



tearfund

# 2015/16 ANNUAL REPORT

A REFLECTION OF OUR YEAR

THIS YEAR,  
WE'VE SEEN...

**1,423,765**

people benefit as we've  
responded to disasters

**2,790,831**

people impacted as we've  
helped communities develop

**25,817**

churches  
envisioned

**57**

Inspired Individuals  
supported

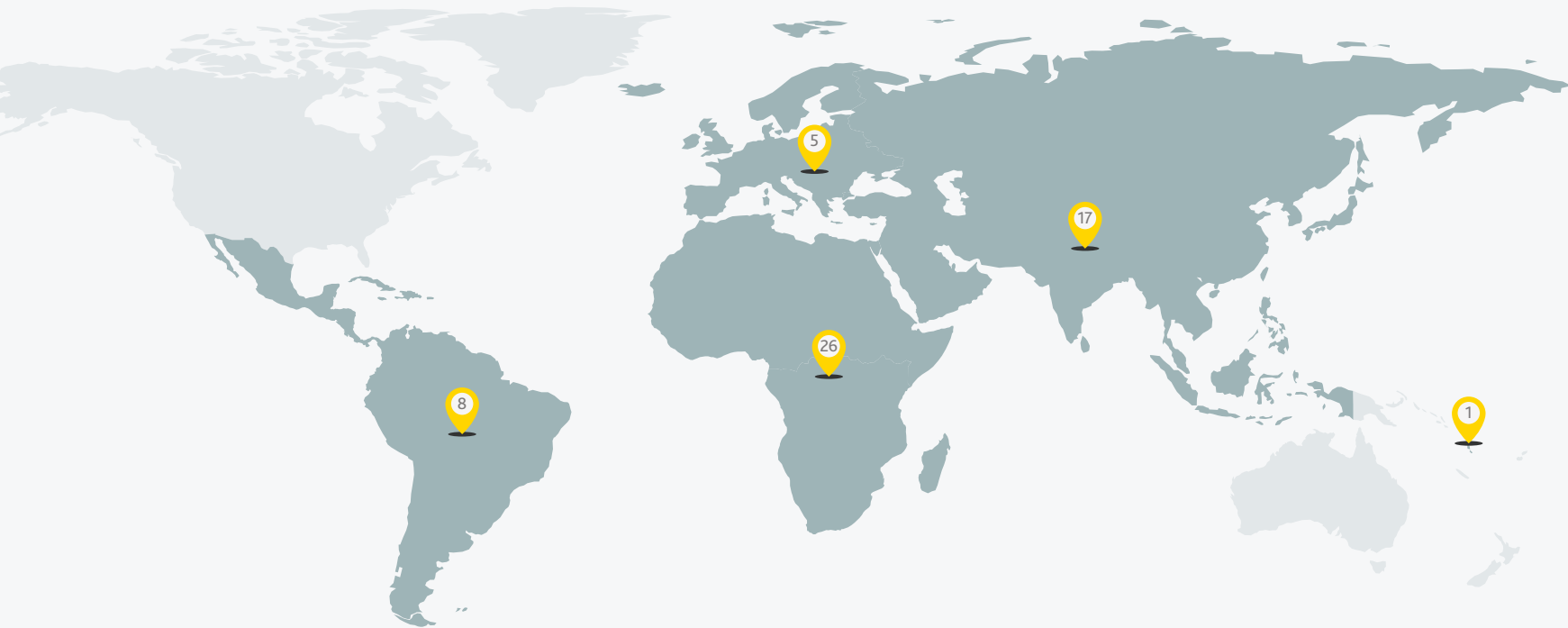
**92,246**

people trusting Tearfund  
to help the world's poorest

**4,214,596**

total number  
of beneficiaries

We're working in more than 50 of the world's poorest countries



We want to see...

- Asia

  - Afghanistan
  - Bangladesh
  - Cambodia
  - Central Asian States
  - China
  - India
  - Laos
  - Myanmar
  - Nepal
  - Pakistan
  - Philippines
  - Thailand
  - Iraq
  - Jordan
  - Lebanon
  - Syria
  - Yemen
- Africa

  - Angola
  - Burkina Faso
  - Burundi
  - Central African Rep
  - Chad
  - DR Congo
  - Egypt
  - Ethiopia
  - Ivory Coast
  - Kenya
  - Liberia
  - Malawi
  - Mali
  - Mozambique
  - Niger
  - Nigeria
  - Rwanda
- Sierra Leone
  - Somalia
  - South Sudan
  - Sudan
  - Tanzania
  - Uganda
  - Zambia
  - Zimbabwe
  - South Africa

Americas

  - Bolivia
  - Brazil
  - Colombia
  - Guatemala
  - Haiti
  - Honduras
  - Nicaragua
- Europe (helping refugees)

  - Croatia
  - Greece
  - Hungary
  - Macedonia (FYROM)
  - Serbia

Pacific

  - Vanuatu

Peru

  - USA (exclusively advocacy)

## CONTENTS

### FINANCIAL STATEMENTS



Copyright © Tearfund 2016. All rights reserved.  
Cover image: Following Jesus where the need is greatest. Tearfund works through churches around the world to help the poorest people. Villagers facing the threat of starvation in Chad collect precious water from a rapidly evaporating pond. Cover Photo: Peter Caton/Tearfund

## CHAIRMAN'S INTRODUCTION

I am delighted to introduce the Directors' Report and Financial Statements for 2015/16.



Clive Mather, Chairman. Photo: Clive Mear/Tearfund

The crisis in the Middle East has dominated world news over the past year. The scale of the conflict and migration and terrorism is difficult to comprehend, let alone address. Yet in the midst of the devastation and cruelty there is hope. I have seen first-hand in Lebanon and Jordan how Tearfund and its partners have mobilised the local church to reach out to those in dire need. Whether it is on the perilous migration routes to Europe, in the distressing refugee camps or in war-ravaged Syria, Christians are providing essential supplies of food, water, medicine and love to sustain families ripped apart by malevolent forces.

In this and in all we do at Tearfund, our aim is to follow Jesus where the need is greatest. We seek to respond quickly to humanitarian disasters, like the violent earthquakes in Nepal last year. Whether it is to deliver emergency provisions, hygiene supplies or provide psychosocial support, our teams are at work within a few days, restoring lives and building resilience. This means helping people in practical ways to recover from the trauma of losing their loved ones, home and work, and enabling them to withstand future disasters. In the case of Nepal alone, our supporters donated a phenomenal £3.9 million towards the rescue effort. That is indeed giving generously like Jesus gave.

We focus our development programmes on the poorest areas of the world, working holistically with local communities to tackle the root causes of poverty. Water, sanitation, food security and education are typically core to this, but injustice and corruption are pandemic, especially in failed states. So, alongside training and mobilisation, advocacy is a priority. We challenge the unjust policies and behaviour of the powerful, both inside the country and on the international stage. The launch of our *Ordinary Heroes* campaign is part of this, encouraging Christians to make lifestyle changes and campaign for a fair economy and sustainable environment.

We deliver relief and development through our own operational programmes and through partners and alliances. Wherever possible, we work through local churches as Jesus calls us to do. This helps us multiply the impact of our resources and maximise the effectiveness of our projects. As a businessman I am simply amazed by the return on investment this achieves. I recognise that whilst our own commitment to quality and accountability is important, it is the power of the Holy Spirit working through the people of God that achieves the transformation we seek.

I would like to personally thank all the staff and volunteers of Tearfund for their unstinting efforts. The way they serve those in greatest need is an inspiration to the Board and to partners and networks around the world.

This last year I have been delighted to welcome Nigel Harris as our new CEO. He is already up to speed, bringing fresh insights and energy to the organisation. He joins me in thanking all our supporters for their generous and faithful backing. Your prayers, donations and encouragement are vital to all we do. We enjoy meeting you at events through the year and always welcome any feedback you wish to give on this report or any aspects of our work on behalf of the poor and vulnerable.

Clive Mather  
Chairman

## 'YOUR PRAYERS, DONATIONS AND ENCOURAGEMENT ARE VITAL TO ALL WE DO'



## DIRECTORS' REPORT

The Board of Directors present their Annual Report, together with the consolidated audited financial statements, for the year ended 31 March 2016.

### PRINCIPAL ACTIVITY

Tearfund is a Christian relief and development agency committed to eradicating poverty.

#### We do this by:

- responding to disasters – ensuring communities affected by disasters receive life-saving assistance, recover quickly and are better equipped to face and respond to future hazards
- developing communities – working sustainably and holistically with local churches and communities to reduce poverty and build resilience
- envisioning churches – enabling the global church to address poverty and injustice
- changing policies – changing unjust policies and practices of the powerful to deliver justice for poor communities

We deliver this through partners, operational programmes, alliances and Inspired Individuals (a programme to identify, support and resource social entrepreneurs with potential to transform the lives of millions living in poverty) and by focusing on particular areas of expertise.

#### Tearfund's core competencies encompass:

- mobilising the church to help the poor
- churches spearheading national advocacy campaigns
- food security
- livelihoods
- water, sanitation and hygiene (WASH)
- disaster response and resilience

#### We are developing our expertise in responding to:

- sexual and gender-based violence
- conflict with peacebuilding

This year's *Impact and learning report* gives more detail on Tearfund's impact in its core competency areas:

[www.tearfund.org/impactreport](http://www.tearfund.org/impactreport)

Tearfund's partners are local churches, denominations, and Christian national and international NGOs who agree with Tearfund's statement of faith and meet Tearfund's partnership criteria. Tearfund's operational programmes are undertaken in countries hit by large-scale disasters, where the availability and capacity of partners are limited. Such programmes are directly overseen and implemented by Tearfund staff according to Tearfund's policies and standards of good practice.

Tearfund is a member of various alliances and networks that provide important support to its work in a number of areas. These include: the Disasters Emergency Committee (DEC), Bond, Micah Network, the Integral Alliance, European Union Christian Organisations in Relief and Development (EU-CORD), the Start Network, the Core Humanitarian Standard, StopAids and the Evangelical Alliance.

We have referred to the Charity Commission's guidance on reporting on public benefit when reviewing our aims and objectives and planning our activities.

Tearfund and its partners work with people living in poverty around the world irrespective of their race, faith or nationality, and the Directors ensure that the activities undertaken contribute to the aims and objectives of the charity. The Directors are therefore confident that Tearfund meets the public benefit requirements.

The Directors' report includes the following: Chairman's introduction, the Strategic report, Tearfund's Quality Standards, Structure, governance and management, and other information as specified on pages 48–49. The objectives, activities and related achievements and performance are included in the following sections where each of the outcomes is described.



Top left to bottom left: Clive Mather (Chairman), John Shaw (Treasurer), Jenny Baker, Robert Camp, David Campanale, Ian Curtis, Jill Garner, Stephanie Heald, Deepak Mahtani, Rev Mark Melliush, Bishop Harold Miller, Julia Ogilvy, Craig Rowland.

Photos: Clive Mear/Tearfund, Cally Myddelton/Tearfund, Mark Lang/Tearfund

## TEN-YEAR VISION

In 2006 we set a ten-year vision to see 50 million people released from material and spiritual poverty through a worldwide network of 100,000 local churches. To date we've envisioned 132,395 churches and reached more than 40 million beneficiaries.

Given the needs of billions of people living in poverty in the world, it is imperative that we do all we can to bring an end to poverty for as many people as possible.

That's why we are refreshing our strategy to ensure that we build upon our vision and set the right direction for Tearfund in the coming years.



☐ Nanda Kumari Saru Magar, a member of a women's group in Nepal. Such groups generate income and increasing awareness of human trafficking. Photo: Tom Price/Tearfund





We want  
to see...

## ... disasters responded to

Our aim is for disaster-affected communities to be supported and equipped to recover quickly and be more resilient to future disasters.



### What does this look like?

*After natural or man-made disasters, communities are equipped with basic resources and skills to enable recovery and to protect against future extreme events.*

#### We do this by:

- providing effective emergency assistance
- helping people to recover from bereavement, loss of work, having nowhere to live, and being vulnerable to malnutrition and disease
- building individuals' and communities' ability to plan ahead and be more resilient to future shocks
- bringing the local church into disaster response and recovery
- mounting our own response operations and supporting long-term partners when required
- mobilising our staff and supporters to pray

#### We said that in 2015/16 we would:

- respond quickly and effectively to new large-scale disasters (eg Nepal) and complex political emergencies (eg DRC)
- respond to an increased number of small-scale disasters
- deepen our collaboration with networks
- equip and train our partners to respond effectively to disasters
- review how we work, to ensure we get the right people with the right resources to the right place at the right time

#### In 2015/16 we spent a total of £28.2m (2014/15 £25.6m) responding to disasters. We delivered:

- food, essentials, psychosocial support, water and hygiene supplies, cash for seeds and emergency shelter to more than 150,000 people in Nepal. We also moved to longer-term work with the focus on rebuilding permanent homes, restoring large-scale water systems, and providing livelihoods support and psychosocial counselling.
- survival essentials: shelter, food, healthcare, clean water and sanitation to more than 25,000 displaced people facing the freezing Iraqi winter.

- an ongoing focus on small-scale and low-profile disasters, which are often out of the media spotlight but which still wreak devastation. We've supported partners in Bangladesh, Myanmar, Malawi, Mozambique, Colombia, India, Mali, Chad, Pakistan, Nigeria and Burundi. We are able to use our extensive global reach and unique relationships in local churches to respond quickly. For example, in Pakistan in October 2015, winterised tents were quickly distributed to provide life-saving shelter to the most vulnerable families.
- deeper collaboration with the Start Network and Integral Alliance. Twenty members of the Integral Alliance worked together on the Nepal earthquakes response where we played a significant role. This enabled us to be part of a co-ordinated and more effective response. Working with the Start Network we greatly extended our reach – building capacity in DRC, Bangladesh, Ethiopia, Philippines and Pakistan.
- ongoing support to communities affected by Ebola. Survivors are stigmatised and often deprived of livelihoods. We provided more than 1,140 survivors with counselling and start-up capital to generate income. We constructed 23 wells to provide clean water to about 7,000 people.
- the final stages of our directly implemented Typhoon Haiyan Philippines response programme – reaching 2,000 households with livelihoods support, building shelter for more than 550 households and delivering shelter repair kits to 480 families. Determined to leave a lasting impact, we ensured more than 6,000 community members and leaders received disaster risk reduction training and we have ensured that ongoing typhoon response work continues through our support to a local organisation.



- care to 30,000 acutely malnourished children and nursing mothers in Sudan, where protracted conflict limits access to food and water. By helping these vulnerable women and children, we provided a safe place. However, in January 2016, the Sudanese government informed us that our work in Sudan was to be closed down. Tearfund has worked in Darfur since 2004. Tearfund has given life-saving support to 300,000 people each year through feeding centres, clean drinking water, improved sanitation and food production. We've also provided local education.

#### We learnt:

- that by appointing a lead among Integral Alliance members in Nepal to liaise with local partners, produce situation reports and project proposals, and streamline communications, we freed local partners to focus on critical relief work.
- that we can further preserve the dignity of people affected by disasters by issuing cash grants or vouchers (rather than blankets, cooking items etc) to cover basic needs for food, shelter, health etc. We promptly reviewed our cash transfer programming (CTP) in Iraq to apply this learning.

- through Start Network training that supplies need not always be stored centrally, but need to be on standby within countries most likely to be affected by recurring disaster, such as Pakistan and Bangladesh.

#### In 2016/17, we aim to:

- strengthen contingency planning and local partner capacity in disaster-prone countries
- further develop our cash transfer programming (CTP) expertise
- respond to food crises in countries affected by El Niño changes in rainfall patterns and climate, such as in the Horn of Africa and southern Africa
- strengthen our long-term programmes in complex political emergencies in South Sudan, Central African Republic and the Democratic Republic of Congo
- close down our long-term programme in Sudan, working with the authorities to ensure that the critical needs of vulnerable people previously served by Tearfund will still be met

## NEPAL

### THE FIRST 6 MONTHS



# 97,513

RECEIVED EMERGENCY  
FOOD AID



# 78,418

GIVEN SHELTER:  
TENTS, TARPAULINS,  
IRON SHEETING



# 117,036

GIVEN WATER AND  
HYGIENE SUPPLIES



# 5,815

GIVEN PSYCHOSOCIAL  
SUPPORT THROUGH  
PROTECTION TRAINING,  
COUNSELLING AND  
TEMPORARY SCHOOLING

☞ Tearfund not only delivers emergency assistance in the immediate aftermath of a disaster, but we also go on to help communities build for a sustainable future. Photo: Eleanor Bentall/Tearfund



NEPAL

## Making an impact



☞ A Nepalese widow's life begins again. Tearfund partners went on to rebuild her home destroyed in 2015's earthquake. Photo: United Mission to Nepal

*Just one month before the earthquake of April 2015, Tearfund partner United Mission to Nepal (UMN) provided disaster risk reduction training to churches.*

Participants went home and shared what they had learnt with their congregations. When the earthquake struck they were ready. They did not need to wait for assistance before they rescued their neighbours. They applied what they had learnt to save lives in their own community.



See this year's *Impact and learning report* for more detail [www.tearfund.org/impactreport](http://www.tearfund.org/impactreport)

#### Hope for Thuli and Sher

When the earthquake hit Nepal on 25 April, Thuli and Sher were both inside the house they had lived in since they married 50 years ago. As the house began to collapse, they managed to make it outside to safety. But all of their possessions were buried in the rubble, including their stock of food and their seeds for the next harvest.

'If the quake had happened at night when we were all sleeping, we wouldn't just have lost our income. All our children would have died along with us,' says Thuli.

Before the earthquake, 70-year-old Thuli had to work hard to provide enough food for her and her husband, who is too disabled to help her. She reared goats to sell at the local market, making no more than £8 a month, and grew crops on their land, which her neighbours helped her to harvest.

With no shelter, no food and no money after the earthquake, Thuli and Sher had little hope. But Tearfund provided them with an initial relief package of tarpaulins, blankets, food and cooking utensils. They followed this up with iron sheets so that the couple could build a better shelter to get them through the imminent monsoons. Tearfund's long-term recovery phase then involved the training of masons on the construction of earthquake-resistant homes.



SYRIA

## Fleeing Homs



☞ A father comforts his daughter, whose siblings named her after their mother who died in childbirth. The family is living in a camp in Lebanon. Photo: Stella Chetham/Tearfund

*Rima lived in the war-ravaged city of Homs with her husband Samir, their four teenage children and Samir's elderly mother.*

'We would be in the streets without your help,' said Rima, whose family benefits from monthly food packages funded by Tearfund UK and Tear Netherlands.

Rima lived in the war-ravaged city of Homs with her husband Samir, their four teenage children and Samir's elderly mother. They fled during a particularly intense bout of fighting between the army and the opposition – and made their way westward to an area in Syria that has less fighting, where many displaced families have gone for safety.

**'YOU SHOWED  
US RESPECT AND  
HUMANITY, AND THE  
MOST IMPORTANT  
THING IS THAT YOU  
HELPED US TO KEEP  
OUR DIGNITY'**

There, they found a church that helps both Christians and Muslims who are in desperate need. Many of the volunteers are themselves displaced by the war, and they know the fear and heartbreak that these families are experiencing.

The team from the church helped Rima's family to find a single room to rent in a nearby village, which was all they could afford. The church provided the family with a few basic items to help them get started. In addition, they gave them a food package that contains rice, lentils and canned meat.

Unemployment has soared in Syria due to the war and 56-year-old Samir cannot find work. The family struggles daily to meet their basic needs. But they are grateful for the monthly food parcel that they continue to receive. Furthermore, the relationship they have with the project team at the church gives them some hope.



# We want to see...



## What does this look like?

*Individuals, families and whole communities empowered and benefiting from long-term improvements in their health, livelihoods and relationships, and resilient to deal with events such as drought or flooding.*

## ... communities developed

This is about local churches and communities working sustainably and holistically to reduce poverty and build resilience.

### We do this by:

- working where the need is greatest in some of the world's poorest areas
  - enabling vulnerable people living in poverty and their communities to find their own solutions to poverty and injustice by using replicable and sustainable models of change
- ### We said that in 2015/16 we would:
- find the approaches that have most impact and then replicate them
  - develop new skills and grow our work in tackling sexual and gender-based violence, addressing conflict and promoting peacebuilding
  - target the poorest and most vulnerable people living in poverty to ensure we reach those in greatest need
  - advance our anti-trafficking programmes in particularly vulnerable locations and develop our rehabilitation support for those rescued from trafficking
  - improve the impact of our Inspired Individuals by integrating them into our country plans
  - assess and then improve how we develop the skills and capacity of our partners
  - inspire 183 UK volunteers and 183 overseas volunteers through our International Citizenship Service to be involved in long-term poverty alleviation work

### In 2015/16 we spent a total of £20.2m (2014/15 £21.1m) developing communities. We delivered:

- research on all our core areas of work to find out where we were having the greatest impact. For example, we evaluated church mobilisation activities in South Sudan; resilience building work such as rice banks and self-help groups in Myanmar; conservation farming approaches in southern Africa; a self-help group's initiative in Somaliland; and interviews with sexual and gender-based violence survivors in CAR, Colombia and Myanmar.
- more programmes via our niche expertise to tackle the hidden issue of sexual and gender-based violence by expanding to Myanmar, the Middle East region and Colombia
- a review of 17 country strategies to ensure the poorest or the most vulnerable people groups are supported. For example, the strategy for Tanzania has been revised to incorporate the central regions of Singida and Dodoma based on poverty levels. In Myanmar, ethnic and religious minorities and disabled people are prioritised.
- protection programmes for 125,000 children across Asia who were highly vulnerable to the world's fastest-growing crime, trafficking. Such programmes work with desperately poor families to stop them sending their children to cities where they can be easily lured by traffickers.
- an Inspired Individuals programme in the Great Lakes, one of the most conflict-scarred regions in Africa, to share learning between seven key individuals all working in peace and reconciliation in this region
- findings for the independent Keystone Partnership Survey across our Eurasia, Latin America and Caribbean countries – and we were rated in the top ten per cent of 74 organisations that our partners like to work with
- worked with 154 volunteers in the UK and 143 volunteers in Bolivia, South Africa and Bangladesh

*'... I have come that you may have life and have it to the full' John 10:10*



**We learnt:**

- that after asking our partners, senior staff and technical specialists to shape and review our country strategies, we have gained insights that have enabled us to better target the poorest and most vulnerable, undertake activities with greatest impact and to have robust plans to measure our impact across all our country strategies.

**In 2016/17, we aim to:**

- ensure all new country strategies maximise impact
- gain even more evidence of the impact of our projects by ensuring monitoring and evaluation are key components of each country strategy
- further embed the church and community mobilisation approaches, and develop trainer/facilitator networks
- expand the highly effective self-help groups programme to establish new groups in priority African countries

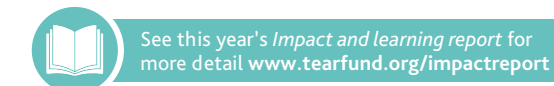


## 01 SOMALILAND

### Making an impact



*Women have increased their household incomes by up to three times by taking loans from self-help groups.*



See this year's *Impact and learning report* for more detail [www.tearfund.org/impactreport](http://www.tearfund.org/impactreport)

Tearfund partner Gargaar has been running a self-help group programme in Somaliland, where many live in squalid conditions due to civil war and political instability. These groups have helped to build a new culture of sisterhood among the female members. Among the groups interviewed, those who have taken loans for income-generating activities have increased their incomes by up to three times, helping to lift them out of poverty.

**'WHEN YOU ARE FACING PROBLEMS AS AN INDIVIDUAL, IT'S DIFFERENT FROM WHEN YOU FACE IT AS A GROUP; IT BRINGS POSITIVITY'** Self-help group member, Burao

## 02 RWANDA

### Healthy communities



*'I have always wanted to wear clean clothes and maintain proper body hygiene, but getting water has always been a challenge,' says Silas Habimana, a resident of Kamegeri, Rwanda.*

Fellow resident Angelina Mukesha adds, 'Now my children will not miss school in order to go and fetch water.'

Kamegeri sector in Nyamagabe district has the highest rates of poverty in the country. The villagers are extremely vulnerable to disasters; the topography is hilly with steep slopes, valleys and swamps. The majority of the 15,000 residents are small-scale subsistence farmers with very low incomes.

Before Tearfund's partner Moucecore installed a gravity water system, which brought water to within 500 metres of more than 12,000 people, children and women would have to walk up to five kilometres per day to fetch water. Water-borne diseases and parasitic infections were rife due to poor hygiene and sanitation.

At the community event to celebrate the completion of the water project, a resident said: 'Now people will be healthy. They will work and produce more food, be able to sell a surplus of their produce and engage in different businesses.'

**'WATER AFFECTS LIFE IN EVERY WAY. PEOPLE WITHOUT WATER HAVE NO LIFE AT ALL'**



# We want to see...

## ... churches envisioned

This is about seeing the global church embrace its calling to address poverty and injustice.



**What does this look like?**

*Influencing and strengthening the theology of the church and Christian organisations, and building their capacity to respond to the needs of their community.*

### We do this by:

- producing resources that provide expertise on church-based development
- collaborating with and supporting networks, church denominations and theological colleges
- investing in young people and students around the world
- facilitating conferences for increased learning and collaboration
- providing research and contextual analysis on theological and development issues

### We said that during 2015/16 we would:

- hold three conferences, and expand our network of theological advisers
- promote resources, programmes and learning that connect and equip churches and Christian organisations for integral mission
- continue our international volunteering programme
- ensure country teams adapt the church and community mobilisation approach so it fits with local situations – ie in Latin America and urban contexts, and in West and Central Africa

### In 2015/16 we spent a total of £6.9m (2014/15 £7.0m) on envisioning the global church. We delivered:

- three conferences: in Durban, Bangladesh and Burkina Faso to help our partners engage with key theological issues related to development work, and to learn from local practitioners
- Bible studies, theological papers, learning reports, videos, our regular *Footsteps* publications and a new blog to continue to build the capacity of Christian partners and churches engaging with their communities

- a new set of resources for learning and discipleship for overseas and UK volunteers to help them engage with poverty and theology more deeply. In the past year, 228 volunteers from the UK have benefited from this.
- resources for trainers for our 320 members in 48 countries and 100 organisations. Through these resources we are able to disseminate our practice widely. For example, pilots of 'local houses of prayer' have started up across Africa.
- key gatherings in Phnom Penh, Nairobi and Ouagadougou to share learnings and strengthen practice. Mozambican participants in the Nairobi gathering were then able to develop new indicators to improve the impact of their work.

### We learnt:

- empowering churches can help communities transform. An Indian church that had received training on working with local government enabled one marginalised community to gain a new road, providing 75 households with vital access to the main town and ensured 62 families received the government benefits they were due.

### In 2016/17, we aim to:

- develop a core course in integral mission for country teams, partners and networks. We will strengthen relationships with theological colleges. We will also commission a number of theological research projects around peacebuilding, prosperity gospel, partiality, and marketing and fundraising.
- deliver four conferences in Uganda, Egypt and Asia (working alongside YWAM Call2All and Micah) – focusing on peacebuilding, human trafficking, sexual and gender-based violence and developing church and theological networks
- launch a brand new multi-lingual webshop to showcase and sell our publications for grassroots audiences
- send 300 UK volunteers overseas



'Church and community mobilisation has taught us a lot about unity, so now we are much more united... We learnt to love each other a lot more'

## 01 SOUTH SUDAN

### Making an impact



*Church and community mobilisation (CCM), one of Tearfund's key approaches, enables communities to develop without being dependent on external financing.*



See this year's *Impact and learning report* for more detail [www.tearfund.org/impactreport](http://www.tearfund.org/impactreport)

Twenty years ago, fighting swept through the remote village of Lozoh in South Sudan. The village was burnt to the ground and the pastor was murdered. The new pastor, Noel, heard about CCM and caught the vision. He decided to tackle one of the big challenges for Lozoh village – the quality of its school. There were only four benches and the teachers did not turn up.

The church shared their building with the school and sent three volunteer teachers for training. They also encouraged 17 committed villagers to make an agreement that they would work hard to grow additional food to support the teachers. Today, 80 children are benefiting from a better education and more are due to enrol. You can read more about this story in this year's *Impact and learning report*.

## 02 GLOBAL

### Footsteps



*In 1989 Tearfund founded the Footsteps magazine as a way to share information and inspiration with people working in impoverished and vulnerable communities. The regular Bible study feature is often used by church groups to help people engage with God's word to discuss sensitive subjects such as HIV or harmful cultural practices.*

Here are a few recent stories from readers of *Footsteps*:

- Pierre from Togo, for example, read about diabetes in *Footsteps* 87 and recognised his symptoms. When tested at his local health clinic, they confirmed he had the disease and he is now being treated. And Pierre decided to share what he'd learnt by organising awareness-raising events for his church and his association of cotton growers.
- Bachan Kubi is a disaster risk reduction programme co-ordinator for the Garo Baptist Convention. He describes *Footsteps* as 'a resource, a guideline, a strategy paper, a technical paper, a research paper', and shares what he learns with peers and community leaders.

When Bachan read about self-help groups in *Footsteps*, he was interested to learn about how these groups were working in other countries. He shared the ideas with his team and they started a couple of similar groups through disaster management committees in rural communities.

He says, 'We discuss *Footsteps* articles in our staff meetings, and then we apply the techniques described in the articles in the field.'

Through *Footsteps* we are able to extend our reach even further. We distribute copies to 126 countries and many more read it online.



# We want to see...



## What does this look like?

*Working at local, national and international levels, to speak with and for people who are poor in order to help them hold their governments accountable. We also speak with them, and on their behalf, to challenge structural inequalities and injustices.*

## ...policies changed

This is about challenging unjust policies and practices of the powerful in order to secure policies that deliver justice for poor communities.

### We do this by:

- empowering the church locally, nationally and globally to speak out in advocacy to those in power
- speaking out ourselves on behalf of the church and local partners through national, regional and global advocacy
- mobilising staff and supporters to pray and campaign for change

### We said that during 2015/16 we would:

- mobilise a movement of Christians to live differently and call for change, such as putting pressure on world leaders to agree a global deal at the UN climate talks last December
- catalyse debate and discussion around climate change and influence a new area of research on how a 'circular economy' (for example, where products could be reused instead of being discarded) could be beneficial to emerging economies such as Brazil
- translate our new advocacy toolkit into Spanish and French so it is used even more widely to enhance our partners' advocacy capability
- ensure advocacy guides are simple, focusing on the most effective and replicable practices
- update our 2012 advocacy baseline for all partner and operational advocacy and introduce new indications to better understand and enhance our effectiveness

**In 2015/16 we spent a total of £5.1m (2014/15 £4.4m) on activities connected with changing unjust policies and practices. We delivered:**

- the launch of our *Ordinary Heroes* campaign as part of asking Christians to live differently. This enables Christians in the UK to make lifestyle changes and campaign to those in power for a green and fair economy that helps the world's poorest people and the environment.

About 4,000 people signed up to actions:

- more than 400 Tearfund supporters took part in rallies on climate change in London, Cardiff, Edinburgh and Belfast
- early in 2016 we launched the *Big Church Switch* with Christian Aid, helping Christians and churches to switch to a 100 per cent renewable electricity provider. More than 200 churches registered interest and 50 individual Tearfund supporters switched in the first two weeks.
- a groundbreaking report, *The restorative economy*, setting out the need for a fair economy to lift everyone out of poverty and preserving the planet. This was eagerly received in parliament and at party conference side events.
- high engagement in the UN climate change talks in Paris in December 2015. For the first time these delivered a global climate change deal to limit average temperature rise to 2 degrees (and ideally 1.5 degrees) above pre-industrial norms, and to providing \$100 billion in climate finance for the poorest nations annually. We believe that a decade of tireless campaigning played a part in this result.
- Spanish and French translations for our Advocacy toolkit, and support for the in-country advocacy work of our partners and operational teams. For example, we supported our partners to advocate in response to the Nepal earthquakes, the Ebola epidemic and the Burundi humanitarian crisis. We are working with more than 50 organisations to focus effort in Brazil, India, Nigeria, South Africa and the US, our strategic countries, to develop a global campaign for a green and fair economy.
- a simple guide for church-based partners to catalyse poor communities to hold their government's officials accountable, and an advocacy case studies database
- a new baseline survey that significantly enhanced our understanding on how we can deliver even more effective advocacy strategies

*'He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord's favour' Luke 4:18-19*



**We learnt**

- that reports such as *The restorative economy* and campaigns such as *Ordinary Heroes* result in high levels of interest and engagement from the public, policymakers, church leaders, civil servants, academics and NGOs
- that communities empowered by churches are able to draw down significant amounts of government funding for services such as schools, clinics and roads when they hold their government to account
- through research how governments can support the vital role played by faith leaders in response to the Ebola epidemic
- that faith leaders play a vital role in leading communities' response to Ebola. For instance, ensuring people understand the need for safe burial can help stop Ebola spreading further. We have helped parliament's International Development Committee recognise the role of faith leaders in this.

**In 2016/17, we aim to**

- conduct in-depth research into the unique role played by churches in holding local government to account in Uganda to inspire more churches to attempt such initiatives
- continue to resource and strengthen a global movement of Christians to live within, and call others to live within, the limits of our environment's resources under our vision of a restorative economy
- publish research on a circular economy in Brazil, which is one of our strategic countries
- exceed our initial targets for churches and individuals to switch to using 100 per cent renewable electricity
- develop our UK church-based campaign strategy into a global approach. In January 2017, with partners and allies from at least 15 countries, we'll launch a strategy with campaigns focusing on restorative economy and climate change.



## 01 HONDURAS

**Making an impact**

*When the government classified the Miskito people's land as 'unoccupied', the officials left these rain forest communities vulnerable to exploitation by commercial agriculture.*



See this year's *Impact and learning report* for more detail [www.tearfund.org/impactreport](http://www.tearfund.org/impactreport)

Tearfund partner MOPAWI (Agency for the Development of the Mosquitia) has been working with the community for 30 years to lobby for the protection of the Miskito people's land and birth rights.

Through its latest campaign MOPAWI has secured land rights and the Miskito own 75 per cent of the land that they and their ancestors have lived in for many hundreds of years.

## 02 PARIS

**UN climate change talks**

*Ahead of COP21 Paris, the UN Climate Change Conference, Tearfund supporters all over the UK were mobilised to march in support of a UN climate deal.*

In 2015, the Church of England, Christian Aid, CAFOD and Tearfund came together to organise the Pilgrimage2Paris march. Pilgrims from across the UK walked from London to Paris over two weeks, calling on world leaders to agree a fair, ambitious and binding climate change deal. It started with a service at St Martin-in-the-Fields on Friday 13 November, and culminated in Paris on Friday 27 November, just ahead of COP21. Thirteen Anglican bishops joined the pilgrimage at various stages. Christiana Figueres, Secretary General of UNFCCC, received the pilgrims' petition and said, through tears: 'Collectively you have walked seven times around the globe. Thank you for every single step; for showing it is possible to tread lightly on this planet.'

At the conference, negotiators from more than 190 nations gathered to discuss a new global agreement aimed at limiting greenhouse gas emissions from 2020.



# Making it happen...

Our work to follow Jesus where the need is greatest is made possible by a strong and dedicated network of churches, supporters and volunteers in the UK.

They campaigned, prayed and gave generously to support our work around the world, with a particular focus on helping the local church to combat the evil of child trafficking.

This year 92,246 generous supporters trusted Tearfund to follow Jesus where the need is greatest and use their donations to help the world's poorest and most vulnerable people.

Underlying giving from individuals and churches remained strong this year with a continued move towards more restricted giving.

## In 2015/16, we celebrated:

- an increase in our voluntary income of £2.4m against target, excluding appeals
- the recruitment of more than 5,000 new regular givers. This was again due to the growth in our church speaker programme, and an incredible response at our spring and summer events, especially Big Church Day Out.
- supporters responding generously to our appeals for the Middle East, the European refugee crisis and the Nepal earthquake. Supporters donated an incredible £3.9 million towards the rescue and rebuilding efforts in Nepal.
- people being moved and inspired by our Christmas appeal for midwives in Malawi, raising more than £450,000 towards this work and many other types of work around the world
- that UK trusts and individual key investors have enabled us to respond to small-scale disasters and provide vital support where other funding opportunities were unavailable. Twenty-four trusts gave their first gift this year totalling £158,370 and supporting the full range of our work.

- another successful partnership with church charity Hope, through our Christmas church resource, Sing Christmas
- more than 600 speaking engagements by Tearfund speakers across Northern Ireland, Scotland, England and Wales, bringing God's heart for the poor to churches across the country
- formalising our work to ensure we protect potentially vulnerable adults when we are raising money. We want people to feel valued and a partner in our work and so all fundraising staff were trained to ensure that we never make anyone feel pressurised or uncomfortable in their giving.



## Thank you, Holly!

Four-year-old Holly wrote us this letter, as she responded with heart-felt compassion to all that she'd just read in Tearfund's Prayer Diary.

Dear Tearfund,

I saw the picture of the little boy on the back of the Prayer Diary. He looks so sad I wanted to help him. Here is the money from my piggy bank. Please help him and others like him.

Thank you

Holly

April 4

## Big Church Day Out festival

Around 25,000 people gathered at Wiston House in Sussex for a bank holiday weekend of live music, praise and prayer in 2015 – and Tearfund was there with 250 volunteers to promote the No Child Taken campaign.

More than 1,450 people were moved and inspired to pledge their support after hearing stories of those affected by trafficking in India, which will enable us to help protect nearly 6,000 children from trafficking, disease and disasters.

'It was an amazing response,' says Janet McRae from Tearfund's Events team. 'God was with us every step of the way, in every detail.'

The generosity and faithfulness of the church has enabled us to help protect thousands of vulnerable children from the world's fastest-growing crime.



Main image: Tearfund's No Child Taken at last year's Big Church Day Out. Inset photos: Martha Collison and Pete Greig, two of Tearfund's amazing public figures promoting our work. Photos: Jenny Barthow, Michael Owen & Cally Myddelton/Tearfund



FINANCIAL REVIEW

INCOME AND EXPENDITURE

Tearfund's total income for the year was a record £72.2m (2014/15: £61.9m). Income from donations increased to £48.7m (2014/15: £40.6m) due partially to an increase in donations for appeals and emergencies but also an increase in regular donation through the purchase of Toilet Twinning but mainly an increase in the generous donations of our supporters to our regular work. Voluntary donations for appeals and emergencies increased to £7.4m (2014/15: £5.4m). In 2015/16 Tearfund supporters responded generously to significant appeals to assist with the earthquake in Nepal, the refugee crisis in the Middle East and Ebola in Africa. Our underlying trend of non-appeal donations is up, with income rising to £37.2m (2014/15: £33.1m). The consolidated results include the operations of Tearfund Trading Limited (TTL), which is a wholly owned subsidiary of Tearfund. The income generated from TTL is from a variety of sources including Christmas card sales.

With the closure of our fair trade craft activity at the end of 2014/15, income from craft trading has reduced to almost nil from £0.6m in 2014/15.

Tearfund now wholly owns Toilet Twinning, as the joint venture with CORD has concluded. Toilet Twinning raises donation income for our water and sanitation work by 'twinning' toilets in projects with donors under the Toilet Twinning brand name. Toilet Twinning income is expected to grow significantly in the coming few years as we reach different markets.

Income from contractual services has remained steady at £3.8m (2014/15: £3.9m). Tearfund's contract in DRC to deliver water, health and sanitation improvements has been successfully implemented. Monitoring success will continue into 2016/17. Further contract work is being sought, however: income in this area is expected to drop in 2016/17.

Money spent on fundraising represented 10.6 per cent (2014/15: 9.4 per cent) of total income, which compares favourably with similar organisations. Total expenditure increased by 6.5 per cent to £68.1m (2014/15: £63.9m). At the end of March 2016, Tearfund launched its *Give Like Jesus* campaign to engage new supporters with Tearfund's work, particularly in disaster situations, using the story of Hille Bar village in Chad.

Unrestricted funds has a surplus of £3.0m (2014/15: £0.3m). Of this, £1.6m is due to a planned surplus to help fund the essential building repair project of our head office which will take place in 2016/17. The surplus will be allocated to delivering our outcomes. The increase in restricted funds of £1.1m represents planned appeal expenditure where income has been received but work will be continuing in future years.

In December 2015, we received notification from the Sudanese government that our work in Sudan was to be closed down. In order to ensure that the 300,000 vulnerable people per year that our Sudan work served were impacted as little as possible, we worked with government officials, donors, other NGOs and the UN.

We are now refreshing our strategy to ensure that we set the right direction for Tearfund in the coming years, building upon our existing ten-year vision to see 50 million people released from material and spiritual poverty through a worldwide network of 100,000 local churches.



GRANTS

A large part of Tearfund's work to address poverty is undertaken through making grants to partner organisations. Grants are made within an agreed strategy. Project proposals received from partner organisations are subject to a formal approval process that includes a technical assessment of the project and a review of the organisation's capacity. An agreed monitoring process is undertaken during the life cycle of all projects. In addition, final evaluations are carried out on all large projects and on a sample of smaller projects. Details of grants made to the top 50 partner organisations are on our website at [www.tearfund.org/report2016](http://www.tearfund.org/report2016)

GENERAL FUND (FREE RESERVES)

General reserves are needed to:

- fund working capital
- give flexibility to respond to unexpected opportunities
- provide a cushion against seasonal variations in income and expenditure
- provide contingency provision against unexpected costs
- provide contingency provision to respond to changes in Tearfund's operating environment
- fund strategic plans outside of Tearfund's normal operations

The Board of Directors of Tearfund review the level of required general reserves annually to ensure that an appropriate level is held. Following the review in 2015/16 the range of general reserves decreased to reflect the reduction in working capital required to fund contract income. The target range is now set at between £3.5m and £4.0m (2014/15: £4.0m and £4.5m). The current level of general fund is £6.7m (2014/15: £5.8m). Included within this is the additional income made in 2015/16 over budget which has been allocated to future front-line work. After taking this into account, our reserves are within the target range.

DESIGNATED FUNDS

Designated funds are part of the general fund which Trustees have earmarked for a particular use, without restricting or committing the funds legally. The fixed asset fund represents the net book value of Tearfund's fixed assets 'including the purchase of Toilet Twinning' to indicate that these resources are not available for other purposes, and funds set aside for the known 2016/17 urgent repair project. At the end of the year this stood at £5.2m (2014/15: £3.3m).

Tearfund maintains one other designated fund, for disaster management work, which has not yet been allocated to specific projects. At the end of the year the balance in this fund was £0.3m (2014/15: £0.1m). The majority of this fund balance represents money set aside for the replacement of vehicles in our overseas locations and will be used as vehicles need replacing. The remainder represents a balance on money set aside for disasters which will be spent in 2016/17.

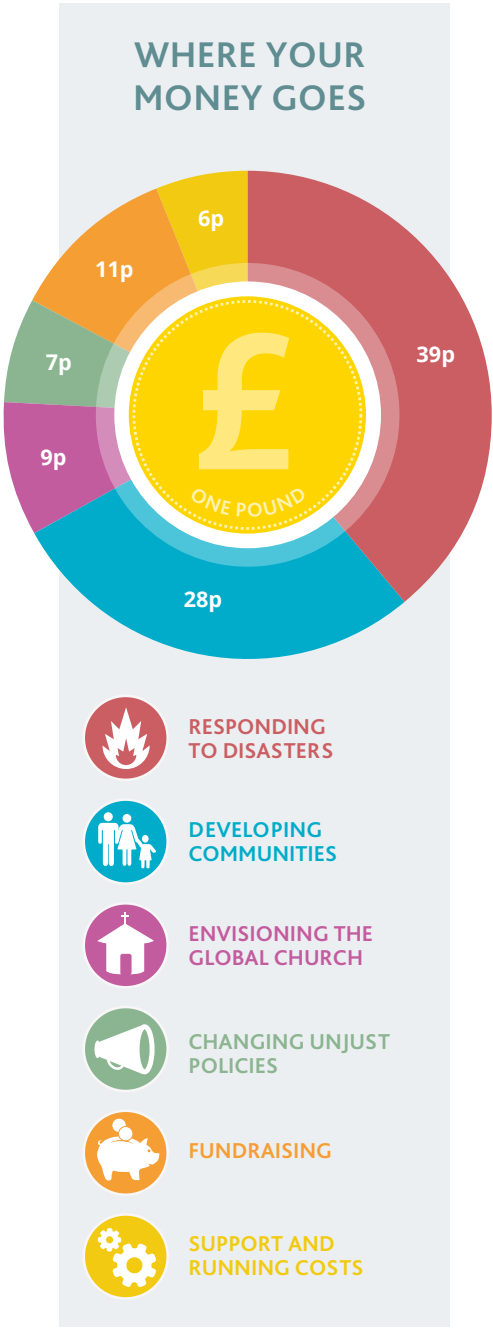
RESTRICTED FUNDS

Restricted funds are funds subject to specific conditions imposed by donors. The major balances have arisen from recent emergencies, where we have received substantial income in a short period which is then budgeted to be spent over a number of years. At the end of the year total restricted funds were £15.5m (2014/15: £14.4m).

For each fund, Tearfund's assets are available and adequate to fulfil its obligations and will be spent in line with the project plans for each fund.

INVESTMENT POLICY AND PERFORMANCE

Tearfund's investment policy is reviewed annually by the Audit, Risk and Finance Committee of the Board. Our objective is to maintain high liquidity while ensuring maximum security. To achieve this, Tearfund invests with institutions with a high security rating in fixed-term or call deposits. During the year Tearfund's sterling deposits achieved an average rate of interest of 0.9% (2014/15: 0.9%) compared with an average bank base rate for the same period of 0.5% (2014/15: 0.5%).



**'TEARFUND SUPPORTERS RESPONDED GENEROUSLY TO SIGNIFICANT APPEALS TO ASSIST WITH THE EARTHQUAKE IN NEPAL, THE REFUGEE CRISIS IN THE MIDDLE EAST AND EBOLA IN AFRICA'**



PRINCIPAL RISKS AND UNCERTAINTIES

The Directors have identified the most important potential risks and uncertainties that may seriously affect the performance, future prospects or reputation of Tearfund and how they will be managed.

POTENTIAL RISK	HOW WE MANAGE THE RISK
Loss of Christian distinctiveness and Christ-centredness	Clear vision and statement of faith Clear supporter communications Prayer, worship and devotions central to working practice Verified with Members at the Annual General Meeting
Not demonstrating sufficient impact in our work	Evaluations incorporated into strategies and budgets Transparency of programme delivery on website Evidence base for themes and process expertise
Incompetent people in critical positions	Effective performance management and recruitment systems Management skills development programme Succession plan for critical roles
Inappropriate conduct and behaviour of UK and international staff, volunteers, partners, Board and public figures, which results in real or potential harm and damages reputation and brand	Partnership Covenant respected Whistle-blowing policy and response mechanisms for unacceptable conduct and crisis situations Staff induction with detailed policies and procedures and clear performance management Global volunteering briefing manuals and training
Inadequate safety and security and plans for health and well-being of staff and volunteers	Security training for all international staff and those who travel Security and health and safety plans for individuals, countries and operational sites Crisis Response Plan
Insufficient oversight and resolution of key operational issues by the Executive team	Corporate scorecard reviewed quarterly Review of internal audit issues
Inappropriate matching of projects and funding levels with partner capacities and specialisms	Country plans aligning partner capacity building with funding plans Partner evaluation and monitoring system
Inadequate programme performance and reporting, especially around financial compliance; damaging institutional donor relationships or requiring repayments to donors or increasing financial exposure from pay-by-results contracts	Experienced and trained staff to manage programmes Protocols for the effective authorisation and management of all grants, logistics and procurement
Substantial or systemic corruption/fraud/bribery identified in programmes Tearfund funds	Policy on fraud, bribery and corruption Capacity assessments of all partners Robust criteria for selecting partners and regular review and monitoring Strong focus at Board level
Insufficient unrestricted income to cover unrestricted expenditure	Effective resource planning and monitoring of all income streams
Reputational risk due to increased media scrutiny and inconsistency between external communication and internal behaviours	Steering Group in place to deal with significant issues Framework policies on major issues Effective media team Reactive media lines ready on key areas of risk
Business continuity of Information and Communications Technology compromised or critical data lost through cyber attack	Business continuity plan (BCP) reviewed annually Back-up through cloud and physical servers with real-time copies of all core systems Segregated networks and security controls for data moving across boundaries

QUALITY STANDARDS

Compliance with the wide range of quality standards produced in our sector became onerous for our partners and created inconsistency in the standards being applied. In response we identified a set of corporate Quality Standards.



These are in keeping with the characteristics that we aspire to and which summarise all relevant external and internal accountability and quality standards, codes, guidelines and principles to which we are committed. Consequently our partners now have one clear set of standards to follow. As a result of our work on quality standards and our adherence to them we are pleased to say that in 2016 we were awarded the Core Humanitarian Standard (CHS).

Tearfund, along with five other organisations, are the first in the world to be awarded the CHS in recognition of our commitment to quality.

Core Humanitarian  
STANDARD

*'I want to express my deepest gratitude for the trust in the process of the whole Tearfund team and having accepted the risk to undergo the CHS audit. This was absolutely key in shaping the whole concept of CHS certification'*

Pierre Hauselmann, Executive Director,  
Humanitarian Quality Assurance Initiative

- VALUES:**  
living out our core values through our staff and with our partners

**IMPARTIALITY AND TARGETING:**  
reaching the most vulnerable and marginalised people, selected on the basis of need alone, regardless of their race, religion, gender or nationality

**ACCOUNTABILITY:**  
being fully accountable to project participants, communities, partners, supporters and donors for the work we undertake, and for the resources entrusted to us

**SUSTAINABILITY:**  
empowering staff and partners and ensuring that the work we support has a lasting impact, being built on local ownership and using local skills and resources

**ADVOCACY:**  
influencing key decision-makers to make and implement policies and practices that work in favour of people who are poor and vulnerable

**CHILDREN AND VULNERABLE ADULTS:**  
the development and protection of children and vulnerable adults, carrying out activities that are sensitive in their planning, design and implementation

**GENDER:**  
restored relationships between men, women, boys and girls, and ensuring equal value, participation and decision-making by all

**HIV:**  
working for an HIV-free world by reducing the vulnerability of poor communities to HIV and reducing its impact

**ENVIRONMENT:**  
reducing our impact on the environment

**DISASTER RISK:**  
reducing the impact of disaster by strengthening local capacity and reducing vulnerability to hazards

**CONFLICT:**  
promoting peace and reconciliation – supporting activities that impact positively upon situations of conflict and that safeguard staff and project participants

**TECHNICAL QUALITY:**  
supporting projects that are guided by relevant technical standards

Our Quality Standards include having zero tolerance for all forms of exploitation and abuse, fraud, bribery and any other conduct which is incompatible with our core values.

We have a corporate action plan for our Quality Standards which is available on our website where we identify our improvement commitments and monitor progress: [http://www.tearfund.org/en/about\\_us/how\\_we\\_work/tearfund\\_quality\\_standards/](http://www.tearfund.org/en/about_us/how_we_work/tearfund_quality_standards/)



STRUCTURE, GOVERNANCE AND MANAGEMENT

Tearfund is a registered charity in England and Wales and in Scotland. It is also a registered company limited by guarantee in England and Wales. It is governed by a memorandum and articles of association.

ORGANISATION

The Board of Directors holds formal, scheduled, all-day meetings four times a year as well as a number of other ad hoc meetings and events. The Board is responsible for ultimate strategic decisions, having taken advice from the Chief Executive and senior management. Directors are appointed by the Members at the Annual General Meeting. The Directors may also appoint a Director to serve until the next Annual General Meeting, at which time he or she would cease to hold office, but would be eligible for election. The procedures for appointment and induction of Directors are set out in the Tearfund Board manual.

Directors' recruitment is undertaken by the Board in consultation with the Chief Executive and Executive team. An induction programme is run for new Directors which includes visiting Tearfund's UK offices and an overview of Tearfund's activities. Directors also visit overseas programmes to gain a wider appreciation of Tearfund's work. Directors of the Board receive no remuneration for acting as Directors of Tearfund.

The current composition of the Board of Directors is set out on page 48. Directors are appointed for three years and serve a maximum of three terms. As permitted by the Articles of Association, the Directors have the benefit of an indemnity which is a qualifying third party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and is currently in force. The company also purchased and, throughout the financial year maintained, Directors' and Officers' liability insurance in respect of itself and its Directors.

Board committees meet regularly to oversee the following areas:

- Audit, risk and finance. Ensure the organisation's key risks are adequately managed through financial and non-financial internal control.
- International. Oversee the delivery of Tearfund's work.
- Global fundraising. Oversee fundraising and marketing of Tearfund globally.
- People and organisation (including remuneration, and health and safety matters). Provide advice to the Executive team relating to people, the organisation and the culture.

The Board has delegated approval for day-to-day operational decisions up to certain financial thresholds to the Chief Executive and other Executive team members under a Scheme of Delegation to enable them to co-ordinate and direct Tearfund's work worldwide. All decisions above this threshold must be approved by the Board. The Board has also reserved to itself certain important decisions, such as changes to the Articles, appointment of the Senior Executives and approval of the long-term objectives and strategy.

MEMBERS

The Members constitute the ultimate authority within Tearfund's governance structure. They are entitled to attend all general meetings, including the Annual General Meeting (AGM). They receive the Annual Report and Accounts, elect or re-elect Directors, appoint Auditors and fix the remuneration of the Auditors. Regular contact is maintained with Members through quarterly communications and informal contact with the management and Trustees.

EMPLOYEES

The work of Tearfund overseas and in the UK relies on the commitment and hard work of its valued staff. The decision-making processes within Tearfund incorporate an established consultation process through the line management structure. Communication links are maintained through team briefings and other internal channels.

Tearfund holds regular meetings with a staff representation body, known as the Staff Council, for consultation and negotiation on relevant issues. This is to ensure continued promotion and development of healthy staff relations. Tearfund is committed to equality in recruiting, training, promotion and career development. This includes applicants and employees who are disabled as well as employees who become disabled during their employment by Tearfund.

VOLUNTEERS

The financial statements set out the results for the year but do not reflect the considerable and vital support given to Tearfund by more than 3,900 volunteers in the UK. Their help is at the heart of Tearfund's work: they bring life to the organisation and help it to operate effectively. The many roles they undertake include encouraging prayer, campaigning, acting within their local churches and communities, enthusing others, engaging with local media and championing fair trade. We celebrate the enormous contribution made by so many of our volunteers in organising or participating in fundraising activities in their homes, churches and communities. This volunteer network is a distinctive aspect of Tearfund's approach and the Board is very grateful for their commitment and contribution.

INTERNAL CONTROL AND RISK MANAGEMENT

The Directors have overall responsibility for Tearfund's system of internal control. Such a system can provide only reasonable, and not absolute, assurance against errors or frauds. There is a clear delegation of the Directors' authority through the Chief Executive to the rest of the organisation.

The Audit, Risk and Finance Committee, which meets four times a year, receives reports from the internal auditor, who works in accordance with an agreed plan produced following a risk assessment. In addition, the external auditor meets with the Audit, Risk and Finance Committee once a year.

Tearfund operates a comprehensive three-year planning and budgeting system with an annual budget approved by the Board of Directors. Significant changes are subject to specific approval. The financial reporting systems provide continuous comparison of actual results with budget. Forecasts of the expected results for the year are undertaken on a regular basis.

Tearfund maintains a comprehensive register of risks. This register identifies the major strategic and operational risks faced and how they are being managed. As part of the three-year planning process the key risks are considered by the Directors and the risks Tearfund faces are reassessed during the year by the Executive team. The Directors are satisfied that systems are in place to monitor, manage and mitigate Tearfund's exposure to major risks. They consider that maintaining Tearfund's general reserves at the levels stated above and reviewing internal controls and risks through an internal audit programme will provide Tearfund with adequate risk assurance and sufficient resources in the event of adverse conditions. They also recognise that the nature of some of Tearfund's work requires active acceptance and management of some risks when undertaking activities to achieve the objectives of the charity.

Fraud is a major risk in many countries where Tearfund and its partners operate. As a result, Tearfund recognises fraud as one of the major risks that has to be managed. All potential frauds or other irregularities are required to be reported to the Finance Director, who maintains a register of the irregularities, actions taken and results. This register is reviewed regularly by the Audit, Risk and Finance Committee.

FINANCIAL RISK MANAGEMENT

Goods and services purchased are subject to contracts with suppliers based on market prices. Market risk is dealt with in the investment policy and performance section above. Credit risk on amounts owed by donors is low. Cash flow and liquidity risks have been minimised by the level of reserves held and lack of borrowings. Action is taken to mitigate foreign exchange risk; future programme expenditure may be hedged by the use of forward exchange contracts when this is deemed appropriate.

REMUNERATION

Tearfund's remuneration policy seeks to balance our Christian values with the ability to attract and retain the best people in our sector. We do this by market-matching our salary scales every two to three years using the following factors:

- greater London-based organisations
- a 2:1 split between charities based on private donations and charities based on state grants
- organisations with income of between £40m and £75m
- organisations of between 200 and 499 employees
- a 2:1 split between international aid, and religious and missionary organisations



Our latest exercise was completed in 2015/16.

Our salary scales are set at less than the mid-point of market benchmark data.

We take inflation into account by considering yearly increases based on available finances, consultation with Staff Council and a survey of similar organisations in the sector. Tearfund's Executive team sit in the top scale of the UK salary structure, within the framework set out above.

The Board sets the salary for the Chief Executive. Details regarding employees with salaries above £60,000 can be found in Note 7 to the financial statements.

HEALTH AND SAFETY

Tearfund has a health and safety policy in place in respect of both UK and international operations, and the Board reviews Tearfund's performance annually at the People and Organisation Committee.

TEARFUND SCOTLAND

We are required by the Office of the Scottish Charity Regulator to report separately upon the activities that Tearfund has undertaken in Scotland. These activities are led by a team based in Tearfund's Glasgow office. We receive funding from the Scottish government and Scottish trusts. We raise funds from individuals and other organisations throughout Scotland, and raise other support including campaigning and prayer support. In the financial year 2015/16 we ceased our grant-making activities in Scotland (2014/15: £15,000).



CENTRAL AFRICAN  
REPUBLIC  
IN JUST 2 YEARS



114,800

BENEFITED FROM IMPROVED  
SANITATION AND HYGIENE  
TRAINING



52

WATER FACILITIES BUILT  
OR REHABILITATED (WELLS,  
BOREHOLES, SPRINGS)



90,000

RECEIVED SEEDS, TOOLS,  
AGRICULTURAL & NUTRITIONAL  
TRAINING TO START FARMING  
AND FIGHT MALNUTRITION



3,800

CHILDREN HELPED TO  
RECOVER FROM TRAUMA AND  
RETURN TO SCHOOL

## DIRECTORS' RESPONSIBILITY STATEMENT

The Directors (who are the directors of Tearfund for the purposes of company law and the Trustees of Tearfund for the purposes of charity law) are responsible for preparing the Directors' Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgments and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Directors are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

The Directors' Report and Strategic Report were approved by the Directors on 13 July 2016 and signed on their behalf by:

Clive Mather  
Chairman

13 July 2016





## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF TEARFUND

We have audited the financial statements of Tearfund for the year ended 31 March 2016 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's Trustees and Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's Trustees and Members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees and 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 Directors' Responsibilities, 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.

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

### SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of the scope of an audit of financial statements is provided on the FRC's website at [www.frc.org.uk/Auditscopeukprivate](http://www.frc.org.uk/Auditscopeukprivate)

### OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2016 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
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)
- the parent charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us, or
- the parent charitable company financial statements are not in agreement with the accounting records or 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

### OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Trustees' Annual Report, which includes the Strategic 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 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:



*Don Bawtree*

**Don Bawtree**  
Senior Statutory Auditor for and on behalf of BDO LLP  
Statutory Auditor  
Gatwick  
United Kingdom

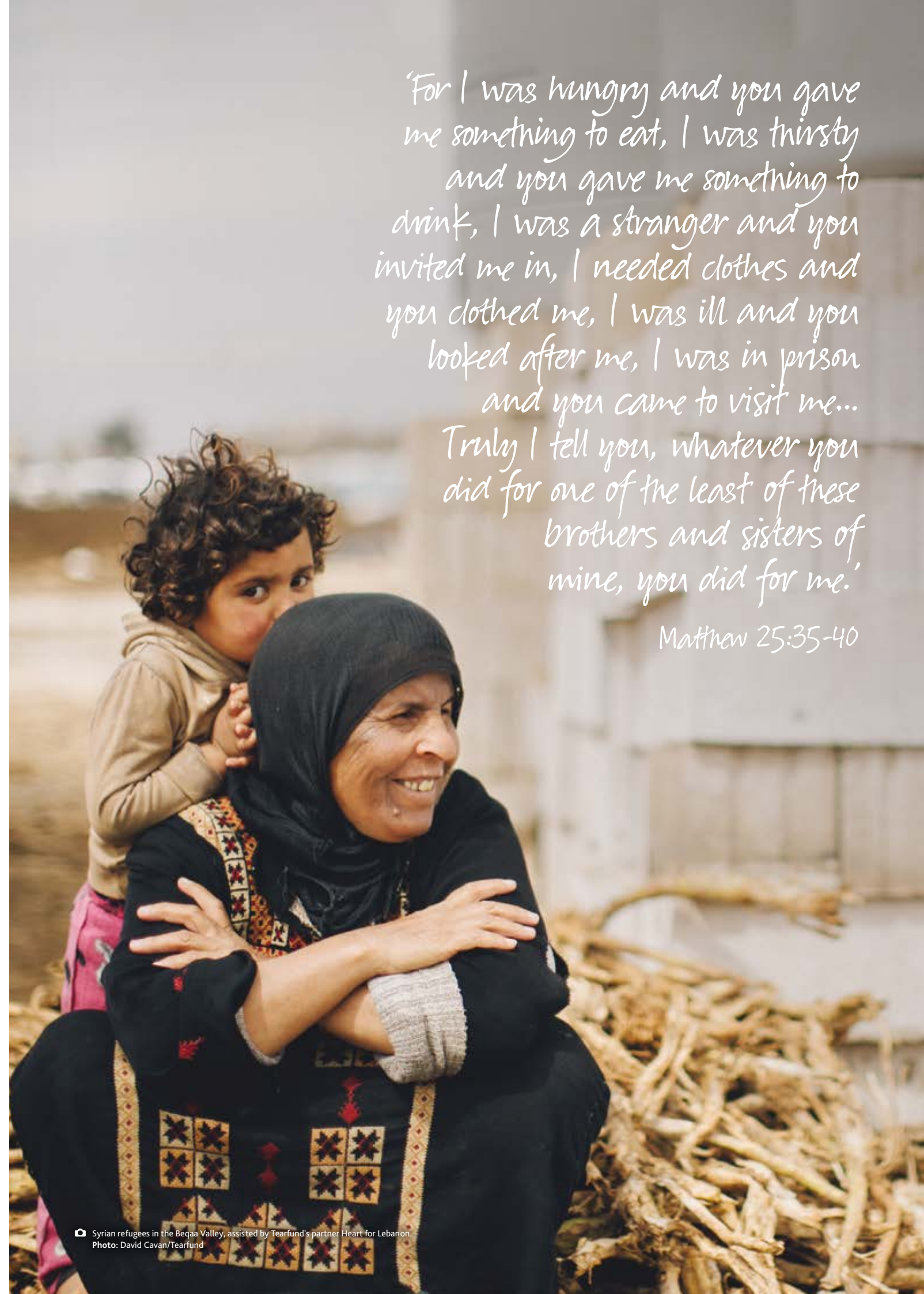
13 July 2016

BDO LLP is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

*'For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was ill and you looked after me, I was in prison and you came to visit me... Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.'*

Matthew 25:35-40





CONSOLIDATED STATEMENTS OF FINANCIAL ACTIVITIES  
(incorporating an income and expenditure account)  
Year ended 31 March 2016

		Unrestricted funds	Restricted funds	2016 Total funds	Restated 2015 Total funds
	Note	£'000	£'000	£'000	£'000
<b>Income from:</b>					
<b>Voluntary income:</b>					
Donations and legacies	2	22,933	25,724	48,657	40,552
Grants	3	-	18,821	18,821	15,472
Total voluntary income		22,933	44,545	67,478	56,024
Other trading activities	5	161	13	174	224
Investment income		103	62	165	152
<b>Charitable activities:</b>					
Craft trading income		2	-	2	557
Income from contractual services		3,834	-	3,834	3,946
Other income from charitable activities		461	40	501	639
Other income		8	-	8	320
Total income		27,502	44,660	72,162	61,862
<b>Expenditure on:</b>					
<b>Raising funds:</b>					
Costs of generating voluntary income	4	7,025	499	7,524	5,650
Fundraising trading: cost of goods sold and other costs	4	117	1	118	190
Total costs of raising funds		7,142	500	7,642	5,840
Charitable activities:	4	17,128	43,313	60,441	58,098
Total expenditure		24,270	43,813	68,083	63,938
Net income / (expenditure) for the year	6	3,232	847	4,079	(2,076)
Transfers between funds	14	(252)	252	-	-
Net movement in funds		2,980	1,099	4,079	(2,076)
<b>Reconciliation of funds:</b>					
Total funds brought forward at 1 April		9,205	14,372	23,577	25,653
Total funds carried forward at 31 March	14	12,185	15,471	27,656	23,577

The result for the year for Companies Act 2006 purposes is represented by the net movement in funds in the consolidated statement of financial activities. There are no recognised gains or losses in the current or preceding year other than those shown in the consolidated statement of financial activities above. All amounts derive from continuing operations. There is no material difference between the net expenditure for the financial year stated above and its historical cost equivalents. There is no material difference between the entity and the group Statement of Financial Activities.

BALANCE SHEET  
31 March 2016

		Tearfund Group		Tearfund	
	Note	2016 £'000	Restated 2015 £'000	2016 £'000	Restated 2015 £'000
<b>Fixed assets</b>					
Tangible assets	9	1,679	1,593	1,679	1,593
Intangible assets	9	1,000	-	1,000	-
Long-term investments	10	-	-	5	5
Total fixed assets		2,679	1,593	2,684	1,598
<b>Current assets</b>					
Stocks	11	85	80	73	62
Debtors	12	7,242	7,833	7,274	7,851
Short-term deposits		10,455	10,351	10,455	10,351
Cash at bank and in hand		11,911	7,355	11,876	7,354
Total current assets		29,693	25,619	29,678	25,618
<b>Creditors</b>					
Amounts falling due within one year	13	(4,338)	(3,635)	(4,328)	(3,639)
Net current assets		25,355	21,984	25,350	21,979
Long-term creditors	13	(378)	-	(378)	-
Net assets		27,656	23,577	27,656	23,577
<b>Funds</b>					
<b>Unrestricted funds:</b>					
General fund/Free reserves	14	6,731	5,848	6,731	5,848
Designated funds	14	5,454	3,357	5,454	3,357
		12,185	9,205	12,185	9,205
Restricted funds	14	15,471	14,372	15,471	14,372
Total funds		27,656	23,577	27,656	23,577

The financial statements on pages 32 to 47 were approved by the Board of Directors on 13 July 2016 and signed on its behalf by:



Clive Mather,  
Chairman



John Shaw,  
Treasurer



## CONSOLIDATED CASH FLOW STATEMENT

Year ended 31 March 2016

	2016 £'000	Restated 2015 £'000		
Net cash provided by operating activities	6,029	(3,776)		
Cash flow from investing activities:				
Investment income receivable	165	152		
Purchase of property, plant, equipment & intangibles	(1,540)	(275)		
Proceeds from the sale of property, plant & equipment	8	1		
Net cash used in investing activities	(1,367)	(122)		
Change in cash & cash equivalents in the reporting period	4,662	(3,898)		
Cash and cash equivalents at the beginning of the reporting period	17,604	21,502		
Cash and cash equivalents at the end of the reporting period	22,266	17,604		
Reconciliation of net income / (expenditure) to net cash flow from operating activities				
Net income for the reporting period (as per the statement of financial activities)	4,079	(2,076)		
Adjustments for :				
Depreciation charges	454	211		
Investment income receivable	(165)	(152)		
(Profit) / Loss on sale of tangible fixed assets	(8)	(1)		
(Increase) / decrease in stocks	(5)	103		
Decrease / (increase) in current asset investment	-	46		
Decrease / (increase) in debtors	591	(1,587)		
Increase / (decrease) in creditors	1,083	(320)		
Net cash provided by operating activities	6,029	(3,776)		
Analysis of changes in net funds	1 April 2015 £'000	Cash flows £'000	Other changes £'000	31 March 2016 £'000
Cash at bank and in hand	7,355	4,556	-	11,911
Bank deposits	10,351	104	-	10,455
Interest-free loans	(102)	2	-	(100)
	17,604	4,662	-	22,266

## NOTES TO THE FINANCIAL STATEMENTS

31 March 2016

## 1. ACCOUNTING POLICIES

### Basis of preparation

The financial statements have been prepared on a going concern basis under the historical cost convention and in accordance with the Companies Act 2006, Charities Act 2011, Charities Accounts (Scotland) Regulations 2006, Charities and Trustee Investment (Scotland) Act 2005 and the Statement of Recommended Practice (SORP) on Accounting and Reporting by Charities effective from 1 January 2015 and FRS 102, and applicable United Kingdom accounting standards. The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities.

## Consolidation

The Statement of Financial Activities (SOFA) and Group Balance Sheet consolidate the financial statements of the Charity and its wholly-owned subsidiary undertaking Tearfund Trading Limited. The results of the subsidiary are consolidated on a line-by-line basis. No separate Statement of Financial Activities has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006. The turnover of the Company for the year was £71,988,000 (2014/15: £61,638,000) and its net result was a surplus of £4,079,000 (2014/15: £2,076,000 deficit).

The particular accounting policies adopted by the Board of Directors have been applied consistently and are described below.

## Company status

Tearfund is a registered charity in England and Wales (number 265464) and Scotland (number SC037624) and is constituted as a company registered in England and Wales and limited by guarantee (company number 994339). It is governed by its Memorandum and Articles of Association and at the year-end there were 71 Members (2014/15: 78) who were each liable to contribute £1 in the event of the company being wound up.

## Fund accounting

The company maintains three types of funds. General unrestricted funds are funds available for use at the discretion of the Board of Directors in furtherance of the general charitable objectives. Designated unrestricted funds are monies set aside

by the Board from unrestricted funding for specific purposes. Restricted funds are funds subject to specific conditions imposed by donors. At the year-end any fund deficits are maintained only when the Directors are of the opinion that such deficits will be eliminated by future committed giving. Income and expenditure on these funds are shown as restricted in the SOFA and analysed into the main components in note 14.

### Going concern

The Directors (who are the directors of Tearfund for the purposes of company law and the Trustees of Tearfund for the purposes of charity law) have reviewed the Charity's financial position, taking account of the satisfactory levels of reserves and cash, the annual plan and the three-year financial plan, and its systems of financial and risk management. As a result of their review, the Directors believe that the Charity is well placed to manage operational and financial risks successfully despite the ongoing uncertain economic outlook. Accordingly, the Directors have a reasonable expectation that the Charity and the Group have adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

### Reconciliation with previous Generally Accepted Accounting Practice (GAAP)

In preparing the accounts, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP (FRS102) a restatement of comparative items was needed. See note 21 for a summary of the restatements.

## Income

All income, including donations, legacies and investment income, is recognised in the SOFA when the company can demonstrate entitlement to the income, receipt is probable and the amount can be quantified with reasonable accuracy. The following specific policies apply to the categories of income:

## Legacies

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received and residuary legacies are recognised at a discounted rate when it is measurable, probate has been granted and entitlement is clear. No value is included where the legacy is subject to a life interest held by another party.

## Grants and contracts

Grant and contract income is recognised when the charity can demonstrate entitlement to the income. Where receipt of funding is conditional only on administrative requirements such as the submission of a claim, it has been accrued. Where there are restrictions on the time period in which funding received can be spent, or where the charity is not yet in a position to meet the conditions of the funding, the related income has been deferred.

### Gifts in kind

Gifts in kind in note 3 consist predominantly of food aid and are included in income at their market value when they are distributed. Pro bono legal work is included as a donation in note 2 and as support costs as it is received.

## Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Like many charities, Tearfund is unable to recover some of the VAT that is incurred on the purchase of goods and services in the UK. The amount of VAT that cannot be recovered is added to the appropriate underlying cost.

The following specific policies apply to categories of expenditure:

## Grants payable

Grants payable to Tearfund partner organisations are made in furtherance of the charity's objects. Grants are recognised as expenditure when payment is due to the partner organisation, in accordance with Tearfund's project agreement, and in line with partner performance.



NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

**Support costs**  
Support costs include functions such as general management, financial management, information technology, human resources and the cost of premises and facilities. They are allocated across the categories of charitable expenditure, governance costs and the costs of generating funds on the basis set out in note 4 to the financial statements.

**Fundraising and publicity**  
Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

**Foreign exchange**  
Transactions denominated in foreign currency are translated into sterling and recorded at the rates ruling at the date of the transactions. Balances denominated in a foreign currency are translated into sterling at the exchange rates at the balance sheet date. Foreign exchange gains and losses incurred in respect of overseas operations are included in the SOFA within the relevant activity expenditure.

**Pensions**  
Tearfund operates two defined contribution pension schemes. Contributions are charged to the SOFA as they become payable.

**Tangible fixed assets and depreciation**  
Tangible fixed assets are stated at cost less accumulated depreciation. Assets costing more than £1,000 with an expected useful life of more than one year are capitalised. Depreciation is provided in order to write

off the cost of tangible fixed assets over their estimated useful economic lives, on a straight-line basis, as follows:

Freehold land	Nil
Freehold buildings	50 years
Refurbishment of freehold buildings	20 years
Fixtures, fittings and equipment	3-5 years
Motor vehicles	3-4 years
Computer equipment	3 years

The useful economic lives and residual value of fixed assets are reviewed at the end of each accounting period. Land is tested for impairment.

Vehicles and equipment used in programmes overseas are considered to have a useful economic life of one year or less. They are not capitalised but are charged in full to charitable expenditure when purchased. However a register is maintained of these assets and reviewed regularly.

**Intangible assets**  
Intangible assets are stated at cost less amortisation. They are amortised on a straight-line basis over a five-year useful life.

**Financial instruments**  
Financial assets and financial liabilities are recognised when Tearfund becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction

costs). Tearfund only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where Tearfund has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**Investments**  
The investment in the subsidiary is included in the Company's financial statements at cost.

**Stocks**  
Stocks are valued at the lower of cost and estimated net realisable value. Cost represents the cost of materials, freight and insurance that are required to bring it to its current condition and location. Provision is made where necessary for slow-moving, obsolete or defective stock.

**Operating leases**  
Costs in respect of operating leases are charged to the SOFA on a straight-line basis over the lease term.

2. DONATIONS

	Unrestricted funds £'000	Restricted funds £'000	2016 Total funds £'000	Restated 2015 Total funds £'000
Individuals	17,363	9,971	27,334	23,963
Churches	1,282	1,319	2,601	2,686
Trusts, companies and schools	777	2,904	3,681	3,703
Legacies	3,511	57	3,568	2,734
	22,933	14,251	37,184	33,086

NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

2. DONATIONS CONTINUED

	Unrestricted funds £'000	Restricted funds £'000	2016 Total funds £'000	Restated 2015 Total funds £'000
Appeals and emergencies:				
Individuals	-	5,178	5,178	4,264
Churches	-	1,902	1,902	930
Trusts, companies and schools	-	356	356	236
Legacies	-	7	7	-
	-	7,443	7,443	5,430
Via Disasters Emergency Committee	-	4,030	4,030	2,036
	-	11,473	11,473	7,466
Total donations	22,933	25,724	48,657	40,552

Other donations includes gifts in kind of £76,000 (2014/15: £77,000) of pro bono legal work which is also included in support cost expenditure. Donations income in 2015 was £40,552,000 of which £19,713,000 was restricted and £20,839,000 was unrestricted.

3. GRANTS INCOME

	2016 £'000	2015 £'000
United Nations	3,550	2,107
United States government	2,872	2,700
Dutch government (through Tear Netherlands)	2,403	740
European Community	2,270	3,542
Canadian government (through World Relief Canada)	2,025	878
Scottish government	1,138	980
United Kingdom government	1,024	1,071
Canadian Foodgrains Bank (through World Relief Canada)	325	490
Belgian government (through Tear Belgium)	287	152
Swedish government	218	580
States of Jersey	195	99
Swiss Agency for Development and Cooperation	168	125
Irish government	97	50
States of Guernsey	76	68
Other	201	25
	16,849	13,607
Tear Netherlands	815	596
Global Communities	-	345
Tear Australia	144	180
Tearfund Ireland	300	153
Tearfund New Zealand	68	94
Integral and other NGOs	645	497
	18,821	15,472

Included within the above grants income are gifts in kind of £462,000 (2014/15: £534,000) which are also included in expenditure. The whole amount for both years is restricted income.



NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

4. TOTAL EXPENDITURE

	Grants £'000	Direct costs £'000	Support costs £'000	2016 Total costs £'000	Restated 2015 Total costs £'000
Unrestricted					
Costs of generating funds:					
Costs of generating voluntary income	-	5,770	1,255	7,025	5,538
Fundraising trading	-	117	-	117	190
	-	5,887	1,255	7,142	5,728
Charitable activities:					
Envisioning the local church	100	3,520	866	4,486	5,106
Developing communities	421	4,672	1,320	6,413	8,125
Changing unjust policies and practices	32	1,640	457	2,129	2,581
Responding to disasters	51	2,435	1,614	4,100	4,434
	604	12,267	4,257	17,128	20,246
Total unrestricted expenditure	604	18,154	5,512	24,270	25,974
Restricted					
Costs of generating funds:					
Costs of generating voluntary income	-	473	26	499	112
Fundraising trading	-	1	-	1	-
	-	474	26	500	112
Charitable activities:					
Envisioning the local church	1,259	1,135	18	2,412	1,863
Developing communities	8,913	4,824	28	13,765	12,958
Changing unjust policies and practices	1,286	1,713	10	3,009	1,832
Responding to disasters	6,381	17,708	38	24,127	21,199
	17,839	25,380	94	43,313	37,852
Total restricted expenditure	17,839	25,854	120	43,813	37,964
Total expenditure	18,443	44,008	5,632	68,083	63,938

Many programmes achieve benefits in a number of different areas and their costs are allocated on the basis of their principal aims. Cost allocation includes an element of judgment and Tearfund has had to consider the cost benefit of detailed calculations and record-keeping in calculating a best estimate of the attributable costs.

All grants are made to partner organisations.

NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

4. TOTAL EXPENDITURE CONTINUED

	2016 £'000	2015 £'000
Total grants by geographical region:		
Africa	10,695	9,883
Asia	4,058	4,161
Eurasia	2,580	3,038
Latin America and Caribbean	1,110	2,224
	18,443	19,306

Support costs associated with grant-making activity are £1,344,000 (2014/15 : £1,315,000).

	2016 £'000	2015 £'000
The top 15 countries and regions where partners received grants were:		
Ethiopia	1,648	1,224
Syria	875	1,471
Liberia	817	719
Nepal	696	265
Uganda	694	673
Malawi	677	661
India	648	935
Philippines	639	1,670
Kenya	623	549
Sierra Leone	618	451
Cambodia	615	495
Niger	550	264
Somalia	495	508
Nigeria	487	374
Zimbabwe	424	366

Details of grants made to the top 50 partner organisations are available from the Tearfund website at [http://www.tearfund.org/en/about\\_us/finances/](http://www.tearfund.org/en/about_us/finances/)

Support costs and the basis of their allocation are as follows:	Principal basis of allocation to activities	2016 £'000	2015 £'000
General management	Headcount and expenditure	251	332
Financial management	Headcount and expenditure	1,390	961
Human resources	Headcount	813	736
Knowledge management	Headcount and expenditure	620	673
Information technology	Headcount and expenditure	1,398	1,124
Premises and facilities	Headcount	879	964
Governance	Headcount and expenditure	281	264
		5,632	5,054

Many programmes achieve benefits in a number of different areas and their costs are allocated on the basis of their principal aims. Cost allocation includes an element of judgment and Tearfund has had to consider the cost benefit of detailed calculations and record-keeping in calculating a best estimate of the attributable costs.



NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

5. SUBSIDIARY

Tearfund has a wholly owned trading subsidiary, Tearfund Trading Limited, which is registered in England and Wales, company registration number 03779450. The company undertakes various trading activities to raise funds for Tearfund and all its taxable profits are gifted to Tearfund. Its results and assets for the year ended 31 March 2016 were as follows:

	2016 £'000	2015 £'000
Total incoming resources	174	224
Total expenditure	(118)	(190)
Profit for the year	56	34
Gift Aided donation to Tearfund	(56)	(34)
Retained profit for the year	-	-
Total assets	88	52
Total liabilities	(83)	(47)
Funds	5	5

In 2014/15, profits of the trading subsidiary were wholly unrestricted. In 2015/16, £12,000 of profits were restricted and the remainder unrestricted.

6. NET EXPENDITURE FOR THE YEAR

	2016 £'000	2015 £'000
Net expenditure is stated after charging/(crediting):		
Depreciation of tangible fixed assets	229	211
Depreciation of intangible fixed assets	225	-
Auditors' remuneration: audit – Tearfund	45	43
Auditors' remuneration: audit – Tearfund Trading Limited	2	2
Auditors' remuneration: other services	-	3
Profit on sale of tangible fixed assets	(8)	(1)
Profit on sale of current asset investment	-	(319)
Operating leases: land and buildings	880	786

The above is all unrestricted expenditure/(income) except the profit on sale of tangible fixed assets in 2015/16, which is restricted which is restricted and operating leases of £675,000 in 2015/16 (2014/15: £551,000).

NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

7. EMPLOYEES AND TRUSTEES

	UK £'000	Overseas £'000	2016 Total £'000	2015 Total £'000
UK-contracted employees:				
Salaries and wages	12,096	4,071	16,167	15,023
Social security costs	1,076	46	1,122	2,024
Other pension costs	1,249	222	1,471	1,173
	14,421	4,339	18,760	18,220
Staff based overseas on local contracts	-	5,108	5,108	3,625
	14,421	9,447	23,868	21,845

Included in the above employee costs are redundancy costs of £69,000 (2014/15: £168,000). Redundancy costs are provided for when they are estimable and settlement is probable in the next financial year.

Average full-time equivalent number of persons employed during the year	2016 Number	2015 Number
UK-contracted employees based:		
In UK	348	343
Overseas	123	123
	471	466
Staff based overseas on local contracts	757	705
	1,228	1,171

Within UK-contracted employees, UK staff includes those personnel based at Tearfund's head office in Teddington together with those based at regional offices in the UK. Overseas staff on UK contracts includes UK nationals working overseas as well as non-UK nationals employed to work in various countries around the world. Staff based overseas on local contracts are employed within our disaster management operations. All staff were employed across the range of activities detailed on the SOFA. No employees are employed directly by Tearfund Trading Limited.

The number of employees whose emoluments (including benefits in kind but excluding employer's pension) amounted to over £60,000 in the year was as follows:

	2016 Number	2015 Number
£60,001 - £70,000	4	6
£70,001 - £80,000	-	2
£80,001 - £90,000	1	1

Pension payments of £32,477 (2014/15: £58,200) were made for these five (2014/15: nine) higher-paid employees. The new Chief Executive Officer was employed for less than one year; the total emoluments received by him in the year (including pension contributions and benefits in kind) was £35,285 (2014/15: incumbent CEO: £97,500). In 2015/16 the senior executives of the organisation earned a total of £494,000 (2014/15: £490,000) including pensions.

Trustees

As Charity Trustees, the Board of Directors, who are not employees, received no remuneration for their services. During the year six Directors were reimbursed for a total of £106 for UK travel and subsistence expenses (2014/15: two for £576). One Director also had overseas travel paid for by Tearfund of £216 (2014/15: one for £912). Indemnity insurance is provided for the Directors at a cost of £2,896 (2014/15: £2,790).

Pensions

Tearfund has a defined contribution pension plan for UK employees called the Tearfund Group Personal Pension Plan and a separate defined contribution pension plan for overseas employees called the Tearfund International Group Personal Pension Scheme. These plans operate on a non-contributory basis.

Included within creditors falling due within one year is £146,158 (2014/15: £134,000) in respect of pension contributions due to be paid to the fund managers.



NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

8. TAXATION

Tearfund is potentially exempt from taxation on its income and gains under Sections 466 to 493 of the Corporation Tax Act 2010 and Section 256 of the Taxation of Capital Gains Act 1992, to the extent that they are applied for charitable purposes. No taxable profit arises on Tearfund Trading Limited due to the fact that all taxable profits are gifted to Tearfund.

9. TANGIBLE AND INTANGIBLE FIXED ASSETS

	Freehold land and buildings £'000	Fixtures, fittings and equipment £'000	Motor vehicles £'000	Total Tangible £'000	Total Intangible £'000
Tearfund and Tearfund Group					
Cost					
At 1 April 2015	5,040	5,308	130	10,478	-
Additions	-	315	-	315	1,225
Disposals	-	(54)	-	(54)	-
At 31 March 2016	5,040	5,569	130	10,739	1,225
Accumulated depreciation					
At 1 April 2015	3,717	5,066	102	8,885	-
Charge for the year	81	134	14	229	225
Disposals	-	(54)	-	(54)	-
At 31 March 2016	3,798	5,146	116	9,060	225
Net book value					
At 31 March 2016	1,242	423	14	1,679	1,000
At 31 March 2015					
	1,323	242	28	1,593	-

The book value of freehold land not depreciated is £200,000 (2014/15: £200,000). Tearfund's offices in Teddington have a book value of £1,242,000 (2014/15: £1,323,000) and are insured at a value of £5,000,000 (2014/15: £5,000,000). The intangible asset is the value of the purchase of Toilet Twinning.

10. LONG-TERM INVESTMENTS

	Tearfund Group		Tearfund	
	2016 £'000	2015 £'000	2016 £'000	2015 £'000
Unquoted investment in subsidiary	-	-	5	5

At 31 March 2016 Tearfund had one wholly owned subsidiary which is registered in England and Wales.

Organisation name	Class of share of capital held	Nature of business
Tearfund Trading Limited	Ordinary	Raising funds through trading activities

NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

11. STOCKS

	Tearfund Group		Tearfund	
	2016 £'000	2015 £'000	2016 £'000	2015 £'000
Finished goods	13	23	1	5
IT stores	34	27	34	27
Disaster management stores	38	30	38	30
	85	80	73	62

12. DEBTORS

	2016 £'000	Restated 2015 £'000	2016 £'000	Restated 2015 £'000
Due within one year:				
Trade debtors	41	17	-	1
Amount owed by group undertaking	-	-	73	34
Tax recoverable	203	444	203	444
Other debtors	2,043	2,746	2,043	2,746
Accrued government grants	2,389	2,609	2,389	2,609
Accrued legacy income	1,892	1,285	1,892	1,285
Prepayments and other accrued income	674	732	674	732
	7,242	7,833	7,274	7,851

13. CREDITORS

	2016 £'000	Restated 2015 £'000	2016 £'000	Restated 2015 £'000
Amounts falling due within one year				
Interest-free loans	100	102	100	102
Amount owed to group undertaking	-	-	-	17
Other creditors	1,100	823	1,100	823
Taxation and social security	1,048	580	1,040	580
Accruals	1,200	1,416	1,198	1,403
Deferred income	890	714	890	714
	4,338	3,635	4,328	3,639
Accruals falling due greater than one year	378	-	378	-

The interest-free loans, which have been made by supporters, are unsecured and have no set repayment date. During the year £474,000 of the deferred income was released (2014/15: £703,000) and £651,000 of income was deferred (2014/15: £561,000).



NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

14. FUNDS MOVEMENT

	Restated 1 April 2015 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 March 2016 £'000
Tearfund and Tearfund Group					
General fund/Free reserves	5,848	27,502	(24,577)	(2,042)	6,731
Designated funds					
Fixed asset fund	3,262	-	151	1,790	5,203
Disaster management funds	95	-	156	-	251
	3,357	-	307	1,790	5,454
Total unrestricted funds	9,205	27,502	(24,270)	(252)	12,185
Restricted funds:					
Appeals and emergencies:					
Democratic Republic of Congo	17	1	(3)	-	15
East Africa crisis 2011	1,264	18	(906)	-	376
Zimbabwe	1	1	-	-	2
Sudan	9	31	-	(1)	39
Sudan and South Sudan 2011	463	30	(12)	(202)	279
Haiti earthquake	32	-	(32)	-	-
Nepal earthquake	-	5,764	(2,913)	-	2,851
Pakistan floods	198	166	(309)	-	55
Sahel/Niger crisis	331	8	(137)	-	202
Syria crisis	1,021	710	(1,461)	-	270
Central African Republic	396	2	(92)	(249)	57
Philippines	1,887	1,697	(2,887)	-	697
Middle East	474	5,976	(3,105)	-	3,345
Ebola	1,124	870	(1,487)	-	507
Vanuatu	224	104	(59)	-	269
Other	80	14	(85)	45	54
El Niño response fund	-	120	(28)	-	92
	7,521	15,512	(13,516)	(407)	9,110
Country funds	602	620	(1,201)	-	21
Project funds:					
Institutions and trusts	4,508	20,101	(20,525)	697	4,781
Connected Church	560	727	(737)	-	550
Other	1,174	542	(667)	(38)	1,011
Beneficiary funds:					
Children funds	8	3,663	(3,667)	-	4
Issue funds:					
Disaster management	-	1,085	(1,085)	-	-
Water & sanitation	-	1,796	(1,796)	-	-
HIV	-	606	(606)	-	-
Other	(1)	8	(13)	-	(6)
Total restricted funds	14,372	44,660	(43,813)	252	15,471
Total	23,577	72,162	(68,083)	-	27,656

NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

Designated funds are set up for the following purposes:

- The fixed asset fund represents the net book value of Tearfund's tangible and intangible fixed assets to indicate that these resources are not available for other purposes. In 2015/16, included in this fund, the Board has set aside a total of £2,524,000 for an essential building repair project which is required and is being carried out over the next year. Of this, £919,000 was already set aside in previous years for this project.
- The disaster management funds represent funds set aside for disaster management work which have not yet been allocated to specific projects.

Restricted funds are shown under the following main categories:

- Appeal and emergency funds comprise funds raised for specific appeals and emergencies.
- Country funds comprise funds given for specific countries.
- Project funds comprise funds given for specific projects, mainly by institutional donors.
- Beneficiary funds comprise funds given for the benefit of specific beneficiary groups such as children.
- Issue funds comprise funds given for specific issues such as disaster management and HIV.

Fund balances may be negative when expenditure is made on a project that is expected to be reimbursed by a government or other agency but where, at the year-end date, not all the conditions to justify recognising the income within the financial statements had been met. This results in an excess of expenditure over income on some project funds. At 31 March 2016, the total deficit balances amounted to £111,000 (2014/15: £11,000).

Transfers between funds represent:

- (a) movements on the net book value of tangible fixed assets between the general fund and the fixed asset fund and the change in the provision for the roof repairs
- (b) reallocations between funds where funds are used for the same/similar work in the same country
- (c) reallocation of general funds to support programmes where additional restricted funding was not found

Within restricted funds are the following amounts relating to money received from the following donors:

	1 April 2015 £'000	Income £'000	Expenditure £'000	31 March 2016 £'000
Department for International Development (DFID)				
Global Poverty Alleviation fund (GPAF) Congo 2012	(10)	-	10	-
Global Poverty Alleviation fund (GPAF) Niger	-	418	(418)	-
Democratic Republic of Congo Sexual Violence	-	122	(91)	31
Start Network Central African Republic	-	66	(66)	-
Start Network Burundi	-	60	(60)	-
Start Network Kenya	-	5	(5)	-
Pakistan	56	146	(90)	112
Ethiopia	-	103	(103)	-
Total DFID funds	46	920	(823)	143

	1 April 2015 £'000	Income £'000	Expenditure £'000	31 March 2016 £'000
Disasters Emergency Committee (DEC)				
Philippines typhoon 2013	-	1,648	(1,686)	(38)
Ebola crisis 2014	17	820	(630)	207
Nepal earthquake	-	1,562	(1,562)	-
Total DEC funds	17	4,030	(3,878)	169



NOTES TO THE FINANCIAL STATEMENTS  
31 March 2016

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Fund balances at 31 March 2016 are represented by:			
Tearfund Group:			
Fixed assets	2,679	-	2,679
Current assets	13,482	16,211	29,693
Current liabilities	(3,598)	(740)	(4,338)
Long-term liabilities	(378)	-	(378)
	12,185	15,471	27,656
Tearfund:			
Fixed assets	2,684	-	2,684
Current assets	13,467	16,211	29,678
Current liabilities	(3,588)	(740)	(4,328)
Long-term liabilities	(378)	-	(378)
	12,185	15,471	27,656

16. OPERATING LEASE COMMITMENTS

At 31 March 2016 Tearfund and the Tearfund Group were committed to making the following payments in total in respect of operating leases for land and buildings:

	Tearfund Group		Tearfund	
	2016 £'000	Restated 2015 £'000	2016 £'000	Restated 2015 £'000
Within one year	650	523	650	523
In the second to fifth years inclusive	385	333	385	333
After five years	221	235	221	235
	1,256	1,091	1,256	1,091

17. RELATED PARTY TRANSACTIONS

A number of the Trustees of Tearfund are directors and trustees of other charities and organisations with whom Tearfund has historic relationships. Below are disclosed the annual payments to these organisations for the year ended 31 March 2016.

Name of Trustee	Organisation and role	Organisation's relationship to Tearfund	Payments 2016 £	Payments 2015 £
Robert Camp	Stephens Scown Solicitors	Supplier/Partner	1,086	nil
Jill Garner	28 Too Many, trustee	Partner	30	36
Deepak Mahtani	Self-employed consultant	Supplier	500	nil

In addition, Tearfund made payments of £21,127 in 2015/16 (2014/15: £20,029) for project management and consultancy services, relating to marketing and fundraising, provided by Minu Chowdhury-Westlake. Minu Chowdhury-Westlake is the wife of David Westlake, a senior executive of Tearfund. David Westlake is a trustee of Soul Survivor which is a supplier to Tearfund with payments of £14,222 in 2015/16 (2014/15: £14,733), and also a trustee of Micah Network which is a supplier to Tearfund with payments of £19,400 in 2015/16.

Total donations from Trustees and their related parties for the year amounted to £18,034.

NOTES TO THE FINANCIAL STATEMENTS  
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18. ULTIMATE PARENT

The Trustees consider that the ultimate parent and controlling party is Tearfund.

19. CAPITAL COMMITMENTS

At 31 March 2016 there were contracted capital commitments of £134,000 (2014/15: £ nil) relating to the essential building repair project. We have designated additional funds for this project as specified in note 14.

20. VOLUNTEERS

The work and support by its almost 4,000 volunteers is vital to Tearfund. Volunteers undertake many roles including encouraging prayer, campaigning, acting within their local churches and communities, enthusing others, engaging with local media and fundraising.

21. TRANSITION TO CHARITIES SORP (FRS 102)

In preparing these accounts, the Trustees considered whether any restatement of comparatives was required to comply with FRS 102 and the Charities SORP FRS 102.

The requirement to reflect income where receipt is 'probable' has led to an increase in the value of the accrued legacy income at the transition to FRS 102 on 1 April 2014, a decrease in 2014/15 and an increase in 2015/16.

In applying the requirement to recognise employee benefits, a liability has been recognised at the date of transition and at subsequent reporting dates for the short-term compensated absence arising from employee entitlement to annual leave.

In accordance with the requirements of FRS 102, a reconciliation of opening funds balances and 2014 net income with those shown under previous GAAP is shown in the table below.

All restatements impact general/free reserves only.

	Tearfund Group		
	1 April 2014 £'000	31 March 2015 £'000	Net (deficit) 2014/15 £'000
Values as previously stated	24,611	22,880	(1,731)
Legacy income recognition	1,487	1,143	(344)
Employee annual leave	(445)	(446)	(1)
Values as restated	25,653	23,577	(2,076)



DIRECTORS, COMMITTEE MEMBERS, OTHER MEMBERS,  
VICE PRESIDENTS, EXECUTIVE TEAM AND ADVISER

The following information forms part of the Directors' Report

BOARD OF DIRECTORS

The Board of Directors is responsible for ultimate strategic decisions and is appointed by the Members at the Annual General Meeting (AGM). The Board of Directors who were in office during the year and up to the date of signing the financial statements were:

Clive Mather (Chairman) <sup>1</sup>  
John Shaw (Treasurer) <sup>2</sup>  
Jenny Baker <sup>3</sup>  
Robert Camp <sup>2, 5</sup>  
David Campanale <sup>3</sup>  
Ian Curtis <sup>3</sup> (from September 2015)  
Jill Garner <sup>5</sup>  
Stephanie Heald <sup>4</sup>  
Deepak Mahtani <sup>3</sup>  
Rev Mark Melliush <sup>4</sup>  
Bishop Harold Miller <sup>4</sup> (from September 2015)  
Julia Ogilvy <sup>4</sup>  
Craig Rowland <sup>4</sup>

COMMITTEE MEMBERS

The Board recruits Members with specific expertise to sit on sub-committees of the Board.

Stephen Adams <sup>4</sup> (to March 2016)  
Gary Carpenter <sup>2</sup> (to February 2016)  
Sabrina Clarke <sup>5</sup> (from November 2015)  
Chris Collinson <sup>5</sup>  
Anne De Leyser <sup>3</sup>  
Nick Henwood <sup>3</sup>  
Phil Hewinson <sup>4</sup> (to March 2016)  
Sarah King <sup>4</sup>  
Iain Macaulay <sup>4</sup>  
Fiona Major <sup>5</sup>  
Francis Maull <sup>4</sup>  
Gordon McKechnie <sup>3</sup>  
Phillip McMillan <sup>4</sup> (from February 2016)  
Alastair Muir <sup>4</sup>  
Ruth Robb <sup>3</sup>  
Michael Stewart <sup>2</sup>  
David Thomas <sup>3</sup>  
Mark Thompson <sup>2</sup>  
Ed Tranter <sup>4</sup> (to June 2015)  
Pete Wynter <sup>4</sup> (to July 2015)

OTHER MEMBERS

In addition to the Board of Directors and the Committee Members, the following people are also Members.

Stephen Adams  
David Adeney  
Ian Angell  
Rev Celia Apeagyei-Collins  
Simon Batchelor  
Rev Andy Bowerman  
Paul Brigham  
Miles Buttrick  
Lord Carey  
Lady Carey  
Richard Carter  
John Coles  
Anne Coles  
Dr Elizabeth Corrie  
Clive Cutbill  
Professor Julian Evans  
Graham Fairbairn  
Roger Forster  
Jason Gardner  
Murdoch Gatward  
Paul German  
Richard Gough  
Lord Michael Hastings  
Sheryl Haw  
Sue Heatherington  
Rev Andy Hickford  
Kim Hurst  
Richard Izard  
Dr Krish Kandiah  
Rev Katei Kirby  
Simon Laver  
John Magowan  
Rev Alan McWilliam  
Claire Mortimer  
Rev Siew-Huat Ong  
Rev Ian Prior  
Rev John Smith  
Paul Spray  
Dr Elaine Storkey  
Rev Ric Thorpe  
Rev Sarah Tillett  
Ed Tranter  
David Todd  
Professor Andrew Tomkins  
David White  
Chris Wright  
Peter Wynter

*'The greatest NGO on earth today is undoubtedly the church of Jesus Christ. By working through partnerships Tearfund harnesses the power of up to 2 billion Christians to change the world in quiet, rooted, measurable ways. As a pastor, I appreciate the way Tearfund values the heroic vocation of local churches. As a prayer leader, I appreciate the intelligent spirituality that underpins Tearfund's social engagement. And as someone with a passion for justice, I am grateful to Tearfund for enabling me to be part of something bigger than my own postcode.'*

**Pete Greig, co-founder of the 24-7 Prayer movement and pastor of Emmaus Rd**



VICE PRESIDENTS

We have a number of Vice-Presidents, who are all highly respected in their walks of life. They volunteer their time to represent Tearfund publicly, and help us to tell the stories of lives being transformed around the world as we work to tackle material and spiritual poverty.

Rev Celia Apeagyei-Collins  
Lord and Lady Carey  
Steve Clifford  
John & Anne Coles  
Roger Forster  
Elfed Godding  
Pete Greig  
Lord Michael Hastings  
Dr Krish Kandiah  
Rev Katei Kirby  
Rev Alan McWilliam  
Bishop Harold Miller  
Rev Siew-Huat Ong  
Rev Mike Pilavachi  
Caroline Spelman  
Rev Ric Thorpe  
Stephen Timms  
Chris Wright

EXECUTIVE TEAM

The Board has delegated day-to-day operational decisions to the Executive team.

Matthew Frost  
(Chief Executive – to 30 September 2015)  
Nigel Harris  
(Chief Executive – from 23 November 2015)  
David Bainbridge  
(International group: countries) – to 6 May 2016)  
Henrietta Blyth  
(People and organisational development – to 26 June 2015)  
Ian Causebrook  
(Interim People and organisational development – from 1 July 2015 to 30 April 2016)  
Alison Hopkinson  
(Finance and IT – to 31 December 2015)  
Nick Chinnery  
(Finance and IT – from 1 January 2016)  
Jane Pleace  
(Global fundraising)  
David Westlake  
(International group: global programmes)

INDEPENDENT AUDITORS

**BDO LLP**  
2 City Place, Beehive Ring Road  
Gatwick, West Sussex RH6 0PA

SOLICITORS

**Anthony Collins LLP**  
134 Edmund Street, Birmingham  
B3 2ES

BANKERS

**Barclays Bank plc**  
1 Churchill Place, London E14 5HP

REGISTERED OFFICE

100 Church Road, Teddington  
TW11 8QE

- 1 - Ex-officio on all Committees
- 2 - Member of Audit, Risk and Finance Committee
- 3 - Member of International Committee
- 4 - Member of Global Fundraising Committee
- 5 - Member of People and Organisation Committee



📍 Nigel Harris (RHS), Tearfund's new Chief Executive, in Basanta village with our Nepal Response Manager Rajan Ghimire. Photo: Tom Price/Tearfund

📍 Martha Collison and Pete Greig on the main stage at Big Church Day Out. Photo: Michael Owen/Tearfund



Following Jesus  
where the need  
is greatest

**tearfund**

*Following Jesus where the need is greatest*

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[tearfund.org](http://tearfund.org)

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A company limited by guarantee registered in England and Wales. Company registration number 994339.  
Registered Charity No. 265464 (England & Wales) Registered Charity No. SC037624 (Scotland)  
Members of the Board of Directors are the trustees for charitable purposes  
31535-(0816)

