grant budgets	1,411	-
Total grants to members	192,723	241,483

7. Reconciliation of grants payables

	2022 £	2021 £
Grant payables brought forward	52,121	67,003
Grants awarded during the year		
- Member organisations (see above)	192,722	241,483
Total grants awarded during the year	192,722	241,483
Grant payments during the year	(154,183)	(256,365)
Grant payables carried forward	90,660	52,121

8. Analysis of governance costs

	2022 £	2021 £
Auditor's remuneration (excluding VAT)	29,170	22,743
Trustees expenses (note 9)	-	(1,327)
Staff costs	95,245	74,798
Other direct costs	7,290	50,422
	131,705	146,636

9. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Payroll Details:

	2022 £	2021 £
Salaries	1,252,844	1,156,740
Social security costs	137,709	106,476
Pension costs	78,307	76,451
Redundancy costs	7,903	1,264
	1,476,763	1,340,931

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

Redundancy was paid to one staff member during the year (2021 - One). There was no unpaid redundancies as at the end of the year (2021 - nil).

The average monthly number of staff during the year was:

	2022 Number	2021 Number
Charitable activities	16	12
Raising funds	10	10
Support functions and governance	5	7
	31	29

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

	2022	2021
£60,000 - £69,999	-	-
£70,000 - £79,999	-	1
£80,000 - £89,999	1	1
£90,000 - £99,999	1	1
	2	3

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

	2022	2021
Total earnings and employee benefits of key management personnel (£)	375,035	371,465

Trustees' expenses and remuneration

The trustees received £Nil remuneration (2021 - £Nil). The total amount reimbursed in relation to certain travel and accommodation costs to attend Board meetings was £Nil to 0 trustees (2021 - £nil to 0 trustees). Suppliers refunded a total of £Nil in the year as a result of receiving credit notes for travel that they had previously been reimbursed for by the charity (2021: £1,327 refunded to trustees as a result of credit notes for travel).

10. Net income

	2022 total £	2021 total £
Auditor's remuneration (excluding VAT)	24,308	22,743
Trustees expenses (note 5)	-	(1,327)
Depreciation and amortisation of fixed assets	22,349	16,486
Realised/unrealised loss (gain) on foreign currency	13,447	11,740
	60,104	49,642

11. Fixed assets

Group and charity

	Intangible Computer software	Tangible Computers	Total
	£	£	£
Cost			
Cost brought forward	158,414	29,692	188,106
Additions	10,238	3,789	14,027
Disposals	-	-	-
Cost carried forward	168,652	33,481	202,133

11. Fixed assets (continued)

Depreciation and Amortisation			
Depreciation and Amortisation brought forward	99,860	21,413	121,273
Charge for the year	18,296	4,053	22,349
Disposals	-	-	-
Depreciation and Amortisation carried forward	118,156	25,466	143,622
Net book value			
Net book value brought forward	58,554	8,279	66,833
Net book value carried forward	50,496	8,015	58,511

All the above assets are used for charitable purposes.

12. Investments

	Charity 2022 £	Group 2022 £	Charity 2021 £	Group 2021 £
Market value at start of the period	1,460,067	1,460,067	1,311,158	1,311,158
Disposals	-	-	-	-
Cash investment released from / (to) working capital	(92,045)	(92,045)	148,909	148,909
Valuation gains	-	-	-	-
Closing valuation at end of period	1,368,022	1,368,022	1,460,067	1,460,067
Comprising				
Cash and cash equivalents	1.367.922	1.367.922	1.459.967	1.459.967
Investment in subsidiaries (EveryChild Trading limited)				
Consisting of 100 shares at £1 each (note 15)	100	100	100	100
Closing valuation at end of period	1,368,022	1,368,022	1,460,067	1,460,067

13. Debtors

Group and charity

	Charity 2022 £	Group 2022 £	Charity 2021 £	Group 2021 £
Prepayments and accrued income	93,614	95,539	78,684	85,255
Goods and Services tax (GST) reclaimable - New Zealand	-	14,885	-	12,683
Gift aid reclaimable	63,295	63,295	185,986	185,986
Amount owed by subsidiaries	88,229	-	371,316	-
Other debtors	16,588	51,722	-	-
	261,726	225,441	635,986	283,924

14. Creditors: amounts falling due within one year

	Charity 2022 £	Group 2022 £	Charity 2021 £	Group 2021 £
Trade creditors	71,790	117,657	51,445	51,445
Taxes and social security and pension	29,045	29,045	31,265	31,265
Grants payable	90,660	90,660	52,125	52,121
Accrued expenses	37,776	45,785	68,154	94,560
Other creditors	27,869	64,660	-	-
	257,140	347,807	202,989	229,391

15. Group movement in funds

	At 1 April 2021 £	Income £	Expenditure £	Gain / (loss) on investment and exchange £	Transfers £	At 31 March 2022 £
Restricted funds						
Others (Transferred from EveryChild)	3,153	-	-	-	-	3,153
For works in Scotland	42,566	-	-	-	-	42,566
Children on the Move	60,298	120,694	(99,309)	-	-	81,683
COVID-19 Emergency Response Fund	-	7,017	(7,017)	-	-	-
Community of Practice	7,858	-	(7,858)	-	-	-
Domestic Violence Toolkit	39,633	-	(39,633)	-	-	-
Humanitarian Emergency Response - Asia	-	18,227	(18,227)	-	-	-
Humanitarian Emergency Response - Ukraine	-	44,105	-	-	-	44,105
Preventing Sexual Violence	-	89,273	(53,403)	-	-	35,870
Skylight Appeal	-	100	-	-	-	100
Total Restricted Funds	153,508	279,416	(225,447)	-	-	207,477

Note : Total Charity restricted funds amounts to : £206,697

Unrestricted funds						
General fund	2,017,925	2,995,242	(3,339,924)	13,447	-	1,686,690
Designated fund	60,000	-	-	-	-	60,000
Total Unrestricted Funds	2,077,925	2,995,242	(3,339,924)	13,447	-	1,746,690

Note: Total Charity results:
General fund: £1,443,010
Designated fund: £60,000
Total unrestricted funds: £1,503,010

Total funds	2,231,433	3,274,658	(3,565,371)	13,447	-	1,954,167

Note: Total Charity funds amounts to: £1,709,707

Funding Purpose:

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, helping practitioners to support children 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.

Humanitarian Emergency Response - Asia: Supporting our members in the region to respond to the growing crisis related to Covid.

Humanitarian Emergency Response - Ukraine: Providing emergency humanitarian support to organisations in Ukraine, Bulgaria and Moldova who are supporting Ukrainian children and families.

Preventing Sexual Violence: A core grant from Ignite Philanthropy to support our members work on prevention and responses to children who are victims of sexual violence.

Skylight Appeal: A restricted appeal to support the trauma work carried out by our member Skylight in NZ.

Group movement of Funds (prior year):

	At 1 April 2020 £	Income £	Expenditure £	Gain / (loss) on investment and exchange £	Transfers £	At 31 March 2021 £
Restricted funds						
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
Total restricted Funds	110,218	257,767	(214,477)	-	-	153,508
Note: *Total Charity restricted funds amounts to £153,508*						
Unrestricted funds						
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
	2,193,840	2,858,753	(2,986,408)	11,740	-	2,077,925
Note : Total Charity results: *General fund: £1,948,149* *Designated fund: £60,000* *Total unrestricted funds: £2,008,149*						
Total funds	2,304,058	3,116,520	(3,200,885)	11,740	-	2,231,433

Note: Total Charity funds amounts to: £2,161,657

16. Group analysis of net assets between funds (current year)

	Unrestricted £	Restricted £	Total 2022 £
Fund balances at 31 March 2022 are represented by:			
Fixed Assets			
Tangible fixed assets	8,015	-	8,015
Intangible fixed assets	50,496	-	50,496
Investments	1,368,022	-	1,368,022
Total fixed assets	1,426,533	-	1,426,533
Net current assets			
Current assets	667,964	207,477	875,441
Current liabilities	(347,807)	-	(347,807)
	320,157	207,477	527,634
Total net assets	1,746,690	207,477	1,954,167

Note: Total Charity net assets:
Unrestricted: £1,503,010
Restricted: £206,697

Prior year:

	Unrestricted £	Restricted £	Total 2021 £
Fund balances at 31 March 2021 are represented by:			
Tangible fixed assets	8,279	-	8,279
Intangible fixed assets	58,554	-	58,554
Investments	1,460,067	-	1,460,067
	1,526,900	-	1,526,900
Net current assets			
Current assets	780,416	153,508	933,924
Current liabilities	(229,391)	-	(229,391)
	551,025	153,508	704,533
Total net assets	2,077,925	153,508	2,231,433

Note:
Total Charity net assets:
Unrestricted: £2,008,149
Restricted : £153,508

17. 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).

18. 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 establish 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 £Nil (2021 - £38k) 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 consent 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 2022, we have over 6000 supporters giving a total of £978k. Family NZ granted this income to Family to support its charitable activities.

Family provided net grant funding of £1.275m (2021 - £790k) 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 opposite:

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

	Family Alliance		Family NZ	
	2022 total £	2021 total £	2022 total £	2021 total £
Income from donations				
Donation from Family for Every Child	-	37,614	1,274,544	789,823
Individual Giving	-	381	978,032	760,914
Government grants	-	-	-	10,975
Total income	-	37,995	2,252,576	1,561,712
Expenditure on				
Raising funds	4,372	34,662	1,108,937	790,080
Charitable expenditure	-	-	978,032	771,888
Total expenditure	4,372	34,662	2,086,969	1,561,968
Net income / (expenditure)	(4,372)	3,333	165,607	(256)
Exchange rate gain / (loss)	279	(273)	(1,435)	2,527
Net movement in funds	(4,093)	3,060	164,172	2,271
Funds brought forward	3,649	589	66,128	63,857
Funds carried forward	(444)	3,649	230,300	66,128

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

	Family Alliance		Family NZ	
	2022 total £	2021 total £	2022 total £	2021 total £
Assets				
Current assets				
Debtors, prepayments and accrued income	-	-	53,655	19,253
Cash and bank	13,995	13,394	357,417	434,848
Total current assets	13,995	13,394	411,072	454,101
Liabilities	(14,439)	(9,745)	(180,772)	(387,973)
Net assets	(444)	3,649	230,300	66,128
Total unrestricted funds	(444)	3,649	230,300	66,128

Reference and administrative details

Board of Trustees

Chair
Rekha Nathoo (Chair)

Vice Chair
Zenaida Rosales (Vice Chair)

Other trustees
Abla El-Badry (until March 2022)
Blessing Mutama
Chaste Uwihoreye
Ian Hanham (Treasurer)
Iván Zapata Zamora
Jane Dekker Brimacombe (until July 2021)
Joanna Trigg
Patrick Obonyo
Rita Panicker (from March 2022)
Stella Duque Cuesta

All trustees give their time voluntarily and no trustee benefits from the Charity. Trustee expenses in relation to Family are set out in note 9 to the financial statements.

Executive officers

Chief Executive Officer
Amanda Griffith

Head of Fundraising & Communications
Andrea Thompson

Director of Alliance Programme
Lopa Bhattacharjee

Interim Strategic Finance Director
Alexis Chapman (until Feb 2022)

Director of Finance and Corporate Resources
Katanu Mwosa (from Feb 2022)

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 over the past year, as well as the following organisations:

Comic Relief
Ignite Philanthropy: Inspiring the End to Violence Against Girls and Boys, a project of New Venture Fund
Miracle Foundation
Charities Trust
Stitching Cards
Robinson Solicitors
Dagny Raymond Charitable Trust
Tokio Marine Asset Management
Sir Donald and Lady Edna Wilson Charitable Trust
Forest Hill Charitable Trust

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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.

LEGAL

UK:
Family for Every Child is a charitable company limited by guarantee
Registered charity in England and Wales no. 1149212 | Company no. 08177641

NZ:
Family for Every Child New Zealand Trust | Registration no. CC54645
Company no. 2670471

USA:
Family Alliance Inc. | Family Alliance is a 501(c)(3) non-profit organisation registered in NYS | EIN 46-5518730

Family for every child

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