



# TEAR Australia

Transformation Empowerment Advocacy Relief

ANNUAL REPORT 2010 / 2011



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## TEAR values *the poor*

*"All people, being made in the image of God, are of equal value and worth. Therefore, we are committed to working with poor people and communities, supporting them as they strive to meet their basic needs, overcome injustice and fulfill their God-given potential. In so doing we are committed to fully acknowledging the integrity, worth and initiative of those who are oppressed by poverty in all our educational and fundraising activities."*

The people and communities who participate in the projects we support are the living demonstration of our commitment to the poor. Those who live on the margins of society, and those who are the most vulnerable, are invited to take part in designing, managing and achieving their own development goals. Their strength, resilience, creativity and sheer hard work are an inspiration to us all.

*Cover image: Salojina and her husband Bheem Das have turned 25 chickens into a new life plan. When they received the chicks from MGVS, one of TEAR's partners in northern India, they were struggling to make ends meet. But with some training, along with the equipment they built themselves, they've successfully raised a flock. So far, they've used the income from eggs to supplement Bheem's seasonal income, and have started savings accounts for each of their four children, who now have a "nest egg" of their own. Photo: Hailey Bartholomew.*



# Mission Statement

*TEAR Australia is a Christian development, relief and advocacy organisation responding to global poverty and injustice. Our vision is for a just and compassionate world in which all people have the opportunity to achieve their God-given potential.*

We will:

- inform, challenge and empower Australian Christians to make biblically-shaped responses to poverty and injustice;
- support community-based Christian groups, churches and mission organisations around the world as they work holistically with poor communities in development, relief and advocacy;
- adhere to biblical teaching, and evaluate our work and attitudes in its light;
- maintain a low-cost administration regime in order to maximize the funds allocated to project partners.

# Accountability and Accreditations

The work of TEAR Australia is guided by the following memberships, codes of conduct and standards to which we observe and adhere.

- Australian Council for International Development (ACFID) Code of Conduct: [www.acfid.asn.au/code-of-conduct](http://www.acfid.asn.au/code-of-conduct) or (02) 6285 1816
- People in Aid Code of Good Practice: [www.peopleinaid.org](http://www.peopleinaid.org)
- Australian Agency for International Development (AusAID) accreditation: [www.ausaid.gov.au/ngos](http://www.ausaid.gov.au/ngos)
- Micah Network member: [www.micahnetwork.org](http://www.micahnetwork.org)

- Integral Alliance member: [www.integralalliance.org](http://www.integralalliance.org)

TEAR Australia has a process for handling complaints. Should you wish to lodge a complaint against TEAR Australia, please email [feedback@tear.org.au](mailto:feedback@tear.org.au) or phone 03 9264 7000.

TEAR Australia is committed to full adherence to the ACFID Code of Conduct. Should you wish to lodge a complaint against TEAR Australia's compliance with the Code, please contact ACFID via the details above.

# TEAR Values

As a faith-based Christian organisation, TEAR Australia seeks to adhere to biblical teaching and evaluate our work and attitudes in its light. Consequently, we have made a commitment to the values listed at right. These values are embedded in every aspect of the work we do, in Australia and around the world. Throughout this report, you'll find examples of how these values are demonstrated across our programs.

- |                           |                            |
|---------------------------|----------------------------|
| • <i>The poor</i>         | • <i>Participation</i>     |
| • <i>The whole person</i> | • <i>Excellence</i>        |
| • <i>Justice</i>          | • <i>Learn from others</i> |
| • <i>Prayer</i>           | • <i>Collaboration</i>     |
| • <i>Relationships</i>    | • <i>Accountability</i>    |



# Chair's Report

What a privilege to help shape the life and direction of an organisation like TEAR, which is motivated by the love of Jesus, inspired by biblical visions of a more just and compassionate world, and committed to pray, live and work for transformation – for the rich as for the poor. It's also a lot of work. I cannot overstate how much TEAR values the prayers, commitment, stories and challenge of the Australians who support TEAR in various ways, the churches and other community-based organisations we work with internationally, and the countless people whose lives and courage testify to the possibility and need for change.

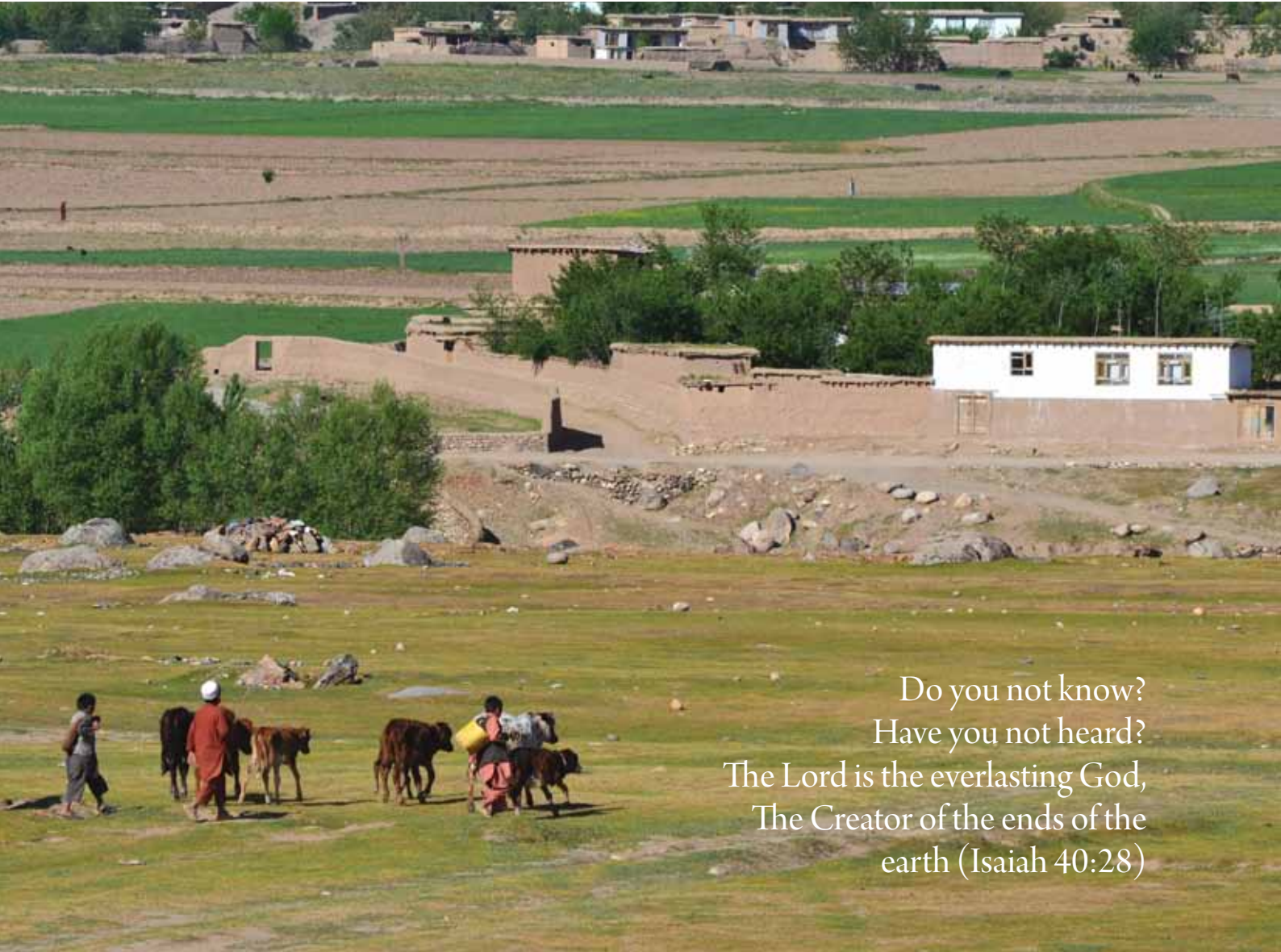
And seeds of change are everywhere.

- Project reports and evaluations show TEAR's International Partners grappling with how to challenge the most fundamental causes of poverty in their regions: "land-grabbing" by local power-holders or international corporations; inequitable ownership and control of life-giving resources such as land, water and forests; changing weather patterns; governments that protect the interests of the rich and "public" services that only the well-resourced or well-connected can access; conflicts that engulf local populations but have little to do with their disputes.
- A TEARlink retreat in Alice Springs: participants share drawings, stories, hopes and disappointments, laugh and weep together, encourage and pray for each other.
- The International Program Allocations Committee: members wrestle with factors to consider when deciding whether to allocate funding for various types of projects.
- A Micah Network Consultation: Christian leaders and development workers from across Asia struggle with God's call to challenge local injustices while also speaking out about the complex global economic, ecological and political processes that constrain the lives of the poor—yet also enable donors to support projects that alleviate the suffering caused.
- Education and communication teams seek fresh ways to invite Christians in all walks of life to make biblically-shaped responses to poverty and injustice: how to use language different groups can relate to without muting the counter-cultural call to live simply or compromising the Gospel of repentance.
- An AGM in Sydney: Ben Thurley speaks of seeking water and climate justice in Nepal aware that the average

Nepali can do little about the causes of changing weather patterns but that the average Australian can do a lot. Jane Furniss speaks of working with government officials and engineering and banking executives to reduce the damage caused by big dams and improve outcomes for displaced communities.

- Staff and Board Members share a meal and name the things they value about TEAR: that special combination of hard heads and soft hearts. The commitment to work in partnership and with grace. TEAR's "prophetic edge", not shying from hard truths but encouraging Australians to explore the scriptural basis for our work, embrace biblical visions of justice and peace, listen to the stories of the poor, and change their lives as a consequence – an all-of-life discipleship response.
- An e-mail from Tom Slater (previously Director of AEA and Scripture Union) assures me of his unwavering support for TEAR: "I admire TEAR's commitment to educating Australians on the biblical teaching about our responsibilities to the poor, rather than merely appealing for support, and TEAR's practice of partnering with local agencies rather than setting up our own projects in their countries. I speak highly of TEAR wherever the opportunity arises. TEAR deserves the whole-hearted support of evangelicals, and evangelicals need TEAR to keep us biblical and grounded."

The Board made several key decisions this year. It approved a new strategic plan, a changed organisational structure, and a new decision-making structure and process for international projects. The Board reviewed the terms of reference of its Executive, Audit and Risk, and Governance Committees, and established terms of reference for the new International Program Allocation Committee Executive. The Board endorsed the decision to intentionally align TEAR's advocacy themes to the issues most constraining the poor and marginalized communities our partners work with: climate, peace, and good governance. It approved two key partnerships: a Partnership Agreement with AusAID that takes TEAR's long-standing relationship with AusAID to a more collaborative level; and full membership of Integral Alliance to enhance TEAR's responses to humanitarian emergencies. The Board agreed that a larger more active membership would be appropriate for an organisation of TEAR's size and complexity. TEAR Australia Inc. is legally constituted as membership-based association whose members are responsible for electing the Board, approving changes to its Statement of Purposes and Rules, and acting



Do you not know?  
Have you not heard?  
The Lord is the everlasting God,  
The Creator of the ends of the  
earth (Isaiah 40:28)

as moral guardians of TEAR's vision and mission. The Board consulted current members as it worked toward this goal.

Many of these initiatives seek to balance TEAR's commitment to minimise administrative costs in order to maximise the funds allocated to life-giving projects, with the parallel commitment to invest sufficiently in processes and structures that ensure that funds are used well, that TEAR and its International Partners learn from experience and maintain our biblical basis, and that the international projects and education work TEAR supports really does help to build a more just and compassionate world in which all people have the opportunity to experience fullness of life. You will read more elsewhere in the Annual Report.

None of this would be possible were it not for the thousands of people, individuals and churches who have made long-term prayerful commitments to the poor and have chosen to express that commitment through TEAR. Thank you.

Dr Deborah Storie  
Chair of the Board

*Jonas (not his real name), the leader of a community-based rehabilitation and development project in Kandahar, speaks of the many signs of hope that inspire and motivate him: the courage of communities who dream of and invest in better futures for their children despite all they've been through; shared aspirations and achievements that bring out the best in people and bring enemies together. "Everyone – the mullahs, commanders from all sides, daily labourers and business people, headmasters, mothers and fathers – everyone wants to help girls and boys living with disabilities go to school."*

*Jonas and his colleagues tread a fine line between openness and discretion: "We must be totally transparent so that everyone knows we have no secrets, nothing to hide; at the same time we must walk very softly so that even our left hand does not know what our right hand is doing."*

*We celebrate the courage and dedication of Jonas, his colleagues, our other partners in Afghanistan, and the communities they work with. We celebrate quietly, aware of what a careless word or photograph could cost them.*





# National Director's Report

**T**his is a milestone Annual Report for TEAR Australia. In this, our 40th year, we have taken time to reflect with humble gratitude on four decades of Transformation, Empowerment, Advocacy and Relief. We have also spent time looking into the future with excitement and a renewed commitment to continue to fulfil our mission – reaching out in new ways and new places with the hope of pursuing God's justice and mercy with partners in poor communities.

The year has marked some significant work for TEAR. Most important has been the launch of a newly revised strategic plan. We see the content of the strategic plan as a contextualised update to some of the foundational pillars that have made TEAR strong. TEAR was born out of the evangelical church and we continue to look forward to ways to affirm TEAR's strong commitment to our Christian identity and engagement with the Christian community in Australia. Internationally, the strategic plan focuses on retaining and building our partnership with a mosaic of agencies rooted in the grassroots and committed to holistic development practice. And, the plan affirms our passion to challenge the Australian Christian community, informing and empowering Australian Christians to respond to issues of global poverty and injustice.

Throughout this report you will read how these strategies are being lived out among each of our departments.

As part of our efforts to ensure adequate resourcing to implement this plan, the Board approved a new organisational structure which was put into place over the course of the financial year. Changing agency structures and the resulting impact on staff is always difficult. Through this transition we have expressed our appreciation for the contributions of those whose time at TEAR has ended, and extended a welcome to those who have recently joined.

We are proud that TEAR has never been a solely staff-driven organisation, and many of the structural changes underway are designed to keep TEAR firmly anchored by volunteer input. As you read this report you will note the many ways we celebrate the deep and wide engagement from volunteers across the country.

All of the work over the past year is focused on shaping TEAR to live up to our core values – among them our commitment to excellence. However, the strategies and plans are only truly meaningful when viewed through the lens of the communities impacted by TEAR's work. As I travelled this past year to Zimbabwe, Ethiopia, Bangladesh, Nepal and India, I was privileged to spend time with our partners and the people whose lives they impact. Their stories were inspiring snapshots of real change and transformation. I met children who could attend school for the first time, families affected by disability who found acceptance and social participation, street children reunited with their communities, villages with their first access to clean water and the resulting improvements in health, and single mothers who for the first time could earn an income to meet the basic needs of their family – amongst many, many other stories of joy. Alongside the positive, though, there were also stories of pain – people struggling against all odds to know “fullness of life”. For me, it is the combination of all of these stories – a taste of what has been achieved coupled with the sense of what more can be done – that come together to inspire us to continue this shared journey. There is much to celebrate, but so much more to do.

I invite every reader of this report to reflect on the pages herein and consider how you can be involved in contributing to this shared work of building hope. Please walk with TEAR as we continue to aspire to faithful stewardship of God's work of discipleship, justice and compassion. Thank you for your partnership and support!

**Matthew Maury**  
National Director



## TEAR Australia Strategic Plan: A High-Level Summary

### Internationally:

TEAR will work to build:

- An effective and focused development program with strong and respectful relationships with emerging, developing and established implementing partners.
- A program that learns from and cooperates with key relationships; these include Micah Network members, AusAID, the Australian Council for International Development (ACFID), Peer Australian Non-Government Organisations and other international partners.
- A program that communicates its work accurately to TEAR supporters, staff and volunteers.
- A program that strives to be accountable to our partners and communities where they work, in addition to complying with the codes and standards required in the sector.

### Dhumba – TEAR's Indigenous Support Program:

Continuing to develop our Indigenous Support Program, Dhumba, by strengthening relationships with Indigenous partners and encouraging community development in Aboriginal and Torres Strait communities.

### In Australia:

TEAR will work to inform, challenge and empower Australian Christians to make biblically-shaped responses to poverty and injustice. We will do this by engaging with three key groups: churches, TEAR Groups and TEAR supporters. The aim of our engagement will be to encourage holistic responses to poverty and injustice that include the following:

- Prayer
- Learning
- Giving
- Transformed lifestyle
- Advocating

### People at TEAR

TEAR Australia is committed to the People in Aid Code of Good Practice in the management and support of personnel as our benchmark and is moving toward full compliance.

### Finance and Administration

TEAR Australia is committed to continued best practice in finance, administration and IT, in order to ensure good stewardship and accountability.



# International Program

Standing in the midst of a dusty field in the south of Pakistan, nine months after the flooding had peaked, I had the privilege of watching farmers replant their crops and rebuild their homes with the assistance provided by our Christian partners. Our partners had responded quickly to the flooding, which became one of the largest human catastrophes in recent history, affecting 21 million people. Lives and communities were torn apart, and everyone I met had a story to tell.

It was this replanting and rebuilding work, as well as the preparations for future flooding, that brought home to me again why long-term development work is so important. The work that continues well after a disaster has disappeared from the newspaper headlines is that which will help strengthen livelihoods, improve health, create opportunities for learning, and assist communities in being better prepared to cope with emergency situations in the future.

At the very centre of this work we find efforts to connect, unite and assist people to work together. Whatever the cause of the poverty, whether it is recovery from disaster, exploitation, conflict or marginalisation, development work that strengthens communities and provides an environment for people to participate in the fullness of life is of primary importance in the projects our partners implement.

In financial terms, we are pleased to state that TEAR's International Program expenditure increased 13% in 2010-11, up from \$9.1 million to \$10.3 million. Over eighty percent of these funds were committed to long-term community-based development projects. We are only able to approve funding for these projects due to the regular giving of our supporters here in Australia. On behalf of our international partners and the communities where they are working, we extend our sincere thanks.

One significant change of the past year was the introduction of the International Program Allocations Committee (IPAC), a volunteer forum responsible for deciding which projects TEAR Australia should support. We want to acknowledge and thank these volunteers for their service and commitment to TEAR in the past year. See page 8 for details.

In July 2010, Peter Fitzgerald stepped down from the International Program Coordinator's role into the position of South Asia Team Leader. Our relationships with partners and the communities where they work are today both strong and accountable, due significantly to Pete's leadership. We acknowledge and thank Peter for the role he has, and continues to play within TEAR.

**Phil Wilkerson**  
International Program Coordinator

International Program Strategic Directions	Key Achievements in 2010-11
1. An effective development assistance program.	We have had input into 23 partner evaluations, learning from and contributing to the work of our Christian partners. At least 50% of our partners continue to be in the small and emerging category.
2. A focused program prioritising sectoral areas and countries.	We have completed a new Country Focus Framework to help guide our work in future years.
3. A program that learns from and prioritises key relationships.	We continue to participate in the Micah Network and have joined the Integral Alliance, and we commenced a new partnership with AusAID.
4. A program that communicates its work accurately.	We have supported the Australian Program Team with stories from our partners demonstrating both the successes and the challenges they encounter in their work.
5. A program that strives to be accountable to partners and communities, as well as Australian codes and standards.	We have learnt more about being accountable to our partners and have given them opportunities to comment on our performance. We have prepared for our five-yearly accreditation process with AusAID.



## Key Partnerships



Australian Government  
AusAID

### AusAID (the Australian Government's international aid program)

In 2010-11 TEAR Australia entered into a new AusAID NGO Cooperation Program (ANCP) Partnership Agreement. We joined with six other Australian NGOs to work together on five shared objectives designed to help alleviate poverty by accelerating progress towards the Millennium Development Goals. AusAID contributed \$3,314,694 towards the achievement of the five shared objectives with TEAR Australia.

The five shared objectives are:

- Reduce poverty
- Build partnerships
- Be accountable

- Build community support
- Demonstrate results and share experiences

TEAR and AusAID have set a number of shared priorities to support the objectives of the agreement:

- We will continue poverty reduction programs with established partners.
- We will strengthen the work of smaller civil society partners, enabling positive changes for people living with poverty.
- We will research and learn from our partners about the effectiveness of development programs in complex operating environments.
- We will continue to inform and engage the Australian community about development education and how decisions taken in the Australian and global community impact on development efforts in operational areas.

In 2010-11 the ANCP Partnership provided support for the following programs:

Afghanistan Partner	Faryab Community Health and Development Project
Afghanistan Partner	Integrated Community Development Program
World Concern Burma (Myanmar)	Integrated Community Development Initiative
World Concern Burma (Myanmar)	Post-Disaster Reconstruction and Development for Resilience and Sustainability
Ponleu Ney Kdey Sangkhum (PNKS) in Cambodia	Somleng ("Voice") Program
Kale Heywet Church in Ethiopia	Integrated Water and Sanitation Program
EFICOR in India	Community Development and Capacity-Building Program
Christian Reformed World Relief Committee Lao PDR	Integrated Sustainable Livelihoods Program
World Concern Lao PDR	Rural Integrated Community Development Program
International Nepal Fellowship	Integrated Community Health and Development
United Mission to Nepal	Cluster Program
Across in South Sudan	Rumbek East Education, Health and Agriculture Training Program
Tearfund UK, in the Darfur region of Sudan	Integrated Community Development and Rehabilitation Project
Reformed Open Community Schools in Zambia	Community Schools Development and Support



In October 2010, TEAR Australia became a member of the Integral Alliance. Integral has 16 member agencies, all Christian relief and development agencies. Its main focus is on collaborating when disasters happen, to find opportunities

to avoid duplication, and to maximise resources for those communities requiring emergency relief. Integral strives to implement and support effective disaster response both through member agencies and their local partners. Our membership of Integral has provided opportunities to learn and respond quickly to disasters when they occur.

# Measuring Effectiveness in the International Program

TEAR has always believed its partners have done effective development work. What is effective, though? There are several principles that are generally recognised as being essential for effective development, which include among others:

- Local ownership of development initiatives and partnership
- Learning and improving
- Accountability to communities and partners
- Demonstrating results and impact

TEAR Australia has long had a focus on incorporating each of these principles into our relationships with our international partners. Increasingly, we are formalising our approach to demonstrating results and impact which show meaningful change in poor and marginalised communities.

For many years demonstrating results was based around easily quantifiable measures: how many toilets were dug, how many people had safe drinking water, how many participants attended training. While knowing these things is useful, it's the "so what" question that goes to the heart of effective development. So rather than counting "outputs" or the number of things provided or built, we ask what impact or difference these "things" have made to families and communities.

In order to better understand the ongoing results of our work and that of our partners, staff are using a range of tools during project visits to assess what changes are happening in communities, and over the next year there will be a review of the way that partners report to TEAR. To look at longer-term impact, a consistent approach to evaluations has been introduced.

A recent evaluation of World Concern Burma's CHAMP Project is a good example. The design of the evaluation included significant input from local staff and community members to ensure that it looked at what mattered to the communities as well as assessed what was important to donors and to the implementing organisation.

The evaluation clearly showed that the project had been significant in bringing about changes in the lives of community members:

*In an overall sense, the results of the evaluation reveal a project that has had a profound impact on the communities that it has served. The changes within project communities, with regard to improved health, livelihood, and capacity to undertake collective action are clearly the cumulative effect of ongoing and sustained efforts during as many as 14 years in most communities. (World Concern Myanmar (2010), Report of Program Review: Community HIV&AIDS Mainstreaming Project (CHAMP) p. 5)*

One of CHAMP's objectives is to encourage and support community-based organisations (CBOs) that can provide long-term sustainable and positive changes within communities. One group of CBOs builds and manages community rice banks. These are simple stores of rice that people can deposit into and withdraw from in times of need. Withdrawals are paid back with rice or cash with interest and help to even out seasonal or market-based changes in rice supplies and cost. In numbers, 48/51 rice banks are continuing to provide benefits to their communities, 69% are self-managed, and 21% of them have repaid the initial loan that was taken for their construction. One rice bank CBO is planning to construct a new warehouse to hold 3000 bags of rice.

The evaluation showed that apart from the main aim of increasing food security, rice banks provide many benefits to community members which are not easily captured in numbers:

- Some communities use rice banks to provide support for the poorest members of the community, such as those with HIV and AIDS.
- Some used the profits to buy land in the village to ensure that it stayed within the local community.
- Individuals have used their rice bank balances to pay for school fees or health treatment.
- Landless community members have borrowed rice to provide for their family when the market price is higher and beyond their income, and repaid their loan when the market price was low.


The use of stories and testimony from community members, combined with the collection of meaningful statistics, is able to show the effectiveness of the work that TEAR supports.

## Funding Allocation Process

At TEAR Australia, the decisions regarding the allocation of funding and the cyclic review of international projects are made by a team of experienced volunteers. Working closely with the staff of the International Program Team, these dedicated volunteers review the project proposals and reporting compiled by our international partners. The National Allocations Committee and the Program Review Committee had taken responsibility for this considerable workload, but in 2011, after several years of extensive review, a new process was launched.

The International Program Allocations Committee (IPAC) retains the benefits of the volunteer-led regular review process - which also took into account the spiritual and relational qualities of partnership – whilst adding improved administrative efficiency, environmental efficiency, and a more manageable workload.

The 31 IPAC members have been selected for their alignment with TEAR values, skills and experience relating to international community development work. IPAC has a Board-approved executive committee. Its responsibilities go beyond mere



*Photo: Nov Chhourn has proved that a little bit of "seed funding" can go a long way. As a widow caring for her daughter and granddaughter, she was eligible to take out a loan from a Village Development Committee established by PNKS, one of TEAR's partners in Cambodia. It enabled her to buy seed to establish her own vegetable garden and fuel for a water pump to irrigate her land. Experienced in tending other people's gardens, her patch proved a success and the vegetables grew very well. Initially, she sold the vegetables outside her house, but now she also takes them door-to-door on her own motorbike, purchased with proceeds from the vegetable patch. Photo: Suzy Penberthy.*

funding allocation, to advice on technical matters, project design and policy matters.

TEAR's international partners were involved in the review process and have welcomed the new system. They have recognized that the new model continues to allow strong dialogue, and that important discussions about project design, quality and effectiveness will continue to be made by experienced and committed people.

In June 2011, IPAC had the following members:

*Ruth Allan, Becca Allchin, Phil Anderson, Milton Bailey, Helen Beazley, Nancy Chambers, David Cohen, John Davis, Ana Davy, Paul Grace, Brett Gresham, Russell Hancock, Paul Hansen, Allison Hellier, Ben Heyward, Sarah Kloeden, Kathy Kuipers, Linda Livingstone, Tony McCarthy, Jeff McClintock, Paul Mercer, Anita Myers, Rob Proctor, Marjorie Quinn, Tim Robertson, Ben Smede, Ben Thompson, Victor Tow, Ian Warner, Clint Westig, Dale Williams.*



## TEAR values *participation*

*"We are committed to making it possible for supporters, volunteers, staff and members to fully and effectively participate in and shape key aspects of our work."*

IPAC is just one of the forums in which volunteers and staff work together. By utilizing the valuable skills of these volunteer members, our partners and projects benefit from a broad range of technical input, alongside the relationships and contribution of the International Program Team.



## International Partners Supported

Number of countries where partners are working	22
Number of partners	92
Number of projects	166

Country	Partners	Projects	Total Support AUD (not including Fieldworkers)
<b>AFRICA</b>			
Ethiopia	2	3	296,557
Kenya	4	6	565,304
Sudan	3	5	660,489
Tanzania	2	2	85,051
Uganda	8	9	254,003
Zambia	5	6	553,641
Zimbabwe	4	5	151,431
<b>SOUTH ASIA</b>			
Afghanistan	4	12	775,690
Bangladesh	5	17	480,445
India	17	49	1,398,859
Nepal	9	17	918,794
Pakistan	2	6	620,256
Sri Lanka	1	7	297,376
<b>SOUTH EAST ASIA &amp; PACIFIC</b>			
Burma	2	4	367,021
Cambodia	8	9	430,258
China	1	1	5,259
East Timor	1	1	12,400
Indonesia	4	6	150,898
Laos	2	5	554,605
Thailand	5	9	267,595
Fiji	1	1	7,000
Papua New Guinea	1	1	7,239

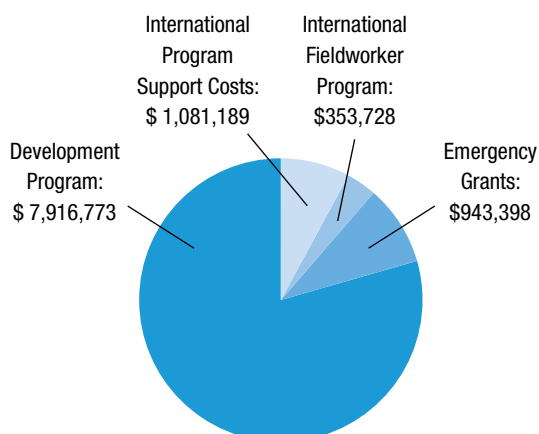
## TEAR values *the whole person*

*"We are committed to working with people in the context of family, community and environment, with concern for their spiritual, physical, mental, social and emotional well-being."*

The projects we support aren't just about making people healthy, wealthy and wise. They demonstrate a commitment to the whole of life that Jesus talked about in John 10:10, fostering communities where all people can achieve their God-given potential. This includes working towards justice, equality and inclusivity, as an essential part of health, income generation and education programs.

## Distribution of International Program Funds 2010-2011

**Total international program expenditure: \$10,295,088**



*Photo: In the remote village of Sanjaynagar, in India, a group of mothers are determined to create a better life for their children. The group formed four years ago through the Emmanuel Hospital Association's Champa project, and learnt how to work together to earn an income. They took on the name "Prerna", meaning "motivation" and have since initiated many innovative, diverse and successful projects.*

*They started out making bricks, selling them to local builders. Then they applied for, and won, a local government tender to make nutritional packs for pregnant mothers and infants. The packets include a paste made from wheat, chickpeas, soya beans, peanuts, sugar and oil, and they are paid 12 rupees per packet. With a production rate of 10,800 packets per month, the women are able to pay themselves a daily wage of 70 rupees, plus a split of the profits at the end of the month. It's a solid wage.*

*Recently, they've taken another government tender to cultivate a fish pond. Stocked with 20,000 fish, which they will harvest when one year old, the pond helps diversify their income. As they share the considerable work load for their endeavours, the women are reaping the profits. Previously, none had children attending school. Now, all of their children attend regularly.*

*Photo: Martine Wilson.*

## International Fieldworkers



For over 20 years, TEAR has sent volunteers to work with our international partners in a variety of specialist roles, responding to partner agencies who request technical assistance in cases where they have not been able to recruit a local person for a position required within their organisation.

As such the Fieldworker Program directly assists in resourcing the work of TEAR's partners and gives expression to the partnership ethos that is at the heart of TEAR's work. The Program also connects with the Australian Program's task in engaging and enabling Australian Christians "to make biblically-shaped responses to poverty and injustice".

This year, we have undertaken a comprehensive review of the Fieldworker Program, which will seek to strengthen it, as it has been kept relatively small during the past few years in the aftermath of the global financial crisis. The review is also examining how to better align the Program with TEAR's International Program's Strategic Plan and in future years, we will look to see more balance in fieldworker placements between TEAR's established partners and TEAR's smaller partners.

### TEAR Fieldworkers:

- Lisa and Bryan Hughes – TASK, Cambodia (finished November 2010)
- Amanda and Dean Raymond – EFICOR, India (finished December 2010)
- Susan & Peter Clout – UMN, Nepal (finished May 2011)
- Lyndall & Ben Thurley – UMN, Nepal
- Helen & Marty Rowe – World Concern, Laos
- Lyn & Darryl Jackson – UMN, Nepal
- Debbie & Michael Langford – INF, Nepal
- Julie and Phil – Afghanistan\*

\*surname withheld at request of partner

### TEAR values *relationships*

*"We are committed to partnership based on good relationships with our partners, supporters and colleagues, showing humility and integrity in our dealings with others."*

As volunteers working directly with our international partners, TEAR's Fieldworkers are "in the field", building the relationships that strengthen our commitment to our international partners. They themselves become staff members of our partner agencies, interacting daily with their colleagues in the context of the project's own environment.



### From Ben & Lyndall Thurley (after being in Nepal for 2 years):

*Two years of struggling, and loving to struggle, and being too tired to struggle, to express ourselves in a language not our own, or to make ourselves known to people we've only just met. Of missing the people who know us without us having to say a word, and missing green and spacious places. Of receiving invitations into people's homes and lives. Of singing new (to us) songs to the Lord. Of wondering who we are, and finding out something new in answer.*

*Two years of knowing ourselves to be part of something beautiful. Occasionally bureaucratic, sometimes boring, or even too-too-busy. But conversations, and training, and meetings, and classes, and workshops, and rallies, and writing, and reporting, and travel, and chia, that somehow add up to something that might just contribute to restoring people's dignity, or holding authorities accountable, or inviting children into their own futures.*

*Two years of serving because that's what life is for.*



# Australian Program



The past year must rank as one of the most eventful of TEAR's 40 years, particularly for the Australian Program. Personally, it involved a significant change. After five years as NSW State Coordinator, in September 2010 I was appointed Australian Program Coordinator, after Lyn Jackson became a TEAR Fieldworker with the United Mission to Nepal. It was an honour to take on this role, to fill some big shoes and to assume responsibility for a very diverse array of activities. Over the year I have been struck by the quality and dedication of the staff and volunteers who make TEAR what it is in Australia.

TEAR's Australian Programs are designed to "inform, challenge and empower Australian Christians to make a biblically-shaped response to poverty and injustice". Core to TEAR's identity is a belief that poverty is not a problem arising "over there" but is also impacted by our lives and the systems we live under. Therefore, addressing global poverty starts at home: we are involved and we can make a difference.

This year, we adopted a new three-year strategic plan, launched in August 2010, and developed after wide consultation with staff and supporters, and incorporating the results of the advocacy review conducted in the previous year. The new plan affords the

opportunity to respond to some significant challenges. These were seen as:

- How to ensure staff have a sustainable workload;
- How to diversify income as revenue from the Gift Catalogue falls;
- How to relate to a changing church, culture and communications media;
- How to empower supporters to be holistic disciples of Christ, not just "fundraisers" or "advocates";
- How to retain our relational engagement with supporters and maintain our values as we grow.

The new strategic plan lays down a pathway to face these challenges and implanting the plan included a recognition that some changes were necessary. Change is never easy, and one aspect of the change was the need to reallocate staff, including some redundancies, in order to resource our new goals. Though this was a difficult process, the new structure has brought focus and energy to our pursuit of TEAR's mission.

**John McKinnon**  
Australian Program Coordinator

## The Strategic Plan

The plan consisted of six cross-cutting areas and three key audiences. These are described in the table below.

Cross-cutting strategies	Key achievements in 2010-11
1. Integrate a number of holistic responses into our supporter engagement.	We are now focusing on a set of issues that relate to our overseas partners and from which derive all our advocacy, education, prayer, giving and lifestyle conversations with supporters.
2. Review communications resources.	A comprehensive resource review has led to the reshaping of our publications and electronic communications.
3. Redevelop the website.	A comprehensive website review has led to the formation of a new website vision, and a new-look site which will be launched early 2012.
4. Giving – return to 2007/08 income levels.	We have put increased focus on the End of Financial Year Appeal and improved supporter communications mechanisms to better serve our fundraising goals.
5. Develop our exposure experiences, locally and overseas, to serve our empowerment aims.	We have significantly redeveloped our briefing and debriefing materials to encourage and equip participants to respond holistically following their exposure experiences.
6. Grow our Young Adults constituency.	We appointed a National Young Adults Coordinator, established young adult core groups in most states, and developed key young adults partnerships. Our aim is that our young adults work will be led largely by a network of volunteers which comprise the local core groups.

# TEAR Constituency

We desire to grow our engagement with TEAR supporters, and in doing so, we will focus on the following groups:

Churches	As well as engaging broadly with the Australian Church, we also desire deeper relationships that enable a true sense of partnership and connection. We have developed <i>Transform Together</i> as one tool to assist in growing these partnerships.
TEAR Groups	TEAR Groups are small groups of supporters meeting for mutual support, group learning and common action. We aim to be more intentional in our support and grow the numbers of these groups.
TEAR Supporters	We aim to grow the number of individuals supporting TEAR and to encourage them to respond holistically to the biblical challenge. We have reshaped our communications to supporters to assist this and plan further initiatives to support people seeking greater involvement with TEAR and the issues of poverty and justice.

## Supporter Engagement Strategy

The new strategic plan had major implications for how TEAR approached its supporter engagement. Key implications were:

- 1) The need to communicate better with current and future supporters.
- 2) The need to undertake two reviews of TEAR's education resources: firstly, publications and print media, and secondly our online presence and website.
- 3) The need to perform a supporter survey to inform and guide the two resource review processes.



### TEAR values *a commitment to learn from others*

*"We are committed to learning from others in humility, and will seek to respond well to constructive criticism, and the changing needs of those we serve."*

TEAR's supporters are actively involved in shaping the direction and the nature of our engagement with Christians in Australia. Through formal processes such as the Advocacy Review and informal processes such as conferences and events, our interactions with supporters always aim for dialogue, never dictation.

The supporter survey was undertaken in December 2010. Four groups formed the sample: appeal givers, Gift Catalogue purchasers, recurring givers and magazine subscribers. The results of the survey have informed the marketing and communication strategy, which will begin in the financial year 2011-12. In essence, the plan is to introduce a new quarterly newsletter for all supporters, called *TEAR News*. Our flagship publication, *Target*, has been reduced in frequency from quarterly to twice a year, but its content and scope has been elevated with the incorporation of our *ChangeMakers* advocacy journal.

With regard to fundraising, we have two main focuses during the year: the Useful Gifts Catalogue (October to December), which raised \$2,650,146 and was 6% down from the previous year; and the End of Financial Year Appeal (May and June), which raised \$312,658, and was 13% above the previous year's appeal.

The most significant emergency and disaster appeal for the year was the response to flooding in Pakistan. The amount raised for this appeal was \$642,395 during the year ending 30 June 2011.

### Our goals in 2011-12 are:

- To increase our income by 6%.
- To reverse the decline of income from the Gift Catalogue.
- To increase our communication with supporters through our regular *TEAR News*. This is designed to provide information about our work, feedback on our projects and our activities in Australia.
- To undertake a re-build of our website.
- To engage more broadly with Australian Christians, including a greater variety of churches, and with supporters from business or professional spheres.



*Photo: Women in northern India peruse a copy of TEAR's Gift Catalogue. They learnt to read through SNEHA's integrated community development project in Dehra Dun, which was supported by the literacy item in the Gift Catalogue. Photo: Hailey Bartholomew.*



Photo: Foreign Minister Kevin Rudd meets with TEAR supporter Sue McKinnon and TEAR Young Adults Coordinator Matt Anslow at an advocacy gathering in Sydney (May 2011).



Photo: Church Leaders' Lobby Day in Canberra, June 2011: Rod Benson (Baptist Union), Viv Benjamin (TEAR Australia), Peter Garrett MP (Federal Government Minister), Donna Crouch (Hillsong Executive Pastor), Simon Massey (Micah Challenge).



Photo: Members of Nowra Church of Christ visited TEAR projects in Cambodia as part of the DEEP program in January 2010. Their church was supporting WDO through the Transform Together program.



## Advocacy Highlights

- In the lead-up to the Federal Election in August 2010, TEAR supporters were active in helping to keep global poverty on the political agenda. There were 52 local Electorate Forums in federal seats across Australia, each giving 50-300 ordinary Australians the opportunity to hold their political candidates accountable to the Millennium Development Goals.
- TEAR joined initiatives such as the ETHOS theological conference exploring biblical ethics and a Christian response to climate change. During Lent, TEAR supporters took the Carbon Fast involving 7 weekly Bible studies and prayers, and 40 daily action ideas to live more simply, justly and sustainably in a changing climate.
- TEAR was a signatory to the Say Yes campaign, a full-page feature in *The Australian* (30/5/11), in support of an effective price on pollution to reduce emissions. TEAR supporters were amongst the 45,000 Australians who joined community rallies on 5 June, World Environment Day.
- 10-10-10 was a Micah Challenge day of action, and TEAR supporters were amongst the 50,000 Christians in Australia, and 100 million globally, who united for action that day.
- 5000 Christians signed Mother's Day cards on Sunday 8 May 2011, in response to the "Midwife Crisis". The cards, organised through the Micah Challenge, were addressed to the Foreign Minister, calling for more midwife training to achieve MDG 5 (Maternal Health).
- In June 2011, TEAR helped lead a Church Leaders' Lobby Day in Canberra for Micah Challenge. Church leaders generously gave their time and resources to attend over 30 meetings in Canberra with political leaders from the major parties. Participants included senior leaders of the Uniting Church, Hillsong, Salvation Army, Baptist, Anglican, Australian Christian Churches, Vineyard Church and Churches of Christ.



### TEAR values collaboration

*"We are committed to working with other organisations in a spirit of collaboration rather than competition, locally, nationally and internationally."*

By working together with a range of other organisations and coalitions, TEAR is able to strengthen the call for justice in the Australian Government and community. TEAR is a member of the following advocacy coalitions: Micah Challenge, Make Poverty History, Close the Gap, Publish What You Pay, Stop the Traffik, Climate Action Network Australia, Save the Mekong, Robin Hood Tax, Say Yes Australia, and End the Cycle.

## Snapshots of our Holistic Responses in Action



### Prayer

Each year in Queensland, TEAR hosts a gathering for prayer called Inter-Session. The most recent event, in October 2010, included a time of prayerful contemplation, meditating on images from contemporary art to help focus on issues of injustice in the light of the Gospel. Held at Jugglers Art Space, the event also featured liturgy, song, film, collage and story – all around the theme of “Stations of the Cross in Today’s World”.

### Learning

The National Conference in Sydney provides an opportunity for supporters to gather, share experiences and learn from experienced and engaging teachers. The 2010 Conference was attended by 531 people, and with a separate youth event attended by over 90 young people, was the largest gathering of TEAR supporters during the year. Key speakers Ron Sider, CB Samuel and Neville Naden focused on the theme of Thriving (for the poor, for the rich and for Indigenous people). As one participant noted: “Thank you for a wonderful TEAR conference day on Saturday. It was so inspiring as usual and gave us some great insights and sense of belonging to a wide group of Christians who are really committed to living social justice in their daily lives. We are in awe of the actions taken by so many people there.”

### Giving

The launch of the *Transform Together* program has enabled churches to connect with an international project through a range of holistic responses, with a specific fundraising goal. Nowra Church of Christ committed to raising funds for TEAR’s partner WDO (Wholistic Development Organisation), learning more about Cambodia, praying for the projects and even visiting them as part of the 2011 DEEP trip. Wayne Jeffries, a pastor at the church, commented: “Our heart as a church is to see our city of the Shoalhaven and those we serve through our partnership with TEAR transformed by the kingdom of God... This kind of transformation cannot take place by focusing alone on church planting or evangelistic programs but a holistic approach that impacts, empowers, and permeates the whole life of a community. That is why our partnership with TEAR is so important.”

### TEAR values *prayer*

*“Recognising our dependence upon God, we acknowledge the need to be earnest in prayer, not only regarding our work but also that of our partners.”*

The daily practice of prayer by TEAR’s supporters and staff strengthens and directs our work. As we pray for God’s kingdom to come in this world, we expect good news for the poor; as we pray for the communities in which our partners work, we expect spiritual as well as economic transformation; and as we pray for TEAR, we expect to be renewed to continue God’s work of justice and compassion.

### Lifestyle

In November 2010, TEAR held the first “A Different Way” course in partnership with Manna Gum. The group (mostly young adults) explored a range of biblically-shaped lifestyle responses along the topics of money, employment, consumption, sustainability, family, community, care for creation and serving the poor. With time spent in regional Victoria and inner-suburban Melbourne, participants were encouraged to develop their own responses to Christ’s call to a new way of living.

### Speaking out

Making sure our government representatives stay connected with their commitment to international aid means constantly engaging them with the issues. In South Australia, TEAR partnered with the Micah Challenge and Make Poverty History to host a Senate Forum in the lead-up to the national election, in which local Senators from the Australian Labor Party, the Liberal Party of Australia, and the Greens had the opportunity to present their party’s commitment to the MDGs and international aid. It was an energetic forum with a lively question time, which helped keep international poverty reduction a priority for our government.

# Social and Environmental Responsibility



## People at TEAR

The People in Aid Code of Good Practice, to which TEAR has committed, is guided by the principle that “people are central to the achievement of our mission”. In aspiring to best practice, TEAR appointed a People at TEAR Coordinator in January 2011 to support us in implementing the Code. Feedback from a staff survey had indicated that there were opportunities to improve how staff are managed; in particular in the areas of induction, supervision, learning and development, and leadership development.

This year, we cemented our commitment to the People in Aid Code of Good Practice by gaining our quality mark for 2011. The quality mark recognises the good work TEAR is doing to integrate policy into practice, particularly our willingness to engage with staff and act on their feedback - all in accordance with TEAR’s unique culture of integrity, community, empowerment and Christian identity.

TEAR’s own Code of Conduct sets out our shared understanding of agreed responsible conduct for staff and volunteers. This year, the Code was reviewed for relevancy and succinctness. All staff had an opportunity to participate in this process, a consultative approach which resulted in a better, clearer TEAR Code of Conduct.

**Susan Vulling**  
People at TEAR Coordinator



## TEAR values *excellence*

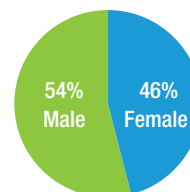
*“We are committed to working with partners, supporters, co-workers and volunteers in a professional manner. We will strive for excellence, encouraging creativity and innovation.”*

Excellence comes from skilled people, and our People at TEAR program is aimed at enabling staff and volunteers to do their best work. By putting in place programs to support people, we are continuing to ensure that TEAR is a great place to work.

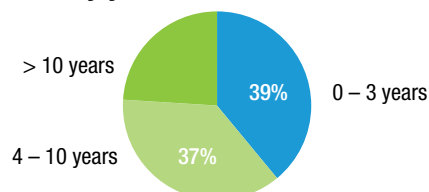
## PAT Committee

Collaboration is an important value at TEAR. The People at TEAR Committee is a representative forum on areas that directly impact on the lives and work of people within TEAR Australia. The committee is a place for reflection, prayer and the generation of creative solutions which make TEAR a healthier and more fulfilling workplace. The committee has representatives elected from each department, meets monthly and has provided valuable input in the development of the Code of Responsible Conduct and Staff Survey, selection of an Employee Assistance Program provider, planning of safety activities and decisions regarding specific fringe benefits.

## Employee gender balance at TEAR



## Staff tenure by years



## Salaries

TEAR Australia is committed to linking its remuneration philosophy to its mission statement, in particular to maintain a low-cost administration regime in order to maximize funds allocated to project partners and to evaluate our philosophy in light of biblical teaching. TEAR Australia seeks to maintain a relatively flat pay structure which is achieved by compressing salaries at the upper end.

### Remuneration Principles

The National Director’s salary is set at the 25% percentile of the salary level for CEOs of organisations of similar size / type.

The leadership team salary levels are set in a narrow band 10-20% below the National Director’s. Market-based variations between different professions are not taken into consideration.

Entry level staff are paid at the average benchmark compared to similar organisations. Other staff salaries are set on a continuum between the entry level and the leadership team levels according to position and responsibility with their department.



## Indigenous Reconciliation Action

Since it was first launched, TEAR Australia's Reconciliation Action Plan (RAP) (2009 – 2011) has enabled us to ensure that the reconciliation principles enacted through our Indigenous Support Program (Dhumba) are expressed throughout the whole organisation. In short, it is helping us practise what we preach.

Developed through a consultative process which involved local Aboriginal elders, staff and volunteers under the guidance of Reconciliation Australia, the RAP has become a core policy document for TEAR Australia. With focus areas working to build relationships, show respect and build opportunities for further engagement with Indigenous peoples, the goals were considerable. Much has been achieved in the first phase of the plan. Some results include increased participation of Indigenous people in TEAR conferences, the formation of an Indigenous Reference Panel for the Dhumba program, a supportive network established for people who work in Indigenous communities, and much stronger representation of Indigenous issues presented in TEAR's communications materials.

In all, the RAP is to be celebrated for bringing us closer to our vision of an Australia where all communities flourish and are equally able to contribute to building a rich, healthy social fabric across the nation.

## Environmental Responsibility

TEAR is committed to becoming an organisation that has a net positive environmental impact on the planet through the pursuit of environmental practices that minimise environmental harm and, wherever possible, by adopting and encouraging environmental practices that restore creation.

Internationally, TEAR has worked with some of our partners to assist them in conducting Environmental Impact Assessments of their programs and preparing Environmental Management Plans.

Locally, TEAR has developed an Environment Action Plan (EAP) to reduce our own environmental impact in: energy use, travel, waste and recycling, paper use, and water. TEAR's progress in implementing the plan has been supported by the TEAR Environment Working Group, which has met regularly to review progress, and has been active in encouraging staff to stay focused on TEAR's environmental commitments.

### TEAR values *justice*

*"We are committed to living justly, according to biblical principles. We recognise this has radical implications for the way we manage resources, and requires our willingness to speak and act on behalf of the powerless and marginalised."*

The Reconciliation Action Plan is just one way we are working towards justice for Indigenous Australians. Through a commitment to learning and action within the organisation, alongside the Dhumba program we are working to reduce the gap in life outcomes for Indigenous Australians.

### Energy Use

During 2010-2011, several measures were taken to reduce power consumption in the TEAR National Office. Air-conditioning settings were modified, computer monitor display settings re-configured, a switch-it-off campaign conducted, and energy efficiency is now a key determining factor in the purchase of new electrical equipment.

### Travel

TEAR has always adopted a conservative approach to staff travel (particularly in relation to air travel). TEAR staff travel only when absolutely necessary for the responsible administration of TEAR's International and Australian Programs. In the past year, new tools and technologies have been implemented to further encourage alternatives to air travel wherever possible. TEAR's new International Program Allocation Committee (IPAC) now makes extensive use of video-conferencing as an alternative to regular interstate travel. This year, for the first time, TEAR began tracking air distance travelled by staff, to record a baseline against which to monitor our environmental impact as a result of travel. In the 2010 / 11 year, staff travelled 1,187,202 kilometres by air.



# Dhumba

**C**losing the gap of life-expectancy between Indigenous and non-Indigenous Australians is the focus of government programs. Many other gaps, however, separate the broad Australian community from the experience of Indigenous people. Bringing TEAR Australia and Aboriginal and Torres Strait Islander Christian groups into partnerships that work toward bridging those gaps has been a challenging and exhilarating experience.

TEAR has learnt much about the factors that build partnerships of depth and quality. We are committed to supporting community-based processes, and these take time to develop.

Much learning has come through the advice of the Indigenous Reference Panel, which is helping forge stronger links between TEAR and the Indigenous Christian community. From workshoping partnership agreements until they express true visions of partnership, to giving advice on funding submissions, the panel gives robust direction. The launch of TEARlink is another exciting step in providing support for existing community work. It brings together Christians across Australia who are working in Indigenous communities, in government and community jobs.

As part of our commitment to the broad Christian community in Australia, the Reconciliation Resource Kit has provided churches and Christian groups with appropriate resources to further their journey with Indigenous Australians. Our first group exposure program in Australia introduced participants to the lives of Aboriginal people in the Cairns area. A participant said: "The high point was sitting with women learning to do basket-weaving. At this point we were just a bunch of women listening and learning and sharing skills and jokes and conversations... It made me feel that reconciliation is possible if we all work at it one to one."

This year, the Dhumba program shifted from being a part of the International Programs to be a separate department of its own.

## Indigenous Reference Panel

During the year, the following people served on the IRP: Denis Atkinson, Jeanie Bell, Howard Groome, Russell Hancock, Victor Joseph, Neville Naden, Grant Paulson and Willie Picket. Tanya Hosch is a Special Advisor.

## Projects supported

Wontulp-Bi-Buya College and Yalga-binbi Institute (Queensland) run government-funded community work courses. Most students are from Cape York or Torres Strait communities where isolation makes tertiary learning a challenge. TEAR's support allows college staff to visit and teach units where the students live. This helps students initiate community projects, including community gardens, dance groups, justice groups and men's sheds. In 2012, TEAR is funding an evaluation of the Wontulp-Bi-Buya program to help academic staff to assess their impacts and make any needed adjustments to their training.

TEAR has also supported the publication of culturally-appropriate picture books for children through Black Ink Press; assisted the development of a Youth Worker training course through Bimbadeen College; and contributed to wilderness adventure experiences for young people affected by drug and alcohol use in Port Lincoln through Baptist Care SA.

A total of \$198,566 was disbursed to partners in 2010-11 and \$39,036 was spent on program support costs.

## Barbara Deutschmann

Indigenous Support Program Coordinator



*Bananas for all. Left to right: Les, Anne, Petrine and Alan in the replanted garden on Moa Island. Photo: Barbara Deutschmann.*

## Gardens of Hope

*The community garden at St Paul's Church on Moa Island was run down. Originally established under a work-for-the-dole program, the garden was unkempt and overgrown. All that remained were the irrigation system and a bit of fencing. That was all that was needed for a pair of resourceful community graduates from Wontulp-Bi-Buya. They brought in the expertise from local Elders, obtained council equipment and restored the garden beds, pathways and irrigation systems themselves.*

*A grant enabled them to plant an orchard adjacent to the garden and the local recreational area, which will provide fruit, including bananas, for the community. In the garden, there are taro, cassava and sweet potato, as well as herbs and spices. The garden has now become the centre of community activity.*

# Board and Governance

## The Board of TEAR Australia is responsible for:

- input into and final approval of the vision, mission, purposes and strategic direction of the Association;
- oversight of the Association, including its control and accountability systems;
- appointing and removing the National Director;
- ratifying the appointment and removal of persons in senior positions;
- reviewing and ratifying systems of risk management and internal compliance and control, codes of conduct and legal compliance;
- monitoring senior management's performance and implementation strategy;
- ensuring appropriate resources are available to the Association;
- applying and monitoring the progress of major capital expenditure and capital management; and
- approving and monitoring financial and other reporting.

Board Members are elected, by rotation and for 4-year terms, at the Annual General Meeting of TEAR Australia. Members may not serve on the Board for more than three consecutive terms and may not rejoin it until they have been off the Board for a minimum of two years. The Board schedules 5 meetings per year, including 4 face-to-face meetings and one teleconference. The Board has a Code of Conduct that each member has signed.

In addition to the elected members of the Board, there are Consultative Board Members and Associate Board Members, who are appointed by the elected members, and may attend meetings, but are not entitled to vote at any Board meeting. Consultative Members are appointed to provide specialist skills and advice. Associate Members provide a youth perspective and must be under the age of 25 (on appointment) and can serve a maximum of two years.

## Board Committees

### Executive Committee

The Board includes an Executive Committee, comprised of the Chair, Vice Chair, one ordinary member (elected by the Board) and the National Director. The purpose of this Committee is to make decisions as delegated by the Board, when there is no other appropriate decision-making body, and in accordance with TEAR's vision and mission, and strategic direction. It provides support to the Chair and the National Director in relation to matters of stakeholder and external partnerships, review of performance and strategic direction and performance.

### Audit and Risk Committee

The Audit and Risk Committee is appointed by the Board to deal with procedural and technical issues relating to TEAR's finances and audit. It objectively considers and critically evaluates matters to do with financial accounts and statements, systems of internal control, policies and procedures to identify and manage business risks, legal and regulatory compliance, the work of the external auditor, risk management frameworks and systems, and internal audit functions.

### Governance Committee

The Governance Committee assists the Board in reviewing and improving its governance practices and processes. It updates and clarifies primary areas of focus and key agenda items based on TEAR's strategic plans, assesses the composition of the Board for appropriate skills and relationships, oversees Board orientation and ongoing education, initiates performance assessment for the Board, reviews policy guidelines and practices, reviews the Constitution, and ensures Board Members are aware of their legal and constitutional responsibilities.

### International Program Allocations Committee

IPAC is primarily responsible for approving and reviewing TEAR Australia funding to projects, based on project documentation submitted by TEAR partners and in consultation with the relevant Program Officers. IPAC meets three times each year and in a normal situation reviews funding for each project once each three-year funding cycle.



# TEAR Australia Board



## 1 Dr Deborah Storie

BVSc (Hons), MSc, Grad Dip (Theol)

Appointed: 1999

Responsibilities: Board Chair,  
Governance Committee

Number of meetings attended: 5/5

Vocation/Current Employment/Previous  
Relevant Experience:

*Deborah is currently a PhD Candidate at Whitley College/Melbourne College of Divinity, lectures in Biblical Studies and Aid and Development, and has been a consultant in project monitoring and evaluation. She spent six years as a TEAR Fieldworker in Afghanistan, and is the Co-Deputy Chair of the Board of one of TEAR's partners in Afghanistan. Deborah has a background in veterinary surgery.*

## 2 Ms Elizabeth Moncrieff-Philp

BA, BTh, MSW

Appointed: 2005

Responsibilities: Vice Chair, Executive  
Committee, Governance Committee

Number of meetings attended: 5/5

*Elizabeth is currently employed as a Social Worker with Eyre Mental Health Services, and has previously been a TEAR staff member - South Australian State Coordinator (1999-2005). She has experience as an executive committee member of Interserve, and was a partner with them in Nepal (1985 - 1991).*

## 3 Mr Peter Snowsill

Qualifications: BEng (Hons), MAICD

Appointed: 2009

Responsibilities: Executive Committee,  
Audit and Risk Committee

Number of meetings attended: 5/5

*Peter is the Director of the Water Business Unit, Asia Pacific, Hatch Associates.*

## 4 Mr Matthew Maury

BA (Hons), MBA (Development Studies)

Appointed: 2009

Responsibilities: Secretary, Executive  
Committee, Governance Committee,  
Audit and Risk Committee

Number of meetings attended: 5/5

*Matthew is TEAR Australia's National Director. Over the past twenty years he has worked in a variety of positions with Christian development agencies, ranging from grassroots community development to senior management. His experience involves work with poor and marginalized communities in Africa, Asia, Latin America and the Middle East.*

## 5 Mr Trevor Thomas

BEd (Hons) MBA, CFP

Appointed: 2002 (term concluded  
November 2010)

Responsibilities: Board Chair,  
Governance Committee, Board Executive

Number of meetings attended: 2/2

*Trevor is the Managing Director of Ethinvest Pty Ltd, and an ethical investment advisor. He has previously been a TEAR staff member - NSW State Coordinator (1997 - 2001). He is also Chair of the Newtown Mission Elders.*

## 6 Ms Joanna Betteridge

BA, LLB, LLM, GAICD, Acc M LEADR

Appointed: 2010 (Consultative Member  
in 2009)

Responsibilities: Chair of the Audit and  
Risk Committee

Number of meetings attended: 4/5

*Joanna is a lawyer specializing in employment and discrimination law and occupational health and safety, and is Principal at Betteridge Legal Consulting. She lectures for Monash University at post-graduate level for the Law Faculty. She is*

*also currently Vice Chair of the Board and Chair of the Audit and Risk Committee at Melbourne Citymission.*

## 7 Ms Marjorie Quinn

MSW, B Com, Dip Soc St

Appointed: 2004

Responsibilities: Chair IPAC.

Number of meetings attended: 4/5

*Marjorie is a consultant in social work and community development, and has extensive experience as a Senior Lecturer with the School of Global Studies, Social Science and Planning at RMIT University, and in family and community work. She has previously been a TEAR Fieldworker in Zambia.*

## 8 Mr Brett Gresham

BEng (Civ), M.Lit. Dev Stud.

Appointed: 2010

Responsibilities: Vice Chair IPAC

Number of meetings attended: 1/2

*Brett is currently the Program Manager at Austraining International, and has a rich history of management roles within the international development sector, including a role as Regional Director with one of TEAR's partners in Afghanistan. He has a civil engineering background.*

## 9 Ms Anastasia Davy

BA, Masters (Int & Comm Dev)

Appointed: 2006 (also Associate  
Member 2004-06)

Responsibilities: Chair Governance  
Committee

Number of meetings attended: 5/5

*Ana is a Policy Adviser with the Social Inclusion Branch of the Department of Human Services. She has management experience in a range of justice and Christian programs, and has been an Australian Youth Ambassador for Development with one of TEAR's partners in Cambodia.*



## 10 Ms Helen Beazley

BA, Grad Dip (Ed), M.Ed., M. Com. Devt.

Appointed: 2007

Responsibilities: Governance Committee

Number of meetings attended: 5/5

*Helen is currently involved in initiating sustainability projects in community and church-based settings, and has a background in community-based capacity building, administrative and consultative work.*

## 11 Dr Paul Mercer

Qualifications: MBBS, DipRACOG, FRACGP

Appointed: 2005

Responsibilities: IPAC

Number of meetings attended: 5/5

*Paul is the Principal General Practitioner at Silky Oaks Medical Practice, and has been involved in TEAR's project allocations through the National Allocations Committee (now IPAC) for 33 years.*

## Non-voting members

## 12 Mr Harvey Collins

BBus, GradDipFin, FCPA, FAICD

Elected 2003. Appointed as a Consultative Member in November 2010.

Responsibilities: Governance Committee, Audit and Risk Committee

Number of meetings attended: 3/5

*Harvey is a professional non-executive director, currently serving as Chairman of Bankwest Limited and Navitas Limited and a director of Verve Energy. He is also the Chairman of one of TEAR's partners in Cambodia, Hagar International.*

## 13 Rev Peter Taylor

BA, LLB, ThL, BD, MA

Appointed: Consultative Member, 2008

Responsibilities: Governance Committee

Number of meetings attended: 4/5

*Peter is currently the Senior Assistant Minister at St Swithun's Anglican Church Pymble, and has held various roles as a Minister with the Sydney Diocese, a Chaplain at Macquarie University, and served on Sydney Diocese committees. He has a background as a Practising Barrister.*

## 14 Mr David Bartlett

FCA, BEc, Med, GradDipCS, Cert Gov JP

Appointed: Consultative Member, January 2011

Responsibilities: Audit and Risk Committee

Number of meetings attended: 1/2

*David is a partner with Resolve Consulting Chartered Accountants. He has 20 years experience in the not-for-profit sector and strong board governance experience as Company Secretary and Chair of community, mission and education organisations.*

## 15 Ms Lisa Churcher

BA/LLB (Hons), Grad Dip Legal Practice

Appointed: 2009

Responsibilities: Audit and Risk Committee, Associate Member

Number of meetings attended: 5/5

*Lisa is currently employed as a lawyer at Lewis Holdway Lawyers and has been an active volunteer at TEAR for several years.*

## 16 Ms Lauren Ash

BA, LLB candidate

Appointed: May 2011

Responsibilities: Associate Member

Number of meetings attended: 1/1

*Lauren is currently undertaking an arts / law degree. She has previously been a staff member of Left Right Think Tank, a volunteer and training program with the Oaktree Foundation.*

## 17 Ms Coby Beames

BEd, Cert II Youth Work

Appointed: 2009 (term concluded)

Responsibilities: Associate Member

Number of meetings attended: 2/3

*Coby is a primary school teacher, and has helped establish the Adelaide TEAR Action Group.*



## TEAR values *accountability*

*"We are accountable to God for our use of time and resources. We are accountable to our partners, members and supporters, striving to be honest, trustworthy and transparent. We are committed to making what we do consistent with what we say."*

Good governance has long been an established value of TEAR Australia, and continues to be demonstrated in the dedication of our highly-skilled Board Members, as they maintain both the broader vision of TEAR Australia and the high standards of governance and financial accountability which we expect.

# Audit Report

**SAWARD DAWSON**

chartered accountants

[www.youraccountant.com.au](http://www.youraccountant.com.au)

**TEAR AUSTRALIA INC**  
ABN 85 085 413 832

## **Independent Audit Report to the members of TEAR Australia Inc**

### **Report on the Financial Report**

We have audited the accompanying summarised financial report of TEAR Australia Inc, comprising the summary statement of financial position as at 30 June 2011, the summary comprehensive income statement, statement of changes in equity for the year then ended, and related notes, which was derived from the financial report of TEAR Australia Inc for the year ended 30 June 2011. We expressed an unmodified auditor's opinion on that financial report in our auditor's report dated 30 September 2011.

### **Board's Responsibility for the Summarised Financial Report**

The board is responsible for the preparation and presentation of the summarised financial report in accordance with Australian Accounting Standards (including Australian Accounting Interpretations), the Associations Incorporation Act 1981 of Victoria and the disclosure requirements set out in the ACFID Code of Conduct.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on the summarised financial report based on our procedures, which were conducted in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements.

### **Auditor's Opinion**

In our opinion, the information reported in the summarised financial report is consistent, in all material respects, with the financial report from which it was derived. For a better understanding of the scope of our audit, this auditor's report should be read in conjunction with our audit report on the financial report.

**Saward Dawson**  
Chartered Accountants



**Tim Flowers**

Blackburn  
30 September 2011

The Board of TEAR Australia declares that the accompanying concise financial report is presented fairly in accordance with applicable Australian Accounting Standards and is consistent with the Association's 30 June 2011 financial report. In respect to the 30 June 2011 financial report of TEAR Australia, the Board declares that:

The financial statements and associated notes comply with Accounting Standards and the requirements of the Australian Council for International Development Code of Conduct.

The summary reports have been prepared in accordance with the requirements set out in the ACFID Code of Conduct. For further information on the Code please refer to the ACFID Code of Conduct Implementation Guidance available on [www.acfid.asn.au](http://www.acfid.asn.au)

The financial statements and notes give a true and fair view of the financial position as at 30 June 2011 and performance of the Association for the year then ended; and in the Board's

opinion, there are reasonable grounds to believe that TEAR Australia will be able to pay its debts as and when they become due and payable.

This statement has been made in accordance with a resolution of the Board made on 20th September 2011.



**Dr Deborah Storie**  
Chair  
Melbourne



**Ms Elizabeth Moncrieff-Philp**  
Vice Chair



# Finance and Administration Report



## Operating Result

We are very thankful for the financial support received for the year to 30 June 2011. Total income increased by 8.8% compared to the previous year which includes a 6.6% rise in donations. This donation increase was very welcomed and occurred despite the decline in donations received during the year through TEAR's Gift Catalogue, which fell 10%. The decline in Gift Catalogue donations was offset by an increase in donations for emergency appeals such as the Pakistan Flood Appeal.

We continue to be grateful for the support received from the Federal Government through their aid and development arm, AusAID. Grants from AusAID increased by 36.8% from the previous year to \$3.3 million.

Investment income increased considerably from the previous year. This was due to an increase in the amount of funds held, and dividends received for shares held. These shares were received as part of a bequest at the end of the previous year and have now all been sold in keeping with Board policy.

With the improvement in the exchange rate of the Australian dollar, the commitments made to our implementing partners were able to be achieved whilst allowing an expansion of program support. It has also enabled an increase in funds held to safeguard against future uncertainties.

Included in TEAR's mission statement is the aim to "maintain a low-cost administration regime in order to maximise the funds distributed to overseas partners." TEAR has been able to continue to keep administration costs low this year, as with previous years, while still meeting growing compliance demands. TEAR has also made progress in the past year in a number of areas such as improvements in risk management and the establishment of an internal audit function. Additional staff capacity has been added to the Finance Team in order to continue to maintain our high standards.

During the year, TEAR's Board reviewed a number of policies relating to financial matters. These included TEAR's Reserve and Foreign Currency Policies. The Reserve Policy provides a structure for ensuring TEAR is able to keep its commitments made to implementing partners by providing a sufficient cash reserve. The policy to guide management of foreign currency was reviewed and reaffirmed. This policy assists in TEAR keeping its commitments to implementing partners, focusing on stabilising the effects of currency fluctuations with the Australian dollar. A third policy was introduced which provides a framework on how TEAR should invest funds held. As there is a significant overlap with these three issues, they have been rolled into one policy. This combined policy strengthens TEAR's

commitment to maintaining a constant, secure funding stream to its implementing partners and to limit exposure to financial risks.

Though there are uncertainties with regards to the global economic outlook for the next few years, TEAR has put systems in place to help manage the effects of these changes. We will continue to be reliant on the generosity of donors, and by improving our communications with our supporters, it is hoped this relationship will strengthen.

For a copy of the full financial statement for the year to 30 June 2011, please contact the TEAR Office on 1800 244 986 or go to [www.tear.org.au](http://www.tear.org.au)

## Funds to International Programs

These are funds invested into development and aid programs run by TEAR's implementing partners around the world, and fieldworker support costs.

## Program Support Costs

These are the direct costs of project management incurred by TEAR in Australia. Investing in good design and monitoring and evaluation helps ensure the funds entrusted to TEAR are used effectively, with the aim to maximise the long-term benefits of community development and relief work.

## Community Education

These are expenses related to education work within Australia. This includes education staff salaries, advocacy campaigns, and the production and distribution of TEAR's educational resources.

## Fundraising Costs

These are the expenses relating to maintaining and growing TEAR's financial support. This includes the production of the Gift Catalogue and the processing of the orders/donations.

## Accountability and Administration

These are expenses such as bank fees, administration and executive staff salaries, computer and software expenses, governance expenses, and support for international development networks.

## Domestic Program Expenditure

This is the support and funding for the Indigenous development program in Australia.

**Ashley Humphreys**

Finance and Administration Coordinator

# TEAR Australia Inc. Income Statement

For the year ended 30 June 2011

	2011	2010
REVENUE	\$	\$
Donations and gifts	11,228,888	10,532,200
Bequests and Legacies	283,885	968,521
Grants		
AusAID	3,314,694	2,423,352
Other Australian Agencies	0	0
Other Overseas Agencies	0	0
Investment Income	437,065	236,838
Other Income	261,820	113,507
<b>TOTAL REVENUE</b>	<b>15,526,352</b>	<b>14,274,418</b>

EXPENDITURE	\$	\$
International Aid and Development Programs Expenditure		
International programs		
Funds to international programs	9,213,899	8,339,244
Program support costs	1,081,189	753,010
Community education	1,271,019	1,226,478
Fundraising costs		
Public	361,053	339,281
Government, multilateral and private	14,750	12,098
Accountability and Administration	1,103,623	975,922
<b>Total International Aid and Development Programs Expenditure</b>	<b>13,045,534</b>	<b>11,646,033</b>
<b>Domestic Programs Expenditure</b>	<b>237,602</b>	<b>235,109</b>
<b>TOTAL EXPENDITURE</b>	<b>13,283,136</b>	<b>11,881,142</b>

<b>EXCESS/(SHORTFALL) OF REVENUE OVER EXPENDITURE</b>	<b>2,243,216</b>	<b>2,393,276</b>
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During the financial year, TEAR Australia had no non-monetary income or expenditure, or transactions in the Political or Religious Adherence Promotion Programs category.

# TEAR Australia Inc. Balance Sheet

As at 30 June 2011

	2011	2010
ASSETS	\$	\$
<b>Current Assets</b>		
Cash and cash equivalents	10,702,426	7,460,755
Trade and other receivables	113,968	160,091
Inventories	6,773	15,603
Assets held for sale	0	0
Other financial assets	19,499	12,613
<b>TOTAL CURRENT ASSETS</b>	<b>10,842,667</b>	<b>7,649,062</b>
<b>Non-Current Assets</b>		
Trade and other receivables	0	0
Other financial assets	0	926,815
Property, plant and equipment	2,367,968	2,397,503
Investment property	0	0
Intangibles	0	0
Other non-current assets	0	0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>2,367,968</b>	<b>3,324,318</b>
<b>TOTAL ASSETS</b>	<b>13,210,635</b>	<b>10,973,380</b>

LIABILITIES	\$	\$
<b>Current Liabilities</b>		
Trade and other payables	381,144	71,837
Borrowings	0	0
Current tax liabilities	0	10,743
Other financial liabilities	0	0
Provisions	452,410	465,140
Other	0	0
<b>TOTAL CURRENT LIABILITIES</b>	<b>833,554</b>	<b>547,720</b>
<b>Non-current Liabilities</b>		
Long-term provisions	45,318	35,505
Borrowings	0	0
Other financial liabilities	0	0
Provisions	0	0
Other	0	0
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>45,318</b>	<b>35,505</b>
<b>TOTAL LIABILITIES</b>	<b>878,872</b>	<b>583,225</b>

<b>NET ASSETS</b>	<b>12,331,763</b>	<b>10,390,155</b>
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EQUITY	\$	\$
Reserves	228,950	530,558
Retained earnings	12,102,813	9,859,597
<b>TOTAL EQUITY</b>	<b>12,331,763</b>	<b>10,390,155</b>



# Statement of Changes in Equity

For the year ended 30 June 2011

	Retained profits	Special purpose grant reserve	Foreign currency reserve	TOTAL
	\$	\$	\$	\$
<b>Balance at 1 July 2009</b>	<b>7,466,321</b>	<b>467,904</b>	<b>(252,355)</b>	<b>7,681,870</b>
Surplus (Deficit)	2,393,276	0	0	2,393,276
Transfers to and from reserves	0	0	315,009	315,009
<b>Balance at 30 June 2010</b>	<b>9,859,597</b>	<b>467,904</b>	<b>62,654</b>	<b>10,390,155</b>
Surplus (Deficit)	2,243,216	0	0	2,243,216
Transfers to and from reserves	0	0	(301,609)	(301,609)
<b>BALANCE AT 30 JUNE 2011</b>	<b>12,102,813</b>	<b>467,904</b>	<b>(238,955)</b>	<b>12,331,763</b>

## Table of Cash Movements for Designated Purposes

	Cash available at beginning of year \$	Cash raised during year \$	Cash disbursed during year \$	Cash available at end of year \$
Designated Purpose	0	0	0	0
Total for other purposes	7,460,755	16,437,170	13,195,499	10,702,426
<b>Total</b>	<b>7,460,755</b>	<b>16,437,170</b>	<b>13,195,499</b>	<b>10,702,426</b>

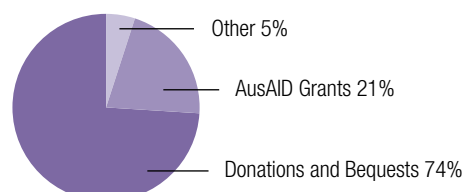
There were no appeals for a designated purpose that raised more than 10% of total revenue in the financial year.

See the summary on page 25 for an explanation of the account categories.

The percentage for Projects under Disbursements (below) includes the Funds to International Programs, Program Support Costs and Domestic Program Expenditure.

### Source of Income

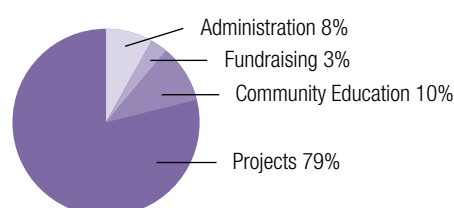
	2011	2010
Donations and Bequests	74%	81%
AusAID Grants	21%	17%
Other	5%	2%
<b>Total</b>	<b>100%</b>	<b>100%</b>



Percentages of total income received for the financial year.

### Disbursements

	2011	2010
Projects	79%	79%
Community Education	10%	10%
Fundraising	3%	3%
Administration	8%	8%
<b>Total</b>	<b>100%</b>	<b>100%</b>



Percentages of total expenditure for the financial year.

# Frequently Asked Questions

## What does “TEAR” stand for?

Established in 1971 by the Australian Evangelical Alliance, TEAR Australia was originally called The Evangelical Alliance Relief Fund. As we are now an independent organisation, the letters are no longer used as an acronym. Now in our 40th year, we use the byline “Transformation Empowerment Advocacy Relief” as a description of our work.

## Does TEAR fund evangelism?

No. TEAR's policy is to finance the relief, development and advocacy activities of organisations who are motivated by their faith in Christ, and by their desire to demonstrate the depth of God's commitment to justice, to mercy, to the poor. We do not fund proselytizing activities, but we rejoice and celebrate when we know of people whose lives have been wonderfully and beautifully enriched by the embrace of God in Christ. But we will not support any attempt to misuse relief and development activities to manipulate people into the church. We believe such attempts lack integrity, result in poor development, and dishonour the One who is our motivation.

## How much of my donation reaches the project?

Of TEAR Australia's overall income, 8% covers administrative costs, 3% is spent on fundraising, 10% is spent on empowering people within Australia to respond to poverty and injustice and 79% goes to projects.

## How do I know the money gets there?

All projects are audited by accountants and reviewed by TEAR project workers. TEAR is also audited by registered company auditors and is fully accredited by AusAID (the Australian Agency for International Development), representing the Australian Government. TEAR is a signatory to the ACFID (Australian Council for International Development) Code of Conduct, representing our commitment to ethical standards in governance, financial management and public accountability.

## How is a project designed?

Project design and management is a joint activity of TEAR Australia and respective implementing partners. TEAR Australia contributes to the project design process through a sharing of information and experience. Partner organisations work closely with communities to ensure that projects are built on the strengths of the people involved and help them meet their own needs.

## How is a project selected?

Projects are selected on the basis of the following strategic objectives. They should:

- focus on the poorest and most marginalised people;
- give priority to the rights, interests, needs and capacities of the people they serve;
- address both the symptoms and the causes of poverty and marginalisation;
- produce tangible, lasting improvement in the lives of the people they serve;
- strengthen skills within communities, civil society and government to address their own development priorities.

## How are projects evaluated?

An evaluation process is built into the initial design of every project, and is regularly conducted during implementation of the program. Regular reflections and evaluation by the community and local staff members, technical evaluation by experts, and the observations of TEAR staff are used to keep the project on the path to achieving its goals. As projects reach their completion, or reach a new stage, often an external consultant is employed to facilitate the reflection and learning process.

*Across Australia, TEAR supporters have marked our 40th Anniversary at gatherings, events and conferences. Photo: Jonathan Osborne.*



*As we celebrated with cake, the Moruese community in northern Kenya celebrated the opening of their bore-hole, part of a water and sanitation project supported by TEAR Australia through the Anglican Church of Kenya, Diocese of Eldoret, Christian Community Services.*

# Thank you!

Over the past 40 years, TEAR's supporters have been the driving force behind the projects which have transformed countless lives. Thank you for your prayers, your giving, your encouragement, your participation, your lobbying and your partnership.