FAMILY FOR EVERY CHILD
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE
FAMILY FOR EVERY CHILD
The directors, who are also the Trustees of the Charity, present the report and financial statements for the period from 1st April 2013 to 31st March 2014.

GOVERNING DOCUMENT

Family for Every Child was incorporated as a company limited by guarantee (number: 08177641) in August 2012 and is a charity registered with the Charity Commission (number: 1149212). The governing documents of the company are its Memorandum and Articles of Association, dated 13 August 2012.

OBJECTS AND ACTIVITIES

The objects for which the Charity is established, are for the public benefit:

- to promote the care, protection and development of children and young people throughout the world and in particular those without parental care or who are at risk of losing parental care; and
- to advance such other charitable purposes incidental to the above purpose as the Charity may determine.

- There are millions of children in the world living without adequate care.
- We are civil society organisations, from around the world, working directly with children, families and communities.
- We believe that every child should grow up in a safe and caring family.
- We believe that, where necessary, children should have access to quality alternative care.
- We believe that children should actively participate in all decisions about care.
- We have come together to share our expert knowledge and practical experience, and to campaign for change.
- Our global alliance is called Family for Every Child.

Our goals are:

- Enabling children to grow up in permanent, safe and caring families
- Ensuring a range of high-quality, appropriate alternative care choices for children
- Taking steps to prevent children from having to live outside of any adult care, without the care of families or other carers, and in the interim protecting these boys and girls
- Promoting better and more participatory decision making about children’s care
- Building strong child protection systems which strengthen families and promote quality care for children.

PUBLIC BENEFIT

It is a duty of the charity’s trustees to report on the organisation’s public benefit in the Trustees Annual Report. To meet this requirement, charities must be able to demonstrate that:

- there is an identifiable benefit which has arisen by fulfilling the charity’s aims;
- the beneficiaries are the public, or a section of the public.

The trustees have satisfied themselves that, in achieving the objectives described in this report, Family for Every Child meets the public benefit requirement. The trustees have given due regard to the Charity Commission’s advice on assessing public benefit in coming to this conclusion.
ACHIEVEMENTS AND PERFORMANCE

Family for Every Child's (‘Family’) formation has been guided by a diverse steering committee of 15 national civil society organizations and the international NGO EveryChild which has provided financial and administrative support.

This has been the final year of the establishment phase of Family. Significant efforts have been focused on developing the member representative governance structure which was put in place in March 2014. This work culminated in the disbanding of the steering committee and the election of member representatives to the Board of Trustees and the formation of the Assembly of Members led by the President of the Assembly. A Board Selection and Development Committee has been established to guide recruitment of the full complement of trustees and strengthen the capacity of the board.

During this period two new members from China and Kenya have joined the membership and a number of regional analyses undertaken to guide new member recruitment over the next 3 years. From March 2014 the membership will increase by 5 new organisations each year. An overarching strategy and financial model to guide the organisation from April 2014- March 2017 has been developed, endorsed by the members and signed off by the Board.

A large focus has been made on putting the necessary operational policies, systems and practices in place to support the day to day work of a global secretariat facilitating and coordinating the work of members. A new cloud based IT system has been set up to support a virtual working environment and global recruitment and HR practices have been embedded. Work on developing the organisation’s financial system has been completed and Family is now in a position to operate independently from EveryChild as of the 1st April 2014.

The Technical Consultancy Unit (TCU) has defined its strategy and principles of engaging with members, and has bid for a number of technical assistance contracts. In the Gambia the TCU has worked with UNICEF to map the national Child Protection System, assessing the capacity of the Department of Social Welfare, and developing a National Child Protection Strategy and a Plan of Action. This contract was implemented in partnership with Maestral International. Family for Every Child led on the participatory research element with relevant state institutions, civil society organisations and children, families and communities.

Our advocacy efforts have been focused on supporting members at the national level to promote the implementation of the UN Guidelines on Alternative Care of Children. Workshops have been held in country with members to support development of their own advocacy strategy around the guidelines and plans made for follow up activities to be funded by Family. The desk based research on reintegration has successfully been completed through undertaking a comprehensive review of the literature on children’s reintegration, a short global survey on reintegration, and interviews with key informants by an interagency project. The report has also been widely disseminated and well received at the conferences and events where it has been shared.

Members have been working together to undertake joint research and advocacy on promoting children’s care and protection in the post 2015 development framework. A series of interagency papers demonstrating the link between children’s care and protection and broader thematic goals such as health and education was produced and used widely to influence the post 2015 debate. Our member in Ghana, Challenging Heights completed a project on child led research in Ghana to understand children’s views and priorities to inform our post 2015 advocacy. Leading up to the 2013 General Assembly of the United Nations, Family played a leading role among NGOs and INGOs at the UN level to present a global call to UN member states for the dedication of the 2014 Child Rights (Omnibus) Resolution to the issue of care. Through these efforts, Family achieved institutionalized understanding among member states of the importance of care as a development priority.

Sharing learning and expertise between members has been facilitated through a series of review and reflection activities, whereby one member hosts a visit from 2 of its peers to then undergo a process of self-review to identify strengths and weaknesses in the host’s programme design and implementation. A practice exchange on juvenile justice and diversion mechanisms was organised and hosted by a partner in Georgia which was attended by members from Tajikistan and India. Work to develop an online knowledge centre where members can share best practice resources and programme evaluations has been initiated.
The website is now available in Spanish, and work is being done to have the content available in Russian and Arabic by April 2014. 22 research and policy publications have been produced this year on a number of topics such as: presenting research findings on children’s reintegration in Moldova and Mexico; spotlight paper on adoption; improving social work in Brazil. Members are sharing blogs and news items on the Family website profiling their organisations and engagement with the alliance. Our fundraising efforts have been focused on exploring the donor market in the US and undertaking global research to identify funding opportunities beyond the traditional UK and European sector.

FINANCIAL REVIEW

The main source of funds in this continuing start-up period has been an £800k grant from EveryChild, linked to the completion of Family’s establishment phase, providing the initial working capital reserves which will enable Family to operate independently from 1st April 2014. Other funding includes a consultancy contract for ‘Mapping the Child Protection System, assessing the capacity of the Department of Social Welfare, and developing a National Child Protection Strategy and a Plan of Action’ from UNICEF The Gambia.

The total income for the year showed an increase by £840,573 compared to previous year income. The increase was mainly due to the £800,000 grant from EveryChild and voluntary income from donors.

The total expenditure for the year was higher by £73,010 than the total expenditure for the previous year. The increase in the total expenditure is a natural increase as the charity engages its resources in fulfilling the charitable objects.

As a result the net movement in unrestricted funds was a £796k surplus, with a £14k ‘deficit’ in restricted funds as prior year income was utilised this year.

GOING CONCERN

Family for Every Child has considered its financial performance in the past year, the risks we face going forward and our financial projections for the next twelve months and beyond. We are satisfied that we have adequate resources to continue operating for the foreseeable future, and that we have the appropriate controls in place to manage any material change in circumstances. We have therefore prepared our accounts on the basis that we are a going concern.

RESERVES POLICY

At present the charity holds total reserves of £795,677 (unrestricted funds) and £7,852 (restricted funds). The charity is supported by EveryChild to cover start-up costs and minimal running costs in this initial start-up period. The £800k grant is an initial reserve - the formal reserves policy will be established in 2014/15.
DIRECTORS AND TRUSTEES

During the financial year under review the directors of the company, who are also the Trustees of the Charity, were:

Trevor Pearcy  
Andres Gomez de la Torre (resigned 17th March 2014)  
Alison Lane (appointed 17/3/14)  
Anna Fauchtwang (appointed 17/3/14)  
Chaste Uwihoreya (appointed 17/3/14)  
Claudia Cabral (appointed 17/3/14)  
James Kofi Annan (appointed 17/3/14)  
Omaatle Madray (appointed 17/3/14)  
Rita Panicker (appointed 17/3/14)

The primary bodies of the governance structure of Family for Every Child from March 2014 are:

- Assembly of Members
- Board
- Secretariat

The Assembly of Members is the highest body in the governance structure. Its main governance functions are primarily to discharge responsibilities under the Companies Act – for example, to receive the accounts and reports from the Board, to appoint and/or remove trustees, to appoint auditors and authorise trustees to agree auditor remuneration, and to agree changes to the Articles or the Governance Manual.

The Board is responsible for taking the decisions / steers from the Assembly of Members and ensuring these are translated into a detailed strategy. It is responsible for oversight of the strategy delivery. The Board is accountable to the whole membership through the Assembly of Members. The ideal Board size is between nine and thirteen trustees, with the majority of trustees elected by the membership. Trustees are elected by the voting members of the assembly and serve a 3 year term.

The current board was voted in as of 17th March 2014. Next financial year Family will recruit 2 independent trustees of which one will perform the role of Treasurer.

EXEMPTIONS

The trustees have taken advantage of the exemptions available to small companies, including the audit exemption (see statement on balance sheet).

This report was approved by the Board on 25th September 2014 and signed on its behalf

James Kofi Annan  
Chair of the Board
Independent Auditor’s Report to the Members of Family for Every Child

We have audited the financial statements of Family for Every Child for the year ended 31 March 2014 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes numbered 1 to 9.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company’s members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company’s members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees’ Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board’s Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company’s circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees’ Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company’s affairs as at 31 March 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees’ remuneration specified by law are not made; or
we have not received all the information and explanations we require for our audit or
the trustees were not entitled to prepare the financial statements in accordance with the small
companies regime and take advantage of the small companies exemption from the requirement
to prepare a strategic report or in preparing the trustees annual report.

Nazir Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe Clark Whitehill LLP
Statutory Auditor
London
11/10/14
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE PERIOD ENDED 31 MARCH 2014

<table>
<thead>
<tr>
<th>Notes</th>
<th>Unrestricted Funds</th>
<th>Restricted Funds</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

INCOMING RESOURCES

Incoming resources from generated funds
Voluntary income 40,189 3,000 43,189 7,806

Incoming resources from charitable activities
Grants receivable 800,000 - 800,000 28,160
Technical Consultancy 33,350 - 33,350

Total incoming resources 873,539 3,000 876,539 35,966

RESOURCES EXPENDED

Charitable activities
Grants 6,804 340 7,144 -
Membership Support 22,183 - 22,183 -
Technical Support 4,696 17,120 21,816 12,454
Technical Consultancy 40,522 - 40,522 -
Governance costs 3,658 - 3,658 1,200

Total resources expended 77,862 17,460 95,322 13,654

NET INCOMING RESOURCES

795,677 (14,460) 781,217 22,312

Fund balances at 01 April 2013
8 - - 22,312 -

FUND BALANCES AT 31 MARCH 2014
8 795,677 7,852 803,529 22,312

All amounts relate to continuing activities. The company has no gains or losses other than the results for the year.

The notes on pages 10 to 13 form part of these financial statements.


<table>
<thead>
<tr>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors, prepayments and accrued income</td>
<td>6</td>
<td>844,234</td>
</tr>
<tr>
<td>Cash and bank</td>
<td></td>
<td>75,952</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td></td>
<td>920,186</td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>7</td>
<td>116,657</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>803,529</td>
</tr>
<tr>
<td><strong>FUNDS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td></td>
<td>796,277</td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>8</td>
<td>7,852</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS</strong></td>
<td></td>
<td>803,529</td>
</tr>
</tbody>
</table>

These financial statements are prepared in accordance with special provisions of Part VII of the Companies Act 2006 relating to small companies and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

Approved and authorised for issue by the Board on 25 September 2014 and signed on its behalf

[Signature]

James Kofi Annan
Chair of the Board

The notes on pages 10 to 13 form part of these financial statements.
NOTES TO THE FINANCIAL STATEMENTS

1. STATUS

The company is a registered charity (number: 1149212) and qualifies for exemption from corporation and capital gains tax on its charitable activities.

The company is limited by guarantee and has no share capital. The Memorandum of Association provides that all members are liable to contribute a sum not exceeding £1 in the event of the company being wound up while they are members or within one year of ceasing to be members.

2. ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008) and the Statement of Recommended Practice, "Accounting and Reporting by Charities", published in 2005.

The principal accounting policies adopted in preparation of the financial statements are as follows:-

a) Basis of accounting

The financial statements are prepared under the historical cost convention, modified to include the revelation of investments at market value.

After making enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Report of the Directors and Trustees on page 3.

b) Income recognition

Grant income is recognised when there is sufficient certainty that the terms of the grant have been met. Where a grant contains performance conditions which have yet to be fulfilled, the grant income is deferred.

c) Resources Expended and Basis of Allocation of Costs

Expenditure is included when incurred, including attributable VAT where it cannot be recovered.

In the case of grants to partner organisations, the point of recognition is when there is a legal or constructive obligation committing Family for Every Child to the expenditure.

All costs are directly attributable to specific activities.

d) Foreign currencies

Foreign currency transactions are translated at the appropriate rates of exchange ruling at the dates of the transactions. Foreign currency balances are translated into sterling at the appropriate rates of exchange ruling at the Balance Sheet date.

Gains or losses resulting from conversion of foreign currencies have been dealt with in the Statement of Financial Activities.
2. ACCOUNTING POLICIES (CONTINUED)

e) Fund accounting

General funds are unrestricted 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 costs of raising and 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 financial statements.

3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

<table>
<thead>
<tr>
<th>Grants receivable</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHR Foundation</td>
<td>-</td>
<td>23,812</td>
</tr>
<tr>
<td>EveryChild</td>
<td>800,000</td>
<td>4,348</td>
</tr>
<tr>
<td>Technical consultancy Income</td>
<td>33,350</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>833,350</td>
<td>28,160</td>
</tr>
</tbody>
</table>

4. TOTAL RESOURCES EXPENDED

<table>
<thead>
<tr>
<th>Charitable activities</th>
<th>Grants</th>
<th>Direct Expenditure</th>
<th>Support Costs</th>
<th>Total 2014</th>
<th>Total 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>5,606</td>
<td>-</td>
<td>1,538</td>
<td>7,144</td>
<td>-</td>
</tr>
<tr>
<td>Membership Support</td>
<td>-</td>
<td>17,408</td>
<td>4,775</td>
<td>22,183</td>
<td>-</td>
</tr>
<tr>
<td>Technical Support</td>
<td>-</td>
<td>17,120</td>
<td>4,696</td>
<td>21,816</td>
<td>12,454</td>
</tr>
<tr>
<td>Technical Consultancy</td>
<td>-</td>
<td>31,800</td>
<td>8,722</td>
<td>40,522</td>
<td>-</td>
</tr>
<tr>
<td>Governance</td>
<td>-</td>
<td>3,000</td>
<td>658</td>
<td>3,658</td>
<td>1,200</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td>5,606</td>
<td>69,328</td>
<td>20,388</td>
<td>95,322</td>
<td>13,654</td>
</tr>
</tbody>
</table>

Support costs of £2,899 (2013: £1,675) relate to IT infrastructure costs.

Governance costs of £3,658 (2013: £1,200) relate to the support cost allocation (£658) and audit fee of £3,000 (2012: £1,200). Last year we had an independent examination because Family for Every Child was below the threshold. The total income for the current year was above the threshold therefore we had a full audit hence an increase in the fee.
4. TOTAL RESOURCES EXPENDED (CONTINUED)

GRANTS PAYABLE

During the year, grants made to partners in respect to carrying out charitable activities were as follows:

<table>
<thead>
<tr>
<th>Partner</th>
<th>Country</th>
<th>Project</th>
<th>2014 £</th>
<th>2013 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Butterflies</td>
<td>India</td>
<td>IDS - Child Led Research</td>
<td></td>
<td>551</td>
</tr>
<tr>
<td>Challenging Heights</td>
<td>Ghana</td>
<td>IDS - Child Led Research</td>
<td></td>
<td>3,797</td>
</tr>
<tr>
<td>EveryChild</td>
<td>UK</td>
<td>GHR Foundation - Desk based research on reintegration</td>
<td>340</td>
<td>1,500</td>
</tr>
<tr>
<td>CRC Tajikistan</td>
<td>Tajikistan</td>
<td>Children Rights Council</td>
<td>5,266</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>5,606</strong></td>
<td><strong>5,848</strong></td>
</tr>
</tbody>
</table>

5. BOARD OF TRUSTEES

The members of the Board received no remuneration during the year and £658 no expenses were reimbursed to trustees during the year (2013: £nil).

6. DEBTORS: debtors, prepayments and accrued income

<table>
<thead>
<tr>
<th></th>
<th>2014 £</th>
<th>2013 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td>7,134</td>
<td></td>
</tr>
<tr>
<td>Every Child</td>
<td>835,980</td>
<td>35,966</td>
</tr>
<tr>
<td>Other debtors</td>
<td>1,120</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>844,234</strong></td>
<td><strong>35,966</strong></td>
</tr>
</tbody>
</table>

7. CREDITORS: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2014 £</th>
<th>2013 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter-company Every Child</td>
<td>104,657</td>
<td>11,903</td>
</tr>
<tr>
<td>Accruals</td>
<td>11,400</td>
<td>1,751</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>116,057</strong></td>
<td><strong>13,654</strong></td>
</tr>
</tbody>
</table>
8. **RESTRICTED FUNDS**

<table>
<thead>
<tr>
<th></th>
<th>Balance 31-Mar 2013</th>
<th>Incoming Resources</th>
<th>Resources Expended</th>
<th>Balance at 31-Mar 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHR Foundation - Desk based research on integration</td>
<td>£22,312</td>
<td>£ -</td>
<td>£17,460</td>
<td>£4,852</td>
</tr>
<tr>
<td>Muhammadiyah</td>
<td>£ -</td>
<td>£3,000</td>
<td>£ -</td>
<td>£3,000</td>
</tr>
<tr>
<td><strong>Total restricted funds</strong></td>
<td><strong>£22,312</strong></td>
<td><strong>£3,000</strong></td>
<td><strong>£17,460</strong></td>
<td><strong>£7,852</strong></td>
</tr>
</tbody>
</table>

9. **CONNECTED CHARITIES**

As referred to on page 3 of the Report of the Directors and Trustees, EveryChild has a key role as a founding member in the development of Family for Every Child and is providing financial support to facilitate and enable this development, as well as administrative support.